



Board of Governors 2025/26

Board of Governors — Second Meeting (M2)

Wednesday, 29 April 2026 | 11:00 – 13:30

Tower Hill Campus and via Microsoft Teams

MINUTES

Present

Dr Sarah McAdam	Chair, Board of Governors	(SM)
Mr Simon Evans	Independent Governor	(SE)
Mr Mark Bentley	Independent Governor	(MB)
Mr Bola Makinde	Independent Governor	(BM)
Dr Manoj Ponugubati	Dean (Executive Governor)	(MP)
Mr Raghav Malhotra	Operations Director / CFO	(RM)
Mr Stephen Plant	Accountable Officer	(SP)
Dr Abul Hossain	Deputy Quality Lead	(AH)
Ms Agrima Shankar	Deputy quality lead (Minute Taker)	(AS)
Dr Ruchi Singla	Student Experience Lead	(RS)
Dr Phillip Segun Oyetunji	Staff Governor (ratification pending)	(PS)

Apologies

Ms Oana Ciobanu	Student Governor	(OC)
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1. Welcome and Quorum Confirmation

- Dr Sarah McAdam (SM) opened the meeting and welcomed all attendees. She noted that this was the first Board of Governors meeting she was chairing and outlined housekeeping arrangements including the use of the mute function and raise-hand feature for virtual attendees.
- The Governance lead confirmed that the meeting was quorate.
- The Accountable Officer (SP) noted that Bola Makinde had been unable to access all Board papers due to a technical issue. The Governance lead confirmed that papers would be streamed during the meeting and that BM would be given until close of day Friday to review and respond to any papers not yet seen.

2. Declarations of Interest

- The Chair invited members to declare any actual, potential, or perceived conflicts of interest in relation to agenda items.

- No declarations of interest were made.
- The Chair noted that a conflict-of-interest table had been included in the Board papers, confirming standing general declarations for all governors.

3. Consent Agenda — Minutes, Action Tracker and Committee Reports

- The Chair presented the consent agenda covering: (a) the minutes of the inaugural Board of Governors meeting (July 2025); (b) the consolidated action tracker; and (c) written reports from the Audit, Risk and Finance Committee (ARFC), People and Culture Committee (PCC), Operations and Infrastructure Committee (OIC), and Student Interest Committee (SIC).
- The Chair confirmed she had approved the Student Interest Committee minutes. MP confirmed he had been present at the inaugural Board meeting and approved those minutes. No members requested that any item be extracted for separate discussion.
- The Chair noted two items showing as red on the action tracker and sought clarification. MP explained that items marked as 'draft' were being held deliberately pending finalisation, as documents such as the business plan and quality plan were populated but held in draft mode to allow for continued updating as governance structures developed and the OfS application progressed. Items marked as complete were fully resolved.
- In relation to People and Culture items 4.13 and 4.14 (the updated HR risk register and culture strategy), the Governance lead confirmed the PCC strategy had been drafted and would be reviewed at a focused PCC meeting that Friday. The HR risk register remained incomplete pending a decision to separate operational and academic risks — an action arising from the first ARFC meeting. The quality lead post was currently vacant.

The Board approved the minutes of the inaugural Board of Governors meeting (July 2025).

The Board approved the consent agenda, including the consolidated action tracker and the five written committee reports.

The Board noted the status of outstanding actions. Items marked as draft were confirmed as being held deliberately and were not considered overdue in substance.

- **[A3.1]** Update action tracker due dates to reflect realistic completion timelines, including 'at submission' where applicable, so that red items do not appear misleadingly overdue. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Before next BoG
- **[A3.2]** Complete HR risk register and segregate operational and academic risks into two separate categories. **Owner:** HR Manager / Incoming Quality Lead / Operations Director | **Deadline:** Before OfS submission

4. Fit and Proper Persons — OfS Condition E9

- The Governance lead introduced the item. She confirmed that the Fit and Proper Persons Policy and updated Self-Declaration Form v2.0 had been prepared in accordance with OfS Condition E9 requirements and mapped against the Public Interest Governance Principles.
- The Governance lead confirmed that signed Code of Conduct declarations had been received from Simon Evans and Mark Bentley at the meeting, meaning all four current governors had returned their Code of Conduct declarations. OfS E9 Self-Declaration Forms had also been received from both,

meaning all four governors had now completed their E9 fit and proper declarations. The governors' evidence file was confirmed complete in respect of both requirements.

- The Accountable Officer (SP) gave assurance that the fit and proper check process had been conducted in accordance with the process mapped by the Governance lead; the vast majority of checks were complete; there were a small number of outstanding declarations but nothing giving cause for concern; and all checks other than his own had been reviewed by him.
- The Chair confirmed on the record that she had reviewed and signed the Accountable Officer's own fit and proper assessment note.
- The Governance lead confirmed that supplementary E9 declaration forms had been circulated and assessed, and that one administrative action — updating the conflicts of interest register — was required. No material concerns had arisen.
- The Governance lead confirmed that Simon Evans' CV was outstanding and that his assessment note was provisional pending receipt.
- The Chair noted that four individuals would be interviewed directly by the OfS under Condition E9 Part 1: Dr Sarah McAdam, Mr Stephen Plant, Mr Raghav Malhotra, and one independent governor. The Board confirmed these individuals were identified and would be prepared.

The Board approved the Fit and Proper Persons Policy and Self-Declaration Form v2.0 as the institutional standard for OfS Condition E9 compliance.

The Board confirmed the full list of relevant individuals in scope under OfS Condition E9.10.

The Board noted that all four current governors had returned Code of Conduct declarations and E9 Self-Declaration Forms. The evidence file was confirmed complete for all current governors.

The Board confirmed the four individuals in scope for OfS E9 Part 1 direct interview: Dr Sarah McAdam, Mr Stephen Plant, Mr Raghav Malhotra, and one independent governor.

- **[A4.1]** Simon Evans to provide CV to the Governance lead. **Owner:** Simon Evans (Independent Governor) | **Deadline:** 29 April 2026 (afternoon)
- **[A4.2]** Complete outstanding fit and proper declarations from all remaining individuals in scope and update the master evidence file. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Before OfS submission
- **[A4.3]** Update conflicts of interest register with registrable interests identified during fit and proper checks. **Owner:** Governance lead (Agrima Shankar) — to action with relevant governor | **Deadline:** Within 7 days

5. Institutional Update and Strategic Progress

- The Dean (MP) provided a comprehensive institutional update.

Student Numbers and Growth

- LAAT had been operating higher education provision for approximately 15 months, across four completed intakes with a fifth planned. Student numbers had grown from 120 in the first intake (January) to approximately 600 per intake, with the most recent September and January intakes both exceeding 600 students.

- The institution operated across three campuses: Tower Hill (principal), Brentford, and Croydon. Brentford was operating at 60–70% capacity. The Board received an update on a proposed new campus development, which remains commercially confidential pending finalisation of partnership arrangements.

Academic Performance and Outcomes

- All panel and committee structures were now operational and meeting regularly. Student support frameworks were in place covering attendance monitoring, academic interventions, assessment support, and wellbeing provision.
- Assessment submission rates were improving. However, continuation and outcomes for Top-up cohorts remained an area of concern due to non-engagement. The institution was reviewing Top-up admissions criteria. A 24-week engagement plan had been introduced for new cohorts.

Staffing

- The institution currently had 14 full-time teaching staff, with a further two on full-time governance and programme support (totalling 16). Six additional lecturers were required — three ready to proceed and three in the interview pipeline. A pool of 10–12 part-time tutors was maintained as contingency.
- Town hall meetings had been initiated on a fortnightly basis to communicate staffing structures, career progression frameworks, and pay banding. A staff hub on SharePoint was being developed.

Financial Performance

- MP reported a positive financial performance with a growing operating surplus and sustainable cost base. Diversification plans for income streams included online and hybrid delivery and partnerships beyond Plymouth Marjon University. Financial sustainability stress-testing had been conducted at 20% and 40% income reduction scenarios.

Policies and Student Protection

- Dr Abul Hossain (AH) confirmed that all policies required for OfS submission had been completed. Policy development was conducted in close alignment with Plymouth Marjon University's registrar.
- LAAT had a Student Protection Plan in place. The Access and Participation Statement was in preparation and would be brought to the Student Interest Committee or presented as a special agenda item ahead of the OfS submission. Complaint volumes were very low.

Board Assurance Statement

- MP presented the institutional Board Assurance Statement, requesting the Board to confirm four points: that LAAT is financially sustainable and growing; that governance arrangements are appropriate and strengthening; that there is a credible pathway to OfS registration compliance; and that risks are identified, monitored, and mitigated effectively.
- Discussion addressed: the Top-up induction process and pre-enrolment engagement; student-to-staff ratios (currently working towards 1:60, target 1:40); governance of part-time tutors; income diversification; and the face-to-face vs hybrid delivery model for the proposed BSc Top-up programme.

The Board received and noted the institutional update and strategic progress report.

The Board confirmed the four points of the Board Assurance Statement.

The Board noted the strategic priority to review Top-up admissions criteria and engagement plans.

The Board noted that the Access and Participation Statement was in preparation and would be brought to the SIC or as a special agenda item ahead of the OfS submission.

- **[A5.1]** Develop and present an improvement plan for Top-up student retention and engagement, incorporating updated admissions criteria and the 24-week engagement plan. Bring to Student Interest Committee. **Owner:** Dean (Manoj Ponugubati) | **Deadline:** Next Student Interest Committee
- **[A5.2]** Progress discussions regarding a proposed new campus site — commercially confidential. **Owner:** Dean (Manoj Ponugubati) | **Deadline:** Following PMU meeting (week of 29 April)
- **[A5.3]** Confirm all six lecturer appointments and staffing numbers ahead of the May intake. **Owner:** Dean (Manoj Ponugubati) | **Deadline:** Before May intake
- **[A5.4]** Access and Participation Statement to be brought to Student Interest Committee or as a special Board agenda item before OfS submission. **Owner:** Student Experience Lead (Dr Ruchi Singla) / Dean (Manoj Ponugubati) | **Deadline:** Before OfS submission

6. OfS Registration Readiness and Compliance

- AH and SP presented on OfS registration readiness with reference to the OfS master tracker.
- AH outlined the structure of the master tracker. Items marked green were completed; amber items were 80–90% complete; red items were in progress or dependent on the submission itself. The tracker represented approximately 30% of the original item list, with completed items removed. All committee and panel outputs were feeding into the tracker consistently.
- SP confirmed the OfS hard deadline for submission was 30 June 2026. The institution had planned to complete 80–90% of tasks by end of March 2026, with the remaining two months for final tidying and submission. Professor Ian Luke was engaged to support the final stages.
- The Governance lead noted capacity for four sub-committee meetings before the 30 June 2026 deadline. The Board agreed that a target of six to nine meetings across all sub-committees before the deadline should be arranged as a priority.
- SP added contextual assurance: the OfS assessed credible plans and identified pathways to compliance, not only completed items.

The Board received and noted the OfS registration readiness update.

The Board noted the submission deadline of 30 June 2026 and acknowledged the ambitious but credible nature of the timeline.

The Board agreed that scheduling six to nine sub-committee meetings before 30 June 2026 should be arranged as a priority.

- **[A6.1]** Update due dates on the OfS master tracker to reflect the revised submission timeline, ensuring items dependent on submission are marked accordingly. **Owner:** Dean (Manoj Ponugubati) / Deputy quality lead (Dr Abul Hossain) | **Deadline:** Within 1 week
- **[A6.2]** Schedule sub-committee meetings before 30 June 2026. Target six to nine meetings across all sub-committees. Circulate schedule to all committee members. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Within 1 week

7. Governance Structure — Implementation and Effectiveness

- The Governance lead (AS) presented the updated governance structure diagram, showing the three-tier panel and committee architecture.
- AS noted a structural change: the Accountable Officer now chaired the SMT panel, replacing the previous arrangement where the Operations Director had held that role. This reflected the need to strengthen the constitutional separation between the Board of Directors and the Board of Governors.
- The Chair asked for confirmation of the NRC Chair, noting she had been sitting in on an interim basis. She confirmed this was a matter to progress.
- AS presented the Board Effectiveness Statement for adoption, covering sub-committee activities since inception, composition, reports reviewed, and governance work undertaken. Governors who had not yet reviewed the statement were asked to provide any comments to AS by close of play the following day — if no response received, adoption would be assumed.
- Dr Phillip Segun Oyetunji requested that his title be corrected to Dr Phillip in the statement.

The Board was satisfied with the governance structure and confident in the reporting lines between panels, SMT, sub-committees, and the Board.

The Board approved the Board Effectiveness Statement 2025–26, subject to: (i) correction of Dr Phillip Segun Oyetunji's title; and (ii) comments from governors by close of play Friday 2 May 2026.

- **[A7.1]** Correct Dr Phillip Segun Oyetunji's title to 'Dr Phillip' in the Board Effectiveness Statement and recirculate the final version. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Close of play 30 April 2026
- **[A7.2]** Governors to confirm agreement with the Board Effectiveness Statement or provide comments to the Governance lead. **Owner:** All Governors | **Deadline:** Close of play Friday 2 May 2026
- **[A7.3]** Progress appointment of NRC Chair from among the Independent Governors. **Owner:** Governance lead (Agrima Shankar) / Chair | **Deadline:** Before next BoG
- **[A7.4]** SMT restructuring ongoing. Update on middle management roles to be provided to the Board once finalised. **Owner:** Accountable Officer (Stephen Plant) / Dean (Manoj Ponugubati) | **Deadline:** Update at next BoG

7A. Articles of Association — Adoption in Principle

- AS introduced the Articles of Association. She confirmed that LAAT had been operating under model articles since incorporation and that no bespoke articles had ever been formally adopted. The draft bespoke Articles of Association (v10) had been prepared by AS in line with the governance structure and OfS Condition E1 requirements.
- AS walked the Board through the key provisions, including: constitutional separation of the Board of Governors and the Board of Directors; entrenched provisions ensuring the Board of Governors as the supreme governance authority; Board composition (minimum six, maximum nine Independent Governors; one Shareholder Governor; one Executive Governor); term limits; fit and proper requirements; conflicts of interest; dispute resolution; degree awarding powers; and student protection provisions.

- SP confirmed this was standard for an HEI provider. The Dean raised the question of whether the Accountable Officer should serve as Executive Governor, and the Board expressed broad support for this.
- The Chair confirmed the external legal review was a required step before formal adoption.

The Board agreed in principle to the adoption of the draft Articles of Association v10, subject to the Shareholders receiving independent legal advice on Articles 6, 53, 55, and 56.

The Board formally resolved to appoint the fifth Independent Governor by Board resolution.

The Board confirmed the adoption timeline targeting Companies House filing within four weeks of completion of the independent legal review.

- **[A7A.1]** Facilitate independent legal review of the Articles of Association within five working days of this meeting. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** 6 May 2026
- **[A7A.2]** Confirm full legal names and reconcile shareholding discrepancy against the share register before Articles execution. **Owner:** Governance lead (Agrima Shankar) / Operations Director | **Deadline:** Before execution
- **[A7A.3]** Update the Management and Governance Framework following formal adoption of the Articles. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Following Articles adoption
- **[A7A.4]** Confirm internally whether the Accountable Officer will serve as Executive Governor and update governance records accordingly. **Owner:** Accountable Officer (Stephen Plant) / Dean (Manoj Ponugubati) | **Deadline:** Before next BoG

7C. Governance Audit — Commissioning

- SP and AS co-led this item. AS confirmed that the governance audit scoping document had been circulated, covering OfS Conditions E1–E9, the committee reporting framework, the fit and proper evidence file, and the constitutional separation documentation.
- The Board was asked to formally commission the audit, confirm the completion timeline, and agree that findings would come to a future Board. SP confirmed that audit findings would sit under the oversight of the Audit, Risk and Finance Committee.

The Board formally commissioned the governance audit, to be conducted by Advanced HE, with a target completion date of mid-May 2026.

The Board mandated the Governance lead to bring an updated Management and Governance Framework to the next Board meeting once the Articles of Association are formally adopted.

8. Appointments — Staff Governor and Accountable Officer

8A. Ratification of Staff Governor — Dr Phillip Segun Oyetunji

- AS confirmed that a Staff Governor election had been conducted in April 2026 using a ranked-choice voting system. Dr Phillip Segun Oyetunji received the highest number of first-preference votes (a clear majority in round one) from 17 votes cast.
- AS noted that Dr Phillip's fit and proper declaration had been received and the initial mapping completed. Final checks remained in progress.

The Board formally ratified the appointment of Dr Phillip Segun Oyetunji as Staff Governor with effect from 29 April 2026, for a term of two years. His fit and proper assessment will be completed before the OfS submission. He will sit on the People and Culture Committee and the Student Interest Committee.

- **[A8A.1]** Complete outstanding fit and proper checks for Dr Phillip Segun Oyetunji. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Before OfS submission

8B. Appointment of Accountable Officer — Stephen Plant

- SP withdrew from the meeting for this item.
- AS confirmed that the Nominations and Remuneration Committee, chaired by Dr Sarah McAdam, had formally recommended Stephen Plant's appointment as Accountable Officer. All fit and proper checks had been completed. The Chair had reviewed and signed the assessment note.
- MP provided a statement of support, highlighting SP's previous role as University Secretary and Registrar and his significant experience in OfS compliance.
- No concerns were raised. The Chair put the motion to the Board.

The Board formally approved the appointment of Stephen Plant as Accountable Officer of London Academy for Applied Technology with effect from 29 April 2026, on the recommendation of the NRC. Stephen Plant declared a personal interest and withdrew from the meeting. He did not participate in the vote.

9. Board Composition, Skills and Recruitment

- AS presented the first Governor Skills Audit, prepared from governors' CVs, committee attendance, and governance records. The purpose was to identify skill gaps to inform recruitment of the sixth independent governor.
- BM, MB, and SE confirmed their entries were accurate. The Chair confirmed hers. AS noted SE's entry was based on limited information pending receipt of his CV.
- MP proposed that once entries are confirmed, a gap analysis should be conducted to identify the priority skill area for the sixth governor, and that this should be actioned before the next Board meeting.
- MP noted that confirmation of the fifth independent governor (Alan Fenton) was still pending and that the sixth would follow.

The Board noted the Governor Skills Audit as the institutional baseline skills mapping.

The Board confirmed the two priority skill areas for the next independent governor: (1) audit and finance expertise; and (2) digital and IT expertise.

The Board agreed that a CPD session on the OfS regulatory framework should be arranged for all governors before September 2026.

The Board noted the aspiration to grow to a Board of six to nine governors and confirmed that sixth governor recruitment should be progressed as a priority.

- **[A9.1]** Governors to confirm accuracy of their own skills audit entries or notify the Governance lead of any corrections. **Owner:** All Governors | **Deadline:** Close of 2 May 2026

- **[A9.2]** Produce a gap summary confirming priority skill areas for sixth governor recruitment, to be presented to the NRC. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Before next BoG
- **[A9.3]** NRC to progress recruitment brief for the sixth independent governor based on the skills audit gap summary. **Owner:** Nominations and Remuneration Committee | **Deadline:** Before next BoG
- **[A9.4]** Confirm fifth independent governor (Alan Fenton) appointment and complete fit and proper process. Once confirmed, schedule the next ARFC meeting. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Before OfS submission
- **[A9.5]** Provide a status update on fifth and sixth governor recruitment at the next Board meeting. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Next BoG
- **[A9.6]** Source a CPD session provider on the OfS regulatory framework for all governors and bring options to the next Board meeting. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Next BoG — options paper

10. Risk Register and Risk Management

- MP and SP presented on the risk register and risk management framework.
- MP explained that the register had been developed in consultation with operational and teaching staff. A monthly risk register working group, chaired by SP, met to review escalated risks. All monthly panels, the SMT, and Academic Board had a standing agenda item requiring members to consider whether any matter required escalation to the risk register.
- The Chair welcomed the approach but identified an area for improvement: the risk register must be dynamic rather than reactionary, with real-time identification of risks across all panels. She suggested that the working group's outputs be fed directly to the Board as a standing note after each monthly meeting.

The Board received and noted the risk register and risk management process.

The Board agreed that the risk working group will produce a standing note to the Board after each monthly meeting, covering risks discussed, added, mitigated, and excluded.

- **[A10.1]** Risk register working group to provide a standing note to the Board after each monthly meeting, covering risks discussed, added, mitigated and excluded, and the reasoning. **Owner:** Accountable Officer (Stephen Plant) / Dean (Manoj Ponugubati) | **Deadline:** After each monthly working group meeting
- **[A10.2]** Update the risk register and present as a special report within three weeks, including a separated view of operational and academic risks. **Owner:** Accountable Officer / Governance lead | **Deadline:** 3 weeks from 29 April 2026

10A. Internal Audit Programme — Governance, Finance and Admissions

- SP presented the internal audit programme. Three scoping documents had been prepared covering governance, finance, and admissions. The governance audit was the first priority and would be conducted by Advanced HE, engaged by Professor Ian Luke. Target completion for all three audits was mid-May 2026.

- SP proposed that outcomes of all three internal audits would sit under the oversight of the ARFC, with findings reported to the Board.

The Board approved in principle the three internal audit scoping documents (governance, finance, admissions).

The Board confirmed target completion of mid-May 2026 for all three audits. The governance audit will be conducted by Advanced HE.

The Board confirmed that all three audits will sit under the oversight of the ARFC, with findings reported to the Board.

- **[A10A.1]** All three internal audits (governance, admissions, finance) to be completed by mid-May 2026. Governance audit to be conducted by Advanced HE. Governance lead to liaise with Ian Luke and Advanced HE to confirm timeline. **Owner:** Governance lead (Agrima Shankar) / Accountable Officer (Stephen Plant) | **Deadline:** Mid-May 2026

11. Financial Update and Sustainability

- RM presented the financial update.
- Financial performance: draft accounts to the financial year ending 31 March 2025 showed a growing turnover and profit. Profit had increased from approximately £83,000 to £270,000 year on year, representing approximately 8% of turnover. Major costs — staffing and IT — accounted for approximately 91% of expenditure. The accounts were not yet audited.
- External audit: the institution was in the process of finalising the appointment of an external auditor. The CFO expected to confirm the appointment by the next ARFC meeting.
- Brentford campus: the licence to occupy had been completed. A breakeven analysis had been conducted and an appropriate break clause was in place.
- Financial resilience: stress-testing at 20% and 40% income reduction scenarios had been conducted. A committed cash injection agreement of £250,000 from Shareholder Directors was in place for a minimum six-month period if required, alongside a £500,000 overdraft facility.
- Income diversification: plans to diversify income through online and hybrid delivery, international student partnerships, funded courses, and university partnerships were being progressed. A BSc Top-up hybrid programme had been proposed.
- The Chair asked about due diligence processes for partner universities. MP confirmed a due diligence framework was in place and that courses were deliberately diversified to avoid duplication.

The Board received and noted the financial update and was satisfied that performance was in line with the growth plan.

The Board noted the financial resilience arrangements and confirmed these would be formally documented and shared with the Board ahead of the next ARFC meeting.

- **[A11.1]** Confirm external auditor appointment and provide update to the Board. **Owner:** CFO (Raghav Malhotra) | **Deadline:** Before next ARFC meeting
- **[A11.2]** Upload all financial documents to the Board shared drive before the next ARFC meeting — including draft accounts, stress-test analysis (20% and 40% scenarios), cash injection agreement, and

overdraft facility documentation. **Owner:** CFO (Raghav Malhotra) | **Deadline:** Before next ARFC meeting

- **[A11.3]** Confirm fee level charged per home student to enable completion of the Access and Participation Statement financial commitment section. **Owner:** CFO (Raghav Malhotra) | **Deadline:** Within 1 week — URGENT
- **[A11.4]** Hardship Fund — finalise operational setup including eligibility criteria, fund mechanics, and disbursement process. Bring to ARFC for formal financial approval. Once approved, bring to Student Interest Committee for discussion on student-facing awareness, referral pathways, and application process. **Owner:** CFO (Raghav Malhotra) | **Deadline:** Immediate — OVERDUE

12. Committee Escalations and Updates

- AS presented the consolidated committee escalations table, drawing out items escalated for Board attention from the sub-committees.
- CRM system gap (OIC): MP confirmed a market analysis of available CRM systems was under way. A committed investment decision had been agreed with the CFO. A timeline update would be available within one to two weeks.
- Timetabling system (OIC): An in-house software was being parallel tested. If inadequate, the institution would go to market for a commercial solution. The Chair noted the importance of system compatibility — the timetabling system should integrate with Moodle, Turnitin, and the CRM to avoid additional investment.
- Lecturer capacity (PCC): PS asked for clarification on the red risk flag. MP confirmed current staffing at 14 full-time staff (16 including governance secondments), with six additional lecturers required (three ready to appoint, three in the pipeline). BM noted the PCC report was based on data as of 16 March 2026 and a new PCC meeting was scheduled for that Friday with updated figures.

The Board received and noted the consolidated committee escalations table.

- **[A12.1]** Provide update to the Board on CRM system selection decision and timeline. **Owner:** Dean (Manoj Ponugubati) / CFO (Raghav Malhotra) | **Deadline:** Within 2 weeks
- **[A12.2]** Provide update on timetabling system decision (in-house vs procurement) with confirmed timeline. **Owner:** Dean (Manoj Ponugubati) | **Deadline:** Within 2 weeks
- **[A12.3]** Circulate proposed dates for the Operations and Infrastructure sub-committee meeting, to be held mid-May 2026. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Within 1 week

13. Student Voice and Representation

- RS presented highlights from the Student Interest Committee's inaugural meeting (16 April 2026).
- RS identified a significant gap in the EDI data framework. She had developed an EDI Admissions Data Capture Framework and submitted it to the Dean for review and distribution to the admissions department. The framework was intended to be implemented dynamically from the next intake, enabling the institution to relate student outcomes to demographic and ethnicity data.
- The Chair confirmed this was for note and review rather than formal Board approval, as the framework was already being actioned through the sub-committee structure.

The Board received and noted the student voice and representation update.

The Board noted the EDI Admissions Data Capture Framework and confirmed support for its implementation from the next intake.

- **[A13.1]** EDI Admissions Data Capture Framework to be finalised and implemented by the admissions department from the next intake (May 2026 onwards). Progress to be reported to the Student Interest Committee. **Owner:** Dr Ruchi Singla (Student Experience Lead) / Admissions Department | **Deadline:** May 2026 intake

14. Any Other Business

- No items of any other business were raised.

15. Date of Next Meeting

- The Governance lead noted that the next Board of Governors meeting would be held in person at one of the three LAAT campuses. The Board expressed a preference for a mid-June date before the OfS submission deadline of 30 June 2026. The Dean proposed the second week of June. The Governance lead confirmed she would circulate proposed dates by email.
- **[A15.1]** Circulate proposed dates for the third Board of Governors meeting — second week of June 2026, in person at a LAAT campus. **Owner:** Governance lead (Agrima Shankar) | **Deadline:** Within 1 week

16. Summary of Actions and Close

- The Chair thanked the Governance lead for the organisation of the meeting and all members for their contributions. She reminded BM and any other governors who had not been able to review all papers that they had until close of play Friday 2 May 2026 to review and respond.
- The Chair closed the meeting at approximately 14:35.

Decisions Summary

- 3.1 Minutes of inaugural BoG meeting (July 2025) approved.
- 3.2 Consent agenda, consolidated action tracker and five committee reports approved.
- 4.1 Fit and Proper Persons Policy and Self-Declaration Form v2.0 approved.
- 5.1 Board Assurance Statement confirmed on all four points.
- 6.1 OfS submission deadline of 30 June 2026 noted. Target of six to nine sub-committee meetings before deadline agreed as a priority.
- 7.1 Board Effectiveness Statement 2025–26 approved (subject to title correction and governor comments by 2 May 2026).
- 7A.1 Articles of Association v10 agreed in principle, subject to independent legal review.
- 8A.1 Dr Phillip Segun Oyetunji ratified as Staff Governor with effect from 29 April 2026.
- 8B.1 Stephen Plant formally appointed as Accountable Officer with effect from 29 April 2026.

- 10A.1 Three internal audit scoping documents approved in principle.

Rolling Actions Log — Board of Governors M2

Meeting Date	Ref	Action	Owner	Deadline
29/04/26	A3.1	Update action tracker due dates to reflect realistic timelines, including 'at submission' where applicable.	Governance lead (Agrima Shankar)	Before next BoG
29/04/26	A3.2	Complete HR risk register and segregate operational and academic risks into two separate categories.	HR Manager / Incoming Quality Lead / Operations Director	Before submission OfS
29/04/26	A4.1	Simon Evans to provide CV to the Governance lead.	Simon Evans	29 April 2026 (afternoon)
29/04/26	A4.2	Complete outstanding fit and proper declarations from all remaining individuals in scope.	Governance lead (Agrima Shankar)	Before submission OfS
29/04/26	A4.3	Update conflicts of interest register with registrable interests identified during fit and proper checks.	Governance lead (Agrima Shankar)	Within 7 days
29/04/26	A5.1	Develop improvement plan for Top-up student retention and engagement. Bring to Student Interest Committee.	Dean (Manoj Ponugubati)	Next SIC meeting
29/04/26	A5.2	Progress Croydon branch campus proposal and update Board following PMU meeting.	Dean (Manoj Ponugubati)	Following PMU meeting
29/04/26	A5.3	Confirm all six lecturer appointments ahead of May intake.	Dean (Manoj Ponugubati)	Before May intake
29/04/26	A5.4	Access and Participation Statement to SIC or special BoG agenda item before OfS submission.	Student Experience Lead / Dean	Before submission OfS
29/04/26	A6.1	Update OfS master tracker due dates.	Dean / Deputy quality lead	Within 1 week

Meeting Date	Ref	Action	Owner	Deadline
29/04/26	A6.2	Schedule sub-committee meetings (target 6–9) before 30 June 2026 OfS deadline.	Governance lead (Agrima Shankar)	Within 1 week
29/04/26	A7.1	Correct Dr Phillip’s title in Board Effectiveness Statement and recirculate.	Governance lead (Agrima Shankar)	30 April 2026
29/04/26	A7.2	Governors to confirm agreement with Board Effectiveness Statement.	All Governors	2 May 2026
29/04/26	A7.3	Progress NRC Chair appointment.	Governance lead / Chair	Before next BoG
29/04/26	A7.4	Update on SMT middle management roles for Board.	Accountable Officer / Dean	Next BoG
29/04/26	A7A.1	Facilitate independent legal review of Articles of Association.	Governance lead (Agrima Shankar)	6 May 2026
29/04/26	A7A.2	Confirm shareholders’ full legal names and reconcile shareholding discrepancy.	Governance lead / Operations Director	Before execution
29/04/26	A7A.3	Update Management and Governance Framework after Articles adoption.	Governance lead (Agrima Shankar)	Following Articles adoption
29/04/26	A7A.4	Confirm whether Accountable Officer will serve as Executive Governor.	Accountable Officer / Dean	Before next BoG
29/04/26	A8A.1	Complete fit and proper checks for Dr Phillip Segun Oyetunji.	Governance lead (Agrima Shankar)	Before submission OfS
29/04/26	A9.1	Governors to confirm skills audit entries.	All Governors	2 May 2026
29/04/26	A9.2	Produce skills gap summary for NRC.	Governance lead (Agrima Shankar)	Before next BoG
29/04/26	A9.3	NRC to progress sixth governor recruitment brief.	NRC	Before next BoG
29/04/26	A9.4	Confirm fifth governor (Alan Fenton) appointment and fit and proper.	Governance lead (Agrima Shankar)	Before submission OfS
29/04/26	A9.5	Status update on fifth and sixth governor recruitment.	Governance lead (Agrima Shankar)	Next BoG

Meeting Date	Ref	Action	Owner	Deadline
29/04/26	A9.6	Source OfS CPD session for governors.	Governance lead (Agrima Shankar)	Next BoG
29/04/26	A10.1	Risk working group standing note to Board after each monthly meeting.	Accountable Officer / Dean	After each monthly meeting
29/04/26	A10.2	Update risk register as special report within 3 weeks, with separated operational and academic risks.	Accountable Officer / Governance lead	3 weeks from 29 Apr 2026
29/04/26	A10A.1	All three internal audits completed by mid-May 2026. Governance audit by Advanced HE.	Governance lead / Accountable Officer	Mid-May 2026
29/04/26	A11.1	Confirm external auditor appointment.	CFO (Raghav Malhotra)	Before next ARFC
29/04/26	A11.2	Upload financial documents to Board drive before next ARFC.	CFO (Raghav Malhotra)	Before next ARFC
29/04/26	A11.3	Confirm fee level per home student for APP Statement.	CFO (Raghav Malhotra)	Within 1 week — URGENT
29/04/26	A11.4	Hardship Fund — finalise setup, bring to ARFC then SIC.	CFO (Raghav Malhotra)	Immediate — OVERDUE
29/04/26	A12.1	Update on CRM system selection and timeline.	Dean / CFO	Within 2 weeks
29/04/26	A12.2	Update on timetabling system decision.	Dean	Within 2 weeks
29/04/26	A12.3	Circulate dates for OIC sub-committee meeting mid-May 2026.	Governance lead (Agrima Shankar)	Within 1 week
29/04/26	A13.1	Finalise and implement EDI Admissions Data Capture Framework from May 2026 intake.	Student Experience Lead / Admissions	May 2026 intake
29/04/26	A15.1	Circulate dates for third BoG meeting (second week of June 2026, in person).	Governance lead (Agrima Shankar)	Within 1 week