

Minutes

Strategic Transformation Committee

Governance 2024-2025

Date	04/07/2025	
Time	16:00 - 17:00	
Location	Microsoft Teams Meeting	
Present	Nasim Khan (NK) Paul Miller (PM) Niran Mothada Susan Kingman Amanda Priem	Chair Vice-Chair (Chair – items 1-5) Governor Governor Governor
	Keith Smith (KS) Dylan McTaggart (DM) Shane Woodhatch (SW) Jo Withers Tim Hulme (TH) Yaseen Akhtar Jan Newbould Anil Pujara (AP)	Ex-Officio, CEO Group Principal, Deputy CEO Chief Financial Officer Chief of Business Strategy Chief Operating Officer Managing Director, IoT Managing Director - Apprenticeships Head of Internal Audit
Clerk	Clare Mitchell (CM)	Director of Governance
Note Taker	Natalia Tymkiv (NT)	

1 - General disclaimer statement at start of meeting:

The meeting was recorded for the minuting purposes. No objections were raised.

2 - Apologies for absence

There were no apologies for absence. However, the Chair was late to the meeting, so the Vice-Chair chaired items 1-5.

3 - Declarations of Interest

There were no declarations of interest.

4 - Minutes of the last meeting dated 11th February 2025

The minutes of the meeting held on 11 February 2025 were approved as an accurate record.

RESOLUTION: The Committee approved the minutes of the meeting on 11 February 2025 as an accurate record.

5 - Actions from last meeting

The Committee noted that Actions 1 and 2 relating to the business plan for the apprenticeship strategy and IoT comparisons were covered by agenda items 6 and 7.

Action 3, which related to developing detailed refurbishment specifications for option two of the Uxbridge library business case had been superseded by the Corporation's decision in March 2025 not to proceed with the purchase at this time.

Action 4 involved exploring alternative options for providing additional digital content for the immersive rooms. AD provided an update on discussions which had taken place with Pearson to frame potential options. The 2025/26 Business Plan included initial funding to conduct further analysis to inform decision making. Once the Business Plan had been approved by the Corporation a more detailed plan would be put in place. It was agreed that this action would remain open.

ACTION 1: Action 4 relating to discussions with Pearson re digital content to remain open and an update to be provided at the next meeting of the Committee - AD

6 - Apprenticeship Growth Plan

JN presented the Apprenticeship Growth Plan to the Committee. The plan set out to deliver organic and sustainable growth, focusing on creating efficiencies within the structure, raising the profile of apprenticeships, and establishing responsive systems and processes. JN's view was that the right foundations needed to be in place before growing apprenticeship provision through acquisitions or mergers.

The plan proposed a fully centralised apprenticeship model with a single point of accountability. The plan included creating efficiencies through centralised support functions, introducing KPIs, and maintaining a lean and agile structure which was responsive to employers' needs.

The key drivers underpinning the growth plan included HRUC's strategic vision for apprenticeships, LSIP priorities, national priorities and employer needs. The growth model focused on business as usual sectors, new sectors, technical apprenticeships, and business/professional services apprenticeships. The latter was identified as the primary driver for growth due to its scalability and repeatability. The plan included the development of an apprenticeship service offer to employers.

The immediate priorities included reducing costs, increasing caseloads, reducing the number of apprentices who had passed their planned end date and implementing KPIs to drive performance. The current plan projected 49% growth over five years, with a focus on creating efficiencies and leveraging existing relationships with employers.

The Committee thanked JN for her work on the plan but queried the emphasis on cost efficiencies and organic growth. Several Governors challenged the ambitious growth targets and emphasised the need for the plan to be underpinned by robust data. JN assured the Committee that this was the case. The Committee emphasised the importance of transparency in terms of the projected figures and requested more detailed information. SW confirmed that the 2025/26 budget included the projected income and savings within the growth plan.

The growth plan also included staffing changes, and there was concern that this could affect the team's motivation and impact on the delivery of the growth plan. JN assured the Committee that the team were aware of the planned changes and the reasons for them and the impact would be kept to a minimum.

The Committee queried the timescale for providing the supporting documentation, emphasising the importance of addressing these issues before the next Committee meeting in September. The agenda item on the apprenticeship growth plan at the full Corporation meeting on 8 July 2025 would be a verbal update only.

The Committee commented that there were many positive aspects of the proposed growth plan, but more detail was needed on the data. The Committee asked for a more strategic apprenticeship growth plan to be provided, including the costings underpinning the projected contribution figures. The next meeting of the Committee was scheduled for 22 September 2025 with the next Corporation meeting on 7 October. Given the timescales, JW undertook to circulate a revised document to the Committee with the supporting figures by the end of the summer term. Governors' questions would be dealt with by email.

ACTION 2: A revised apprenticeship growth plan to be circulated to the Committee, including the costings underpinning the projected contribution figures, before the end of the summer term – JN/JW

A call would take place to review the revised apprenticeship growth plan before circulation.

ACTION 3: A call between JW and key Governors on the Committee to take place to review the revised apprenticeship growth plan before circulation to all Committee members – JW/CM

7 - WLIoT and MIT Updates

YA highlighted the lack of centralised published information on IoTs. The information that was available indicated a decline in enrolments in 2024/25 for IoTs whose main offer was Levels 4/5 qualifications. This was attributed to changes to universities' recruitment strategies e.g. offering an integrated foundation year.

Links with employers and anchor partners had delivered variable results across all IoTs. Large employers had not provided the expected boost to student numbers through internal staff training and development. However, new channels of engagement through the co-design of short courses and apprenticeships had enabled new partnerships to emerge. Student engagement with employers had increased significantly through live projects, guest lectures and enhanced careers guidance. Capital investment has been instrumental in enhancing the student experience, allowing IoTs to replicate key aspects of HE environments.

YA reported on the government's extension to the relicensing date for IoTs until 2028. A new phase of investment had been confirmed to support the establishment of Technical Education Colleges (TECs), with an initial focus on the construction sector. Eligible providers would need to meet one or more of a number of set criteria. Sector areas for new TECs were due to be confirmed in September 2025. HRUC would wait for further TEC sectors to be announced before applying.

HRUC had received approval from WorldSkills UK for the National Innovation Challenge (NIC) competition grading criteria. A total of 122 entries had been received and nine had been shortlisted; three in each category. The MIT economics department was running a workshop for A-level students with the possibility of one to one mentoring. Plans had been agreed to widen the MIT offer to new organisations, through invitations to join the HRUC Innovation Partnership. The Committee also received an update on wider areas of development.

The Committee raised concerns about the financial impact of the 13% decline in L4/L5 enrolments at the WLIoT, in 2024/25, estimated as approximately £700K. YA would come back to the Committee with full details of the financial impact. The 2024/25 position would continue to have an impact on 2025/26 but part time digital programmes would be offered to compensate. Work was also underway on a top up degree arrangement to start in 2026.

ACTION 4: YA to provide the Committee with full details of the financial impact of the 13% decline in L4/L5 enrolments in 2024/25

The Committee discussed the strategic value of the IoT and its contribution to HRUC's financial performance. Members agreed on the need to re-evaluate the IoT's role and optimise its value within the wider curriculum strategy. The discussion highlighted the importance of clarity and the Governors' strategic oversight role in decision-making regarding the IoT's future.

SK asked for a paper to come to the next meeting setting out how much funding the WLIoT had received, what the return had been, its delivery targets and the added value it brought to HRUC

ACTION 5: YA to provide a paper to the next meeting setting out how much funding the WLIoT had received, what the return had been, its delivery targets and the added value it brought to HRUC

8 - Strategic Conversation following Corporation

This item was deferred. There were two topics that came out of the mentimeter exercise at the Strategy Day that had not been fully discussed by the Corporation. These still needed to be taken forward. The Corporation would also need to consider the impact of the new white paper when it was issued. KS would discuss how to progress this with CM outside the meeting.

ACTION 6: KS to discuss how to progress the strategic conversation and white paper discussions with CM outside the meeting.

9 - Any Other Business

KS provided updates on various topics including discussions with the Council re Uxbridge Library and the impact of the delay to planning permission for Barra Hall. Barra Hall would not be ready to open to new SEND students until September 2026, impacting recruitment and income. The Committee reviewed strategies to mitigate this, such as moving students from Uxbridge to Barra Hall once the renovations were completed to enable the development of SEND facilities at the Uxbridge Campus. KS confirmed that discussions with Fuzzy Logic were now closed.

10 - Dates of the next meetings

The dates for Committee meetings in 2025/26 would be approved at the upcoming Corporation meeting.