

Reaseheath  
College



# ANNUAL ACCOUNTABILITY STATEMENT 2023-24



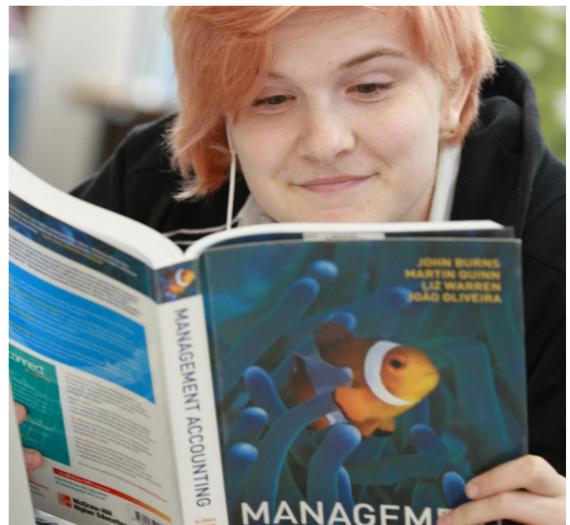
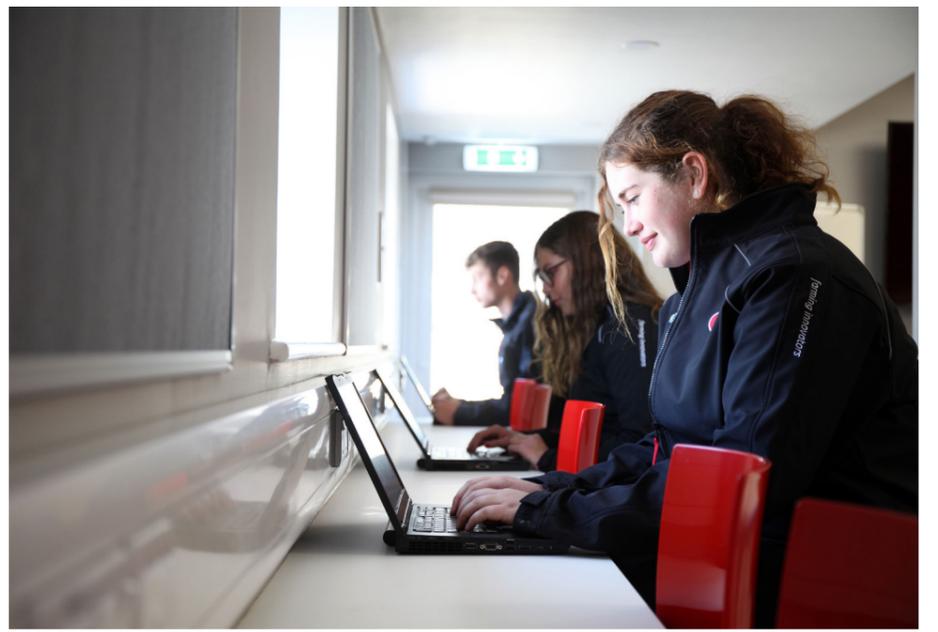




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# ACCOUNTABILITY STATEMENT PRIORITIES 23/24

**Further development of our Level 3 T Level Portfolio as this will meet Govt strategy and ensure our courses work in conjunction with employers (Industry Focused) and our students are equipped for work (Career Ready):-**

- Land Based Service Engineering
- Agriculture
- Food Science
- Tree and Woodland Management and Maintenance

**Development of our Higher Level Skills offer to meet the identified gaps in L4 and above:-**

- L4 in Construction
- BSc in Sustainable Agriculture
- L4 Apprenticeship in Food
- Develop Higher Technical Qualifications as standards become available

**Working in partnership with partners, providers and employers to address identified skills gaps, the barriers to achieving them and cultivating innovation:-**

- Institute of Sustainability and Food Innovation with the University of Chester
- Institute of Technology with University of Chester, Cheshire College South and West, Warrington Vale Royal, Macclesfield College and JCB
- Local Skills Improvement Fund with University of Chester, Cheshire College South and West, Warrington Vale Royal, Macclesfield College and Independent Training Providers
- Development of our apprenticeship offer with JCB, First Bus, Eden Programme
- Working with employers to identify solutions to the challenges of recruiting specialist technical staff to deliver on apprenticeship and full time programmes

**Enhancing our Life Long Learning offer including:-**

- Professional certificates in electric vehicle training, vertical farming, low carbon, anaerobic digester
- Automotive and EV Skills Hub
- Simulator Training Hub
- Carbon Auditing Lab
- Multiply
- Skills Boot Camp

**Enhancing our bespoke programmes to ensure our students are Career Ready and have developed high aspirations, confidence, resilience, digital and employability skills:-**

- Be More
- Be Ready

**Development of our leadership and ensuring staff have the appropriate skills required:-**

- Aspire programme for future leaders
- College Management Team master classes
- A Skills Matrix for each area supported by a dynamic CPD programme

## Reaseheath College & University Centre is a specialist land-based and technical college celebrating one hundred years of leading education and training. Our influence and reach is local, regional and national, offering high quality provision in Further Education, Higher Education and Apprenticeships

We are the third largest employer in the sub region and contribute significantly to the region's economic prosperity.

We play an active part in the ambitious development of the rural and national economy through our close working with and continued support for a range of industry organisations, key stakeholders and employers. Our place on the national land based stage is confirmed through our offer of 1,000 accommodation places supported by a nationally recognised range of student services ensuring the welfare and wellbeing of our student body.

The University Centre Reaseheath works in partnership with the University of Chester and provides Higher Education opportunities ranging from Foundation Degrees through to Masters Degrees including the new development of industry led Higher Level Apprenticeships.

The college campus and estate has the potential of a significant development in research led activities. Our highly qualified and industry trained workforce is keen to take the lead in providing the link between front line academic research and the implementation of this research into the various industry sectors we serve.

Together with our ambitious plans to ensure the relevance and currency of our curriculum offer, this will provide the platform to confirm our graduating students as Industry Focused, Career Ready.

### Further Context:-

- Specialist independent land based college - one of eleven remaining in England
- National as well as local - 50% of our students come from outside of Cheshire & Warrington
- 67% of our students are in SSA3 – Ag, Hort & Animal Care
- Curriculum Offer – Land Based Service Engineering,

### Reaseheath Offer mapped against identified skills need

	LSIP	National	Cross Cutting	Evidence
<b>Construction</b>	√	√		LSIP RH LMI LEP
<b>Institute of Sustainability and Food Innovation</b>	√	√		National Food Strategy National Sustainability Strategy LSIP Landex
<b>Institute of Technology</b>	√			LEP
<b>Academy Land &amp; Environment</b>	√	√		UK Strategy Food & Ag National Sustainability Strategy TIAH Strategy Landex LSIP
<b>Food</b>		√		National Food Strategy Landex
<b>Ag.Tech</b>		√		Landex National Food Strategy UK Strategy for Ag Technologies
<b>Dairy Tech</b>		√		Dairy Sustainability Framework Landex UK Dairy Roadmap
<b>Bus &amp; Coach</b>		√		National Bus Strategy
<b>Construction Plant</b>		√		LEP RH LMI
<b>Rail</b>		√		LEP
<b>An.Man</b>	√			LEP
<b>Digital</b>	√	√	√	LSIP LEP RH LMI
<b>Employability Skills</b>	√	√	√	LSIP LEP RH LMI
<b>Net Zero - Green Skills</b>	√	√	√	LSIP LEP RH LMI

Agriculture, Horticulture & Floristry, Land & Environment, Animal Management, Construction, Bus & Coach, Construction Plant, Rail, Food Technology, Business & Events, Foundation Studies, Sport & Public Services including Adventure Sports, Motor Vehicle and Equine.

**£90 million into Leading Edge facilities to support students and employers :-**

- Construction Centre
- University Centre Reaseheath
- National Food Centre
- Horticulture & Environment Sustainable Technologies Centre
- Engineering Academy over two locations
- Equestrian Centre including show centre
- Animal Management Centre including mini zoo
- Farm with forthcoming Institute of Technology
- Business Hub
- Sports Centre with sports hall, Astro turf pitches and specialist training studios and labs
- Leading Edge technology including robotic milking, vertical farm, immersive classroom, food processing hall, food innovation lab, laboratories and smart glass house
- Residential accommodation for 1,000

**The college is currently in the process of investing over £3 million in specialist equipment to support delivery of qualifications across the college.**

Reaseheath College and University Centre is a designated specialist land based provider and the only such provider in

Cheshire & Warrington. There are only eleven independent such colleges remaining in England.

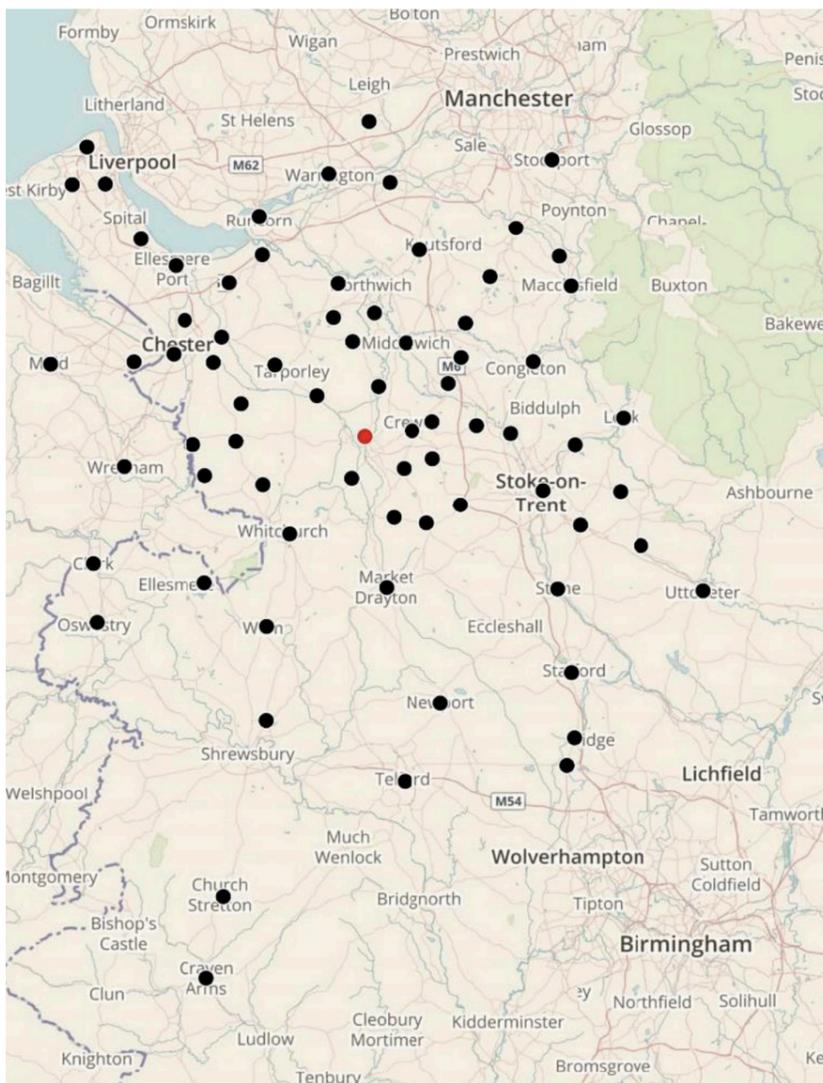
With fifty percent of students coming from outside Cheshire & Warrington the college is truly a national provider, especially in relation to higher education, apprenticeships and some FE subjects such as agriculture and food. Nearly seventy percent of our students are in land based SSA 3 subjects. Reaseheath is the sole provider in the UK for the Dairy Technologist L5 Apprenticeship and delivers 63% of the Land Based Service Engineering L3 Apprentices to the sector.

Regionally in 2021, full-time learner equivalent (FTLE) achievements relative to its surrounding wider region, Reaseheath College accounted for almost 25 percent (c.900) of all agricultural, horticultural and environmental conservation FTLE achievements and over 21 percent (c.1,000) of all animal care and veterinary science FTLE achievements. The vast majority of achievements being at L3 or below.

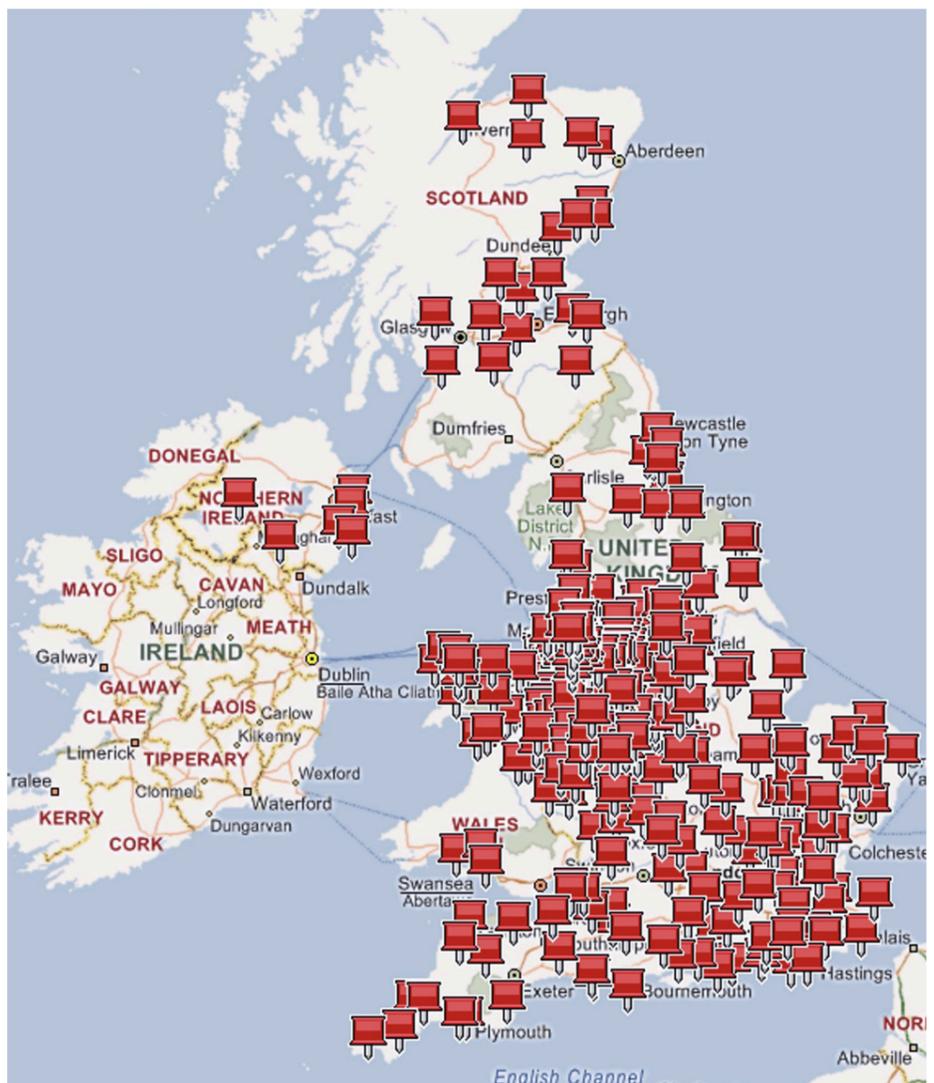
This regional and national picture derives from our specialist provision and the substantial investment in specialist facilities, equipment and residential accommodation. (see page 6)

To support that regional and national picture it is absolutely imperative that the college has substantive accommodation for up to 1,000 full time students and block release apprentices as well as over thirty bus routes with high quality coaches supporting the regional access to the specialist facilities and staffing expertise.

**Regional bus routes to Reaseheath**



**National learner recruitment for Reaseheath**



# REASEHEATH STRATEGIC PLAN

## Mission:-

## Industry Focused Career Ready

The Reaseheath Strategic Plan runs from 2019 - 2024 and identified five strategic priorities:-

### Our Offer

Robust and technically challenging in content. Effective in driving positive attitudes and behaviours. Pedagogically innovative to ensure that students develop transformational technical skills and knowledge

### Our People

To have the right people with the right skills in the right roles

### Our Environment

Creating an environment to give students the skills that employers need for the jobs of the future

### Our Employers, Innovation and Scholarly Activity

The new Business Hub will be the focal point for businesses seeking support from our staff and students, and access to our facilities and resources to develop new concepts, products, services and solutions.

We will nurture, develop and extend our relationships with businesses, public sector and private sector partners so that our students and clients have relevant technical and professional skills gained through work placements, high quality apprenticeships, professional training, and applied research and innovation activities.

Working with businesses and partners to understand and meet skills and knowledge gaps, and commercialise and exploit innovation. We will help them to grow and succeed, and thereby create new land-based job opportunities.

### Our Core Systems and Processes

Fundamental to achieving our ambitious strategies of Offer, People, Environment and Employers is a group wide infrastructure that ensures:-

- Students at all levels and delivery models have the very best educational and developmental experience
- Staff are supported in their workload and have time to consider their own and the institutions development
- Our stakeholders and partners experience the very best customer service
- That Reaseheath is considered a forward thinking and innovative organisation

### Our major outcomes for each priority can be found here

<https://www.reaseheath.ac.uk/wp-content/uploads/2020/02/RH-Strategic-Plan-2019.pdf>

### **Our Reaseheath intent is to produce Industry Focused Career Ready Students with a study programme that offers:-**

- Additional qualifications that add value to the sectors each student studying in
- High quality work experience placements utilising our extensive employer network
- Development of maths and English skills
- High quality technical skills at the core
- Development of employability skills, aspiration and resilience through our Be More & Be Ready programmes as well as green skills and digital skills as a cross cutting theme
- A clear line of sight to industry through our careers advisors, skills boards and career conversations as well as employer engagement within the study programme
- High quality technical skills

### **Our intent is further realised by ensuring our offer is up to date, forward thinking and credible, with employers at the heart. This has included:-**

- The college being an early adopter of technicals, standards and T Levels
- A pilot for the extended work placement programme
- Development of a middle year for T level students
- The development of new professional certificates using innovation funding to support professional upskilling
- A Forest College to support those in NEET
- An Internship programme to support our Foundation learners into employment
- Development of Higher Level Apprentices within our University Centre
- Programmes in collaboration with industry such as our EDEN programme within the Dairy Tech sector, our Bus & Coach provision with First Bus and our Ag Eng provision with JCB
- Supported our students for the jobs of tomorrow in Horticulture, Agriculture and Environment by ensuring through our Academy of Land and Environment they are benefiting from a range of skill development across all three areas which reflects the employer feedback and jobs

Fundamentally our intent is to produce a person rather than a qualification, a skill rather than a syllabus, work ready rather than assessment trained. Qualifications, their content and its assessment is of course important but must be a means to an end, not the sole being.

Developing people to improve their life outcomes and chances is our passion. Realising potential, ensuring opportunity becomes reality and providing employers with the skills and attributes to enhance their business and productivity.

Improving our students resilience, ethics and skills is at the heart of all our programmes and will ensure we are Industry Focused and Career Ready.



# CURRICULUM INTENT



INDUSTRY FOCUSED CAREER READY

## INFORMING THE PRIORITIES

Since the 2008 financial crisis productivity has flatlined, currently the UK has 0.4% productivity growth which is less than half of the G7 average. The UK has some of the most productive companies in the world, however, 7/10 are performing below average compared to international peers. A 1% improvement in productivity over the next 5 years equates to approximately £98m injection into the UK. Key factors to realising this are the uptake of technology adoption, innovation and business efficiency.

Reaseheath supports vital national sectors to help achieve this. The entire agri-food supply chain, from agriculture to final retailing and catering, is estimated in 2018 to contribute £121 billion or 9.4% to gross value added. Excluding agriculture and fishing, the food sector contribution to GVA increased by 5.6%. The food and drink sector manufacturing industry remains the single largest manufacturing sector in the UK, contributing significant GVA of almost 29 billion. The UK exported £23.6 billion of food, feed and drink in 2019 and is one of the top 12 food and drink exporters. Employment for the whole food supply chain that includes agriculture and fishing is 4.1 million people, making up 14% of national employment.

Agri-tech is a well established and important UK sector. The land based engineering industry has an estimated turnover of approximately £4 billion annually with approximately half the equipment sold through dealerships and half exported. The current recruitment requirement into the sector of 1,000 a year is predicted to grow over the next five years and there will be a need for an increasing proportion of the workforce to be skilled to level 4. Reaseheath is delivering approximately 63% of the Land Based Service Engineering L3 Apprenticeships to the sector.

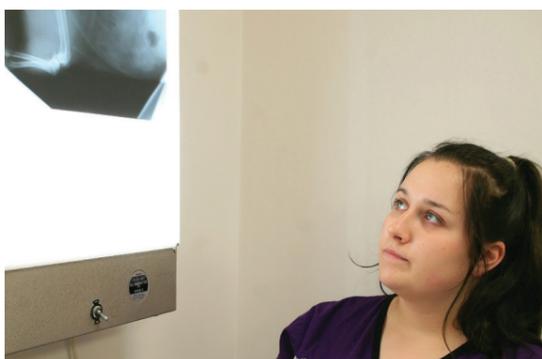
Agriculture science and technology is rapidly becoming one of the world's fastest growing and exciting markets. It is driven by global changes: a rising population, rapid development of emerging

economies with western lifestyle aspirations and growing geopolitical instability around shortages of land, water and energy.

A technology revolution is also taking place. Breakthroughs in nutrition, genetics, informatics, satellite imaging, remote sensing, meteorology, precision farming and low impact agriculture mean agri-tech has huge potential for development and to provide solutions for major global issues such as food security and the sustainability of planet Earth.

Britain's 12,000 dairy farmers are among the worlds most dedicated and professional, managing millions of acres of pasture land and 1.9 million cows including 162,000 in Cheshire. The value of milk production in the UK is 4.77 billion, producing 15 billion litres of milk. Approximately 71 percent of the total area of the United Kingdom was used as agricultural land in 2020 with the agricultural sector contributing more than 9 billion GVA. Latest Government figures also show that exports of cheese and butter have risen by 17% and 20%. The dairy sector employs 24,000 people at processing sites around the country and in addition dairy farms employ 50,000 more people. Reaseheath is the sole provider of the Dairy Technologist L5 Apprenticeship standard in the UK.

The network of specialist colleges and universities providing land based learning delivers over 80% of all long specialist land based further education qualifications. They also deliver a majority of all land based higher education. Supporting vitally important national strategies around Agri-Food and Sustainability the network is crucial to ensuring these sectors get the skills they need to realise these strategies. Provision in Agriculture, Agri-Tech, Dairy Tech, Horticulture, Environment Management and Food and drink supports these sectors, strategies and the mission to adopt technology and innovate. STEM is at the heart of our provision, a green laboratory driving that innovation.





## Cheshire and Warrington Local Skills Improvement Plan (LSIP) Priority Areas

The LSIP identified five themes following consultation with employers and utilising existing LMI:-

### Theme 1 - Technical Skills

1. Manufacturing
2. Health & Social Care
3. Life Sciences
4. Digital - cross cutting
5. Low Carbon (including Green Skills) - cross cutting

### Theme 2 - Accessibility

### Theme 3 - Employability Competencies / skills

### Theme 4 - Ensuring Careers Education, Information, Advice and Guidance is sufficient

### Theme 5 - Ensuring there are enough Educational Professionals to deliver the provision

The thematic feedback from our employers at our industry networking events has identified the need as:-

- Skills gaps identified at Level 4&5 (Agriculture and all Engineering sectors - Ag Engineering in particular, in relation to alternative fuel/energy sources)
- Management training at L3 & L5
- Clear pathways through from L2 to L7
- Decarbonisation – what it means for their business, how to undertake carbon audits, how to develop a carbon reduction plan and support in implementing it
- Digital skills, communication and interpersonal skills

There is extensive LMI from our own Reaseheath commissioned LMI for the sectors we serve. This very much corroborates the LMI carried out for the LSIP and by the LEP previously.

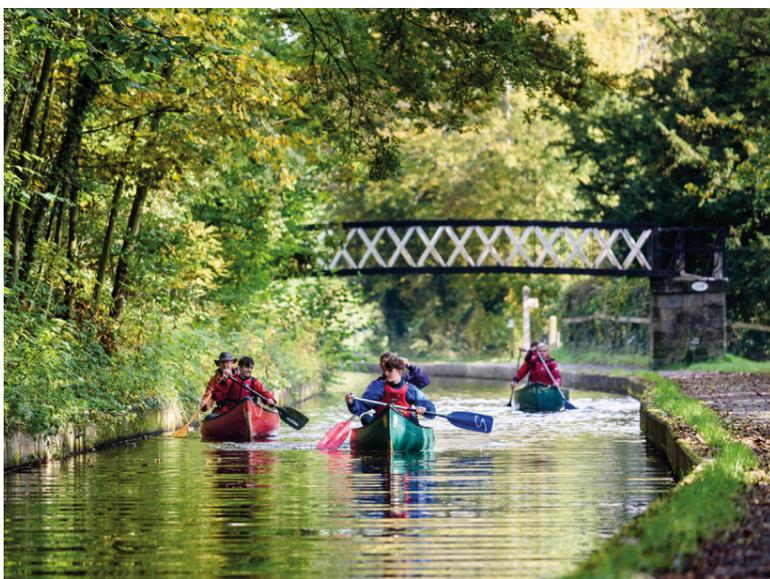
## In summary:-

- In terms of total job numbers within the wider economy around Reaseheath College (Cheshire and Warrington LEP and surrounding areas within 2-hour travel time) occupations linked to the business and construction sectors account for the most, approximately 876,000 and 465,000 jobs each. Combined they account for close to 17 per cent of jobs in regional economy
- In comparison, land-based occupations, areas in which Reaseheath College's curriculum is particularly focused, account for a smaller share jobs in the regional economy, approximately 2.4 percent or almost 150,000 jobs
- Positively, at a wider regional level, jobs numbers in each of these sectors are projected to grow in the coming years, albeit at different rates. Animal related occupations are projected to grow the fastest by 2030, growing by 4.5 percent while at the other end of the spectrum, job numbers relating to engineering are projected to grow more slowly, approximately 1.3 percent

### The top specialised skills vary considerably across sectors reflecting the diversity of tasks and job roles in each.

- **Land:** Gardening and horticulture skills feature strongly, as do skills such as risk-analysis, machinery operation and animal/veterinary care. The diversity of skills reflects the sector's diversity in terms of occupations
- **Animal:** Specific veterinary skills (such as surgery and medical ultrasonography) are highly sought after by employers, as are skills such as animal care, nursing and animal husbandry

- **Business:** Finance and accounting related skills are frequently required by employers in this area. More general cross-business skills such as procurement, data analysis, marketing, customer-relationship management and project management are also sought after
- **Construction:** Traditional construction skills such as carpentry, plumbing and machine operation continue to be in high demand. Professional skills such as a knowledge of civil engineering, computer-aided design (CAD), and quantity surveying are also desirable
- **Sport:** Coaching, fitness training, lifeguarding, and instructing are among the most demanded specialised skills for this sector in addition to an understanding of the human anatomy, physiology and an ability to work with children
- **Engineering:** A knowledge of the major engineering disciplines such as mechanical, civil and electrical are highly sought after in this sector. Other top skills include an understanding of machinery, automation, as well engineering design skills, including CAD
- **Food:** Warehousing, and skills relating to effective production operation, as well as a knowledge of food safety and sanitation standards are desirable for these roles. Skills relating to specific food-types are also sought after, such as baking and butchering
- **Software skills:** Software skills are seen to be important to the occupations of only some of the chosen sectors, such as business and engineering (who frequently require a knowledge of programming skills or CAD, respectively)



### Green Skills

- Demand for green skills has grown across all sectors over the previous 5 years, albeit to differing degrees
- Land-based sectors have the highest proportion of job postings requiring green skills, approximately 15 percent, with its recent growth likely driven by an increasing number of jobs relating to the environment and conservation. Top green skills here include ecological knowledge, arboriculture, and a host of specific environmental focused areas such as consulting, science, impact assessments, health and laws
- Green skills are also frequently sought after by employers of construction and engineering roles relating to the built environment. Top skills include geotechnical / environmental / renewable engineering as well as wastewater management and an awareness of environmental policy and green building standards
- Environment Health and Safety (EHS) – the practical aspects of protecting the environment and maintaining health and safety – as well as awareness of achieving Net-Zero emissions both appear frequently across sectors reflecting a growing environmental awareness among employers
- While the animal and sport-related sectors have seen proportionally the highest growth over time, it is important to emphasise that demand for green skills in these sectors remains very low



### LEP LMI

Skills, Education and Employment Key Challenges Identified Over Last Few Years

1. Employers more likely to have skills vacancies and shortages and reporting bottom-line business impact
2. Strong and increasing demand for Level 3+ skills – the proportion of the working age population with Level 4+ skills is comparable with England but rate of growth of L4+ has reduced significantly and converged with the English average – this has impact on productivity. Also significant reduction in apprenticeships
3. Impact of Covid and other recent shocks to the labour market – we now have a tight labour market but also increased numbers of long-term unemployed and economically inactive and reduction in numbers of people able to afford digital
4. The gaps in attainment and progression rates of young people eligible for free school meals c.f. those not eligible for FSMs is too big and has been for last 15 years and likely to increase as a result of Covid
5. Where young people live affects their level of attainment and progression
6. The gender gaps – some occupations only drawing on the skills of half the population
7. Information failures - local residents not aware of new technologies or job/career opportunities

As well as the national and global focus on the environment and a sustainable future, Cheshire East Local Authority have made sustainability at the heart of its local plan. The college has been working in partnership with Cheshire East to deliver the Sustainability Network, helping connect and support businesses in their journey to net zero.

The college has utilised Strategic Development Funds to support engagement with employers through the Business Hub, develop short courses for employers themed around sustainability and improved infrastructure to deliver carbon auditing and other sustainability training.

## The priorities for Reaseheath support the identified need :-

- The Government's reforms to L3 qualifications in T Levels and increased focus within them on work readiness and core skills such as digital and sustainability
- The Government's reforms to increase Life Long Learning to support skills gaps. Our expansion of the offer, its accessibility and bite size courses that are more in keeping with employer ask
- The national drive to Net Zero and a sustainable future, including key sectors such as Food, Agriculture, Agri-tech, Environment and important national strategies. At the core of our offer
- The Institute of Sustainability and Food Innovation in conjunction with University of Chester.
- The need to develop employability skills as well as the technical skills which employers have consistently identified as a core requirement. This can be seen through the college intent and wrap around programmes in the college such as Be Ready
- The need to improve Higher Level Skills through Higher Technical Qualifications or Degree Apprenticeships. Expansion of this offer. The new Cheshire & Warrington Institute of Technology

The LSIP identified some key challenges to delivering on the priorities of which the main one was the recruitment of specialist technical staff to deliver the training. Resolving this is going to be central to success and will involve working more collaboratively with industry and for Government to support through ensuring colleges are able to be competitive in the labour market.

In addition the college will continue to support the work of the Pledge in Cheshire & Warrington and the National Land based college to ensure young people are increasingly aware of the wealth of career opportunities and the high value jobs of tomorrow, in addition to our own schools engagement.

The college has worked hard to ensure there are no attainment gaps between students of differing needs including those identified as SEN and has an inclusive offer from Entry level through to Level 6.



## COLLABORATION

Reaseheath is committed to working in partnership and has a proud history of employer and provider partnerships leading to positive outcomes for students and employers.

The college is a member of Landex alongside membership of the National Land based College, Land Based Learning Ltd and Land Based Assessment Ltd. This collaboration allows us to work together with fellow specialist land based colleges to share best practice, deliver excellence, develop leadership, benchmark performance, develop qualifications with employers and awarding bodies, provide an EPA service and develop learning materials for all members to utilise.

The college has a substantive strategic partner in the University of Chester with the aim to make this a sector leading partnership, taking forward vital skills areas of sustainability, green skills and food innovation especially. The Institute of Sustainability and Food Innovation will combine expertise and specialist facilities from both partners to provide leading edge experiences and services for students and employers.

The college has also worked in collaboration with local Cheshire & Warrington FE colleges to achieve the:

- Institute of Technology for Cheshire & Warrington - a joint venture
- Strategic Development Funds where we have set out clear areas of work for each college
- Construction ACT college where working in collaboration we have shared best practice and expertise, harnessing new technology
- Business facing teams working more in collaboration on bids and opportunities to jointly service employer needs

The college works with over seven hundred employers, including in partnership with leading UK companies in Dairy Tech, Food, Agritech, Construction Plant, Rail and Bus & Coach. This has helped to lead the national skills conversation in these areas and to work together to provide solutions to labour and resource challenges.

The college works with leading sector organisations in the sectors we support to ensure we have a joint understanding of skills needs and developments. These include the Royal Horticultural Society, British Horse Society, National Farmers Union, Institute of Agricultural Engineers, Construction Industry Training Board.

The college works with key bodies such as local authorities and local enterprise partnership to deliver on skills needs and identified priorities. The college has worked with Cheshire East LA to develop a sustainability network and two working towards Net Zero conferences. The college is working with Cheshire East LA and CE colleges on strategies for those in NEET, disadvantaged or are a SEND student. The work with the Local Enterprise Authority encompasses improving careers guidance by connecting employers and providers to young people via the Pledge, a labour market intelligence and data group, the digital skills partnership, maximising local growth funds and bid work collaboration.

The Principal is the Landex Chair, a director of the National Land Based College, the Chair of Land Based Learning, a board member of the Local Skills Improvement Plan, a member of the Cheshire and Warrington Rural Strategy group and the college representative on the CE Schools Partnership.



# FORMULATION OF ACCOUNTABILITY STATEMENT

This accountability statement has been built utilising the following:-

- Governor Strategy days
- A series of Industry Focused Networking Events across all our sectors
- The college's existing strategic plan
- LMI commissioned by the college into the specific sectors we serve
- LMI provided through the Local Enterprise Partnership
- Research provided via Landex on the national picture for land based colleges and land based provision
- DfE identified skill priorities
- Skills Boards in the 24/25 curriculum planning process will further strengthen the linkage between LMI and curriculum planning
- The Local Skills Improvement Plan
- Employer engagement via participation on industry partnership groups including those the college has led on
- National Strategies such as Food, Dairy, Sustainability



# CORPORATION STATEMENT

On behalf of the Reaseheath College Board of Governors, it is hereby confirmed that the College plan as set out above reflects an agreed statement of purpose, aims and objectives as approved by the Corporation at their meeting on the 13th July 2023.

The plan will be published on the College's website within three months of the start of the new academic year and can be accessed **here** [www.reaseheath.ac.uk/accountability-statement](http://www.reaseheath.ac.uk/accountability-statement).



**Marcus Clinton**  
Principal & CEO Reaseheath College  
& University Centre

Date: 13.7.23



**David Pearson MBE**  
Chair of Governors

Date: 13.7.23



## SOURCES AND LINKS

Cheshire & Warrington Local Skills Improvement Plan  
Landex – Strategic review of specialist land based provision in England  
Reaseheath commissioned LMI on sectors we serve – Lightfoot  
National Food Strategy – Future of Food  
National Sustainability Strategy  
National Land Based College  
Reaseheath College & University Strategic Plan  
Reaseheath College & University Industry Networking Events  
UK Clean Growth Strategy  
Cheshire and Warrington LEP Skills report 2022  
Cheshire and Warrington LEP Labour Market Assessment Report 2022  
Cheshire and Warrington LEP Strategic Economic Plan  
Cheshire and Warrington LEP Local Industrial Strategy  
Cheshire East Local Plan  
World of Opportunity – Careers in Landbased Engineering  
Dairy Sustainability Framework 2020-2025 Strategic Plan  
UK Strategy for Food and Agriculture  
The Institute for Agriculture and Horticulture Strategic Plan  
The Dairy Roadmap  
Dairy UK  
UK Strategy for Agricultural Technologies



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**European Union**  
European Structural  
and Investment Funds