



Trust Estate Management Policy

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Equality Impact Assessment - Policy Review

In reviewing this policy, we have tried to make a positive impact on equality by considering and reducing or removing inequalities and barriers which already existed. We have ensured that this policy does not impact negatively on the dimensions of equality.

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Aims

This policy sets out our estate's vision, strategy and operating procedure, detailing how The Roseland Multi Academy Trust ('the Trust') will manage, maintain and uplift the condition of its estate. This policy details how the Trust will maintain a safe and fit-for-purpose environment for staff, pupils, and visitors whilst improving the educational facilities and reducing our environmental impact, and forms the basis on which the Trust will ensure it:

- Manages and uplifts condition of its buildings and equipment in a financially efficient, legally compliant way.
- Inspects and tests buildings and equipment regularly, taking into account statutory requirements and best practice recommendations.
- Promotes the safety and wellbeing of our staff, pupils, parents and visitors through effective maintenance of buildings and equipment in accordance with the [Health and Safety at Work etc. Act 1974](#).
- Complies with the requirements of the [statutory framework for the EYFS](#) where relevant.
- Makes the most of the resources available to enhance the estate, including buildings and equipment, in order to provide the best environment possible for its students, staff and wider school community.

This policy is intended to compliment, but not replace, the Trust's separate Health and Safety policy. In the event of any conflict or ambiguity between the two, the Health and Safety Policy shall take precedence.

Guidance

This document is based on the Department for Education's guidance on [good estate management for schools](#) and [School estate management standards](#).

Estate Vision

Our estate must reflect and support our mission, to provide outstanding education for our communities, where everyone succeeds. We are dedicated to creating happy, respectful, and challenging environments that inspire a love of learning and enable all individuals to reach their full potential.

Guided by our core values:

- Kindness: We will cultivate inclusive spaces that promote empathy, understanding, and support for all.
- Responsibility: We will manage our resources prudently, ensuring safe and sustainable facilities for current and future generations.
- Ambition: We will strive for excellence by integrating innovative designs and technologies that enhance educational experiences.

In our commitment to environmental stewardship, we aim to reduce our ecological footprint through:

- Energy-efficient solutions: Implementing low-carbon technologies in all new developments and refurbishments.
- Biodiversity enhancement: Incorporating green spaces and natural habitats across our sites.
- Sustainable practices: Embedding eco-friendly operations and encouraging environmentally conscious behaviors.

Through collaboration with students, staff, and the wider community, our estate will not only meet the educational needs of today but also contribute to a greener, more sustainable future for all.

Estate Strategy

This Estate Management Policy outlines how we will deliver facilities that supports our mission to provide outstanding education, ensuring everyone succeeds in a safe, sustainable, and inspiring environment. This strategy aligns with our Estate Vision and reflects the Trust's commitment to **Kindness, Responsibility, and Ambition**.

Centralised Approach

Our estates management is led by the **Chief Financial Officer ('CFO')**, ensuring a *consistent, strategic, and centralised approach* across all Trust sites. The CFO will lead on the development and maintenance of the **Trust Estate Management Plan**, a live document that will detail the Trust's estate priorities. By taking a Trust-wide view, we will optimise resources, prioritise investment, and uphold the highest standards of safety, functionality, and sustainability.

Condition-Led Planning

We will base our estates decisions on **commissioned building condition surveys, compliance reports and consultation with key stakeholders**, providing a robust evidence base for prioritising investment. This data-led approach will allow us to:

- Identify and address **critical condition issues**
- Plan **long-term improvements** that enhance learning environments
- Ensure all buildings meet **statutory compliance requirements**
- Deliver projects that support **sustainability and energy efficiency goals**

Sustainability and Environmental Impact

In line with our values and estate Vision, sustainability will be embedded at the heart of our estate's strategy, with a commitment to building long-term climate resilience. We will:

- Integrate **energy-efficient systems** and **low-carbon technologies** in all new developments and refurbishments where the opportunity exists.
- Enhance **biodiversity** through landscaping and development of outdoor learning and social spaces.
- Foster a culture of **environmental responsibility** by involving students, staff, and the wider community in sustainable initiatives.
- Promote sustainable transport by encouraging active travel options such as walking and cycling, and by investing in infrastructure improvements across our estate, including secure bicycle storage and the provision of electric vehicle charging points.

The Trust will monitor its carbon footprint and actively promote awareness to drive meaningful and sustained reduction.

Community Collaboration

We will work collaboratively with stakeholders to create inclusive, accessible, and sustainable spaces that benefit both our students and the wider community. Our estate will not only serve the educational needs of today but will play a vital role in shaping a **greener, more sustainable future**.

This strategy will be regularly reviewed to ensure it continues to align with the Trust's mission, vision, and values, delivering **safe, inspiring, and sustainable environments** where every child can thrive.

Roles and Responsibilities

Trustees, senior leaders and site supervisors will ensure this estate management policy is properly implemented.

All staff will be responsible for ensuring that they adhere to this policy at all times.

Trustees are responsible for:

- Approving this Estate Management Policy, including the Trust's **Estates Vision and Strategy**, ensuring it aligns with the Trust's **mission, vision, and values**.
- Provide **strategic challenge** to the executive team to ensure estates decisions prioritising **educational outcomes, safety, and sustainability**.
- Review and approve the **estates management plan** and significant capital investment projects.
- Ensuring the Trust is meeting all **statutory health and safety** and **building compliance requirements**.
- Overseeing the Trust's **risk management framework** for estates, ensuring appropriate mitigation measures are in place.

The Chief Executive Officer ('CEO') holds a strategic leadership role in estates management, supporting the CFO and ensuring estate priorities align with the Trust's mission, vision, and values. The CEO's responsibilities include:

- Championing the Trust's **Estate Vision Statement**, ensuring the estate contributes to the delivery of the Trust's **educational mission** and wider strategic priorities.
- Supporting the CFO in developing a **long-term, condition- and data-led Estates Strategy**, ensuring it is ambitious, sustainable, and financially viable.
- Ensuring the Trust meets its **statutory obligations** on health and safety, safeguarding, and environmental compliance.
- Overseeing the Trust's approach to **estates risk management**, ensuring all risks are identified, mitigated, and reported to Trustees.
- Ensuring appropriate **business continuity plans** are in place in the event of estate-related emergencies.

The Chief Financial Officer, supported by the Trust's Premises and Operations Teams, is responsible for leading the development and operational delivery of the Estates Strategy, ensuring that the estate is managed effectively, efficiently, and sustainably in line with the **DfE's Good Estate Management for Schools (GEMS)** guidance. The CFO's responsibilities include:

- Developing and implementing the Estates Strategy in collaboration with the CEO and Trustees.
- Commissioning building condition surveys, valuations and compliance reports to inform condition-led estate management and support insurance provision.
- Prioritising and overseeing capital projects, maintenance works, and health and safety compliance.
- Managing the estates budget and ensuring all projects deliver value for money.
- Identifying and securing external funding opportunities such as the Condition Improvement Fund (CIF) and Salix loans.
- Embedding sustainability principles by integrating energy-efficient systems, low-carbon technologies, and biodiversity initiatives into estate development.
- Monitoring and reporting on estate performance, including compliance, energy efficiency, and risk management.
- Ensuring business continuity plans are in place and regularly reviewed.
- Engaging with external contractors and stakeholders to ensure high-quality service delivery.
- Supporting the Trust's Headteachers to meet the responsibilities set out within this policy.
- Ensuring compliance with Health and Safety regulations.

The Headteacher of each Academy plays a crucial role in supporting the Trust's Estates Strategy at a local level, ensuring that the estate meets the operational needs of the school community. The Headteacher's responsibilities include:

- Supporting the CFO and the Trust's Operations and Premises teams to effectively implement the **Estates Strategy** within their Academy.
- Leading on the **day-to-day operation of the school site**, including the **development of local policy, procedure and appropriate staff duty rotas** to ensure effective health, safety, security and supervision practices exist to minimise risk.
- Managing **pupil behaviour** to help limit **damage and vandalism** to the estate.
- Participating in regular health, safety and **compliance checks and risk assessments** to maintain a safe and secure learning environment.
- Ensuring **health and safety compliance** and promoting a culture of **safety and environmental responsibility** among staff and students.
- Ensuring the school's **Risk Assessments** are carried out and documented in line with Trust policy.
- Regularly **meet and undertake site walks** with their academies Site Supervisor, providing information on **local site priorities** to the Premises Team, including condition issues and maintenance requirements, for inclusion within the Trust's Estate Management Plan.
- Encouraging **sustainable practices** within the school community, such as energy conservation, waste management and recycling initiatives.
- Facilitating **student and staff engagement** in the development of the school's environment and sustainability projects.
- Ensuring site security and safeguarding measures are maintained, implemented and used.
- Supporting the Premises team to manage the annual maintenance cycle, ensuring school holiday and closure periods are maximised for building condition and improvement works.

The Premises Team plays a vital role in delivering the Estates Strategy across all Trust sites. Reporting to the CFO, the Trust Site Supervisor will line manage each schools' respective Site Supervisor, who will in turn manage other members of their Team. The Premises Team responsibilities include:

- Managing the **day-to-day maintenance and uplift** of the estate across all sites.
- Development of each school's **annual maintenance plan**.
- Overseeing **planned and reactive maintenance** activities to ensure sites remain safe and fit for purpose.
- Conducting **regular site inspections** and ensuring compliance with health and safety regulations.
- Coordinating **contractor works** and ensuring service providers deliver quality outcomes.
- Ensuring the accurate record keeping of **maintenance activities, Premises Team risk assessments, and statutory compliance checks**.
- Identifying **maintenance issues** and implementing solutions in a timely manner.
- Regularly **meet and undertake site walks** with their academies' Headteacher, providing **expert advice** to Headteachers on site management best practices.
- Contributing to the development of **capital projects** and **sustainability initiatives**.
- Promoting **energy efficiency measures** and supporting the implementation of the Trust's environmental objectives.
- Ensuring school holiday and closure periods are maximised for building condition and improvement works, whilst minimising interruption during term-time.

The Operations Team plays a key role in supporting the delivery of the Estates Strategy, providing centralised administrative and contract management support. The Operations Manager reports to the CFO and will line manage the Operations Assistant. The Operations Team responsibilities include:

- Maintaining **records of statutory compliance checks** across all Trust sites, ensuring they carried out on time, are accurate and up-to-date.
- Liaising with the Premises Team on any reactive maintenance required following completion of any statutory compliance checks.
- Managing **key Trust contracts** such as **Energy, Cleaning, Catering and Grounds Maintenance** contracts, ensuring high standards of service delivery.

- Managing the delivery of the Trust's Health, Safety and Fire Risk Assessment arrangements.
- Conducting **regular site inspections** and ensuring compliance with health and safety regulations.
- Supporting the CFO in providing **assurance to the Board on compliance with Health & Safety requirements**.
- Collaborating with the Estates Team to ensure compliance records are effectively maintained.
- Providing **administrative support** for estates-related audits and reporting.
- Assisting in the preparation of **funding applications** and **project documentation**.
- Promoting **best practice procurement** and ensuring value for money in all contracts.

All Other Staff are responsible for supporting the delivery of the Estate Strategy and have a role in maintaining a safe and clean school environment. All staff will:

- Report any maintenance issues promptly to the Premises Team through the Trust's electronic system.
- Consult the Premises Team on any adaptations or alterations to workspaces or equipment when necessary, and refrain from making any adaptations or alterations.
- Keep personal and shared workspaces clean and tidy, and encourage students to clean up after themselves.
- Create, follow and regularly update risk assessments within their area of responsibility to ensure they remain current and effective.
- Treat school property with care, modelling appropriate behaviour and use of furniture, technology and equipment.
- Adhere to Health and Safety policy and best practice at all times, including (but not limited to) checking for potential hazards (e.g., blocked exits, slippery floors) and act or report accordingly, and understand emergency procedures and help keep exits and emergency equipment accessible.
- Ensure students are using facilities appropriately (e.g., restrooms, hallways, outdoor areas) and prevent vandalism or misuse of school property when possible.
- Participate in the School's and Trust's culture of responsibility and environmental sustainability at all times.

Only the Trust's Premises Team and its approved contractors are authorised to make alterations or adaptations to the Trust's buildings, grounds or equipment. No other member of staff is authorised to make any alteration or adaption without first consulting with, and gaining approval of, the Premises Team. Significant, intrusive or destructive works may only take place with the explicit approval of the CFO.

Trust Estate Management Plan

The CFO will develop and maintain the Trust Estate Management Plan ('TEMP'), a strategic document detailing the targeted capital investment projects.

The plan will be developed utilising (but not limited to) the following information:

- **Building Condition Surveys**, a commissioned report on the condition of Trust Buildings and Mechanical services.
- **Condition Data Collection reports**, a DfE program that collects visual data about the condition of school buildings.
- **Decarbonisation Reports**, commissioned reports
- **Compliance reports**, service and engineer reports following annual servicing and maintenance of Trust's mechanical, electrical and other systems.
- **Risk Assessments and Plans**, such as Fire, Asbestos Management and Legionella.

External consultants may also be utilized to support the development of the plan.

The Trust's assets will be assigned by the CFO to a 'Project'; either its repair or replacement as a standalone matter, or grouped where this is more economical or advantageous.

For example:

- a) the installation of a solar array may be included within a roof replacement to advance the Trust's sustainability initiatives, take advantage of reduced costs and conjoined warranty cover;
- b) the upgrading of a heating system may include all composite elements, such as boilers, heat pumps, pipework and heaters due to incompatibility when replacing one element for another (i.e. oil-fired boiler to air-source heat pump).

The TEMP will utilize a scoring methodology in order to prioritise its investment strategy in a data-led manner:

Priority (across): x Condition (below):	1. Aspirational	2. Desirable	3. Essential	4. Urgent	5. Critical
5. Very Poor (Grade E)	5	10	15	20	25
4. Poor (D)	4	8	12	16	20
3. Fair (C)	3	6	9	12	15
2. Good (B)	2	4	6	8	10
1. Excellent (A)	1	2	3	4	5

Priority will be defined as:

- **Priority 5 – Critical** Immediate action required to address health and safety risks or prevent serious failure of building elements. Works must be undertaken within **0–6 months**.
- **Priority 4 – Urgent** Remedial action required within **6–12 months** to prevent accelerated deterioration or address significant operational issues. Delays may increase cost or risk.
- **Priority 3 – Essential** Necessary works that should be completed within **1–2 years** to maintain functionality and avoid further decline. Not yet critical but should be included in short-term planning.
- **Priority 2 – Desirable** Improvements or repairs required within **3–5 years**. These are not immediately necessary but will support long-term performance and cost-efficiency.
- **Priority 1 – Aspirational** Works identified for consideration **beyond a 5-year planning horizon**, often relating to enhancements, lifecycle replacements, or strategic development opportunities.

Condition will be defined as:

- **Grade A – Excellent** In excellent condition, recently constructed or refurbished, with all elements performing as intended. No visible signs of deterioration. Only routine maintenance is required.
- **Grade B – Good** Performing as intended and operating efficiently. Minor signs of wear may be present, but no immediate action is needed beyond standard planned maintenance.
- **Grade C – Fair** Generally performing as intended, though some elements show signs of minor deterioration. Preventative maintenance or minor repairs may be required in the short to medium term.
- **Grade D – Poor** Major defects or elements that are not performing as intended. Significant maintenance, repair, or partial replacement is required to restore function and prevent further decline.
- **Grade E – Very Poor** Life-expired and/or poses a serious risk of failure. Urgent intervention is required, and full refurbishment or replacement may be necessary due to structural or safety concerns.

A score will then be attributed to each project and RAG-rated, together with estimated cost (if known), any potential funding stream and brief details on progress, any recent changes and the responsible person assigned to progress each project (if applicable). Projects identified as Red with a score of 15 or more will be prioritised over those rated Amber (scoring 7 – 14) or Green (1 – 6).

Projects with a low priority score (aspirational or desirable) will typically only be undertaken when there are no higher priority needs, or where they can be effectively incorporated into a broader programme of works aligned to a higher priority project.

The TEMP will be treated as a live document, and reviewed regularly in response to new information or changes in condition and priority. While the projects identified within it are not fixed commitments, they will serve to guide the Trust's decision-making and shape its strategic focus.

Capital Projects

Once funding is secured, Capital projects within the Trust will be managed under the strategic leadership of the Chief Financial Officer (CFO), who will oversee all stages of project delivery and may delegate day-to-day project management responsibilities to a suitably qualified member of staff within the Premises or Operations Team. The CFO may also appoint an external Project Manager for larger, more complex projects.

Projects will be identified and prioritised through the Trust's Estate Management Plan, ensuring alignment with long-term operational and educational needs.

All procurement activity relating to capital projects will be conducted in accordance with the Trust's separate Procurement + Tendering Policy, ensuring compliance, value for money, and transparency throughout the process.

On appointment of an appropriate contractor, and prior to commencement, the CFO will ensure a Pre-Start Meeting is arranged with the appointed Project Manager(s), members of the Premises and/or Operations Team and the academy Headteacher or other appointed person (e.g. School Timetabler) to review the scope of works, agree any phasing (taking into consideration school exam periods and term dates), as well as any other matters requiring attention (e.g. Safeguarding).

The Trust Site Supervisor will support the Academy Site Supervisor(s) in the day-to-day management and delivery of the contracted works for the life of the project, ensuring consistency in standards and compliance across all sites.

All staff will ensure that any interruption to educational activity during term-time is limited as far as reasonably possible (being mindful of project timelines and budgets), and that progress during school holiday periods is maximised to maintain project timelines. As such, staff and student occupation of Trust buildings may be restricted during holiday periods. Headteachers are responsible for supporting this approach by ensuring that the impact on the project and contractors is minimised within their respective academies during holiday periods by following the Trust's Weekend and Holiday Use Procedure (see Appendix A), and should consult with their academies' Site Supervisor in the first instance.

Planned & Reactive Maintenance ('Buildings & Grounds Maintenance')

The maintenance budgets will be delegated to and managed by each academies Site Supervisor, overseen and supported by the Trust Site Supervisor.

Each academies Site Supervisor will develop and document an **Annual Maintenance Plan**, listing items of maintenance and areas of uplift for the forthcoming academic year. The plans will be developed through the Site Supervisor's local knowledge in conjunction with the Trust's condition & compliance reports, through consultation with and supported by other Trust departments such as the Operations Team, and through regular 'Site-Walks' undertaken with the academy Headteacher and Trust Site Supervisor.

The Annual Maintenance Plan will be considered a living document with updates provided to the Trust Site Supervisor at regular intervals detailing progress made to date together with any changes made.

Areas of significant concern or anticipated high expenditure should be notified to the CFO through the Trust Site Supervisor.

Reporting of repairs and maintenance

All staff must report any matters requiring repair or maintenance through the Trust's electronic system. The Trust has appointed [Every Compliance](#) as its Compliance Software provider. Repairs and maintenance matters are referred to as '*Issues*' within the online portal.

Staff requiring access or support should contact the Trust's Operations Team in the first instance.

Site Supervisors will monitor issues logged within their setting and take actions to address them within a reasonable timeframe. Issues will then be updated from within the electronic system to either update the member of staff who logged the issue, re-assign an issue to another member of staff for further action, or to close an issue once resolved. All issues must be updated within the system to maintain an audit trail.

Issues across all Trust settings will be regularly reviewed by the Trust's Operations Team with any persistent or recurring issues raised with the Trust Site Supervisor or CFO appropriately.

Contractor Identification and Selection

The Trust recognises the unique challenges associated with contractor availability within its area of operations, and will take a pragmatic yet diligent approach to contractor engagement. Wherever possible, staff should seek to engage existing or previously approved suppliers to ensure continuity, reliability, and value for money. All contractors must demonstrate relevant qualifications and industry-recognised certifications appropriate to the nature of the work being undertaken (e.g. Gas Safe for gas-related services). Where applicable, contractors should also hold current health and safety accreditations such as CHAS or equivalent.

The Trust will undertake appropriate financial and background checks on any new contractor as part of the New Supplier process. All contractors must hold adequate and current insurance cover, including public liability and employer's liability. Furthermore, all staff are required to ensure full compliance with the Trust's Safeguarding Policy at all times when engaging or supervising contractors, with particular attention to safeguarding requirements when contractors are working on or near school premises during operational hours. Contractor selection will prioritise safety, competency, compliance, and alignment with the Trust's standards and values.

Compliance Activity (inspection and testing)

The Trust will maintain accurate records and details of all statutory inspections and tests which are undertaken within its premises. Records will be kept and maintained by the Operations Team on the Trust's chosen cloud-based software database.

All requirements and recommendations highlighted in inspection reports and certificates will be reviewed, notified to the Premises Team and acted on as necessary.

As part of the records of completed works, this will include (but not be limited to):

- The activity, matter or issue to inspect
- The frequency of inspection or service
- Date when the work was last undertaken
- Details of the individual or company who completed them
- Any associated written report or certificate(s).

Staff requiring any details regarding the Trust's compliance activity may contact the Operations Team for support.

Risk Assessments

Please refer to the Trust's separate Risk Assessment policy for information about the Trust's approach to risk assessment. Risk assessments must be stored on the Trust's online Risk Assessments portal as detailed within the policy.

Headteachers are required to ensure risk assessments are carried out, documented and reviewed in-line with the Trust's risk assessment policy.

To support the Trust's estate strategy each Academy must maintain risk assessments for the following areas:

- Car parking and vehicle/pedestrian segregation
- Traffic management
- Common areas and general activities
- Supervision and staff duties
- Site Security
- External lettings, Before/After School Activity

The above is not an exhaustive list and Headteachers should seek support from the Trust's Operations and Premises Team on the development of any risk assessments relating to Trust buildings or grounds.

The Trust will commission and maintain its statutory risk assessments together with other surveys, including (but not limited to):

- Fire Safety Risk Assessment
- Asbestos Management Survey
- Legionella Risk Assessment
- Building Condition Survey(s)
- Engineering Inspections
- Radon Risk Assessment (where required)

Fire Safety

The Trust will maintain a separate Fire Safety Policy. All staff are required to adhere to this policy at all times.

Asbestos Management

The Trust will maintain a separate Asbestos Management Policy. All staff are required to adhere to this policy at all times.

Legionella Management

The Trust will maintain a separate Legionella Management Policy. All staff are required to adhere to this policy at all times.

Emergency Arrangements

The Trust will maintain its planning for emergency response regarding its Estate within its separate **Business Continuity Plan**.

Incidents and matters around staffing, students or malicious intent are maintained within each settings **Critical Incident Policy**.

Security

It is the Headteachers responsibility to ensure school security arrangements, including the safety and wellbeing of students and staff, is maintained at all times. The Trust will support Headteachers to discharge this duty, such as through direct provision (site teams unlocking/locking the site) or indirectly (such as outsourcing through a contract). Headteachers should contact the Site Supervisor for support in the first instance. Each academy's arrangements will differ depending upon the nature of their site and specific requirements, availability of staff and/or its outsourced contracting position, but must be agreed and detailed within local policy.

Where present, security systems must be used and maintained at all times. It is the responsibility of all staff to ensure the security of each school is not compromised at any point. This includes, but not limited to:

- Complying with each Schools Safeguarding policy and procedure
- Use of sign-in/out system(s) at all times
- Correct operation of security systems, such as security doors
- Use of emergency exits only for their intended purpose (e.g. only in the event of an evacuation)

Staff must support the security arrangements within their setting by ensuring any doors that lead outside of security fencing are closed at all times, and that any other doors, windows and gates within their working area are closed and (if applicable) locked at the end of the school day.

Where security arrangements do not exist or are limited, the site must be risk assessed and managed appropriately, and the Trust will take steps to include improvements to the security arrangements within the Trust Estate Management Plan. Where a Headteacher or other member of staff have a concern they must raise this with the Premises Team in the first instance.

School IT Teams must ensure adequate CCTV coverage and electronic security arrangements are in place, including but not limited to ensuring doors and windows are closed & locked at all times when not occupied. Where existing coverage of CCTV is insufficient School staff must ensure this is addressed within the delegated ICT budgets.

The Trust, at the discretion of the CFO, may seek additional external support for its security provision, through services such as key-holding and alarm response services. Such provision will be considered on a case-by-case, site-by-site basis, being mindful of local school arrangements, risk to the Trust and overall cost.

Outsourced facility contracts (Cleaning and Grounds Maintenance)

Cleaning and Grounds Maintenance services will be centrally procured and strategically overseen by the Trust's Chief Financial Officer (CFO), supported by the Operations Team.

Responsibility for the day-to-day monitoring of services rests with each academy's Site Supervisor. The Site Supervisor will conduct regular site inspections and provide ongoing feedback to the contractor's on-site Supervisor/Senior Operative (or equivalent). In addition, Site Supervisors are expected to attend monthly cleaning audits conducted by the contractor's Area/Contract Manager (or equivalent), ensuring standards are being met, any scoring is accurate and to address any areas requiring improvement.

All other staff members with concerns or wishing to provide feedback about standards must report them to their academy's Site Supervisor. Site Supervisor's must ensure that feedback, particularly any issues of persistent underperformance, is regularly communicated to the Trust's Operations Manager. Where necessary, Site Supervisors should seek further support from the Operations Manager to address and resolve any ongoing concerns.

Staff must support the provision wherever possible. For example, support the cleaning provision by ensuring their work areas are kept tidy, returning any moved furniture to its original position, and ensuring all classroom resources are cleared away before the end of the normal school day.

Overall contract performance will be managed by the Trust's Operations Manager. This will include regular liaison meetings with the contractor's senior management personnel to review performance, audit outcomes, and compliance with contractual obligations.

Staff must be mindful that contractor operatives are not employees of the Trust, and must not attempt to direct, modify, or interfere with their schedules or activities. Any requests, concerns, or suggestions should always be directed via the Site Supervisor, and where appropriate, escalated to the Trust's Operations Manager.

Waste and Recycling

The Trust will centrally procure services for general waste recycling & disposal, food waste disposal and feminine hygiene services. Performance will be monitored day-to-day by each academy's Site Supervisor, with any service variation requirements or matters of concern escalated to the Trust's Operations Team.

General Waste & Recycling

All staff must support the Trust's environmental and sustainability goals by seeking to reduce, reuse or recycle wherever possible:

- **Reduce:** minimising the amount of waste created in the first place, through buying only what is needed, seeking products with less packing, and opting for longer lasting products over disposable.
- **Reuse:** sharing of resources or finding new uses for items that would otherwise go to waste.
- **Recycle:** ensuring that items eligible for recycling are directed to the correct waste bin rather than as part of the general waste disposal.

Staff and students should dispose of items in the appropriate waste/recycling bins provided, and anyone requiring support with the disposal of high volume, heavy or bulky items, or advice around waste should contact their academy's Site Supervisor in the first instance.

Food Waste

In accordance with Simpler Recycling legislation introduced in 2025, the Schools within the Trust must have arrangements to separate food waste from other waste.

The Trust will centrally procure the external storage and collection service for Food Waste across its sites.

Schools will lead on their own local arrangements for food waste, including the location and disposal of food waste bins and the monitoring of these arrangements, and are encouraged to consider the below in the planning and implementation of their plans:

- Location of internal waste bins
- Keeping waste bins to a minimum in order to support oversight and management
- Educating staff and students to be compliant with, and actively support, the schools' food waste arrangements

Sign-In/Out System

The Trust will implement a cloud-based electronic system for staff, contractor and visitor sign-in/out to support Health and Safety and contractor management across the Trust. More details can be found within the Trust's separate Health and Safety policy.

Fixed Signage, Displays and Branding (including work wear/PPE)

Any signage or branding must be carefully considered and involve the Trust's Marketing Officer at an early stage. Any new installation must be considered against current/future requirements and planned capital work.

Expenditure should be carefully balanced considering the overall cost, impact and having respect for the public purse. Any amendments to signage, displays and branding should be expected to last for a reasonable period of time and staff should refrain from making regular changes or alterations, and should ensure any signage, displays or branding is designed with this in mind.

Any fixed signage or branding (inclusive of work wear/PPE) should be dual branded, with designs reflecting and promoting the shared culture and values of both school and Trust. This also applies to marketing and publicity materials intended for external audiences, including (but not limited to) public event materials. It does not extend to temporary, internal displays such as classroom or departmental celebrations of student work.

All signage and displays must comply with the Trust's separate Health and Safety policy.

Branded work wear or PPE must only be purchased in accordance with HMRC exemptions to avoid potential Benefit in Kind implications. In general, branded clothing will be restricted to the Estates and ICT teams to enable clear identification of staff while performing maintenance or technical duties. Any exceptions require the express written consent of the Chief Financial Officer (CFO), and such requests must consider the principles outlined in this policy, including cost, public perception, and value for money.

Grounds & Outdoor Spaces

The Trust is committed to maintaining high-quality, safe, and functional outdoor spaces across all its sites.

Grounds maintenance is delivered through a combination of in-house teams and centrally procured outsourced contracts, managed by the Chief Financial Officer (CFO) and the Operations Team.

All in-house grounds staff will report to and be managed by the Site Supervisor assigned to their school. Any staff wishing to propose changes to the grounds—such as environmental initiatives, tree planting, or other alterations—must engage with the Site Supervisor at the earliest possible stage. Early engagement will ensure that proposals are appropriately supported and that suitable locations can be identified in line with site management plans and operational priorities.

Only members of the Premises or Operations Teams are authorised to liaise with contractors regarding any changes to contracts or service delivery. Headteachers and other staff should direct any additional grounds-related requests or requirements to their Site Supervisor.

School Sports Departments must submit pitch marking requirements to their Site Supervisor at least one full term in advance (e.g., by the end of the Spring Term for Autumn Term requirements).

Facility Hire and Events

While the Trust is committed to supporting its wider community, the use of Trust grounds and buildings for events or external hire must be carefully considered. Any such use must account for the time, staffing, and operational resources required by the individual school and the Trust's central team to facilitate the event, and must fully comply with the Trust's insurance requirements, as well as both internal and external regulation, policy and procedure.

Staff must not make any commitments or arrangements without first seeking advice and approval from the Trust's Premises or Operations Teams at the earliest opportunity. As a general principle, the Trust prefers not to hire out main school premises for external use. Where available, events or hires should be directed to designated facilities or departments set up for this purpose, such as Sports HUBs or equivalent provision.

Weekend and Holiday School Use Procedure



Purpose

To ensure a safe, secure, and well-managed environment for revision sessions and extra-curricular activities held during weekends and school holidays, the following procedure must be followed by all staff:

1. Booking and Site Access Requirements

All out-of-hours revision sessions must be requested and approved in advance with the Site Team to ensure appropriate arrangements can be made for opening and securing the school.

Staff must provide a minimum of **2 weeks' notice**, including the following details:

- Date and time of the session
- Specific area(s) of the school to be used
- Estimated number of pupils attending
- Staff member(s) responsible for the session

If the Site Team are unable to accommodate the request and no suitable alternative date can be agreed, the session may only go ahead if the responsible staff member is **fully confident and trained** in opening and closing the school, including the alarm system.

2. Designated Area for Use

- Only the pre-agreed area of the school will be accessible during the session.
- All other areas must remain locked to maintain site security.
- Staff are responsible for ensuring pupils remain within the designated area throughout the session.

3. Security and Access

- The Site Team will ensure the designated area is opened prior to the session and securely locked after.
- No other access to the site will be permitted.
- Staff must ensure that any external doors remain closed and secured during the session to prevent unauthorised access.

4. Pupil Management

- Staff to arrange to meet students at reception where a register must be taken on arrival and departure to ensure accurate signing in and out of all pupils.
- As outlined in point 2, pupils must remain within the designated area for the duration of the session. Any individuals found outside of this area can be challenged by the Site Team to ensure they are authorised to be on-site.

5. Communication with Site Team

- Staff must maintain clear communication with the Site Team before, during, and after the session.
- Any changes to plans (timings, location, number of pupils) must be communicated as early as possible.
- A mobile contact number should be provided in case of any issues or emergencies.

Weekend and Holiday School Use Procedure



6. Responsibilities of Staff

The member of staff leading the session is responsible for:

- Ensuring all safeguarding and health and safety measures are followed
- Managing pupil behaviour and supervising throughout the session
- Leaving the area tidy and secure at the end of the session
- Reporting any issues or incidents to the appropriate leader or Site Team

7. Emergency Procedures

- Staff must be familiar with fire evacuation routes from the designated area.
- Pupils must be briefed on emergency procedures at the start of each session.
- Any incidents must be reported via the appropriate channels following school policy.

Please ensure this process is followed at all times to maintain safety, security, and the smooth operation of after-hours revision activities.