LAAT
London Academy For Applied Technology

Board of Governors 2025/26
Operation and Infrastructure Committee (OIC) M1
Monday, 12th March 2026 at 10:30
Tower Hill

MINUTES

Present

Simon Evans	Independent Governor (Chair)	(SE)
Mark Bentley	Independent Governor (Co-Chair)	(MB)
Manoj Ponugubati	Dean	(MP)
Vishwanath Kokkonda	Head of Academic Quality	
Agrima Shankar	Governance Officer	(AS)
Himanshu Chadda	IT Infrastructure Representative	(HX)
Nuzhat Rifa	Student Support	(NR)
Arfa Jawaid	Student Support	(AX)

Apologies

Raghav Malhotra Operations Director (RM)

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1. Welcome and Apologies & Declaration of Conflicts of Interests

1.1 The Committee Chair, SE welcomed attendees to the inaugural meeting of the Board of Governors Operations and Infrastructure Committee.

1.2 Apologies were received from RM.

1.3 The Committee acknowledged the establishment of the new governance structure and its role in supported operational oversight, institutional assurance, and continued organisational development.

1.4 The Committee noted that the inaugural meeting would focus primarily on information gathering, understanding current operational activity, and establishing reporting and governance expectations moving forward.

1.5 Particular emphasis was placed on OfS readiness and governance maturity, policy alignment and operational assurance, integrated working across IT, student support, estates and operations as well as strengthening reporting consistency and escalation pathways.

2. Terms of Reference

2.1 The Committee reviewed and approved the Terms of Reference for 2025/26, noting that these will be reviewed annually and updated periodically where operational, or governance changes require amendment.

3. Declarations of Conflicts of Interest

3.1 No conflicts of interest were declared.

4. Governance Structure Update

4.1 The Committee received an update on the developing governance structure across operational areas. It was noted that

- 4.1.1 Weekly and monthly operational panels are now active across key areas
- 4.1.2 External Chairs have been appointed to selected panels
- 4.1.3 Sub-panels and Committee Officers have been established to support governance activity
- 4.1.4 Work is ongoing to standardise reporting cycles, action tracking, and document timelines

4.2 The Committee welcomed the progress made in embedding a more structured operational governance framework.

5. Estates and Facilities

5.1 The Committee received an update on estates capacity and operational planning. It was noted that:

- 5.1.1 the institution has expanded to three campuses with student numbers continuing to grow
- 5.1.2 current capacity remains manageable through timetable and space optimisation
- 5.1.3 additional campus expansion opportunities continue to be explored
- 5.1.4 Safeguarding, health and safety, and accessibility measures are in place across campuses
- 5.1.5 The Committee requested a formal Estates and Facilities report to be submitted to the next meeting.

ACTION: Formal report to be submitted for next meeting

6. Digital and IT Infrastructure

6.1 The Committee reviewed the current status of digital systems and IT infrastructure. It was noted that:

- 6.1.1 no major system outages or data breaches have been reported
- 6.1.2 single sign-on integration across Moodle, Turnitin, and institutional email systems is progressing
- 6.1.3 the SEAtS attendance monitoring system has now been introduced

6.1.4 planned future developments include Microsoft Intune implementation, firewall enhancements, and CRM procurement
6.1.5 recruitment activity for additional IT staff is underway
6.1.6 CRM procurement and IT governance implementation timelines to be clarified and reported to the next meeting.

ACTION: CRM system procurement and IT governance timelines to be clarified

7. Timetabling and Space Utilisation

7.1 The Committee discussed timetabling processes and operational pressures resulting from institutional growth. It was noted that:

7.1.1 timetabling remains heavily reliant on manual processes
7.1.2 timetable accuracy is approximately 70% prior to term commencement, with multiple revisions required
7.1.3 teaching delivery has continued successfully despite operational constraints
7.1.4 ongoing challenges include student group changes, communication delays, and staff timetable clashes
7.1.5 The Committee requested a progress update on timetabling software procurement to be presented at the next meeting.

8. Operational Business Continuity

8.1 The Committee reviewed current business continuity arrangements. It was noted that:

8.1.1 continuity measures are in place, including hybrid delivery arrangements, operational backups, and risk monitoring
8.1.2 previous operational disruptions, including campus relocation activity and extended teaching schedules, were managed successfully
8.1.3 key risks identified include IT outages, staffing pressures, and facilities disruption
8.1.4 the Committee agreed that business continuity contingency planning and reporting arrangements to be strengthened.

9. Student Operations (Attendance and Engagement)

9.1 The Committee received an update on attendance, engagement, and student operational trends. It was noted that:

9.1.1 attendance challenges continue within some cohorts and programme groups
9.1.2 The introduction of the SEAtS system is supporting improved monitoring and intervention activity
9.1.3 lower attendance trends continue within later-stage and top-up programmes
9.1.4 current withdrawal figures stand at 41 students, with seven recorded deferrals
9.1.5 The Committee requested a review of student recruitment focus and intervention strategies relating to lower-performing cohorts.

ACTION: Review recruitment focus (reduce low-performing cohorts)

10. Any Other Business

10.1 There were no items of any other business to discuss

11. Private Session

11.1 A private session was not convened

12. Date of the Next Meeting

12.1 The next Committee meeting will take place on 26 May 2026

Board of Governors Operations and Infrastructure Committee

Rolling Actions Table

Meeting Date	Origin Item	Action	Owner	Due Date	Status Open/in progress/complete/ deferred	Update/Commentary
12/03/26	5.1.5	A Estates and Facilities report to be submitted to the next meeting.	Raghav Malhotra	M2	Completed	Minuted
12/03/26	6.1.6	CRM procurement and IT governance implementation timelines to be clarified and reported to the next meeting.	Harry/ IT lead	M2	Progress	Minuted
12/03/26	7.1.5	Progress update on timetabling software procurement to be presented at the next meeting.	Harry/ IT lead	M2	Completed	Minuted
12/03/26	8.1.4	Strengthen business continuity contingency planning and reporting arrangements	Stephen Plant	?	Completed	Minuted
12/03/26	9.1.5	Review student recruitment focus and intervention strategies relating to lower-performing cohorts.	?	?		