

The Spire Church of England Learning Trust

Estates Vision and Strategy Statement 2025 - 2028

This policy is reviewed and updated by the Trust Health and Safety/Estates Officer and CEO. It is approved on a triennial basis by the Trust Board and is shared and implemented by all schools within the Trust and its Affiliated Member Schools.

This policy will be subject to ongoing review. It may be amended prior to the scheduled date of the next review in order to reflect changes in legislation where appropriate.

Reviewed: February 2025

Ratified: April 2025

Next review date: April 2028

In collaboration with



Affiliated Members



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Vision - Introduction

The Spire Church of England Learning Trust, based in rural Worcestershire has a mix of both historic buildings and modern, expensive facilities. We are proud of our heritage and will continue to strive to provide outstanding learning outcomes within safe and well managed environments for our pupils aged between 3 and 13.

The Spire CE Learning Trust strives to create safe, exciting and inspiring learning spaces for our pupils, both indoors and outdoors, further enhancing their educational experience. We continuously improve the resilience of the school estates both land and buildings, leading improvement projects and day to day running of the estate to enable school leaders to focus on creating academic excellence. We consistently promote innovation in energy efficiency, links to the curriculum to aid learning and are committed to seek new ways in which to build sustainability, thereby reducing our carbon footprint and ultimately creating a better future for our children.

Our current pupil population is approximately 2500.

The Spire CE Learning Trust includes:

- St John's CE Middle School, in Bromsgrove – traditional building in the heart of the town
- St John's CE Primary School, in Kidderminster – a well maintained and vibrant primary school
- St Matthias CE Primary School, in Malvern – a listed building serving a close-knit community
- Witton Middle School, in Droitwich – a traditional building set in impressive mature grounds
- Catshill First and Middle Schools – traditional buildings, north part of Bromsgrove

The Trust is a forward-thinking organisation and is always looking for opportunities to further enhance the learning environment for both staff and pupils. A great example of this is the plan to include 3 additional schools over the coming 3 years. The transfer of these schools will be a great addition to the Trust and allow greater funding opportunities (exceed 3,000 pupils) to the benefit of all schools.

Our priorities

In addition to providing excellent learning outcomes. We will ensure that:

- Our buildings remain pleasant, safe, accessible spaces in our community where every child is cared for and looked after.
- Our buildings remain secure and stimulating learning environments with reduced environmental impact on both resources and emissions. Providing compliant and friendly spaces fit for future generations.
- We promote innovation in energy efficiency and use of our environment.

Estates Strategy

This document sets out how The Spire CE Learning Trust will manage the estates strategically in order to achieve our Estates Vision, which ultimately supports the Trust guiding principle and core values. This estates strategy provides the framework and direction by which our estates vision will be delivered over a 1 to 3 year period, whilst being reviewed annually by the Health & Safety/Estates/IT Committee and triennially by The Board. The committee will monitor and report to the Trust Board on the progress that is made in delivering the Estate's Strategy and understand the role of the estate in meeting educational objectives.

Guiding principle

To deliver a first-class education through partnership, innovation, school improvement and accountability.

Spire CE Learning Trust core values

The core ethos of the Trust:

Collaborate – The Trust is committed to enabling schools to work together and learning from each other and sharing good practice

Learn – the culture of learning and being outward facing and striving to improve practice is paramount and fundamental to the working of the Trust

Achieve – in working together and learning from each other we will raise achievement and thereby improve life chances of the children in our care.

Estate Management

The Spire Church of England Learning Trust is guided by the DfE's Good Estate Management of Schools documentation (GEMS) which sets out the fundamentals of best practice. Good Estate Management for schools – Guidance – GOV.UK (www.gov.uk)

The Trust has a wide ranging and experienced team of professionals who manage the school estate day to day. The Health and Safety/Estates Manager, Site Managers and Caretakers are appropriately skilled and trained to undertake a wide variety of tasks. External assistance is quality assured and purchased where skills are not available within the Trust. Health & Safety is also audited annually by the Trust Health & Safety Officer and by external consultants (our insurers Risk Protection Arrangement RPA) to ensure compliance in all areas. The team ensures that there is a full compliance with all health and safety regulations continuously and unannounced spot check visits are undertaken regularly by the Health & Safety/Estates Manager to ensure ongoing site compliance. The estates team coordinate all capital project improvements and the day to day management of the schools in line with our Compliance Monitoring and individual school's Premises Management Procedures.

Benchmarking is used to measure and monitor the performance of our estate as we strive for continual improvement. A rigorous planned preventative maintenance schedule for each school ensures that our estate assets have the longest useful life possible and are safe to all users. Each school has an individual **Asset Management Plan (AMP)** detailing their particular challenges, priorities, proposed actions, timeframes and possible funding sources. Wherever possible, major works to the Trust estates are scheduled during school holidays and out of school hours in order to minimise the impact on our children and day to day

operations. The Trust also has an over-arching Asset Management Plan which is reviewed by the Health & Safety/Estates/IT Committee.

Finance

Robust policies and procedures around financial authority, compliance, procurement processes and measuring value for money and sustainability ensure careful use of public funds in accordance with Financial Regulations, Anti-Fraud, Corruption & Bribery Policy, Finance Policy (including tendering processes) 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 major funding sources open to The Spire CE Learning Trust for building compliance, repairs, maintenance and improvements are:

Revenue

General Annual Grant – schools building repairs and maintenance budgets

Capital

- Devolved Formula Capital annual allocations
- Condition Improvement Fund Grant bids (CIF)
- Bids to external sources, e.g. Lottery Fund
- ESFA specific grants, i.e. energy and efficiency grant for Trust schools help fund projects to reduce our carbon footprint

Once the Trust reaches 3,000 pupils, the ability to bid for CIF is removed and we will receive an annual allocation of capital funding called School Condition Allocations (SCA).

Environmental Improvements and Climate Change

The Spire Church of England Learning Trust is committed to reducing the carbon footprint across all of the state by consideration and analysis of the environmental impact of our activities. By taking an inclusive approach, we will ensure involvement of our staff, children and communities. The table in appendix A is a summary of climate change initiatives in progress to improve the estate and reduce our carbon emissions. The Health & Safety/Estates/IT Committee is committed to maximising improvements whilst balancing the budget.

The Spire Church of England Learning Trust

It is critical that our schools are exciting, safe and inspiring environments, not only because they are a physical representation of the Trust, but to provide outstanding learning spaces from which to grow. The Estates Team have a shared pride in enabling the best possible environment for all users. The Trust currently consists of 3 Primary/First and 3 Middle Schools across Worcestershire. A summary of the estate is detailed in appendix B.

Proposed changes in 2025 – 2028

It is going to be a very exciting few years for the Trust with a further 3 schools hopefully joining, bringing the total to 9 schools. The schools are Walkwood C of E Middle, Aston Fields Middle and Parkside Middle, all of which are located in the Bromsgrove/Redditch area. To help with the transition of each school into the Trust, the transfer process will be on a phased approach throughout 2025 – 2028. This expansion of schools will enable the Trust to increase pupil numbers overall to above 3,000, which will mean the Trust will be eligible for the annual increase allocation of capital funding – School Condition Allocations (SCA). This annual allocation will allow the Trust to take full ownership of the funding and invest in the areas where they feel the priorities are in terms of estates, which will benefit all schools.

As a learning organisation, we are constantly reviewing working practices and considering ways to streamline processes. Headteachers, Heads of School, Business Managers and Site Teams in each school have a critical role in estates and Health & Safety Management. Some responsibility for tasks must be kept site specific but there is more that can be completed on behalf of all schools reducing administration and duplication of task, greater collaboration i.e. help develop changes to the Compliance Monitoring and Premises Management Procedures to ensure that no tasks are missed, processes are streamlined and value for money is maximised.

Appendix A A Summary of Climate Change Initiatives in progress

	St John's Middle	St John's Primary	St Matthias Primary	Witton Middle	Catshill First	Catshill Middle	Walkwood Middle	Aston Fields Middle	Parkside Middle
Roof/Insulation	50% replaced in 2022	Yes	Yes	Year – Year 7 block replaced in 2022	Parts in poor conditions	Parts in poor condition			
Boilers	2015	Replaced 2017	External 2022 Internal Energy & Efficiency Fund		Need replacing	Need replacing			
Replacement pipework	2015								
Boiler controls	BEMS	BEMS	Internal	BEMS					
Lighting	All LED	All LED	All LED	All LED	Part LED	Part LED			
Recycling paper	Yes	Yes	Yes	Yes					
Recycling food	No	No	No						
Windows	Replaced 2013 and 2018	Replaced 2018	2011 Replace planned for Nursery/Rep 2022	Replaced 2018					
TRVs	No	Yes		No					

Appendix B A Summary of the Estate of The Spire CE Learning Trust

School	Map Location	Local Authority	Age of Building	Site Area	Floors	No of Pupils	Age group
St John's Middle School, Bromsgrove		Worcestershire	1916		1	659	9 - 13
St John's Primary School, Kidderminster		Worcestershire	1960		1	394	5 - 11
St Matthias Primary School, Malvern		Worcestershire	1890		1	192	3 - 11
Witton Middle School, Droitwich		Worcestershire	1960		2	422	9 - 12
Catshill First School, Bromsgrove		Worcestershire	1950		1	327	3 - 9
Catshill Middle School, Bromsgrove		Worcestershire	1950		2	369	9 - 13
Walkwood Middle School, Redditch		Worcestershire				641	9 - 13
Aston Fields Middle School, Bromsgrove		Worcestershire				598	9 - 13
Parkside Middle School, Bromsgrove		Worcestershire				609	9 - 13