

Minutes
Extraordinary Curriculum Strategy & Quality Enhancement
(CSQE) Committee
Governance 2024-2025

Date	26/06/2025
Time	17:00 - 18:30
Location	Microsoft Teams
Present	Mike Sutcliffe – Chair Jenny McLaughlin Sofia Barbosa Boucas Vincent Neate Cherry Horton-Edwards Keith Smith (Ex officio) Dylan McTaggart, Group Principal, Deputy CEO Alex Denley, Chief Technology Officer Clive Hodge, Principal, Harrow Campus Gavin Hughes, Principal, Richmond Campus Jo Withers, Chief of Business Strategy Tim Hulme, Chief Operating Officer Anil Pujara, Head of Internal Audit
Absent	Jo Swindells, Mario Michaelides
Clerk	Clare Mitchell, Interim Director of Governance
Note Taker	Nataliia Tymkiv

1 - Apologies for absence

Apologies for absence were received from Jo Swindells and Mario Michaelides.

2 - Declarations of Interest

There were no declarations of interest.

3 - Curriculum & Skills Ambition Strategy Document - 2 years on

The Chair thanked DM for a much improved strategy document and explained that the purpose of this meeting was to discuss the revised draft with a view to recommending it to the Corporation for approval. The document was taken as read and the Chair opened the meeting for questions.

VN opened the discussion, referencing an earlier conversation with DM regarding the risk assessment section of the document. Further work was needed to identify the core risks to the delivery of the strategy and how they would be controlled. It was agreed that further work needed to take place to produce a more fully developed risk section within the curriculum strategy.

ACTION 1: Further work to take place to produce a more fully developed risk section within the curriculum strategy - DM

JM emphasised the magnitude of change proposed and the importance of accurately assessing HRUC's capacity to deliver. DM explained that a delivery roadmap would be developed which would include resource planning.

ACTION 2: Development of a delivery roadmap and associated resource planning - DM

The Committee noted that the goals of individual students would vary, and it was proposed that the words "purposeful careers" should be used instead of "ambitious careers".

ACTION 3: Consider using the words "purposeful careers" instead of "ambitious careers" in the curriculum strategy - DM

On SEND, JM emphasised the need for equitable experiences across campuses and more clearly defined mechanisms to ensure effective integration within mainstream college provision.

KS congratulated DM and his team on the development of the strategy. Given the strategic and financial importance of the 16–19 student cohort to the College group, he asked that it was given greater prominence in the executive summary. Sector priorities should be refined to reflect differentiated approaches across 16–19, apprenticeships, HE, and commercial delivery. In some areas e.g. adult skills provision, funding constraints would limit growth and there needed to be more emphasis on developing full cost provision. DM referenced the underlying matrix of growth trajectories by sector and age group. It was agreed that this would be made more accessible in the final document.

ACTION 4: Give greater prominence to the 16-19 student cohort in the executive summary - DM

There was a discussion on including trajectory KPIs, such as targets for 2030 around 16–19 numbers or commercial growth, to enable proper planning for staffing and estates. DM confirmed that this work had already been modelled using ONS and local authority data and discussed with the relevant teams. TH raised the importance of aligning the curriculum strategy with the development of “place plans” for each campus to ensure that capital investment supported the implementation of the strategy.

The Committee discussed progression for exceptionally high-achieving students and suggested HRUC consider establishing a distinct pathway or enrichment programme. DM and JW both agreed and referenced World Skills competitions and the Centre of Excellence as key vehicles for developing elite learners, with further development planned. KS noted that there was a risk of incurring unfunded additional teaching and non pay costs if additional hours were provided.

MS referenced a previous discussion about HRUC becoming a destination of choice for staff and queried whether the strategy’s ambition extended to the development of teaching staff. DM confirmed that a CPD plan sat behind the strategy. JM suggested a model where employers released staff to upskill HRUC teaching staff in commercial skills. This could be extended to co-delivery of teaching. The Committee agreed that there was potential for integration with the People Strategy.

The Committee discussed whether the current branding of the Institute of Technology (IoT) as West London IoT was still appropriate, given that the College group now included the Richmond Campus. KS reframing the IoT around research and innovation. DM acknowledged that the IoT brand currently encompassed core provision in STEM and that the branding and function of the IoT needed further consideration. The Committee discussed looking to higher education models, such as enterprise and knowledge exchange, to shape the IoT into an employer-facing innovation hub and further leveraging HRUC’s links with MIT. The Committee agreed this should be explored.

ACTION 5: Consider the branding and positioning of the West London IoT - DM

AD echoed the need to fundamentally reshape learning design, not just staff training, to achieve the ambitions set out, stressing the importance of having analytics to measure success and realistically assessing the level of change that could be delivered within operational constraints.

GH noted the importance of expanding strategically during the current demographic increase in 16–19 year olds, while safeguarding quality. CH reiterated the critical link between curriculum ambition and alignment with the estates strategy, arguing that extraordinary delivery requires extraordinary spaces.

The Committee discussed the timeframe for the additional work required on risk and the development of a delivery road map and associated resource planning. The Committee noted that it would not be possible to complete this work thoroughly ahead of the Corporation meeting on 8 July 2025. This would come to a future meeting.

RESOLUTION: The Committee recommended the approval of the Curriculum & Skills Ambition Strategy Document to the Corporation, subject to the comments above.

4 - Any Other Business

No other business was raised.

5 - Dates of the next committee meetings 2025/26

1. 1st October 2025, 5:30 p.m. - 7:30 p.m.

2. 4th December 2025, 5:30 p.m. - 7:30 p.m.
3. 5th March 2026, 5:30 p.m. - 7:30 p.m.
4. 6th May 2026, 5:30 p.m. - 7:30 p.m.