



# **Framework of Governance and Academic Management (FGAM)**

**29 August 2024**

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# 1. Introduction

This Framework of Governance and Academic Management (FGAM) outlines the purpose and relationship between all the main decision-making bodies at LCK Academy ('LCKA' or the 'Academy'). It sets out how leadership and management is structured at the Academy to ensure the implementation of the LCKA Strategic Plan, with sustainable growth and delivery of high-quality higher education that meets the needs of local communities the Academy was established to serve.

## 2. About LCK Academy (LCKA)

Originally the brainchild of London's Community Kitchen (LCK), LCK Academy is a grassroots initiative that provides accessible progression opportunities into higher education for LCK beneficiaries. The Academy was incorporated on 17 August 2022 as a private limited company at Companies House for England and Wales under Company Number 14301831. The purpose of the Academy is to tackle the causes of deprivation through education that helps people and communities develop the skills they need for self-empowerment including academic and career success. To this end the Academy's higher education courses harness and develop entrepreneurial talent, enabling students to break the cycle of deprivation, and complete their transformation from food poverty to self-sufficiency.

## 3. Vision, Mission & Core Values

### 3.1. Vision

*To become a leading provider of higher education, building confidence and removing barriers, by harnessing entrepreneurial talent within the community.*

### 3.2. Mission

*To serve the community with high-quality higher education, giving people knowledge, skills and confidence they need to develop a culture of entrepreneurship and help grow the local and national economy.*

### 3.3. Core values

LCKA prioritises the students and communities we serve, underpinned by our core values:

- **Empathy:** showing kindness and compassion and respect for the health and well-being of others.
- **Empowerment:** providing education and work experience for sustainable employment and enterprise.
- **Environmental efficacy:** regenerating local communities with earth share, people care and fair share permaculture.
- **Enthusiasm:** committing time, energy and expertise to serve the common good
- **Embracing Diversity:** Ensuring people from a wide range of backgrounds work and benefit from LCKA

### 3.4. Overall Aim

To fully deliver the Academy's mission, vision and values, we have one overall aim, which is:

*To provide an excellent education and transformative experience for our students.*

### 3.5. Enablers

To achieve the overall aim, LCKA will develop the Academy through a set of enablers. Those enablers are its people, places, programmes and engagement with communities. A set of strategic priorities have been identified for each enabler as follows:

#### People

1. Provide learning and development for both academic and professional service staff.
2. Implementation of a leadership and management development programme for faculty staff to foster growth and succession planning.

#### Places

1. Secure expansion of our educational estate to meet growth plans.
2. Develop our educational estate to meet the needs of our students leveraging technology to improve infrastructure and connectivity to support and enhance teaching and learning.
3. Develop institutional systems, processes, policies and procedures so as to support students in their educational experience.
4. Ensure campus safety and accessibility to facilitate a welcoming and inclusive environment for all.

## **Programmes**

1. Develop and refresh the institutional programme portfolio to address emerging fields/sectors, societal challenges and workforce development.
2. Enhance curriculum and pedagogical approaches to promote active learning, critical thinking and communication skills amongst students.

## **Engagement with communities**

1. Reach out to a wider community of people across the UK and provide them with the high-quality education they need.
2. Improve the career prospects and life chances of individuals and their communities.
3. Proactively promote and empower people to contribute towards sustainable development goals.
4. Develop partnerships between the private (including industry) and public sector for the betterment of communities.

## **4. The Board of Governors (BoG)**

LCKA has two shareholders including the Chief Executive Officer of LCKA and the Chief Executive Officer of London's Community Kitchen (LCK). The Board of Governors (BoG) was established by the Board of Directors on 22 May 2024, with full decision-making powers, to provide leadership for the Academy as a provider of higher education. Both shareholders form the Board of Directors and are executive members of the Board of Governors (BoG) together with the LCKA Academic Dean (or Head of Quality). The BoG also includes the LCKA Student President, who is elected by all the students at the Academy to represent them. One LCKA staff member is also appointed as the BoG Secretary.

In addition to the executive members and Student President, the BoG includes a minimum of three and maximum of six independent members with extensive experience holding senior positions in further and higher education, including private and public colleges, universities and local council adult provision. One of the independent members chairs the BoG, and another, preferably with a finance background, chairs the Audit and Risk Committee which reports to the BoG.

This following provides the full list of BoG members:

- The Student President (or delegated member of the Student Council)
- The two LCKA shareholders who are also members of the Board of Directors
- The LCKA Academic Dean (or Head of Quality)
- An independent member with senior academic background who chairs the BoG
- An independent member with finance background who chairs the Audit and Risk Committee
- Independent member(s) (up to four) with relevant expertise and backgrounds
- The BoG Secretary providing secretariat services to the BoG

## 4.1. Purpose of the BoG

The Board of Governors (BoG) has the following responsibilities in its stewardship of LCKA:

- Safeguarding the quality of the student experience;
- Safeguarding the wellbeing and security of all stakeholders;
- Ensuring high academic standards and quality are maintained and enhanced;
- Compliance with legal and higher education regulatory requirements in the UK;
- Maintenance of a detailed risk management system that ensures safe and fair access to and participation in the academy's higher education provision and ancillary services, with equality of opportunities to all students.

All BoG members are also expected to commit to the following:

- The broader social mission of the Grassroots Regeneration Framework that encompasses the collaborative endeavours of LCKA, London's Community Kitchen and the Urban and Community Farm Projects;
- The LCKA Policy on Equality Diversity and Inclusion, which incorporates our agenda for widening participation;
- The Core Values of the Committee of University Chair's (CUC )
- The Office for Students Public Interest Governance Principles; and
- The Nolan principles of public life: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.

## 4.2. Accountability

The BoG holds senior members of the Academy to account for the decisions they take in their implementation of the Academy's strategic enablers, priorities and objectives, with periodic monitoring of all KPIs. It does through oversight of the effectiveness of the following bodies at the Academy:

- The Senior Leadership Team
- The Academic and Quality Board

The BoG also ensures the Academy conducts rigorous audits and risk management of its policies, processes and practices, particularly the Academy's position in relation to the following legal and regulatory:

- Financial sustainability and transparency
- Conflict of Interest
- Freedom of speech
- Academic freedom
- Safeguarding of adults at risk
- Prevent duty
- Student consumer protection

- Data protection legislation.

### 4.3. CUC Values and Public Interest Governance Principles

It is a requirement of LCKA that all BoG members are committed to upholding the CUC and Public Interest Governance Principles as follows:

Core Value or Principle	Status
<p><b>Accountability</b></p> <p>In accordance with the public interest governance principle on accountability, LCKA Board of Governors (BoG) “operates openly, honestly, accountably, and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider”.</p>	<p>The BoG has clear Terms of Reference and holds quarterly meetings with agendas that are aligned to its purpose and responsibilities. The BoG ensures that all its members are fit and proper persons and able to carry out their role in the BoG by carrying out due diligence on all members before their appointment and every year thereafter. There are three independent members including the Chair of the BoG ensuring full and transparency and accountability. Both LCKA shareholders are BoG members to ensure key decisions can be taken and there are two advisors on the BoG. Action points from minuted meetings are regularly monitored and updated.</p>
<p><b>Fit and Proper Persons</b></p> <p>Before members are appointed to the BoG, they undergo due diligence by completing a form declaring they are fit and proper persons. They must also declare any potential conflicts of interest they have. They also receive Terms of Reference, the Framework of Governance and Academic Management (FGAM) and induction to the BoG.</p>	<p>The BoG Secretary receives CVs of all BoG members and completed Declaration of Interest and Fit and Proper Persons Forms prior to appointment and every year thereafter. These are assessed by the Board of Directors on the establishment of the BoG and by the BoG itself thereafter should any new BoG member be considered for appointment. The Remuneration Committee (a sub-committee of the BoG) must also review new members before they are appointed to the BoG.</p>

Core Value or Principle	Status
<p><b>Governing Body</b></p> <p>Considering the nature, scale and complexity of LCKA, the BoG has the appropriate size, composition, diversity, skills mix, and terms of office (reference)</p>	<p>The Terms of Reference for the BoG stipulates nine members including two executives who are shareholders, one of whom is also the Chief Executive Officer. There is one student representative, and three independent members who have a good mix of senior academic governance and management experience, qualifications and skills in the further and higher education sector and local council adult support services. The BoG actively seeks to recruit new independent members including one with a background in Finance. All members have extensive experience in senior positions in higher education including professional statutory and regulatory bodies (PSRB). LCKA strives to ensure diversity in its BoG including a balance between male and female members and representatives from different ethnic backgrounds.</p>
<p><b>Academic Governance</b></p> <p>Providing oversight of high-quality education and overall student experience, delivered independently or in partnership with colleges and universities, for the benefit of the public in the United Kingdom, including the development, delivery and awarding of qualifications, whether regulated or unregulated up to and including university level education. This includes the establishment of a self-critical academic community supported by effective quality and enhancement systems.</p>	<p>The BoG holds four quarterly meetings per annum, in addition to extraordinary meetings if required, starting with the first meeting on 22-05-24. In all subsequent meetings the BoG receives reports from the Board of Directors, Senior Leadership Team, Academic and Quality Board (AQB) and Student Council on the quality of education and student experience at LCKA. AQB is granted delegated powers by The BoG to receive reports from Programme Committees, the Assessment Board and Admissions Committee. Upon election, the Student President or delegated student representative chairs Student Council meetings and is a full member of AQB and the BoG. AQB compiles and submits the Internal Annual Monitoring Review (IAMR) to the BoG.</p>



Core Value or Principle	Status
<p><b>Freedom of Speech</b></p> <p>Adherence to the principle of freedom of speech, through oversight of the implementation of the Academy’s Freedom of Speech Policy, as applied to all students, faculty, staff employed by the Academy, and external speakers.</p>	<p>The Senior Leadership Team reports on a bi-monthly basis in the first 18 months followed by a quarterly basis to the BoG on how Freedom of Speech is monitored, reviewed, supported and protected at the Academy. The Audit and Risk Committee also audits risk to Freedom of Speech at the Academy and reports to the BoG.</p>
<p><b>Academic Freedom</b></p> <p>Adherence to the principle of academic freedom, through oversight of the implementation of the Academy’s Academic Freedom Policy.</p>	<p>AQB reports on a bi-monthly basis in the first 18 months followed by a quarterly basis to the BoG on any issues affecting Academic Freedom at the Academy. The Audit and Risk Committee also audits risk to Academic Freedom at the Academy and reports to the BoG.</p>
<p><b>Risk Management</b></p> <p>Ensuring that corporate risk management, including academic risk (student protection and the protection of academic standards and quality), effectively ensures that LCKA operations are sustainable, aligned with CUC values and OfS public interest governance principles for English higher education providers, and the conditions of OfS registration.</p>	<p>The Audit and Risk Committee ensures that the Risk Register and Student Protection Plan, which is compiled by risk owners of the AQB and SLT, is implemented and updated four times per year. It includes the likelihood of risks occurring and the degree of impact that each risk poses to the Academy. The Audit and Risk Committee reports on the implementation of mitigations for medium to high-risk items to the BoG, particularly in relation to sustainability, alignment with CUC core values, the OfS public interest governance principles and conditions of OfS registration.</p>

Core Value or Principle	Status
<p><b>Value for money</b></p> <p>Ensuring that students and taxpayers (if the Academy has students who are able to access funding from the student loans company ), receive value for money through the effective implementation of transparent processes.</p>	<p>The Admissions Policy, Terms and Conditions, and Refunds, Fees and Compensation Policy are made available on the LCKA website. The Admissions Committee reports on value for money to AQB, which reports to the BoG. The Academic Advancement Committee ensures that all LCKA public information including fees for courses is accurate and transparent, with no hidden fees, and reports on value for money to Senior Leadership Team (SLT), which reports to the BoG. AQB includes an evaluation of value for money in the Internal Academic Monitoring Review (IAMR) submitted to the BoG every year. The Audit and Risk Committee monitors and reports to the BoG on student fee transactions. The Audit and Risk Committee also monitors and reports to the BoG on the Academy's compliance with consumer protection law, including the provision of CPD training on consumer protection obligations, and the advice provided for UK higher education providers by the Consumer Markets Authority (31 May 2023).</p>
<p><b>Student Engagement</b></p> <p>The BoG actively engages all stakeholders in decision-making processes at LCKA including its students through representation on committees. This way a wide range of views representing the whole college community are considered when decisions are taken</p>	<p>The Student Council reports to AQB every quarter and the Student President is a member of AQB and the BoG. Student representatives also sit as members of all Programme Committees. Students nominate their elected representatives at class level, campus level and whole Academy level.</p>

Core Value or Principle	Status
<p><b>Equality Diversity and Inclusion</b>  Promotion of equality, diversity, and inclusion in learning, teaching and assessment as well as any other activities carried out by the company, including talent management (HR) policies and procedures</p>	<p>The Senior Leadership Team (SLT) and Academic and Quality Board (AQB) report to the BoG on equality, diversity and inclusion at the Academy every quarter. SLT receives reports from the Academic Advancement Committee on Operations, Finance and Marketing and Business Development. AQB reports on key student demographic performance metrics with gap analysis. The Audit and Risk Committee (AR) is a sub-committee of the BoG, with a minimum of two independent members, and is also responsible for auditing and reporting to the BoG on the company's implementation of its equality, diversity and inclusion policy.</p>

Core Value or Principle	Status
<p><b>Safeguarding and Prevent Duty</b> Ensuring that the College has safeguarding and prevent duty processes in place and that any issues in relations to safeguarding and prevent duty are monitored and dealt with appropriately.</p>	<p>The SLT reports to the BoG on any issues relating safeguarding and prevent duty at the Academy. The Audit and Risk Committee audits and reports to the BoG on the implementation of the Academy's Safeguarding and Prevent Policy.</p>
<p><b>Legal and Regulatory Compliance</b> Ensuring the Academy meets its legal and regulatory obligations.</p>	<p>The Audit and Risk Committee (AR) holds a minimum of four (quarterly) meetings per annum in which it receives reports from the Compliance Team on legal compliance and reports from the Academic Dean on academic regulatory compliance.</p>
<p><b>Sustainability</b> Drive the LCKA mission and vision in a way that is financially, socially and environmentally sustainable. Promote the regeneration of communities through provision of higher education that empowers individuals. Actively participate in the wider Grassroots Regeneration Framework that aims to tackle the causes of deprivation, symptoms of deprivation and regenerate land, by creating urban farms that provide for a sustainable future.</p>	<p>Audit &amp; Risk Committee (AR) monitors the implementation of the LCKA Sustainability Policy, Business Continuity Policy, Student Protection Plan, Risk Register, and reports on the to the BoG annually.</p> <p>SLT monitors and reports to the BoG on the progress of the Grassroots Regeneration Framework and LCKA's contribution towards it.</p>
<p><b>Reputation</b> The BoG focuses on helping LCKA to become a leading provider of higher education, building confidence and removing barriers, by harnessing entrepreneurial talent within the community.</p>	<p>Monitoring the implementation of the Strategic plan including the LCKA vision, mission and core values.</p>

Core Value or Principle	Status
<p><b>Effectiveness</b></p> <p>The BoG holds the SLT and AQB accountable for the effectiveness of all policies, processes and systems in ensuring quality education and student experience at LCKA. The BoG also evaluates its own performance against the implementation of the six values of the CUC Code and the OfS public interest governance principles.</p>	<p>The SLT and AQB report on effectiveness of all policies, processes and systems to the BoG a minimum of four times per annum. AQB submits a comprehensive Internal Academic Monitoring Review (IAMR). The Audit and Risk Committee simultaneously submits a Review of Governance Performance (RGP) so that the BoG may evaluate its own performance.</p>
<p><b>Monitoring the Strategic Plan</b></p> <p>Monitoring progress against the strategic priorities, objectives and KPIs in the LCKA Strategic Plan.</p>	<p>AQB and SLT report to the BoG four times per annum on progress against KPIs. All KPIs are proposed by AQB and SLT and approved by the BoG.</p>
<p><b>Independent members of the governing body:</b></p> <p>At least one external member of the governing body who is independent of the provider, and whose term of office is normally limited to a maximum of three terms of three years or two terms of four years.</p>	<p>The Terms of Reference for the LCKA Board of Governors (BoG) states under the section: <i>Membership of the BoG</i> that there is one external member with senior academic background, who is independent of the Academy and chairs the BoG. Further, there is another external (independent) member with finance background who chairs the Audit and Risk Committee. The next section on <i>Tenure</i> in the ToRs states that the maximum tenure for independent members of the BoG is three times three-year terms by majority vote, or a maximum of nine years in total. See the BoG Terms of Reference for more details.</p>

<p><b>Regularity, propriety and value for money</b></p> <p>The governing body ensures that there are adequate and effective arrangements in place to ensure public funds are managed appropriately, in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. This also applies to any funds passed to another entity for the provision of facilities or learning and teaching, or for research to be undertaken.</p>	<p>As noted in the section above, the BoG has one external member who is independent of the Academy with finance background who chairs the Audit and Risk Committee and reports directly to the Board of Governors. The Audit and Risk Committee is responsible for ensuring that public funds are adequately and appropriately managed at the Academy through the implementation of effective arrangements, and that the Academy remains aligned with conditions of grant and the principles of regularity, propriety and value for money. The Audit and Risk Committee Terms of Reference provides the following details regarding the maintenance of regularity, propriety and value for money:</p> <p>To this end the Audit and Risk Committee is responsible for ensuring the following:</p> <p>Regularity: Maintaining legal and regulatory compliance regarding the use of funds including State Aid Legislation.</p> <p>Propriety: Maintaining high standards of public conduct including those listed in the Committee on Standards in Public Life (originally the Nolan Committee).</p> <p>Value for Money: Ensuring that all public resources including public grant finding are administered economically, effectively, and efficiently with prudence.</p>
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#### 4.4. Alignment with Nolan Principles

Nolan Principle	How BoG satisfies the Nolan Principles
<b>Selflessness</b>	The BoG must be willing to give their time and expertise for the benefit of the community the Academy serves. They must attend all the BoG meetings fully prepared after reading the agenda, previous minutes and any reports submitted before the meeting. They must travel to LCKA premises to meet in person a minimum once every quarter per annum
<b>Objectivity</b>	The BoG must make decisions based upon objective facts supported by valid, reliable and accurate evidence rather than conjecture, preconceptions or bias. They must ensure that all items on the agenda of meetings are not issues that might conflict with their personal interests compromising their impartiality.
<b>Integrity</b>	The BoG must seek to do what is right and kind rather than what is easy or convenient and always put the interests of students first, without placing staff and other stakeholders at risk or at a disadvantage in the process. BoG members must also avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their decision-making on behalf of the Academy.
<b>Accountability</b>	The BoG must take responsibility for the oversight of all decisions taken at the Academy that impact on the Academy and its stakeholders. They must also take responsibility for the consequences of their own decisions and actions. They must check minutes of meetings for accuracy and follow up on agreed action points.
<b>Honesty</b>	The BoG must speak the truth and seek the truth even when it is uncomfortable.
<b>Openness</b>	All BoG members must be transparent and submit the Declaration of Interest form along with their CV and Fit and Proper Persons form prior to their appointment and renewed each year. BoG members should also declare their interests and exclude themselves for discussions and decision-making concerning issues of personal interest.
<b>Leadership</b>	Making decisions, setting an example, inspiring, encouraging and motivating all students, the senior leadership team, and all staff.

## 5. Appointments

The Board of Directors appointed the Academic Dean (or Head of Quality) and the first three independent members of the BoG, including the Chair of the BoG on 22 May 2024. As per the Companies Act 2006, the two shareholders (Board of Directors) are individually and unambiguously accountable in their legal duties.

The BoG appoints new members when a position becomes vacant or there is a need for specific expertise. The Remuneration Committee, a sub-committee of the BoG, is responsible for the selection process that is used to appoint new members to the BoG. The Remuneration Committee recommends a role description and person specification which is used to advertise a vacancy on the Academy's website and other platforms if required. It also shortlists candidates for the BoG to interview and select. Appointments must be made in compliance with the Equality Act 2010, and the diversity of the BoG membership must be a priority wherever possible.

There must always be a Student Representative on the BoG, who has been elected by the Student Council to represent all the students at the Academy. This will usually be the Student President who chairs the Student Council. The Student Council consists of class representatives elected by their peers to represent them. The Student Council may appoint a new President every year. They may also select a different representative from the Student Council to represent them on the BoG in accordance with the Terms of Reference of Student Council Constitution document.



## 5.1. Fit and Proper Persons

All members are required to sign a declaration of interest form and fit and proper persons form on their appointment to the BoG and every year thereafter. The BoG is responsible for ensuring that all members of the BoG are fit and proper persons by agreeing that they:

- are of good character;
- have not been involved in any failed application of loss or OfS registration in any higher education organisation;
- have not committed or participated in any form of fraud including misrepresentation, identity theft, tax fraud or the abuse of tax systems;
- have no convictions for any criminal offence in the UK or abroad, not including past convictions that are regarded as legally spent;
- have not been disciplined for or participated in any serious misconduct towards any organisation in whatever capacity they were employed or involved;
- are not compromised financially;
- have no undischarged bankruptcy and I have not made compositions or arrangements with creditors from which I have not been discharged;
- are free to act as a company director without disqualification as set out in the [Company Directors Disqualification Act 1986](#) or the [Charities Act 2011](#), respectively;
- have the qualifications, experience and abilities required to become a valued member of the LCKA Board of Governors (BoG) as indicated in my CV (attached);
- are able to carry out all the responsibilities that will be required of me as a member of the LCKA Board of Governors by reason of health, after reasonable adjustments are made;
- understand that LCKA may need to share this declaration, together with their CV and Declaration of Interest Form with the Office for Students, as evidence that they are a fit and proper person;
- understand that the declaration and any other personal data I they have provided to the LCKA Secretary may be passed to the Office for Students as part of their regulation of the Academy.

## 5.2. Tenure

The tenure of an independent governor is up to three years. However, it is possible for a governor to be reappointed by the BoG for one further period of three years if the other independent members choose to re-elect them.

### **5.3. Termination**

A person will cease to be an independent Governor as soon as:

- the person is dismissed as a Governor by majority decision of the independent members;
- the Governor sends notification that they are resigning from office, and such resignation has taken effect in accordance with its terms;
- that person ceases to be a Governor in accordance with the terms of the Governor's appointment;
- the Companies Act or other prohibition by law prevents that person from being a Governor;
- a bankruptcy order is made against that person;
- a composition is made with that person's creditors generally in satisfaction of that person's debts;
- according to the written opinion provided to the company by a registered medical practitioner who is treating that person stating that now and for the next three months, the person will be physically or mentally incapable of acting as a Governor;
- the Office for Students, or any other UK government department or agency, objects to that person acting as a Governor; or
- there is a conflict of interest which affects an independent non-executive governor's ability to act as an independent member of the BoG.

### **5.4. Induction and Training**

All governors will receive a formal induction approved by the BoG upon their appointment. Governors may need to receive additional training as and when new legal or regulatory requirements are introduced. The Academy will engage external consultants and experts to provide training that governors may require to perform their role effectively. Governors are responsible for regularly updating and refreshing their skills and knowledge if needed to ensure that they can fulfil their role as an effective member of the LCKA BoG.

## **5.5. Annual performance appraisal and audits**

The BoG is responsible for conducting a self-appraisal of its own performance each year. The Audit and Risk Committee, a sub-committee of the BoG made up of independent BoG members, conduct a Governance Performance Review, which includes an evaluation of how the BoG has performed in terms of its oversight of the Senior Leadership Team and academic management of the Academy, and its progress towards its strategic priorities and objectives. The BoG will also evaluate its conducts in relation to the core values of the Committee of University Chairs (CUC ), Office for Students (OfS) public interest governance principles, and Nolan Principles of public life. The BoG will also conduct an audit of the knowledge and expertise of all BoG members. The review together with recommendations for improvement and enhancement will be submitted to the BoG for discussion and approval at the end of each calendar year.

All Governors and the BoG Secretary shall be subject to an annual individual performance review as follows:

- The Chair will appraise all members including one shareholder (LCK CEO) and the Secretary
- The other shareholder (LCKA CEO) will appraise the Chair.

## **6. Scheduled matters of the BoG**

The BoG's scheduled matters that will be standing items on the agenda for each quarterly meeting include the following:

- Safeguarding, Health and Safety and Prevent Duty
- Equality, Diversity and Inclusion Strategic Plan (Objectives and KPIs)
- Academic Freedom and Freedom of Speech
- Academic Standards and Quality
- Student Experience
- Student Protection
- Risk Register
- Legal and regulatory compliance including OfS, CUC, CMA, GDPR
- Financial Management and Sustainability
- Resources and Talent Management (CPD)
- BoG self-appraisal process and findings

## **7. Sub-committees of the BoG**

The BoG delegates powers to the following sub-committees:

### **7.1. Audit and Risk Committee (ARC)**

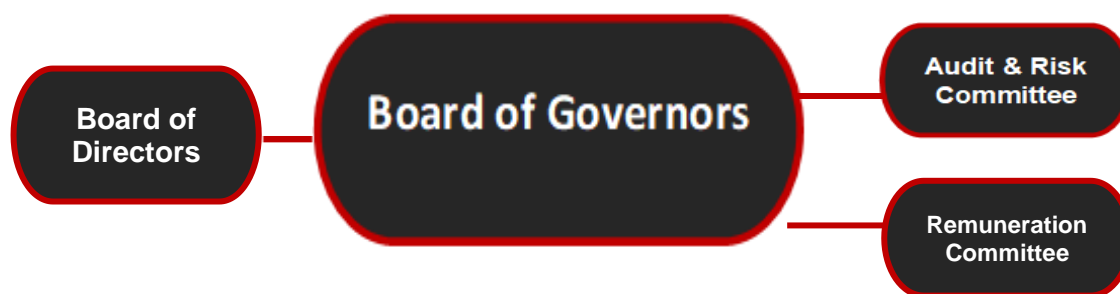
The Audit and Risk Committee (ARC) consists of two or more independent members of the BoG. The Audit and Risk Committee (ARC) can ask shareholders or other staff to attend an ARC meeting to provide information needed by the members. The chair of the Audit and Risk Committee should be an independent BoG member with a background in finance. The executive members are invited to provide ARC with information, but they are not full members of ARC and have no voting rights. The executive members may not attend the whole meeting for matters that are reserved solely for ARC.

The ARC monitors and advises the BoG on its auditors, audited financial statements, ledger and financial forecasts. It oversees the management of the Academy's assets, including income, expenditure and investments. It is also responsible for ensuring that there are transparent and effective processes for managing accounts and finances. It is responsible for ensuring that students receive value for money, and that Academy funds are used appropriately. It monitors the financial sustainability of the College and ensure that there are adequate funds available for the Academy to meet its commitments, with reserves in place for contingencies should there be any adverse circumstances affecting business continuity. ARC is also responsible for monitoring and reporting to the BoG on the effectiveness of the LCKA policies, procedures and processes, risk management and register including student protection, academic quality and compliance with legal and regulatory requirements. ARC also evaluates the performance of the BoG and produces an annual performance review of all BoG activities and progress together with recommendations for improvements and enhancements at the end of each calendar year (see details above).

### **7.2. Remuneration Committee**

The Remuneration Committee consists of a minimum of two independent BoG members and one shareholder. It is responsible for ensuring that senior post holders are properly remunerated. It oversees the selection process for new BoG members and other senior members that are employed at the Academy. The Remuneration committee will also receive and consider all applications for independent non-executive governor positions and make recommendations to the BoG.

## LCKA Board of Governors and its sub-committees



## 8. Executive Committees Reporting to the BoG

### 8.1. Academic and Quality Board (AQB)

The Academic and Quality Board (“AQB”) consists of the Academic Dean (or Head of Quality) who chairs the AQB, Head of Higher Education, Head of Academy Advancement, Registry Officer, Academic Experience Manager, all Programme Leaders, at least one Independent (External) Member and a Student Representative. The AQB has delegated powers from the Board of Governors to oversee and make decisions regarding the student admissions process, academic standards of awards offered, the quality of learning, teaching and assessment and the overall student experience at the Academy. including safeguarding and prevent duty. The AQB reports to the BoG for approval, strategic steers and recommendations on academic programmes, student experience, academic freedom and quality improvement and enhancement. The AQB is responsible for steering and overseeing the LCKA quality review cycle and compiling the Internal Annual Monitoring Review (IAMR) that it submits to the BoG for approval. The BoG delegates powers to the AQB for approving all academic regulations as the sovereign academic authority of the Academy. The AQB reports on progress to the BoG in relation to academic quality and standards and any other relevant KPIs that come under its remit.

### 8.2. Senior Leadership Team (SLT)

The Senior Leadership Team (‘SLT’) consists of the Academy’s senior team and is chaired by the CEO. The SLT receives a report from the Academy Advancement Committee and submits all its business decisions to the BoG for discussion and approval . The SLT ensures that there is a safe and inclusive environment at the Academy for all students and staff. It monitors and reviews the implementation of the Academy’s Equality, Diversity and Inclusion Policy, and the risk register in relation to business continuity and student protection. It monitors the health of LCKA finances, agrees budgets and makes key financial decisions for the Academy. The SLT approves the LCKA marketing strategy and plans. It considers and recommends for BoG approval any new business opportunities including new partnerships and programmes of study or new facilities. It

recommends all LCKA non-academic policies and procedures for approval by the BoG. It reports on progress in relation to relevant KPIs that come under its remit.

## **9. Sub-Committees of the AQB**

### **9.1. Programmes Committee (PC)**

The Programmes Committee (PC) is responsible for monitoring, reviewing and reporting to the Academic and Quality Board (AQB) on the quality of all programmes delivered at the Academy, including student experience, performance and achievements. There is one PC with timed sections for each programme. The PC consists of the Head of Higher Education (Chair), Deputy Head of Higher Education, the relevant Programme Leader(s), Tutors, Student Support Officers and Student Representatives. The PC monitors the performance of Tutors, Student Support Officers and Students on their course. It considers all performance data including student retention, achievement, progression and continuation rates, as well as metrics from student satisfaction surveys. The PC reviews the reports of external moderators and examiners and the relationship of the Academy with partner or awarding organisations where relevant.

### **9.2. Student Council**

The Student Council (SC) is the main platform for the student voice at the Academy. Student representatives will be recruited by students in every class at the start of each calendar year. Those who are elected will form a Student Council. The Student Council consists of members from each class up to nine in total. If there are more than nine classes, two classes will share the same class representative. The nine members of the Student Council will elect one of their members to the position of Student President who will chair their meetings. The Student President, or delegated student representative, will represent the student voice in the Academic and Quality Board and BoG. The Student Council will submit a report to the Academic and Quality Board (AQB) on issues affecting students and a report to the BoG. The Academy will allocate some funds to support students with travel and food expenses when they are participating in Student Council meetings.

### **9.3. Admissions Committee**

The Admissions Committee (AC) oversees the recruitment and admission of students to the Academy. The AC consists of the Head of Academic Advancement (Chair), Admissions Manager, Admissions Officers, and Deputy Head of Higher Education. The AC ensures that student recruitment and the admissions process is fair, consistent and transparent, and aligned to the Academy's Strategic Plan. The AC presents reports to the Academic and Quality Board on its progress towards recruitment targets. The AC ensures the Admissions Policy and Procedures are implemented effectively and that applications and enquiries are dealt with in an efficient manner. It ensures compliance with legal and regulatory requirements including those of partners and awarding organisations and oversees the quality of the admission process, including how the Admissions team coordinate with faculty to ensure that entry requirements are met including academic standards.

## **9.4. Assessment Committee**

The Assessment Committee (AC) provides internal monitoring and ratification of assessment decisions for higher education courses to ensure that grading and classification processes within the College are reliable, fair and transparent, and consistent with the regulations of awarding organisations. The AC ensures that students who receive grades for qualifications have achieved threshold standards that are consistent with the relevant national qualifications framework and been given the opportunity to achieve beyond the threshold standards that are reasonably comparable with those achieved in other UK providers. The AC ensures through implementation of the TEC Assessment Policy that standards of the awards offered by TEC or in partnership with other organisations are credible and secure. The AC meets at different times throughout the academic year whenever assessments for a term or semester have been completed and the results require internal ratification. The AC held its first formal meeting on 23-02-2024.

### **9.4.1. Academic Malpractice Board**

The Academic Malpractice Board (AMB) only convenes when a decision over an allegation of Academic Malpractice needs to be made. The AMB reports to the Assessment Committee.

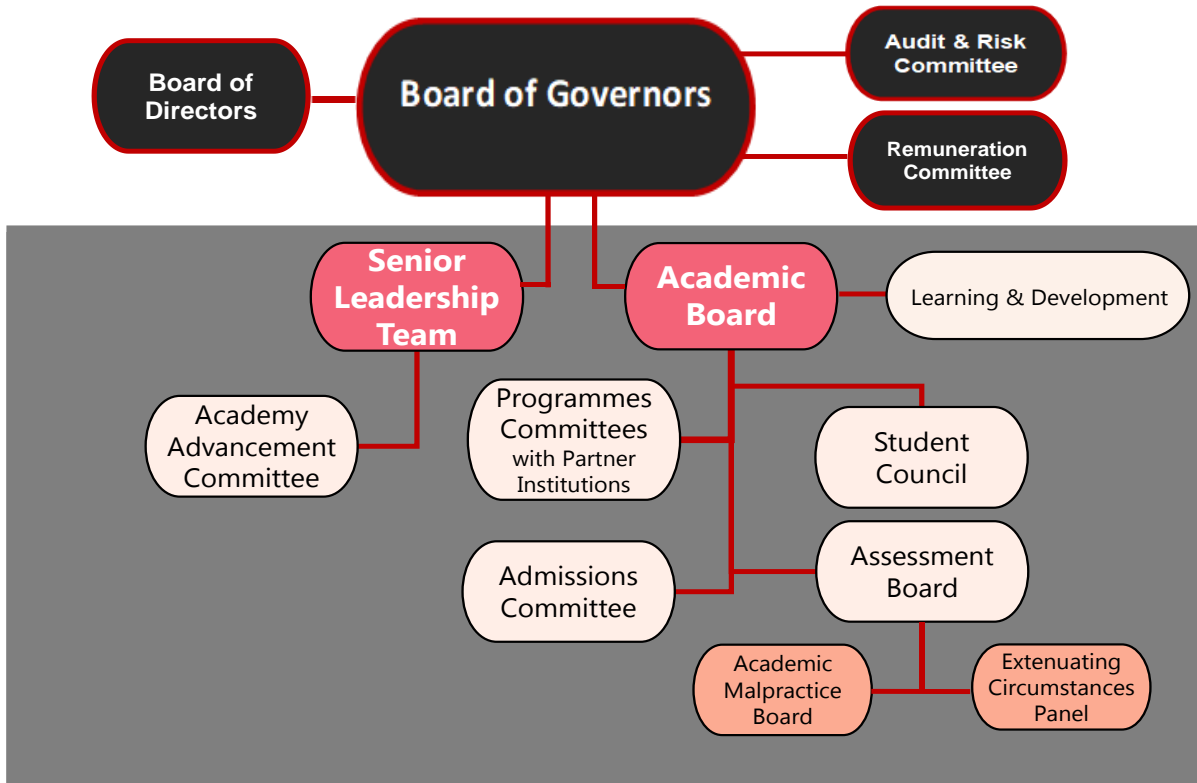
### **9.4.2. Extenuating Circumstances Panel**

The Extenuating Circumstances Panel (ECP) meets to consider requests for assignment submissions by students due to extenuating circumstances. The ECP reports to the Assessment Committee.

## **10. Sub-Committee of the SLT**

The Academy Advancement Committee (AAC) ensures the smooth running of all activities in all locations where LCKA higher education is delivered. The AAC consists of the Head of Academy Advancement (Chair), the HR Manager, Head of IT, Admissions Manager, Marketing Officer, Attendance Officers and Student Support Officers. The AAC receives reports on operations, facilities and resources including human resources, finances, marketing, recruitment and admissions. The AAC is responsible for ensuring there are sufficient resources for effective operations in all locations, staff recruitment, talent management including staff CPD, facilities management, purchasing and maintenance of equipment, health and safety and compliance. AAC also reports to the SLT on the Academy accounts, including income and expenditure, budget management forecasts, fee payments, salaries and infrastructure payments and spending. AAC is also responsible for recommending business opportunities and marketing strategies and plans to the SLT that will enable the Academy to meet its recruitment targets. It also ensures that public information provided by the Academy is accurate, appropriate and approved by a senior manager for publication.

## LCKA Committee Structure



### 10.1. Schedule of Business

All reports submitted to committees and boards are listed in an annual Schedule of Business that provides due dates for reports and subsequent meetings. In its first year of operations, the Board of Governors intends to hold bi-monthly meetings, with a view to progressing to quarterly meetings in the second year.



# 11. The organisational structure

LCKA has two Heads who are each responsible for one of the two main functional areas of the Academy. They report to the **Chief Executive Officer**, and all three report to the **Board of Governors**.

The **Head of Academy Advancement** is responsible for all the operations at the Academy and line manages the Head of IT, Head of HR, Head of Finance, and Head of Student Services, who line manages the Marketing and Communications Officer, Admissions and Student Loans Officer and Student Wellbeing Officer.

The **Academic Dean** is responsible for the delivery of all higher education programmes, and line manages the **Heads of Programmes**, who in turn line manage the Tutors, Assessors and Internal Verifiers. The Academic Dean also line manages the **Head of Quality** who is responsible for the oversight, improvement and enhancement of the student experience, academic standards and quality of learning, teaching and assessments at the Academy. The Head of Quality line manages the Quality Officer and Registry Officer.

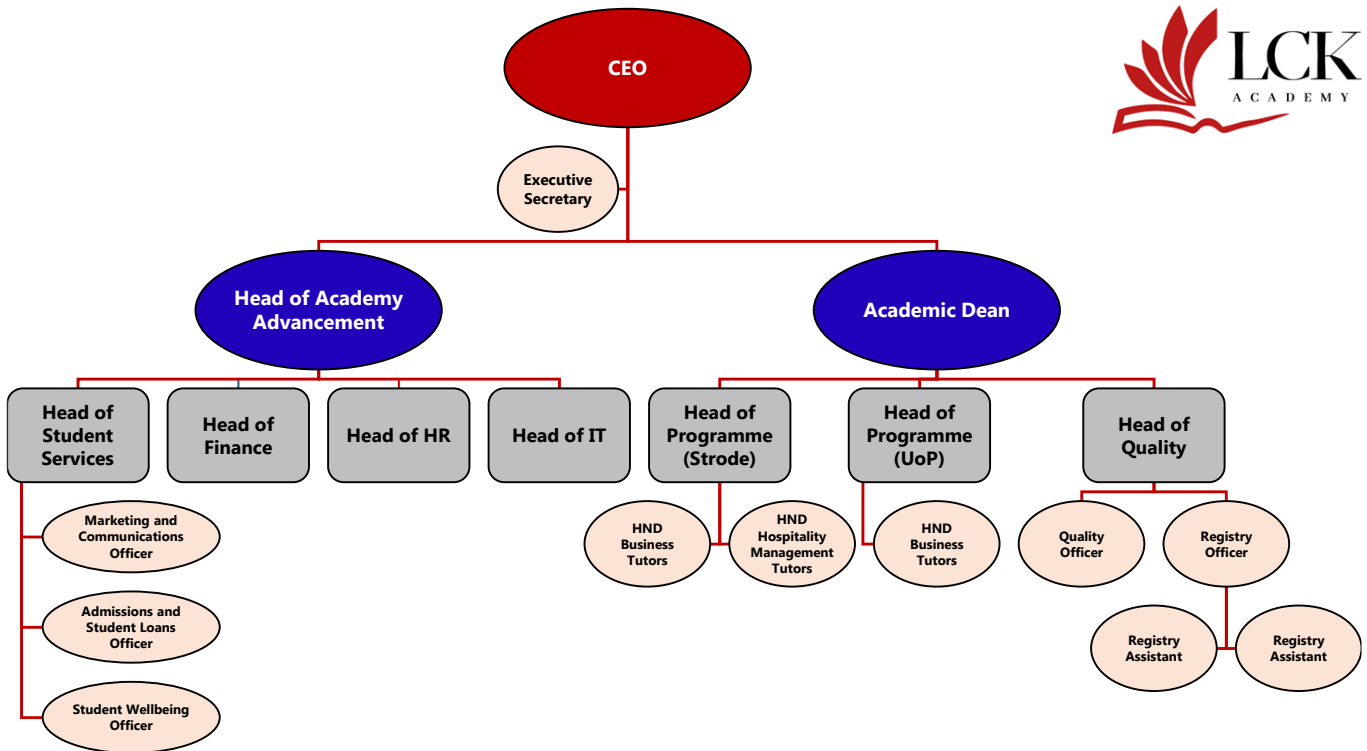
## 11.1. Working with Partner Organisations

The Academy incorporates partner organisations into its governance and academic management structure through the following representations on Boards and Committees:

- Full membership offered to a minimum of one representative for each partner organisation on the Board of Governors (BoG) and the Academic and Quality Board (AQB), including the possibility of being Chair of the BoG.
- Attendance at all Programmes Committee meetings

The Academy also appoints a Head of Programme, reporting to the Academic Dean, who is responsible for ensuring that academic programmes delivered by LCK Academy in partnership with a university or college are fully compliant with the Academy's contractual obligations. This includes compliance with the partner's academic regulations if required, and other requirements that may be detailed in a partnership operations manual or other relevant policy documentation. The Head of Programme will act as the first point of contact with the partner organisation for all routine academic and operational matters relating to the partnership academic programme(s) they are responsible for delivering.

## Organisational Chart



### 11.2. Review of the Framework of Governance and Academic Management

The Framework of Governance and Academic Management is reviewed annually by the Audit and Risk Committee, which presents a report with recommendations to the BoG. The review provides an evaluation of the framework; how appropriate the governance and academic management arrangements are for size and scale of the Academy, and how effectively they enable the Academy to achieve its organisational objectives.

### 11.3. FGAM Amendments

The Academic and Quality Board or Senior Leadership Team can propose amendments and recommendations they would like to make to the FGAM. Such proposals must be submitted to the BoG for approval. The FGAM can only be amended by a majority vote of the BoG.