# The Rosary Catholic Primary School

# Estate Strategy

# 2023 – 2026

**Contents**

1. Strategic Estate Management
2. Educational Vision and Estate Vision
3. Estate Strategy

**Appendices**

i. Asset Management Plan
ii. Site Survey Report
iii. Financial Benchmarking

## Strategic Estate Management

Strategic Estate Management helps each school to:

- Make decisions supported by evidence
- Use our resources effectively
- Maximise the estate's value

To manage the trust estate strategically we must:

- Understand what we need to do with the estate to meet our education goals
- Have good governance arrangements
- Assign clear responsibilities across the trust for managing the estate
- Make and implement plans
- Review and track performance

## Educational Vision and Estate Vision

### Educational Vision

The Rosary Catholic Primary School is a culturally diverse and multilingual community founded upon the teachings of Christ; a community which has love, compassion and reconciliation at its heart. We are committed to fostering a spiritual, thriving, community which nurtures each person's relationship with God and in which all feel valued and equipped to fulfil their potential; a community in which people of empathy, fairness and friendship can flourish.

At the core of our work lies a passion for harnessing each child's curiosity for discovery and lifelong learning. From the early years until they are ready to take their place as confident, responsible members of society, we aim to develop independence, perseverance and resilience in all pupils. We do this in an environment that is stimulating, challenging and fun.

At The Rosary Catholic Primary School, we believe that our learning journey is never complete and that learning from each other is an essential element of ours, and others', success.

### Mission Statement

**Together, as God's children,**
**We realise our dreams,**
**inspiring and encouraging one another**
**to reach our true potential,**
**transforming our world**
**through our unique gifts**

### Aims

**Our aim is for all our pupils to:**

- develop into people of compassion, empathy, respect and kindness, possessing a Christ-like response to all life's situations
- develop a life-long love of learning
- make progress across all areas of the curriculum
- develop a wide range of vocabulary to encourage their verbal confidence and increase their access to learning
- become collaborative, enquiring learners
- become confident readers who develop a life-long passion for reading
- engage in memorable learning experiences that capture their curiosity and that encourages them to question and to form opinions
- retain and embed their skills and knowledge in order to make a successful transition to the learning environment at secondary education level
- to possess an appreciation of the local, national and international events that shape our world and our lives in the 21st century

### Estate Vision Statement

The vision for our estate must be routed in the values and principles that underpin our school as a whole. The agreed vision is:

- We aspire for our estate buildings to be safe, warm and dry
- Our estate supports the delivery of our school curriculum and ensures excellent outcomes for learners
- Estate resources are shared for the common good across all classes and both buildings
- We are financially disciplined and spending on our estate is prioritised within the financial constraints we work within
- We are committed to fulfilling our responsibilities for compliance and to protect the health and safety of pupils, staff and all stakeholders who use our school facilities
- We understand our estate is a community asset and will make it available for the provision of recreation, sporting or other leisure time activities for our community whenever we can find a way to make this financially viable
- In making decisions about the estate we will always consider the long term, ensuring these assets are available for generations to come.

## Estate Strategy

**Size of the school**

The Rosary Catholic Primary School is located in a mixed residential and commercial area. The site generally consists of hardstanding tarmacadam surface and paths. Additional areas include a small MUGA and small areas of soft informal play areas. The school's two main buildings are spread out across the school grounds and age from circa 1950-1970. Access to the school is made from The Green.

Infant Block

Junior Block

Site

**Delivery of the School Curriculum**

As a school, we are continually adapting areas of our school to ensure each area is used to its full capacity to enhance the teaching and learning offer of our school.

With falling pupil numbers across Greater London, we are unfortunately, not full to capacity. We currently have one nursery with 7 full time children. The rest of the school is two forms of entry with an average class size of 55.

To support the curriculum delivery and to maximize use of space, the following adaptations have been made in terms of room use –

a) The sensory room has been developed to support children with high level sensory needs in order to self-regulate and de-escalate in order to access the curriculum
b) The library in the infant building has been installed and, with the support of Hounslow Library Service, is being developed into a well-used space
c) The ICT suite in the Junior Building is used well for ICT and the junior library

**Suitability**

Recent surveys also indicate that our school is a safe and happy place to be as a child and as a member of staff. The school is welcoming and calm and this is conducive to high standards of teaching and learning.

We will also consider suitability when planning re-modelling or expansion of our school, choosing to make crucial adjustments to improve the attractiveness and appeal of the school where this is practical and affordable.

**Standard of Work**

For minor works, Statlog is used as a guide to support with Project Management. This tool is designed to enable non-building professionals to safely arrange simple small repair and maintenance projects, without the need for full involvement of professional Building Consultants.

As the project progresses, Statlog® guides us through the required steps, determined by each specific situation. Every step and all action is recorded, so you can refer back to a full and comprehensive record at any time. Statlog® helps us to manage our project from the initial

proposals, through funding management, necessary approvals, scoping and specification, procurement, contractor appointment, works on site, and completion.

When carrying out expansion or refurbishment works, our Building Consultants, DHP, support with preparing bids for funding from the VASCA fund allocation. This process also involves support with tendering, planning, support with site management and completion of works.

The Governing Body ensures that suitable project organisation is in place. This identifies the parties and their reporting responsibilities. The Governing Body understands that these projects can take up a lot of the time and resources and this should be considered and allowed for at the outset. The Governing Body also ensures that arrangements to change the scope are promptly approved.

The Diocese may ask for details concerning the project organisation that has been created and will expect the Governing Body to evidence this requirement appropriately, depending upon the size and nature of the project. For large and / or complex projects, the Diocese may require the 'Project Board Model' to be applied and will require direct representation.

**Insurance**

The Rosary holds insurance cover with RPA insurers

**Compliance**

In order to make sure we are compliant with all legal and other requirements, we will carry out the following actions:

- Regular compliance checks in school by school staff which are tailored to the needs of the individual schools. These are recorded on Statlog
- Regular compliance checks in school are carried out by a competent contractor, where this is required by legislation or Policy. These are recorded on Statlog by the Site Manager.
- Regular audits of compliance carried out either internally or externally and shared with the Governing Board
- Reporting of compliance to be considered at local Governing Body and by the head teacher and/or business manager of each school
- In the event of non-compliance is identified, an action plan is put in place to return our school to full compliance.

**Condition**

The primary responsibility of our Governing Body is to occupy and conduct the School on behalf of its Trustees and under the supervision of the Diocesan Bishop. Traditionally that encompasses the threefold responsibilities of the Governing Body as occupier of the premises, proprietor of the undertaking and employer of the staff.

As a voluntary-aided (VA) school, St John XXIII is eligible for capital funding grants with bids made through VASCA.

VA schools are paid on a similar basis to other categories of school, but the governing body must usually pay at least 10% of the costs of capital work.

Responsibility for work to VA school premises is shared between our governing body, the diocese and the local authority (LA).

Funding for minor works will be spent by prioritising those condition issues that have the greatest risk to prevent us using our school for the delivery of education. This will be achieved by targeting those with the worst condition from our Condition Site Survey and the greatest potential impact. In order to prioritise effectively and also to allow us to bid for money when the opportunity arises, the school commissions DHP to carry out condition Site Surveys across the estate on a 5 year rolling basis.

Surveys will be shared with school staff and governors.

**Preventative Maintenance**

An asset management plan is in place to ensure we –

- provide a safe environment for school community
- stay compliant with building rules, regulations and legal matters
- plan our spending and anticipate demands
- meet future capacity and educational needs
- identify funding needs and opportunities
- satisfy community expectations

Poor estate management can lead to –

- inefficient use of resources and poor investment decisions
- risks to the safety of building users
- teaching areas being taken out of service
- disruption to the day-to-day running of your school
- whole or part school closure

Preventative Maintenance will support us to rigorously identify, plan and carry out preventative maintenance (eg: servicing, repainting) to ensure our school assets have the longest possible useful life. It is recommended that maintenance budgets are allocated 70% to planned preventative work and 30% to reactive.

**Value for Money**

When tendering for any works in the school, we use the schools Finance Policy to ensure we are getting the best value for money within the schemes of delegation.

**Training**

All our staff will receive appropriate health and safety training related to our school. Staff with specific responsibilities for managing the school will receive access to targeted appropriate training.

**Accessibility**

Our school should be accessible to pupils, staff and members of the community. We will make reasonable adjustments to our school to provide for the needs of our pupils and staff as they arise. We will also consider accessibility when planning remodelling or expansion of our school, choosing to make crucial adjustments to improve accessibility where this is practical and affordable.

**Environmental Sustainability and Carbon Net Zero**

The increasing urgency with which society is trying to manage the environmental impacts of human activity will have a prominent and increasing influence on school developments and operations.

The operational reduction of carbon emissions is an area where performance could be improved by the school. Space management is vital to reducing the need for energy and carbon emissions. It is self-evident that maximising the utilisation of space to minimise the total quantity built, owned and operated is the cheapest and most effective approach to reducing resource use and the associated negative impacts.

Areas to work on are –

- Update the Sustainable Travel Plan to align travel options and reduce emissions
- Continue to carefully manage space efficiency and efficacy
- Enhance sustainable operational management by reviewing both internal and contract delivered services to identify achievable improvements.

We are aware that energy efficiency is about more than just energy generation (eg: solar, wind) but about having efficient boilers, roofing, windows, etc and most importantly of all, encouraging energy efficient behaviours.

Energy and carbon savings are not the whole story with respect to environmental sustainability. Other operational issues need to be taken forward including biodiversity, recycling/re-use, management of water use, management of pollutants, procurement protocols, etc. Several issues link in to efficient delivery and health & well-being.

**Income Generation**

Our Lettings Policy is used when considering any income generation opportunities.

**Tenure**

The Diocesan Trustees are the Trustees of the School and normally own the buildings and the land on which the schools are constructed. School Governing Bodies occupy the school premises on behalf of the Trustees for the purpose of conducting a Catholic School in accordance with the Trust Deed. For the purposes of capital projects the Diocese is the client for legal and financial reasons and it works in partnership with the school Governors. The Diocese can devolve aspects of the client role responsibility to the School Governing Body.

**Disposal of our Estate**

The Governing Body is to notify the Trustees in writing, if at any time the School no longer requires any part of the premises for the purposes of conducting a maintained School and, unless the Trustees determine otherwise, the part of the premises shall no longer form part of the School premises and shall no longer be occupied by the Governing Body but by the Trustees directly.

**Funding and Probity**

We will comply with any conditions and reporting requirements imposed on us as a result of receiving grant funding for school improvement or expansion.

**Impact of Works on our School**

We carefully consider the impact of the process of carrying out works on our school, particularly the impact on the education provision while the works are going on. We prioritise health and safety at all times, ensuring our pupils and staff are not put at risk by the building works. Works are planned logically to minimise disruption to day to day operations.