ALL SAINTS
Multi Academy Trust

Estates Strategy
2024-2029

Person Responsible for Policy	CFOO
Trust Committee	Finance and Staffing
Date of Trustees Approval	September 2025
Date for Review	September 2026

Background

This paper introduces how All Saint's Multi Academy Trust (ASMAT) will deliver its Estates Vision, through the Estates Strategy across the Trust. This document will provide the strategic direction to ensure that our vision is deliverable and supports ASMAT's Education Vision, providing the strategy to secure fit for purpose, safe and secure learning environments, building on 'schools of choice' and providing 'great places to work'.

By bringing all this detail into one area under 'one umbrella' it will help our staff understand ASMAT's Vision for the estates and how they can be a key part in supporting that goal. This will be delivered over a 5–10-year period and detail outcomes and timescales, helping those staff involved in maintaining their premises to take the coordinated approach required to ensure their activities relate to ASMAT's Estate Vision

The Estate Vision:

- Invest in our buildings to ensure they remain pleasant, safe, accessible spaces in our community where every child is cared for and looked after.
- provide safe, secure, and stimulating learning environments with reduced environmental impact on both resources and emissions, giving compliant environmentally friendly spaces fit for future generations.
- remove operational bureaucracy by centralising core tasks in Health and Safety (H&S), capital funding, compliance, and efficiencies, to release school staff and leaders to concentrate on providing high quality education for our students to drive up standards in the classroom.
- ensure value for money through procurement, benefiting from economies of scale and direction, empowering schools to invest their funding in teaching and learning and therefore benefiting the children in our care.
- Invest in the digital infrastructure of our schools ensuring the latest technology is available for staff and students.

Our rationale for doing this is: **because we want our academies to become the schools of choice, with great places to work and great places to go to school. We want to maintain and enhance our building stock, ensuring it is fit for purpose, safe, secure, accessible, and environmentally friendly.**

Estates Strategy

Aims:

- All Saint Multi Academy Trust strives to deliver great places to learn and teach in.
- We want to ensure each premise within our family of schools can deliver our Estates Vison to the highest standard.
- Bringing all our premise plans into one easily accessible place.
- Bringing a long-term view on capital investment and expenditure across the Trust, reflecting an assessment of condition and what is needed to make schools safe.
- Identifying areas to make financial savings through centralised procurement.
- Creating a centralised digital procurement model.
- Allowing local autonomy in strategic delivery at school level.
- 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 assessment of any works required and how these need to be prioritised.
- Reducing carbon emissions across the Trust by 2030.

Objectives:

- To provide a holistic overview of what input our premises need to provide safe and secure environments which support the Education Vision.
- To ensure premise data, information and knowledge informs how we provide capital investment and prioritisation across the Trust.
- To explore and develop decarbonisation and green credentials across the Trust, securing additional grants and funding.

Areas of Work – to fulfil the Strategy (Intent):

- **School Investment**: To ensure schools are fully maintained and developed, strategic investment needs to be a priority. A long-term School Condition Allocation (SCA) investment programme is implemented alongside schools prioritising their funding to ensure we are working towards joint goals. The funding methodology for schools need to underpin the SCA policy which ensures projects are funded and prioritised to ensure we strategically allocate capital across the Trust. The impact of pooled funding will make a bigger difference to the education of our students. Invest and maintain the digital requirements of the Trust ensuring the latest technologies are available.
- **Safe and secure buildings**: To ensure that our teaching environment is conducive to effective learning. Pupils and staff need to feel safe and secure in the environment provided, so that every child, cared for in our schools is looked after and supported.
- **Schools fit for purpose**: To develop our premises to ensure all spaces are accessible, stimulating, environmentally friendly and compliant spaces, fit for future generations.
- **Strategic procurement**: By removing some of the operational bureaucracy and by centralising core tasks in H&S, digital procurement, capital funding, compliance, and

efficiencies, we plan to deliver economies of scale and lift the burden on Schools allowing strategic economies across the Trust.

How will we deliver this? (Implementation)

Trust Investment:

- Review the SCA Policy
- Explore revenue funding reserves in support of capital investment.
- Facilitate the SCA policy and prioritisation process.
- Monitor and apply for grant funding opportunities.
- Explore Public Sector Decarbonisation Scheme (PSDS) and SALIX loans across the Trust.
- Monitor Decarbonisation funding opportunities.
- Feed into the government capital rebuilding programme.
- Explore condition data collection in support of prioritisation of SCA funding.
- Promote centrally identified schemes across the Trust for SCA funds.

Safe and secure buildings:

- Assess each school premise to ensure they are safe places to educate the pupils from within our communities.
- Review of safety concerns within each school through both compliance monitoring and H&S audits
- Support of Schools to monitor and maintain safe secure premises.
- Review the site security measure in place around evacuation and lockdown practices and procedures.
- Review site boundary security measures and ensure upgrades are implement where required.
- Support engagement and training around national initiatives (e.g. considerate contractors, compliance monitoring and checks)
- Guidance on contractor selection and Disclosure and Barring Service (DBS) checks of all contractors engaged on sites across the Trust.

Schools fit for purpose:

- Ensure data available across the Trust on condition, fire compartmentalisation, floor plans, key locations identified of service points etc.
- Review all schools Planned Admission Number (PAN)/Net capacity and suitability assessments are relevant and accurate.
- Review equality audits to identify work areas to be addressed.
- Access individual needs on a case-by-case basis in conjunction with Local Authority (LA) support packages
- Ensure cyclical redecoration programmes in place and budgeted through revenue funds, both internal and external.
- Review accessible provisions across the Trust (toilets, level access, lift provision, hearing Induction loops etc.)

- Monitor carbon emissions and revenue costs across the Trust prior to intervention.
- Commission decarbonisation plans Trust wide.

Strategic Procurement:

- Identifying areas that schools would like to see centralised across Trust schools.
- Procure and maintain a centralised E- learning platform (EVERY).
- Procure Condition surveys Trust wide upon conversion.
- Procure plans of all sites Trust wide for evaluation and monitoring/identification of services
- Digital procurement is centralised, and frameworks are utilised to ensure best value.

What will success look like for ASMAT's Estates Strategy? (Impact)

Trust Investment:

- 5 – 10-year SCA investment plan in place.
- Full understanding of funding limitations and shortfalls in prioritising delivery of capital investment across the Trust
- Full in year allocation and expenditure of DFC and SCA capital funding
- Fully approved and audited capital expenditure
- Statutorily compliant buildings across the Trust
- H&S compliant buildings across the Trust
- School building development plans in place across the Trust
- Condition data collection in place to support prioritisation of capital allocation.
- Successful grant applications to support building need through decarbonisation/SALIX and
- other private bodies.
- Digital estate that maintains re-investment to keep pace with technologic advancements.

Safe and secure buildings:

- Positive monitoring and feedback from staff and pupils following contracted works.
- Ongoing evaluation of risks, H&S and statutory compliance through the 'Every' compliance tool identifying good practices in place across the Trust (RAG Rated)
- Positive feedback from Schools through workstream networking sessions
- Trust wide evaluation of evacuation and lockdown practices and prioritisation of any building requirements identified.
- Boundary works identified and capital funding in place to support upgrades over a phased period.
- School teams feel supported and empowered to ensure their site is safe for teachers and learners.
- Positive evaluation and monitoring through the Risk and Audit Committee

Schools fit for purpose:

- Data available across the Trust on condition, fire compartmentalisation, floor plans, key locations identified of service and call points etc.
- Evaluation of all sites available on a school-by-school basis
- Works to address equality issues prioritised within the SCA programme.
- Schools confirm their premises are accessible to all and disabled staff and pupil numbers increased.
- Proper planning in place for cyclical maintenance within revenue budgets
- Decarbonisation plan to be put in place for the Trust.
- Applications made for future capital grants to support Trust initiatives.
- A 21st century digital environment is maintained.

Strategic Procurement:

- Cost savings through central procurement in place for Trust wide activities (e.g. fire
- equipment testing) led by Trust procurement officer.
- Every compliance and condition modules in active use across the Trust to support building developments
- Building data available in plan and report format for all schools.
- Centralised digital procurement realises value for money.