

THE **D**IOCESE OF **S**HEFFIELD **A**CADEMIES **T**RUST

ESTATE STRATEGY AND ASSET MANAGEMENT PLAN 2023-24



THE
DIOCESE OF
SHEFFIELD
ACADEMIES
TRUST

Approved by: Trust Board

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1. Introduction

This document sets out how DSAT will manage our estate strategically in order to achieve our Estate Vision, which ultimately supports DSAT's Educational Vision. This Estate Strategy provides the framework and direction by which our Estate Vision will be delivered over short, medium and long-term periods whilst being reviewed annually.

DSAT are guided by the DfEs Good Estate Management for Schools documentation (GEMS) which sets out the fundamentals of best practice

2. Educational Vision

- To deliver a first-class education through partnership, innovation, school improvement and accountability.
- We have high expectations for every child. Everything we do as an organisation is in the interest of children first and foremost.
- We are unrelenting in our pursuit of excellence whether it is for educational outcomes or for the business function of DSAT.
- We are passionate about learning any practice that will improve our children's lives and their outcomes.

3. Estate Vision

- DSAT strives to create safe, exciting and inspiring learning spaces for our pupils, both indoors and outdoors, further enhancing their educational experience.
- DSAT provides safe, secure and stimulating learning environments with reduced environmental impact on both resources and emissions, giving compliant environmentally friendly spaces fit for future generations.
- DSAT co-ordinates all capital improvement projects prioritised on our Asset Management Plan within available budget allocations. This ensures that our estate assets have the longest useful life possible and are safe to all users.
- Major works to DSAT estates are scheduled during school holidays wherever possible and out of school hours in order to minimise the impact to our children and day to day operations.
- DSAT employs 2 part time Buildings Managers who visit each school bi-monthly, advise and check legislative and statutory servicing, carry out health and safety inspections and fire risk assessments and advise on any building related issues. This ensures that all schools are compliant and reduces the time required by school staff and leaders so they can concentrate more on providing high quality education.
- DSAT arranges and pays for a Service Level Agreement for Risk Management and Health and Safety from Rotherham Metropolitan Borough Council to ensure accidents are reported and monitored and that school staff receive appropriate health and safety training.

4. Estate Strategy

Purpose

The purpose of the Estate Strategy is to help achieve Trust aspirations by the following aims and objectives.

Aims:

- DSAT strives to deliver great places to learn and teach in.
- We want to ensure that each school within the Trust can deliver our Estates Vision to the highest standard with the resources we have available.
- Bring all our premise plans into one easily accessible place.
- Bring a long-term view on capital investment and expenditure across the Trust, reflecting an assessment of the condition and what is required to make schools safe.
- Being aware of shortfalls and surplus provision in our schools through evidence-based identification of need.
- Understanding what changes are needed across the estate and when, while reflecting on the assessment of any works required and how these need to be prioritised.
- Aiming to reduce carbon emissions across the Trust by 2030.

Objectives:

- To provide an overview of what input our premises need to provide safe and secure environments which support the Educational Vision.
- To ensure condition data, information and knowledge informs how we provide capital investment and prioritisation across the Trust.
- To explore decarbonisation and green credentials across the Trust.

5. The Estate

The Diocese of Sheffield Academies Trust (**DSAT**) was established in October 2013 as an independent charitable company set up by the Sheffield Diocesan Board of Education. It currently consists of 17 primary schools across Doncaster, Rotherham and Sheffield.

The schools within the Trust vary in age with the oldest built in the 17th Century and the newest built in the 21st Century. The estate consists of the following building types: Stone build, traditional brick build, CLASP, Timber clad and modular buildings.

The Trust were successful in obtaining CIF (Condition Improvement Fund) for 22 major projects between 2015 and 2020. Since then the Trust has received SCA (School Capital Allocation) funding annually and have carried out 19 major projects to date. This funding will continue to be used to carry out major works as prioritised in our Asset Management Plan. The Trust has also provided 2 modular units to create 4 additional classrooms to meet the increase in pupils on roll.

6. Future Goals

DSAT will continue to commission major projects as prioritised within the Asset Management Plan to ensure schools are safe, dry and warm and stimulating learning environments. A timescale has been issued to each project, however these will be reviewed annually to assess prioritisation within available budgets and to take into consideration any new schools that join the Trust.

DSAT will continue to advise on legislative and Statutory Servicing and any other building related issues as defined in our Premises Management Policy.

7. Options for consideration

Finance

Robust policies and procedures around financial authority, procurement processes and measuring value for money and sustainability ensure careful use of public funds in accordance with The Academies Trust Handbook, Financial Regulations, Anti-Fraud, Corruption & Bribery Policy, Competitive Tendering Policy, Reserves Policy and Whistleblowing Policy. Understanding the performance of our estate and using it to challenge and demonstrate value for money is an important part of accountability.

The funding sources open to DSAT for building compliance, repairs, maintenance and improvements are:

- School Budget: Legislative and Statutory servicing, maintenance and repairs.
- Devolved Formula Capital: Refurbishments, improvements and contribution to major projects
- Energy Capital Funding: Issued in 2023 for energy saving projects
- School Condition Allocation: Major projects
- Connect the Classroom: ICT -Broadband and Wifi upgrades

Educational Impact

To ensure that our teaching environments are conducive to effective learning. Pupils and staff need to feel safe and secure in the environment provided, so that every child in our schools is looked after and supported.

Listed Building Status

One of our schools is a Grade 2* Listed building which has an impact on what works can be carried out to the building.

Legal and Land Title

To inform the Local Authorities and or Diocese where applicable of any proposed major changes to the buildings and sites.

8. Asset Management Plan

Introduction

This plan sets out DSAT's approach to providing a long-term approach for efficiently and effectively developing and managing the school estate. To ensure our schools are fully maintained and developed, strategic investment needs to be a priority. A long-term School Condition Allocation investment programme has been produced although this will require an annual review to consider changing priorities and new schools joining the Trust. This plan provides detailed information regarding the school estate to support the Estate Strategy vision and key objectives.

Organisational Overview

DSAT's school estate consists of 17 Primary Schools. The main buildings vary in age from almost 400 years old to 20 years old with the majority being between 40 and 60 years old. The buildings are of various construction types.

Two of the schools have the Church connected to the school building and two have residential properties attached. One school is attached to a LA School. Two of the schools are on split sites. Five of the schools have privately run provisions for children on site. DSAT Headquarters is based within a building on one of the school sites.

The estate consists of 37 buildings in total.

9. Estate Management

The schools are responsible for arranging legislative servicing with guidance from the Trust's Building Managers. The Building Managers check that these have been carried out and the necessary recommendations actioned.

The Trust Building Managers arrange for the Annual and Bi-Annual Statutory Inspections.

The school's Caretakers/Site Managers are responsible for carrying out and recording specific checks to comply with legislation i.e. Control of Asbestos at Work Regulations, The Regulatory Reform (Fire Safety) order etc. These are checked by the Trust's Building Managers on their Bi-Monthly visits.

The schools are responsible for arranging day to day repairs, maintenance and improvements using only contractors that are on the Trust's Approved Contractor list.

The Trust's Building Managers carry out and record full annual Health and Safety Inspections and advise schools on the action required.

The Trust's Building Managers carry out Fire Risk Assessments annually and advise schools on the action required.

On occasions, the Trust uses external expertise to add capacity to the Building Management Team and to quality control internal protocols.

All of the above are detailed in the Trust's Premises Management Policy.

The Trust's Building Managers identify major building projects based on knowledge of the buildings, Condition Data Collection Surveys and information provided by a Surveying Consultancy. From this information the Trust uses the School Condition Allocation to arrange the prioritised projects on a needs-led basis, demonstrating fairness of treatment for schools and transparency of decision-making processes.

10. Estate Summary

This provides information for each school on buildings types, building ages and GIA (Gross internal floor area).

School	Building	Building Type	Year Built	GIA
Aston All Saints C of E Primary	Main Foundation Caretaker's	Brick & Timber Clad Traditional Traditional	1970 2000 1970	1226 m ² 85 m ² 90 m ²
Canon Popham C of E Primary, Edenthorpe	Main Foundation Caretaker's	Traditional Traditional Traditional	1973 2000's 1973	1218 m ² 170 m ² 90 m ²
Emmanuel Junior, Waterthorpe	Main Classroom	Traditional Modular, Timber Clad	1973 2017	2161 m ² 102 m ²
Flanderwell Primary, Wickersley	Main Extension Foundation EEC	Traditional Traditional Traditional Modular	1979 2005 2008 2000s	1932 m ² In above 182 m ² 332 m ²
Laughton All Saints C of E Primary	Main Extension	Stone Traditional	1630 2000s	750 m ² In above
Pye Bank C of E Primary, Sheffield	Main House	Traditional Traditional	2003 1970s	2517 m ² 97 m ²
St. Alban's C of E Primary, Wickersley	Main Extension	Traditional Traditional	1965 2004	1412 m ² In above
St. Mary's C of E Primary, Walkley	Main	Stone	1880	1435 m ²
Rossington St. Michael's C of E Primary	Original Main Extension	Stone Traditional Traditional	1800s 1960 2000s	Total 2177 m ² In above
St. Oswald's C of E Primary, Finningley	Main Extension	CLASP Traditional	1960s 2000s	1173 m ² In above

St. Thomas C of E Primary, Kilnhurst	Main SEN Caretakers	CLASP Temporary Classroom Traditional	1970 1970s 1970	1340 m ² 40 m ² 91 m ²
Swallownest Primary, Aston	Main Foundation	Stone Traditional	1900s 2000s	1323 m ² 212 m ²
Thrybergh Fullerton C of E Primary	Main New block	Brick & Curtain Wall Modular	1972 2021	829 m ² 126 m ²
Totley All Saints C of E Primary	Main House	Stone Traditional	1870 1960's?	1211 m ² 87 m ²
Travis St Lawrence C of E Primary, Hatfield	Infant Junior	Traditional Traditional	1963 1968	1396 m ² 1948 m ²
Treeton C of E Primary	Main Foundation Class Block Single unit	Traditional Foundation Modular Modular	1983 2000s 2011 2020	1326 m ² 143 m ² 244 m ² 35 m ²
Trinity Croft C of E Primary, Rotherham	Main Foundation	Brick & Curtain Wall Modular	1972 2020	837 m ² 126 m ²

11. Estate Priorities

DSAT currently receives a School Condition Allocation of around £400,000 per annum to carry out major works in our schools. Based on the current condition as identified by Surveyors and age, the Trust has produced plans to replace the larger elements in schools over the next 8 financial years.

The costs are estimated based on previous similar projects.

This is to meet the key objectives of the Estate Strategy.

See Appendix 1. Planned Major Projects.