Board of Governors 2025/26
Operations and Infrastructure Committee (OIC) M2
Tuesday, 26th May 2026 at 11:00
Brentford Campus

MINUTES

Present

Mark Bentley	Independent Governor (Acting Chair)	(MB)
Manoj Ponugubati	Dean	(MP)
Raghav Malhotra	Operations Director	(RM)
Stephen Plant	Accountable Officer	(SP)
Md Abul Hossain	Committee Officer & Deputy Quality Lead (Acting)	(AH)
Agrima Shankar	Governance Lead	(AS)
Himanshu Chadda	IT Lead	(HX)
Fahmaan Moizuddin	Student Support Campus Lead	(FM)
Tripura Gollapalli	Student Support Campus Lead	(TG)

Apologies

Simon Evans	Committee Chair	(SE)
Amarjeet Singh	Programme Lead	(AS)

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1. **Welcome, Apologies and Declarations of Conflicts of Interest**

   1.1 The meeting was opened by AH, Committee Officer (Acting).

   1.2 Members were informed that SE (Committee Chair) was unable to attend due to illness, and MB would chair the meeting in his absence.

   1.3 Quorum was confirmed as met.

   1.4 No conflicts of interest were declared.

   1.5 The Committee noted that several academic policies had recently been approved by the Academic Board and were presented for final approval through the governance process.

   1.6 Apologies were received from SE and Amarjeet Singh (family reasons).

2. **Approval of Previous Minutes and Review of Actions**

   2.1 The Committee reviewed the action tracker from the previous meeting (M1). It was noted that:

   2.1.1 the Estates and Facilities report had been completed

   2.1.2 CRM system options remained under review

2.1.3 timetabling system procurement was progressing

2.1.4 governance paper circulation timelines had improved

2.1.5 policy-to-practice implementation was progressing across academic and operational functions

2.1.6 academic policies had been approved and operationally implemented

2.1.7 ELT reporting arrangements had been formalised

2.2 The Committee noted satisfactory progress against previous actions.

3. **Estates, Facilities and Campus Capacity**

3.1 RM presented the Estates and Facilities Report. It was noted that:

3.1.1 Tower Hill Campus was operating at near full capacity

3.1.2 discussions were ongoing regarding relocation to a larger campus in the Tower Hill area

3.1.3 additional rooms may become available at the current site to support interim needs

3.1.4 Brentford Campus had sufficient capacity and required no immediate intervention

3.1.5 Croydon Campus remained available to support operational flexibility

3.1.6 health and safety inspections had been completed at Tower Hill and Croydon with no significant issues identified

3.1.7 Brentford inspections were in progress

3.2 The following risks were identified: Tower Hill capacity constraints, campus relocation and transition risks, lease and capital expenditure commitments, and business continuity during relocation.

3.3 The Committee noted the report and supported continued planning for campus expansion and relocation.

ACTION: Progress Tower Hill relocation planning

ACTION: Update governors on campus relocation options

4. **Governance Structure and Reporting Update**

4.1 MP presented updates regarding institutional governance arrangements. It was noted that:

4.1.1 a clearer governance structure had been established

4.1.2 Board of Directors and Board of Governors responsibilities had been separated

4.1.3 a formal Executive Leadership Team (ELT) structure had been established, comprising the Dean, Registrar/Accountable Officer and CFO

4.1.4 a Senior Management Team (SMT) reporting structure was being developed

4.1.5 reporting arrangements between operational panels, committees and the Board of Governors had been defined

4.1.6 committee officers and committee chairs had been appointed across governance structures

4.2 The Chair commended the clarity and maturity of the revised governance framework.

ACTION: Circulate updated governance structure and reporting framework

5. **Digital and IT Infrastructure Update**

5.1 Harry presented the Digital and IT Infrastructure Report. It was noted that:

5.1.1 evaluation of Student Record System / CRM solutions, including Tribal EBS, was underway

5.1.2 a business case was being prepared for ELT consideration

5.1.3 progress was being made towards appointing a dedicated Data Protection Officer

5.1.4 Microsoft Intune implementation was substantially completed

5.1.5 management of institutional IT assets had improved

5.1.6 Moodle infrastructure had been successfully deployed and was scalable through cloud-based services

5.1.7 IT inductions had been completed across campuses

5.1.8 IT support team roles and responsibilities had been formalised

5.2 The Committee discussed the financial implications of implementing a comprehensive student records and CRM system and agreed that a recommendation should be progressed through ELT and subsequently the Board of Governors.

ACTION: Present CRM/SRS business case to ELT

ACTION: Continue DPO recruitment process

6. **Timetabling and Space Utilisation**

6.1 The Committee received an update on timetabling arrangements. It was noted that:

6.1.1 delivery had transitioned fully to weekday provision

6.1.2 students attended one on-campus day and one virtual day per week

6.1.3 teaching delivery remained aligned with the 70:30 face-to-face and virtual model

6.1.4 learning hours had been structured to meet regulatory expectations

6.1.5 Brentford and Croydon campuses retained additional capacity

6.1.6 staffing resources were sufficient to support current delivery

6.2 The Committee noted that the revised timetable structure had been implemented successfully.

7. **Business Continuity and Operational Resilience**

7.1 RM presented the Business Continuity Report. The Committee reviewed:

7.1.1 campus continuity arrangements

7.1.2 IT outage contingency planning

7.1.3 staffing resilience and succession planning

7.1.4 escalation procedures for operational incidents

7.1.5 risks relating to campus relocation

7.1.6 cybersecurity and data protection risks

7.1.7 dependency on key personnel and third-party suppliers

7.1.8 OfS reportable event considerations

7.2 The Committee agreed that the report provided a strong foundation for institutional resilience planning.

7.3 Members recommended development of a formal Business Continuity Plan, inclusion of OfS reportable events guidance as an appendix, establishment of implementation timelines, and consideration of admissions and recruitment risks within continuity planning.

ACTION: Develop formal Business Continuity Plan

ACTION: Include OfS reportable events schedule within continuity documentation

8. **Student Experience Update**

8.1 Parleen Arora was introduced as Student Experience Lead.

8.2 The Committee noted changes to student experience governance arrangements, the appointment of academic representatives for Tower Hill and Brentford campuses, strengthening of student voice and student engagement structures, and plans to expand student experience staffing and support.

8.3 The Committee welcomed the developments and recognised the importance of student experience to institutional success.

9. **Any Other Business**

9.1 There were no items of any other business to discuss.

10. **Private Session**

10.1 A private session was not convened.

11. **Date of the Next Meeting**

11.1 The next Committee meeting date is to be confirmed in accordance with the Board of Governors Committee Schedule.

Board of Governors Operations and Infrastructure Committee

Rolling Actions Table

Meeting Date	Org 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	Stephen Plant	M3	Completed	Minuted

		planning and reporting arrangements				
12/03/26	9.1.5	Review student recruitment focus and intervention strategies relating to lower-performing cohorts.				Minuted
26/05/26	5.2	Present CRM/SRS business case to ELT	Harry/ IT lead	Before next BOG meeting	Open	Minuted
26/05/26	3.3	Progress Tower Hill relocation planning	Raghav Malhotra	End of Aug 2026	Open	Minuted
26/05/26	7.3	Develop formal Business Continuity Plan	Raghav Malhotra/ ELT	Before next committee meeting	Open	Minuted
26/05/26	7.3	Include OfS reportable events schedule within continuity documentation	Stephen Plant	Next meeting	Open	Minuted
26/05/26	3.3	Update governors on campus relocation options	Raghav Malhotra	Next meeting	Open	Minuted
26/05/26	4.2	Circulate updated governance structure and reporting framework	Agrima Shankar	Ongoing	Completed/ Ongoing	Minuted
26/05/26	5.2	Continue DPO recruitment process	HR / ELT	Ongoing	Open	Minuted