



London Academy for Applied Technology BOG Committee – People and Culture

Date: 16 March 2026

Time: 16:00 – 17:01 GMT

Location: Tower Hill, London (MS Teams)

Attendees:

Chair (Independent Governor)	Mr. Bola Makinde
Executive Governor / Dean	Mr. Manoj Ponugubati
Independent Governor	Mr. Stephen Plant
HR Officer	Ms. Ginny Mishra
HR Assistant / Committee Officer	Ms. Dedeepya Galla
HR Assistant	Mr. Vikas Pathak
Head of Academic Quality	Dr. Vishwanath Kokkonda
Governance Officer	Ms. Agrima Shankar

Apologies: Raghav Malhotra (Operations Director)

Minute Taker: HR Assistant / Committee Officer

Key Takeaways:

1. Opening, Apologies and Quorum

- Quorum confirmed. Inaugural meeting - no previous minutes. Apologies noted for the Operations Director. Independent Governor requested his attendance be formally recorded. No conflicts of interest declared.

2. Terms of Reference

- Terms of Reference reviewed without objection. Formally declared adopted by the Chair.

3. Workforce Planning & Staffing Sufficiency

- Current workforce: 54 staff (39 FT, 15 PT) across three campuses. Approximately 1,157 active students. Workforce tracker in development to map staffing to live student numbers.
- 18 roles in active recruitment. 12 full-time lecturers are highest priority: 15 shortlisted, 8 interviewed, 1 conditionally hired, 2–3 offers imminent. Target start 1 May 2026. Recruitment via Zoho Recruit; expansion to jobs.ac.uk planned.

- Gaps identified: lecturer capacity near-threshold; IT limited across campuses (2 hires in pipeline); multi-campus allocation imbalance ongoing. HR capacity will require phased expansion as headcount grows.
- The Chair raised quality safeguards during high-volume recruitment. The HR Team confirmed all candidates, including internal referrals, go through the same structured screening, reference, and right-to-work checks.
- The Dean noted pay parity and staff progression are institutional priorities. The Committee noted these must be addressed formally.

Action Points:

- HR Team to formalise campus staffing allocation and present sourcing strategy update.
- HR Assistant/ Committee Officer to focus on safer recruitment practices.

4. Staff Development & Performance

- 10 CPD sessions delivered since August 2025 (15 hours) by external consultant. Topics include teaching practice, leadership, and assessment. Moving toward workshop format.
- Mandatory training: 25 of 54 completed including quiz; 29 outstanding. Covers ~25 topics (safeguarding, Prevent, H&S, GDPR, EDI). Committee noted this as a compliance risk. 100% completion expected by end of week.
- CPD induction plan and calendar in development, led by the Academic Team in collaboration with HR.

Action Points:

- HR Assistant to confirm 100% mandatory training completion and report to Committee.
- Academic Team with HR to present CPD Induction Plan and Calendar at the next meeting.

5. Staff Wellbeing, Engagement & Culture

- Planned initiatives: monthly casual Friday brunches, Employee of the Month scheme, and annual staff survey (awaiting SMT sign-off). Existing: birthday and anniversary recognition.
- Committee discussed staff benefits as a key retention tool. Flexible working and enhanced holiday entitlements identified as essential and must be formalised.
- Independent Governor raised the need to measure impact. Staff survey includes Likert scale questions on initiatives. Committee agreed a measurement framework must be developed.

Action Points:

- HR Officer to develop a formal staff benefits package (flexible working, enhanced leave) and present to Committee.
- HR Team to roll out staff survey and establish a measurement framework for wellbeing initiatives.

6. Equality, Diversity & Inclusion (Staff)

- First formal EDI baseline established (February 2026): Female 43% (sector ~55%); BAME 48% (sector ~20%, predominantly South Asian); Declared disability 2% (sector ~5%, likely under-declared); 16% undeclared.
- Committee noted the need to broaden recruitment beyond current networks across all campuses. Better resources and targeted strategies for diversity are required.

- EDI and unconscious bias training included in mandatory training. EDI policies in place and due for review. Zoho People Plus being explored for safer recruitment.

Action Points:

- HR Team to present formal EDI targets against February 2026 baseline at next meeting.
- HR Team to identify and present strategies and resources to broaden workforce diversity.

7. Reward, Recognition & Progression

- Academic Career Pathways Framework in development: Lecturer to Programme Lead, linked to teaching excellence and Advance HE Fellowship. Non-Academic Career Progression Framework also in development.
- Chair emphasised that clear pathways are critical for retention. Pay inconsistency across equivalent roles presents both a retention and equality risk requiring a formal pay banding framework as a priority.

Action Points:

- HR Officer, with Academic and Operational team heads, to present Career Pathways Frameworks within two months.
- HR Officer to develop and present a formal pay banding framework in 2026.
- HR Officer to present a plan for consistent appraisal implementation and Zoho migration as a retention priority.

8. Risk & Assurance

- Risk and Assurant Report presented. Red risks: lecturer capacity; mandatory training compliance; CPD formalisation; pay inconsistency. Amber risks: IT infrastructure, appraisal implementation, campus allocation. Green risks: EDI data, HR capacity. Staff retention flagged as high risk.
- Independent Governor commended the report as comprehensive. Chair noted mitigating actions are in place.

Action Points:

- HR Team to present updated risk register as a standing item at each meeting.

9. People and Culture Strategy 2026–2028

- People and Culture Strategy presented as a review item. Document to be circulated to all panel members for written feedback ahead of the next meeting, at which it will be formally discussed and considered for adoption.

Action Points:

- HR Team to circulate People and Culture Strategy to Committee members before the next meeting.

10. Staff Infrastructure and Capacity

- Zoho People live since June 2025, used across HR records, leave, payroll, performance, EDI, and training. Fourth floor expansion at Tower Hill under consideration. Points largely covered in earlier agenda items.

11. OfS Registration: People and Culture Readiness

- Initial OfS registration document submitted. Roles reviewed and rebadged. Governance structures strengthened; one further governor being inducted. Policies being published on the LAAT website.
- JDs and employee files are being made audit ready. The Committee agreed this structure must be completed and maintained consistently once in place.

Action Points:

- HR to complete JD and employee file structure and maintain it consistently going forward.
- Dean to provide OfS registration updates at each Committee meeting.

12. Any Other Business

- None

13. Date of Next Meeting

- Quarterly cycle. A full BOG meeting anticipated within 3-4 weeks. Committee Officer to confirm next meeting date by email.

Action Plan

Action Item	Responsible	Deadline
Confirm 100% mandatory training completion	Vikas Pathak	End of w/c 16 March 2026
Formalise campus staffing allocation and sourcing strategy update	Dr.Vishwanath, Dedeepya Galla	May 2026
Present CPD Induction Plan and Calendar	Dr.Vishwanath in collaboration with HR	June 2026
Develop formal staff benefits package	Vikas Pathak	May 2026
Roll out staff survey and establish wellbeing measurement framework	Vikas Pathak, Ginny Mishra	27 March 2026
Present formal EDI targets and diversity broadening strategies	Vikas Pathak	May 2026
Present Academic and Non-Academic Career Pathways Frameworks	Dedeepya Galla Dr.Vishwanath	May 2026
Develop and present formal pay banding framework	Ginny Mishra	September 2026

Action Item	Responsible	Deadline
Present consistent appraisal implementation plan and Zoho migration	Vikas Pathak, Dedeepya Galla, Ginny Mishra	June 2026
Complete JD and employee file structure; maintain consistently	Dedeepya Galla	Ongoing
Circulate People and Culture Strategy for Committee review	Dedeepya Galla	27 March 2026
Update HR Risk Register as standing item	Ginny Mishra	Each meeting
Provide OfS registration progress update	Manoj Ponugubati	Each meeting
Confirm date of next meeting	Dedeepya Galla	By email

Minutes Approved By: Mr. Bola Makinde