



REASEHEATH COLLEGE BOARD

BOARD MEETING

**Minutes of the meeting held on 28 March 2025 at 9.30am
Room FF01/FF02 Food Futures Centre Reaseheath College**

Present	Ashley Austin (independent) Claire Blanchard (independent) Jan Chillery (independent) (<i>Via Teams</i>) Marcus Clinton (principal) Jane Cowell (independent) (Chair) Gary Crowe (independent) Jared Erskine (independent) Phil Gibbon (staff) Mike Gorton (independent) Peter Green (independent) Elizabeth Harrison (independent) Summer Lakin (student union president) Angela Potter (independent) Eunice Simmons (independent) Liz Watts (staff) Paul Weston (independent)
Attending	Martin Mellor (co-opted committee member) Graeme Lavery (vice principal, finance and resources) Paul Spearritt (vice principal, curriculum and quality) John Kendal (assistant principal, student experience and support) Vanessa Rhodes (director of people and culture) Kirsty Thornton (student life manager) Sharon Yates (assistant principal, business hub and apprenticeships) Jackie Schillinger (head of governance)

PART A unless stated

item	Content
1.	Opening items
1.1	Apologies were received and accepted from members Sean Houlston, Ben Galloway and Fran Cooper. Associate members sending apologies were Alastair Taylor and Malcolm Burns. Eli Broadhurst, student union apprenticeship representative also sent apologies. The meeting was quorate and remained quorate throughout.
1.2	A declaration of interest was received from Eunice Simmons in relation to the strategic partnership/associate college relationship. Declarations of interest were received from Jane Cowell, Mike Gorton and Elizabeth Harrison in relation to the decision on respective term renewals. These members took no part in discussion/decisions respectively on these items.

1.3	RESOLVED: The minutes of the meeting held on 17 December 2024 were approved as a correct record.
1.4	<p>RESOLVED: The minutes of the governor teaching and learning deep dive day 31 January 2025 were received for information, which had included:</p> <ul style="list-style-type: none"> • Governor and Staff panel - questioning and feedback from staff on Reaseheath Way, and changes to quality assurance and improvement processes. Challenge back to leaders on embedding of new processes and continuing to actively engage with staff views. • Governor and Learner panel - questioning and feedback from students on the quality of their experience including teaching and learning. Feeding back areas of challenge to leaders. • Governor Learning Walks to test whether the 5 principles of effective teaching and learning are in evidence in the classroom and practical sessions.
1.5	<p>On matters arising, the governance impact of the teaching and learning deep dive held on 31 January included:</p> <ul style="list-style-type: none"> • Temperature check of culture and impact of changes being made, taken forwards with leaders. • Triangulation of impact of teaching and learning quality improvement actions (e.g. 5 principles of effective teaching) at this early stage. • Governor visibility to staff and students in lessons and forums, to drive culture of improvement. • Better understanding for governors of what good and effective teaching and learning look like. • The summer term Quality and Standards Committee to follow on from this activity to test and challenge panel of curriculum area managers as leaders of learning accountable for driving improvement in their teams. • Revisit staff and student panels and learning walks in the summer term to test how the changes are embedding and impact on the ground.
Corporation Core Function Accountabilities	
2.	Determining and developing college educational character – vision mission and values
2.1	<p>Student Union Report: The student union (SU) President Summer Lakin and student life manager Kirsty Thornton provided an update on progress against the SU strategic plan including enrichment activity engagement. Members received the report with thanks and in discussion, the following key areas were highlighted:</p> <ul style="list-style-type: none"> • There have been some staffing challenges, but the SU has still made progress. With the new student life officers now in post covering the day and the evening this should make a positive impact. • There is an aim to provide other types of enrichment activity, but the course-based activity has been the most successful. Enrichment is essentially all the opportunities available to the students, and this includes the career ready offer as a whole. • The SU president and student life manager aim to work more closely with the departments, progress coaches and within career ready to better plan and schedule activities and increase engagement.

2.2	RESOLVED: The Board received the SU reporting on student engagement and enrichment and welcomed the review to increase engagement via a more structured approach working more closely with departments, progress coaches and career ready provision.
2.3	Safeguarding, Prevent and Wellbeing Report: The vice principal curriculum and quality (designated safeguarding lead) presented the termly assurance report. The safeguarding and prevent lead governor shared his recent visits to college including to HR to carry out single central record checks, to the residential services team, accommodation and facilities for residential students and on attending the college safeguarding committee. He provided his view that the checks made indicate up to date well organised and well-run process, with impressive provision and facilities. He highlighted that the team are very motivated to evidence the improvements in record-taking set out in the care standards action plan. He had recently taken the government prevent training all 3 levels: Awareness, Referrals, and Multi-Agency Panel Course. He provided a summary of the key messages from this training for governors.
2.4	<p>Governors asked questions on the reporting, to test several areas including:</p> <ul style="list-style-type: none"> • Care standards report action plan: a detailed look at the reasons for the outcome, with the challenge posed by governors of whether there is more need for extra process checks from a critical friend type position to ensure everybody stops, checks, process first. In addition, there is the need to ensure people are writing things down in sufficient details to set out justification for judgements made. • Leaders agreed to look at this to put in extra checks in this area and would include this in the action plan. There were also several small points that were noted in the care standards report that are not clear enough in the action plan. Leaders agreed to add these points in to close everything off and enable full assurance once the action plan is completed. • Audit committee chair highlighted the discussion at the recent meeting on the theme of oversight for the next internal audit service planning to ensure there are sufficient checks on the compliance across the regulatory and statutory areas. • A query on the point made in the report on professional boundaries to clarify whether there is a risk here. The response confirmed that there had been a very small number of low-level concerns, albeit with one case resulting in a dismissal. Action had been taken including a change to the induction of staff and a focus on professional behaviour on the staff development day in September. • In response to a query on mental health training for staff, it was confirmed that the college had done some training previously but that it would be useful to roll this out. • On the new audibant alert system, governors highlighted the importance of training and preparation for lockdown drills. • Members noted from their work in schools the increase in domestic violence cases coming through. The operation encompass work in Cheshire was strong but it was raised that there is work ongoing to do with other local authorities to ensure that they are sharing this information with the college in a timely way.
2.5	RESOLVED: The Safeguarding Prevent and Wellbeing report on the continued management of the college's safeguarding and prevent responsibilities and wellbeing support was reviewed and at this stage the Board took partial assurance due to the need to gain assurance from the case standards action plan completion and progress visit.

2.6	<p>Health and Safety Report: The vice principal finance and resources presented the report, with input from the audit committee consideration of risk in this area at its recent meeting. The governor task and finish group were in place to monitor progress on implementing the health and safety action plan. The minutes of the task and finish group and action plan were provided in the appendix to the report. In summary the task and finish group reported that:</p> <ul style="list-style-type: none"> • assurance was gained that new reporting structures and systems have been put in place with live dashboard reporting to the reestablished college health and safety committee to keep track of progress against the plan. • there is a regular flow of reporting on the action plan progress to executive team meetings on a monthly basis. • informal routes to raise concerns are in place and are working. • actions were agreed to ensure that the executive can report assurance to the task and finish group to close the loop on cross college compliance on big ticket item pre-equipment checks and student toolbox talks, upgraded risk assessments, embedding these in schemes of work and safe operating procedures
2.7	<p>RESOLVED: The Health and Safety Report was reviewed and the Board took partial assurance on the management of this risk area at this current stage because of the ongoing implementation of the college health and safety action plan in 2024-25, with the expectation that this will be completed to bring this risk exposure score within tolerable position and towards optional position by the end of the academic year.</p>
2.8	<p>Equality Diversity and Inclusion (EDI) Annual Report and Gender Pay Report: The director of people and culture presented the reports for review and recommended approval. The chair of the finance and general purposes committee explained that the committee had reviewed the reports at its recent meeting and was satisfied that the EDI annual report is acceptable for publication this year, with recognition that there is more work to do in the coming year to produce more impactful reporting to the board going forwards, which will include a clear link to the 4Es of the strategic plan. The Gender Pay Report, brought forward annually in the spring term and reviewed as part of the human resources reporting to finance and general purposes committee, was recommended for approval and publication, with the recommendation that the context is made clear and the factors that impact on the college's gender pay gap explained. These were:</p> <ul style="list-style-type: none"> • Reaseheath College's Mean Gender Pay Gap is 16.96% in favour of males, similar to last year which was 16.2%. The College has continued to struggle to fill specialist roles and in line with the rest of the sector has experienced reasonably high turnover, this is now starting to slow. It has managed to retain staff in the more generalist roles of Administration • Reaseheath College's Median Gender Pay Gap is 12.44% in favour of males, a significant increase from the previous year's median of 4.8% in favour of males. This is because the median gender pay gap is affected by a small number of very high earners. Currently our three senior paid positions within the College are male, which impacts on the mean and median calculations. • The College is committed to driving initiatives and changes to address its pay gap and will continue to <ul style="list-style-type: none"> • drive gender pay and gender equality through our Diversity and Inclusion working group

	<ul style="list-style-type: none"> • review and benchmark our salaries and improve them where we identify particular gaps • ensure that we offer options such as part-time work, job share, term time working and other flexible options • promote opportunities for lateral and progressive moves within the organisation whilst retaining part time and flexible working options. • promote internal progression opportunities • promote flexible working arrangements • positively market our gender dominated roles to increase representation. • re-skill and upskill within the College to encourage progression and movement into other roles.
2.9	RESOLVED: The Equality Diversity and Inclusion Annual Report and Gender Pay Report were approved for submission and publication on the College website.
3.	Setting and Communicating the College Strategy and Goals – Strategic Plan and Annual Operating Plan
3.1	<p>Chair's Report: The chair provided a summary of activity in relation to governance, staff and student engagement and external stakeholder engagement, including:</p> <p>Internal governance activity</p> <ul style="list-style-type: none"> • Regular meetings with the Principal and the Head of Governance and reporting in PDR progress to the Remuneration Committee. • Mid-year review with the Senior Independent Governor set - obtaining feedback on performance as chair is essential for the SIG to carry out her role in providing support and challenge to the Chair. • As link governor involvement with the Care Standards Inspection and subsequent link visits • Governance test and challenge on an estates matter welcomed and considered in finance and general purposes committee. <p>Staff and Student Engagement</p> <ul style="list-style-type: none"> • Via link visits and the student and staff forums at the January governor development day and a focus on the Reaseheath Way and teaching and learning • Staff conference • Principal/Student Union lunches • Student of the Term Awards • SU President mentoring <p>Stakeholder Engagement</p> <ul style="list-style-type: none"> • Meeting with DfE officials and a member of the FE Commissioner team for our Annual Strategic Conversation. • Re-scheduled meeting with Chair of Governors at Myerscough College • Spent a day with the ESFA Funding team to understand the changes taking place within DFE. • Spent two days at the Landex Conference
3.2	<p>Principal's Report including Strategic Plan Progress/KPI:</p> <p>The principal presented his report, which included the college strategic key performance indicators and strategic risk review. The key areas of discussion were:</p>

	<ul style="list-style-type: none"> Financial position continues to be tight, however the expected department for education (DfE) in year payment and a number of other mitigations will bring the outturn down more towards break even. For the 2025/26 budget year the SIG (Save, Invest, Grow) will be important as reductions in T level funding, Employer national insurance (NI) and teachers' pension scheme (TPS) cover will mean work on savings is important as well as the opportunities to continue to reshape the college and maximise growth opportunities. Work on the Ofsted response continues at pace with the implementation of the Reaseheath Way through several interventions. The Board welcomed some positive movements in the KPI but emphasised it will be continual and sustained steps that will produce the required end position. There is good momentum and pace across all 4 E's and work has included ensuring capacity and focus on each E to deliver at pace. Several appointments have now been made on systems development and curriculum development. Staffing is more stable. Engagement with staff is key at this time of change and with the increased intervention into teaching and learning. It is important to have the engagement, listen and be able to have a clear You Said We Did approach as much as possible with points raised. The KPI for 24/25 were reviewed at December board for approval but have now been through the committees as requested and were presented for formal approval, and current performance was also reviewed. Negotiations with the University of Chester for a new partnership agreement to come into effect in 26/27 with level four students and by 28/29 for all students. This will be a more traditional partnership arrangement and involve charging for validation services. This will allow UCR to develop the offer at pace to grow numbers and to continue working and developing the highly valued existing partnership with the university.
3.3	RESOLVED: The Board reviewed progress on the strategic plan 4 Es, monitored the KPI reporting and formally approved the College level Key Performance Indicators for 2024-25.
3.4	Care Standards Inspection: The principal provided the Ofsted care standards inspection report, following the inspection that took place from 4-7 February 2025. He noted that governors had been notified by email by the chair at the conclusion of the inspection. He reported that whilst there was very positive feedback throughout the inspection, there was a technical breach of the national minimum standards that resulted in the requires improvement judgement, which the college had taken very seriously. He shared the action plan to ensure compliance in a short time frame with the aim of ensuring the progress monitoring visit takes place before the end of the summer term. This should then resolve the outstanding points, the full re-inspection would then take place the following year. The Board reviewed the action plan and agreed that the Quality and Standards Committee monitor the action plan with clear residential minimum standards reporting and reporting of performance data to the committee will continue to split out residential students. The Board supported the intention is to request inspectors to return before the summer to resolve the action points as quickly as possible.
3.5	RESOLVED: The residential care standards action plan to ensure ongoing compliance with minimum standards to be monitored by the Quality and Standards Committee and progress be reported through to the Board.

3.6	<p>The Curriculum Skills and Stakeholder Committee report: The report was received and the following key points highlighted:</p> <p>The committee reported reasonable assurance on the effective management of Strategic Risk 5: Risks arising from failure to engage with employers, partners and stakeholders resulting in a curriculum offer that does not support the strategy or fails to respond to meet local regional and national skills needs. This was because the external policy environment is currently very uncertain with several key skills strategies coming through and the college will need to be responsive to these in relation to funding opportunities and growth.</p> <p>Meeting Skills Needs Review – good progress has been made on the accountability statement priorities and KPI for 2024-25 as of early March 2025. In summary progress reported was good in:</p> <ul style="list-style-type: none"> • Increasing full-time student and apprentice numbers and maintaining total numbers of UCR students. Apprentice numbers would have increased further were it not for staffing gaps, that required us to pause recruitment. This picture points to a curriculum offer that is attractive and meets needs of employers and customers. • Increasing numbers of students engaged in wider learning that develops high-impact skills required by employers. This has mainly been achieved through the redesign of the Career Ready programme (re-branded from Be Ready), to include more emphasis on the development of essential career ready skills, and the addition of the digital skills and sustainability school enrichment hour into all courses. • Reconfiguration of the academic year to enable significant increases in engagement with primary and secondary school aged children, and approval of the ‘Education Partnerships Manager’ role which, when appointed, will significantly increase partnerships and engagement. • Further development of the T-Level portfolio with Animal Management recruiting over 200 T-Level/T-Level Foundation students in September. • Ongoing progress with the higher-level skills offer whilst several HTQ applications have been submitted to IfATE. • Development of leadership teams and wider staff skills through the skills matrix to ensure CPD maintains currency, completion of the ‘Aspire’ leadership programme for staff just below CAM level, and delivery of the ‘Masterclass Series’ for the College Management Team (CMT). • Areas where the college has seen less impact were Progress with Lifelong Learning offer; Failed to achieve the ‘strong’ rating for Ofsted Skills Measure; Development of partnerships as part of Excite agenda to establish employer sponsored award and research project. <p>The committee reported that it supported the proposed accountability statement priorities for 2025-26, to be finalised and reported for approval to the Board in June as:</p> <ul style="list-style-type: none"> • In line with our curriculum intent, continue to deliver an inclusive curriculum offer to address Government priorities, remove barriers to progression, and develop essential work readiness skills. • Develop a more extensive adult skills offer, with a specific focus on addressing industry skills gaps and green skills, whilst also supporting local needs and the devolution process in Cheshire and Warrington.
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	<ul style="list-style-type: none"> • Carry out a High-Needs review, working closely with key partners to address local needs, implementing all necessary changes to maximise outcomes and increase opportunity. • Promote the development of higher-level skills, with an emphasis on science related content, through the use of HTQ's along with higher-level apprenticeships. • Develop Agri-Food provision to meet, and influence, key national strategies that align to our specialism. • Develop a strategy to increase the College's green skills offer, specifically focusing on the expected growth brought about by the net zero transition.
3.7	RESOLVED: The Board received the committee report and requested that governors are kept up to speed on the Agrifood and sustainability skills agenda to support in telling the Excite story, with this to be included in the governor session on 3 June 2025.
4.	Exercising effective control to ensure that funds and assets are protected, your organisation remains solvent and legal obligations are met
4.1	<p>Audit Committee Report: The key points to reported to the Board from the Audit Committee were:</p> <ul style="list-style-type: none"> • Positive assurance on regularity with no irregularities reported in the period. • On track on the internal audit plan this year. • Internal Audit Further Education Benchmarking Report provides useful information and confirms the college is not out of line with other similar colleges in terms of internal audit outcomes. • Substantial assurance received on: Information Advice and Guidance (IAG) Processes • Substantial assurance received on: Framework for Student Engagement and Outcomes • Substantial assurance on: Decarbonisation Grant Scheme Post Completion Audit, with the audit committee to receive a summary of the funded projects and the audit reports that will be provide for assurance on an ongoing basis. • An initial discussion was held on internal audit planning for 2025-26 and emerging sector risks, which will also be covered in the summer term Board meeting when the annual risk management report is considered, once the audit tender has been completed. • The review of strategic risk considered committee assurance reporting and confirmed the executive risk scoring and assurance level for risks 8 (safeguarding), 9 (health and safety) and 10 (legal and regulatory). • The committee would provide guidance on the description of levels of assurance for committees, especially between 'partial' assurance and 'reasonable' assurance, looking at actions, and impact and time frame. • In relation to safeguarding and health and safety risk, whilst the audit committee receives audit reporting in relation to these risk areas, the full reporting is made directly to full board and therefore it is recommended that assurance is considered at full board level going forwards.
4.2	RESOLVED: The Board received the committee report and approved the audit tender process, including that the college retain a full independent internal audit service with the audit committee to review tender outcomes at its meeting in advance of the Board meeting on 18 July for recommendation.

4.3	<p>Finance and General Purposes Committee Report: The key points to reported to the Board were:</p> <ul style="list-style-type: none"> • Good progress on capital projects/bids, with the key strategic priority the development of student social learning space via the Lord Wolley Centre development project, currently in planning. • Valuable governance test and challenge on a commercial lease matter, which will require an additional committee meeting a report through to the Board on this matter. • Review of the HR reporting shows a generally stable picture on key data, though with absence levels high and action on sickness absence reporting process taken to ensure a more accurate picture on data and management control of this key area achieved. • On student recruitment green shoots going into next year on FE full time and adult. Strengthened the curriculum development team which will help. • Partial assurance reported on meeting budget targets with risk exposure remaining high in the current year, and partial assurance on financial sustainability due to this elevated risk exposure with the need to secure growth to maintain EBITDA in the medium to longer term. Mitigation of current year budget variance required. • Waiver for breach of debt service cover covenant agreed by the bank to be reported through to the board once written confirmation received. Assurance was provided in the meeting from the recent meeting with the bank that that there would be no impact of this breach. • Specialist sector funding split of provision at 60% number of students set as target. This year the college is below this, but it will flux from year to year, there is no danger in relation to the college's specialist status, but the mix needs to be monitored. • HE income risk has stabilised but unlikely to see increase in level 4 this year but looking similar on last year stable and a little bit of movement positively in 2025-26 with more impact in 2026-27. • Chester relationship change will bring in charging over the next 4 years and the committee noted that it supports the intention to continue to work with the University provided the issues around curriculum development and potential competition can be resolved for the future.
4.4	<p>RESOLVED: The Board received the committee report and noted the partial assurance reported with risk exposure remaining high in the current year and mitigation of current year budget variance required.</p>
5.	<p>Holding executive leaders to account for educational performance and quality and performance of staff</p>
5.1	<p>Quality and Standards Committee Report: The report was received and the following key points highlighted:</p> <ul style="list-style-type: none"> • Quality Improvement Plan and Quality Improvement Key Performance Indicators recommended for approval. • The committee gained a good understand of early impact on the student experience from the quality improvement actions and data reporting on performance at this stage of the year together with the triangulation evidence from the governor teaching and learning deep dive day on 31 January and student survey data. • Based on the reporting to the meeting, the committee acknowledged a swift response had been made and quality assurance and improvement systems have been adapted

	<p>with significant actions. However, the committee still needed to see the impacts and so took partial assurance and reported that action is ongoing this year in the form of the college's Quality Improvement Plan 2024-25 to manage the risk.</p> <ul style="list-style-type: none"> The residential care standards action plan to ensure ongoing compliance with minimum standards to be reported to the Board and monitored by the quality and standards committee.
5.2	<p>RESOLVED: The Board received the committee report and noted the positive signs of impact, but still with partial assurance reported with risk exposure remaining high until the impacts of the quality improvement plan are more secure, with a further review of the plan's impact taking place in the summer term including further governor learning walk, staff and student panel activity taking place in June to look at impact of the Reaseheath Way on the day to day experience of students and staff.</p>
5.3	<p>Higher Education Committee Report: The key points to reported to the Board were:</p> <ul style="list-style-type: none"> Higher Education Tuition Fees for 2026-27 recommended as unchanged, with confirmation that as part of the Access and Participation Plan summary review process, the UCR terms and conditions have been updated, and they now include a statement which provisions the opportunity for inflationary rate increases to be applied across all levels should future changes to the tuition fee cap be implemented. Substantial assurance on quality and student experience reported based on the student complaints reporting, showing resolution of any concerns at an early informal stage, as well as good progress against the areas for improvement in the quality improvement plan for 2024-25. Student recruitment: Increase student enrolments on HE programmes in 2025-26. Good progress has been made on student recruitment actions, with a positive picture on applications at this stage in the year. New Office for Students condition of registration requires UCR to increase support to ensure student engagement and this links to the new student engagement strategy. Consider co-options to the committee for the future from other universities and colleges.
5.4	<p>RESOLVED: Higher Education Tuition Fees for 2026-27 are approved unchanged with approval as part of the Access and Participation Plan fee summary review process to update the UCR terms and conditions to include a statement which provides for inflationary rate increases to be applied across all levels should future changes to the tuition fee cap be implemented.</p>
6.	Governance
6.1	<p>RESOLVED: The Search and Governance Committee report was considered and the following approvals made:</p> <ul style="list-style-type: none"> From 1 August 2025 Jane Cowell and Mike Gorton, a further term of three years, as undertaking senior roles on the board. From 1 August 2025 Elizabeth Harrison a further term of two years as embedding the new role of senior independent governor. From 1 August 2025 Jane Artess for one year with membership of the curriculum skills and stakeholders committee and the HE committee From 1 August 2025 Martin Mellor for three years with membership of the finance and general purposes committee and the estates and property development working group.

	<ul style="list-style-type: none"> • Approval of the constitution and scheme of delegation. These are unchanged. The standing orders are updated to reflect the addition of the curriculum skills and stakeholders committee at standing order 11.1. • Approval of the governance suite of policies, as reviewed by the search and governance committee and which are based on the Eversheds schedule of required or advised governance policies. <ul style="list-style-type: none"> ○ Governor Code of Conduct (no substantive changes – change to reflect ESFA change to Department for Education) ○ Governor Conflict of Interest Policy (no changes) ○ Policy on reimbursements of governor expenses (no changes) ○ Procedure for complaints against the corporation (change to reflect ESFA change to Department for Education) ○ Procedure for obtaining independent legal advice (no changes) ○ Attendance at Corporation Meetings (changes to remove reference to members of the public attending) ○ Governor Training and Development Policy (updated to reflect the use of GovernorHub, new induction programme/induction pack and governor handbook and reference to ETF training). ○ Governor Recruitment and Succession Planning Policy (no changes).
6.2	<p>Governance reporting: The chair led a discussion on the Board's role of challenge and holding management to account. This was within a cycle of seeking assurance, reflecting on actions taken and reporting made, to then be able to recommend further actions or seek further assurance if needed. The discussion helped to clarify where in this cycle the Board input and challenge needed to be and where the 'activity' element was management's remit not that of the Board. This clarified that the Board should be seeking evidence of impact and 'so what' in the reporting it received from management. Members found this a useful session to inform the type of reporting from management needed and the chair would work with the executive team and head of governance to continue to improve the focus of reporting on evidence of impact and assurance</p>
7.	Governance – independent governors only
7.1	<p>Part B: Remuneration Committee Report: The committee recommended the application of the approved all staff cost of living awards to the Senior Post Holders (Principal, VP finance and resources and VP curriculum and quality) and the Head of Governance, which is 2% from April 2025. The committee also reported on the solid performance of the Senior Post Holders and the Head of Governance, with several areas of focus going forwards for the Principal highlighted including:</p> <ul style="list-style-type: none"> • Continuing to engage very effectively in the sector and external policy environment in uncertain times will be key as will focusing on collaboration with key partners including negotiating the future validation arrangements with strategic partner University of Chester. • Building on the adjustments to the executive team responsibilities and targeted investment to drive the 4Es strategic plan and building high performing teams. • Engagement with staff as key at this time of change and with the increased intervention into teaching and learning and the need to ensure there is visibility at board level of how the Reaseheath Way is being embedded

7.2	RESOLVED: The staff cost of living award of 2% awarded from 1 April 2025 is approved for payment to the Senior Post Holders (Principal, Vice Principal Finance and Resources, and Vice Principal Curriculum and Quality) and the Head of Governance.
8.	Closing items
8.1	There was no other business reported to the meeting.
8.2	RESOLVED: The dates of the next meetings were confirmed as 3 June 2025 and 18 July 2025

The meeting closed at 12.45pm.

Approved as a correct record 18 July 2025

Jane Cowell (OBE) Chair