



PLYMOUTH CAST TRUST STRATEGIC ESTATES VISION

2023 - 2028

Documents available upon request

- Plymouth CAST Schools Energy Data - Actuals and Forecast

Reference documents used in the writing of this vision.

- Good Estate Management for schools (GEMS)
- Association of Chief Estate Surveyors (ACES)

I am delighted to
present this Trust
Strategic Estates Vision
which describes
Plymouth CAST's
approach to property
and how we will deliver
our key objectives and
operational priorities
between 2023 and 2028



Zoe Batten

Chief Executive Officer

Foreword

I am pleased to welcome you to our Estates Strategy. This strategy will guide our estates, facilities, and capital areas of focus for the next 5 years, to deliver our strategic aim to ensure that every pupil is educated in a safe and stimulating environment, inspired by the Gospel, leaving us with a vision of service for humanity, especially the vulnerable.

Zoe Batten - CEO

Vision Statement

Our schools will be safe, attractive, and welcoming to all. They will provide stimulating and creative spaces for learning and collaboration, providing a purposeful environment for our students and staff to achieve their best, inspired by our Gospel values. They will be inclusive and sustainable beacons in our communities, seeking to minimise impact on the environment and adaptable to meet changing educational needs.

Plymouth CAST, in the Catholic Diocese of Plymouth, is a Multi-Academy Trust formed in 2014, which comprises of 34 Catholic schools and 1 nursery. There are additional assets that are not part of the Estate strategy.

In geographical terms, the Trust extends across seven local authority areas from Penzance in Cornwall to Poole in Dorset. Our head office is located at St Boniface College in Plymouth.

Our Values

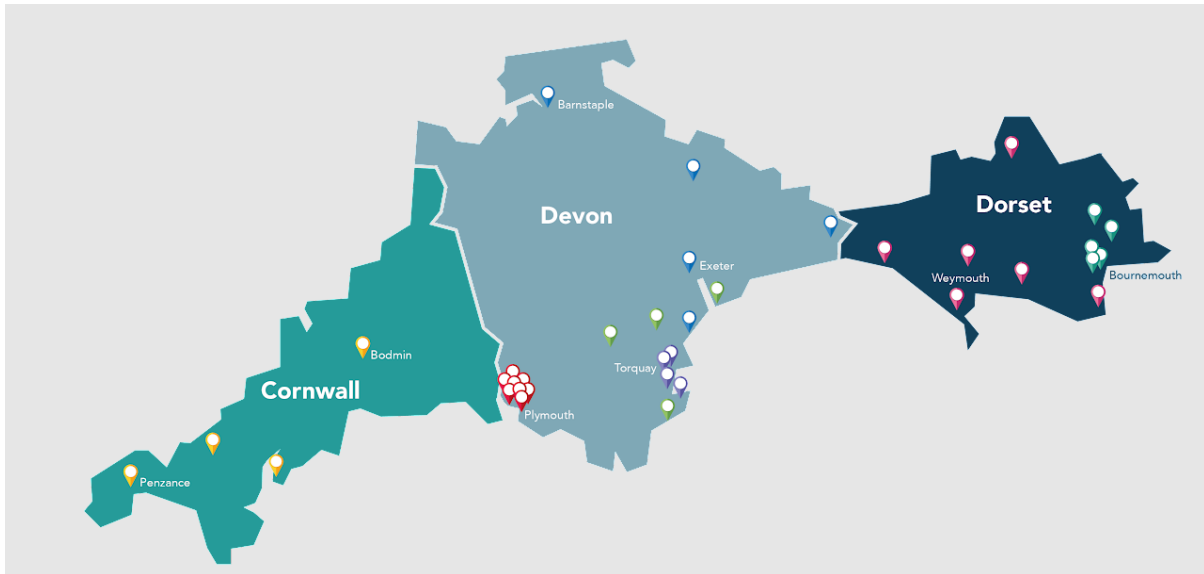
Plymouth CAST aims for each of its academies to be outstanding. This means outstanding outcomes for all children; innovative, enthusiastic, well-trained staff that provide high-quality teaching, learning, and assessment experiences every day.

Each school seeks to improve the life chances of every child by raising their aspirations, equipping them with the qualifications, knowledge, and skills they need to flourish as human beings and make the world a better place.

Our schools lay the foundations for all our children to seek academic and spiritual growth.

We work together
as one Trust,
one family of
schools,
one community
inspired by a vision
for excellence.

Geographical coverage



West

St John's Catholic Primary School, Camborne
St Mary's Catholic Primary School, Bodmin

St Mary's Catholic Primary School, Penzance
St Mary's Catholic Primary School, Falmouth

Plymouth Secondary

Notre Dame, Plymouth

St Boniface College, Plymouth

Plymouth Primary

Cathedral School of St Mary St Joseph's Catholic Primary School Holy Cross Catholic Primary School
St Paul's Roman Catholic Primary School Keyham Barton Catholic Primary School St Peter's Roman Catholic Primary School

Devon North

Our Lady's Catholic Primary School, Barnstaple
St John's Catholic Primary School, Tiverton
Our Lady and St Patrick's Roman Catholic Primary School, Teignmouth

St Mary's Catholic Primary School, Axminster
St Nicholas Catholic Primary School, Exeter

Devon South

St John the Baptist Catholic Primary School, Dartmouth
St Joseph's Catholic Primary School, Newton Abbot

St Mary's Catholic Primary School, Buckfast
St Joseph's Catholic Primary School, Exmouth

Torbay

Our Lady of the Angels Catholic Primary School, Torquay
Priory Catholic Primary School, Torquay

St Margaret Clitherow Catholic Primary School, Brixham
Sacred Heart RC Nursery and Primary School, Paignton

Dorset West

St Augustine's Catholic Primary School, Weymouth
St Catherine's Catholic Primary School, Bridport
St Mary and St Joseph's Catholic Primary School, Wool

St Mary's Catholic First School, Dorchester
St Mary's Catholic Primary School, Marnhull
St Mary's Catholic Primary School, Swanage

Dorset East

Christ the King Catholic Primary School, Bournemouth
The Orchard Nursery, Bournemouth

St Mary's Catholic Primary School, Poole
St Joseph's Catholic Primary School, Poole

Key operational data about our estate

35 schools

32 primary schools, 2 secondary schools and 1 nursery spread across 3 counties.

6,986,820

kWh of energy used in the budget year 2021 to 2022

9,39.98

total gross emissions in metric tonnes CO2e produced in the budget year 2021 to 2022

1,100

members of staff employed across the Trust.

360

tonnes CO2e saved across the Trust in the budget year 2021 to 2022

92,389

miles driven on Academy business in the budget year 2021 to 2022

7,000

children and young people educated.

102

gas and electric meters

6

schools that have solar PV panels installed.

63,370

Gross Internal floor area (m2)

0

EV charging points installed across the Trust.

c.£7million

to be spent on capital projects 2021 to 2026

The Estate Vision

The Plymouth CAST Trust Strategic Estates Vision sets out the Trust's approach to the strategic and operational management of its assets and how it will support the delivery of education and support the Catholic vision and values.

We will work together as one Trust, one family of schools, one community inspired by a vision for excellence.

We commit ourselves to deepen our mission and raise standards to provide an excellent Catholic education for every child in our care.

Our estate vision: -

- Every school is a safe, secure, clean, and well-maintained learning environment where children can develop and thrive and be inspired by the Gospel values.
- All classrooms are bright, airy, and well-ventilated helping to stimulate creativity and effective learning.
- Our vision complies with the values expressed in the Pope Francis' encyclical letter *Laudato Si'* concerning our common home and the resources needed to provide a sustainable future for our children.
- The estate is functional, modern, fit for purpose and is maintained through regular review and healthy investment and can meet future educational requirements.
- Estates performance opportunities are identified and explored to meet changing educational needs and requirements.

Given the geographical coverage of the estate, which stretches from Penzance in the west to Poole in the east, ensuring that limited resources are deployed appropriately across the Trust can prove challenging.

We aim to ensure that there is consistency in our approach to managing our property estate, with the ability to have a strategic overview of the portfolio to measure, evaluate and compare the performance of our schools from a property perspective.

This allows us to provide an objective and informed view when prioritising expenditure of limited resources. It will also help to identify the schools which have high a backlog of maintenance and low percentage of utilisation.

Ambitions

We use our property portfolio consistently, efficiently, and effectively. Regular condition surveys inform a planned maintenance programme and a 5-year rolling capital plan to help long term preservation of our buildings and estate.

We collaborate with our schools to design individual solutions for capital spend on property issues. Our schools are happy with the quality of the services that are provided to manage, maintain, and enhance their built environment.

We consider the future requirements of the schools and the Trust which enables prudent financial planning. We consult with our advisors, proactively to anticipate changes to government policy and statutory and legal obligations.

The centralised management and coordination of property will enable schools and teachers to focus on delivering an excellent Catholic education for every child in our care.

Building ownership

The majority of the land and buildings assets across the Trust are owned by the Catholic Diocese of Plymouth. Plymouth CAST operates from these buildings under a Church Supplemental Agreement signed with the Diocese in 2014 with the inception of the Trust.

Plymouth CAST's Strategic Property Team hold quarterly meetings with the Diocese where we review and discuss strategic and operational property matters; specifically identifying any capital work schemes that exceed £100K to ensure that the Diocese is kept informed of property improvements.

Plymouth CAST will seek a commitment from the Catholic Diocese of Plymouth for additional capital investment into their estate, which has a book value of £220 million which CAST are responsible for but do not own.

To deliver quality Catholic education on behalf of the Diocese, there is a strategic need to work collaboratively where data shows that there is a need to redevelop, expand, or relocate a school to meet demand and future planning. As part of this, we will also consult with the Local Authorities regarding their duties to provide education.

Governance and Management Structure

Plymouth CAST operates a Corporate Landlord structure to deliver efficient property management. Under this approach, responsibility for the management, maintenance and funding of schools' property needs has been transferred from the schools to a centralised Asset Management Team.

Our governance structures are developing to include a specific focus on estates and associated data analysis. Establishing an estates reporting structure will afford a robust, contextual understanding of the estates challenges and opportunities across the Trust.

Every school receives a budget allocation using the Devolved Formula Capital funding, which is pooled across the Trust to spend on a rolling refurbishment programme.

Local support is provided to the school by their Business Manager who aids in compliance and estate related matters.

Working with TDA

We have a Service Level Agreement (SLA) with Torbay Economic Development Company, (TDA) since 2021, for statutory and high-priority maintenance to maintain compliance across the property portfolio. In addition to the SLA management, TDA also provides professional advice.

Repairs and Maintenance

We have implemented a planned maintenance program across the estate to prolong the life of components and minimise reactive maintenance issues. This is delivered by TDA, and the programme is centrally monitored and managed by the Trust's Estates and Facilities Manager.

Each school has its own revenue budget for general repairs and maintenance which is organised and delivered at the local level.

The funding environment for schools over the next five years is highly unpredictable and this makes the process of strategic capital and revenue expenditure on property important.

Department for Education funding

Plymouth CAST receives its estates funding through School Condition Allocation (SCA) and Devolved Formula Capital (DFC) funding agreements.

Investment

The 2021 to 2026 Capital Investment Plan, approved by the Board in 2021, is in place with a value circa £10 million. The source of funding for this programme is a combination of SCA and reinvestment of Trust financial reserves. This funding approach supports the long-term sustainability of the Trust property portfolio.

The Capital Investment Plan has been informed by trust-wide condition surveys undertaken during 2020 to 2021. Condition surveys need to be regularly updated so that they remain relevant, and the capital programme is kept up to date.

Annually, the capital programme is reviewed, and sense checked by the Trust's Estates and Facilities Manager with technical support from the TDA Property Service team.

This approach allows us to make informed judgements about financial and market capacity for capital revenue expenditure for the ensuing year, considering works that require programming in the summer holidays to avoid pupil disruption.

It also factors in other considerations. For example, the Trust's ambition for estate sustainability, energy reduction and carbon reduction, and the embedding of the principles of *Laudato Si'*.

Estate achievements since Trust inception in April 2014

Since the formation of the Trust in 2014 we have had some key achievements to raise standards and to improve efficiencies across the Estate.

Estate Achievements

Sustainability

- We harmonised all energy contracts across the Trust in partnership with Zenergi and secured a timely 3-year fixed rate contract from October 2021 which has protected the Trust from significant energy price increases until October 2024. Circa £1 million saving per annum based on current consumption figures.
- We have designed a Trust Net Zero Strategy in conjunction with 3 -e Associates, a trusted partner.
- We were successful with our Salix Public Sector Decarbonisation Scheme application receiving funding for St. Mary's in Penzance with our scheme for decarbonising the school.

Health and safety

- We have improved health and safety performance and management systems across the Trust measuring performance against Devon Health and Safety audits. Each school has achieved a minimum 95% compliance rate.

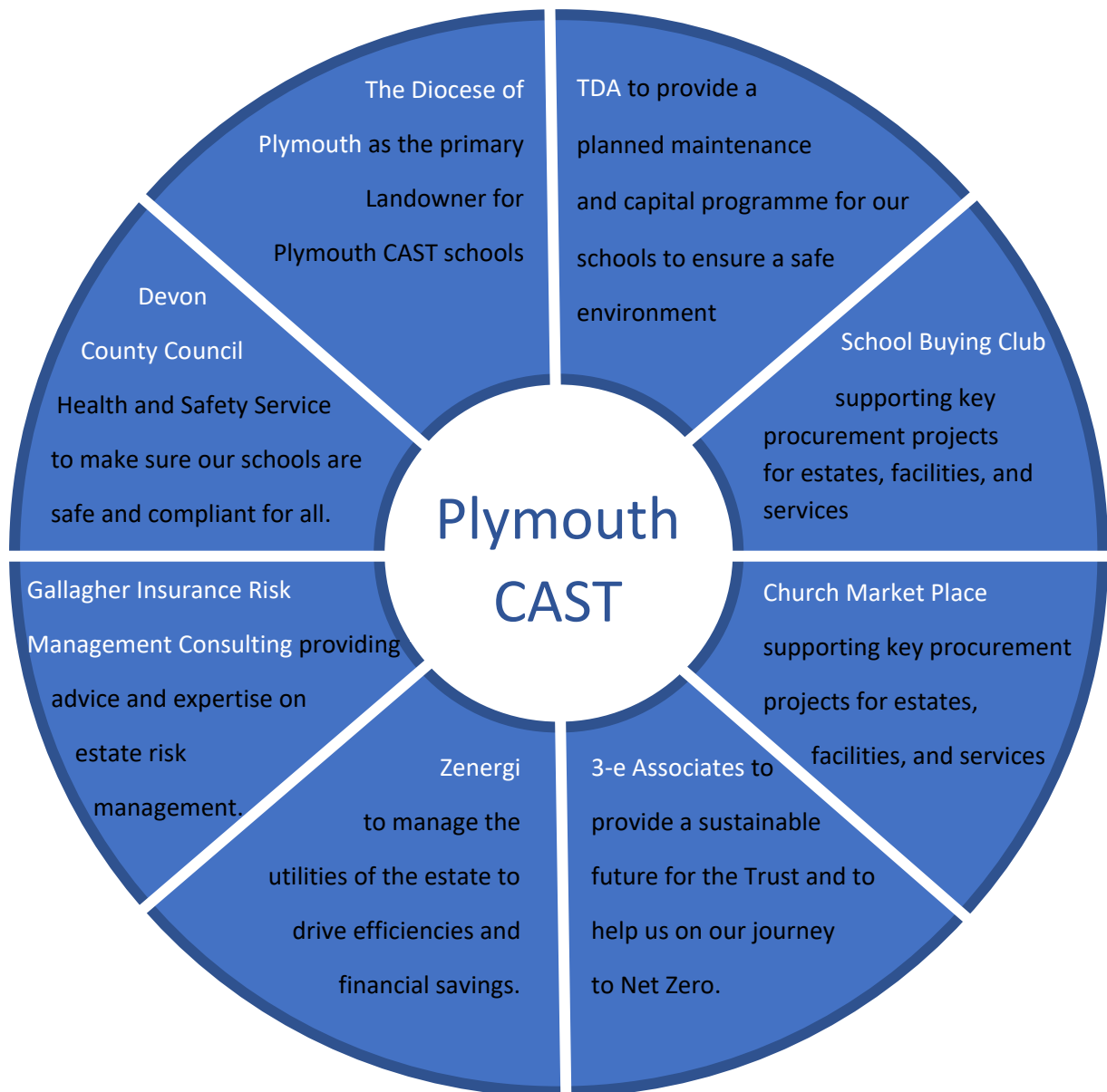
Asset management

- We developed a 5-year capital investment programme for delivery.
- Created a school property performance process and assessment tool to help measure the efficiency of the individual schools across the estate.
- Engaged TDA to provide a professional support service to ensure that the Trust has an effective planned preventative maintenance programme in place. This allows the Trust to comply with its statutory regulations and to seek continuous improvements in developing and monitoring the Estate.

Customer satisfaction

- In conjunction with TDA and SLA contractors we have held regional meetings across the Trust to allow opportunities for discussion and feedback.
- Survey Monkey feedback now measures school satisfaction with TDA service provision.

To help deliver our Estate Vision, Plymouth CAST is committed to working in partnership with the following stakeholder and providers.



Key Objectives and Operational Priorities 2023-2028

5-year Estates Strategic Objectives

Utilisation

1. We will use estate performance data to inform strategic decision making to ensure the future sustainability of Plymouth CAST.

Efficiency

2. We will strive to achieve key targets and milestones identified in the Trust Net Zero Strategy.

3. Best Value

We will identify estate performance opportunities to reduce school occupancy costs.

Modernisation

4. We target at least £1 million per year to be reinvested to meet the need of our schools.

Modernisation

5. We will review each school to ensure that it gives a good impression and its ethos to staff, students and visiting officials.
Schools will be well designed, well maintained, and welcoming in accordance with the estate vision. This will include redevelopment to achieve greater sustainability, functionality, and effectiveness in the delivery of excellent education, as opportunities arise. The Trust will seek commissions for redevelopment of the estate in collaboration with the Catholic Diocese of Plymouth.

Modernisation

6. We will maintain a safe and healthy environment for all pupils and staff and will strive for full compliance in health and safety audits.

Vision	Our schools will be safe, attractive, and welcoming to all . They will provide stimulating and creative spaces for learning and collaboration, providing a purposeful environment for our students and staff to achieve their best , inspired by our Gospel values . They will be inclusive and sustainable beacons in our communities, seeking to minimise impact on the environment and adaptable to meet changing educational needs.							
Strategic Aims	1. To ensure that every pupil is educated in a safe and stimulating environment, inspired by the Gospel, leaving us with a vision of service for humanity, especially the vulnerable							
	2. To ensure that every pupil receives an excellent education, which fulfils their academic potential, and provides each with the qualifications, skills and qualities that will help them to thrive in adult life.							
	3. To ensure that CAST is a fully sustainable Trust with well-developed leadership at all levels, which provides all the necessary resources and equipment to fulfil its educational ambitions.							
	4. To ensure that all schools share a unified vision of a single family of schools, with a deeper sense of unity and alignment across the Trust.							
Estate Strategic Objectives	UTILISATION		EFFICIENCY		BEST VALUE		MODERNISATION	
Asset Management Objective	Space utilisation	Fit for purpose	Space optimisation	Reducing environmental impact	Reducing occupancy cost		Maintenance cost	User satisfaction
Action Plans	5-year capital plan		Net Zero & Sustainability			Rolling refurbishment		

Over the next 5
years, we will
identify
opportunities to
deliver change to
the estate to ensure
optimum delivery
of education.

Key Objectives and Operational Priorities 2023 to 2028

Objective 1

We will use estate performance data to inform strategic decision making to ensure the future sustainability of Plymouth CAST.

Background

Currently, high-level finance and procurement reports for the estate are provided to the Finance & Resources Committee. We will improve the level of information and estates data made available to the Board to support with strategic decision making, by designing reporting structures, with a focus on estate metrics, as well as capital financial data.

So, what do we mean by this?

We will use comprehensive data metrics comprising of condition survey information, operational efficiencies, and utilisation statistics to improve the depth of our understanding of the estate to inform our strategic planning.

What is the current situation as of 2023?

Our Finance and Resources Committee typically focuses on financial matters, including budgeting, procurement, and resource allocation. While this committee may touch upon estates-related issues, its primary focus is not specifically on the buildings and infrastructure of the academy trust. Consequently, the reporting of estates information through this committee is limited, potentially leading to a lack of understanding and attention to the Trust's physical assets.

Improved Estates Reporting:

Estates reporting at Committee level will have two distinct elements:

1. Capital plan / budget / resource / procurement implications aligning with cyclical reports provided to the Finance and Resources Committee.
2. Risks that the Trust is exposed to through the condition of the estate aligning with cyclical reports provided to the Audit and Risk Committee. It is acknowledged that these reports might include areas for the attention of the Finance & Resources Committee from a resourcing perspective.

The CEO's report (including updates on the cyclical CAST / Diocese premises and estates review meetings), Finance & Resources Committee Chair's update and Audit & Risk Committee Chair's update is the mechanism to provide the full Board with the holistic overview of estates matters within the Board's meeting cycle to enable the Lead Director for Estates to lead the Board's discussions in this area, supported by SELT Officers to assist the Board to make fully informed decisions and oversee the maintenance, development, and effective utilisation of all schools.

Comprehensive Oversight and Balanced Decision-Making:

A cross-board approach, consisting of the Finance and Resources Committee, the Audit and Risk Committee and the full Board will ensure comprehensive oversight and balanced decision-making for the Trust. The Education and Standards Committee will continue to monitor the learning environments of all CAST schools. Each committee would have its specific focus and responsibilities, enabling an integrated approach to governance and management.

The Finance and Resources Committee will continue to oversee financial matters, including budgeting for estates-related projects and resource allocation. The Audit and Risk Committee will maintain its role in ensuring compliance, internal controls, and financial audits. Detailed focus and updates from Committees will enable the full Board to have a sharp focus on addressing the specific needs, challenges, and strategic planning.

What is the action plan?

Revised estates reporting systems will enable the Trust to enhance its governance and management structures, improve utilisation of resources, and address the unique requirements of its estates. This cross-board approach will foster a balanced decision-making process and provide the necessary expertise to meet the Board's aims of continued improvement.

How do we evidence progress on achieving this?

Utilise existing estate performance data to form the basis of discussion by the Board Committees.

Develop and review a range of estates related documents. For example: -

1. Capital Spend Plan - informed by condition survey.
2. Operational 5-Year Plan – to aim to work towards net zero goals and Trust directive goals.
3. Strategic 5–10-Year Plan - for looking at the big picture and forward vision.

Review

The Estates and Facilities Manger will be responsible for providing the Plymouth CAST Board with an annual report which will outline progress made against this plan.

Actions, objectives, and estate performance will be updated on a regular basis to reflect changes priorities and actual work completed and will be presented to the Board Committees for review and approval.

Objective 2

We will strive to achieve key targets and milestones identified in the Trust Net Zero Strategy.

Background

The need for a strategic and co-ordinated response to the climate crisis is clearly recognised by the Trust Senior Executive Leadership Team (SELT). We are ambitious for the Trust to achieve Net-Zero, which is in line with the principles of the Diocese of Plymouth and the wider Catholic Church.

So, what do we mean by this?

The CAST Sustainability Strategy will require a significant change in culture and behaviour and 'top-down' investment, with senior leaders developing a compelling vision that can be clearly and simply communicated to secure the buy-in from all stakeholders.

What is the current situation as of 2023?

Working with strategic partners such as 3-e Associates, HDS Decarbonisation, TDA, and School Property Matters we are implementing a Trust wide Net Zero Strategy and Pathway starting with:

- 1- Supporting all schools to sign up to the Eco Schools Programme.
- 2- Supporting all schools to sign up to the DfE's National Education Nature Park initiative.
- 3- Planned Buildings & Estate workstream activities over the first an initial three-year period in support of energy efficiencies and decarbonisation.
- 4- Planned Procurement workstream activities with a focus on carbon tracking and Sustainability and Net-Zero reduction targets built into all service delivery contracts and procurement decisions.

It is recognised that independent or self-generated funding sources will be required to deliver this strategy.

What is the action plan?

The CAST Sustainability Strategy comprehensively details the Trust's action plans across scope 1, 2 and 3 carbon emissions.

How do we evidence/ mark progress on achieving this?

Regular progress and information reports will be made to the Board of Directors.

Objective 3

We will identify estate performance opportunities to reduce school occupancy costs.

Background

The Trust will carry out a comprehensive local and regional review of schools to look at the performance of the estate and current provision with due regard for the Catholic Vision and Values. We will identify opportunities within the estate where improvements which support this vision, and the Board's strategic goals can be made.

So, what do we mean by this?

We will identify operational shortfalls, compliance issues and future requirements. We will seek opportunities for change, better use of space and property rationalisation.

We will not be restricted by current financial constraints, where forward planning might enable the Vision to be realised.

We will identify opportunities for long-term strategic goals to be delivered as appropriate to the estate vision. This will include financial savings through efficiencies and the benefits offered through a whole Trust approach by expanding the centralisation of services and provisions where possible.

What is the current situation as of 2023?

There is comprehensive estate data across the Trust which can inform and support the strategic decision-making processes at school and Board levels.

Current financial constraints limit the capacity for major investment within the estate. Robust tendering processes are established to maintain financial efficiencies supported by the continued centralisation of services.

What is the action plan?

Long-term planning will provide the foundations for implementing elements of the estate vision. This can also be used to support ad hoc government funding where plans are ready-packaged and in place to attract immediately released government funds.

Areas of focus will include the Trust Net-Zero strategy, and a financial review of current and projected operational costs.

How do we evidence/ mark progress on achieving this?

We will regularly review estates related documents, such as: -

1. **Operational 2-year plan** - for operational suitability to deliver the Vision Statement.
2. **Operational 5-year plan** - for delivering net zero goal and Trust directives.
3. **Strategic 5–10-year plan** - for looking at the big picture and forward vision.

Regular progress and information reports will be made to the full Board and Board Committees as appropriate.

Objective 4

We target at least £1 million per year to be reinvested to meet the need of our schools.

Background

The priority for the Trust is to ensure that works identified in condition surveys can be completed to fulfil our estate vision and achieve an A-grade condition rating in all schools.

So, what do we mean by this?

This will be achieved through the delivery of the 5-year capital plan. This will require the utilisation of multiple funding sources including Trust reserves where possible, in addition to estate monies received from the Department of Education.

Funding is critical to maintain the estate and achieve strategic goals and objectives of the Board, to address operational risks and meet legislative compliance.

What is the current situation as of 2023?

The Capital Spend Plan is developed and informed by 5-year condition survey.

We work with key stakeholders to identify alternative funding provisions, for specific scopes of work.

What is the action plan?

For the budget year 2024 to 2025, we will implement a 3-year rolling programme for condition surveys with 12 schools surveyed per year. This would highlight concerns, risks, and strategic opportunities and keep our information current and relevant.

We continue to explore alternative funding sources and continue to work with key stakeholders.

How do we evidence progress on achieving this?

We will regularly review estates related documents, such as: -

1. **Capital Spend Plan** - informed by condition survey.
2. **Operational 5-Year Plan** - for delivering net zero goal and Trust directives.
3. **Strategic 5–10-Year Plan** - for looking at the big picture and forward vision.

Regular progress and information reports will be made to full Board and Board Committees as appropriate.

Objective 5

We will review each school to ensure that it gives a good impression and its ethos to staff, students and visiting officials.

Schools will be well designed, well maintained, and welcoming in accordance with the estate vision. This will include redevelopment to achieve greater sustainability, functionality, and effectiveness in the delivery of excellent education, as opportunities arise. The Trust will seek commissions for redevelopment of the estate in collaboration with the Catholic Diocese of Plymouth.

Background

The Trust objective is that every school presents a welcoming environment for visitors where the Catholicity of the school is clear and evident in the school environment.

So, what do we mean by this?

To ensure all our schools meet this objective, every school will have a Gateway Impact Assessment completed using a standardised scoring criterion.

We need to identify: -

- *What impression do the schools give to new, prospective parents and the wider community?*
- *Is the school EYFS provision as good as it can be or needs to be?*
- *What are the thoughts and opinions of staff and students who use the spaces provided?*
- *Does the quality of the estate influence the quality of education and the number of pupils?*

What is the current situation as of 2023?

We have identified that there is no standardised approach to evaluate the quality of the school environment. As such, development and improvement works are reactive and piecemeal.

What is the action plan?

Upon completion of this assessment, the Trust will devise a strategy and action plan to target key areas within schools across the Trust. This will raise the standards of the school environment to improve user satisfaction and improve its attractiveness to prospective parents. One of our evaluation tools will be an audit document to assist the delivery of baseline data capture for all schools within an initial 12-month period.

How do we evidence progress on achieving this?

Regular progress and information reports will be made to the Board of Directors and Board Committees. Areas of focus will include condition survey data, updates, and progress on the capital investment plan and rolling refurbishment plans.

Objective 6

We will maintain a safe and healthy environment for all pupils and staff and will strive for full compliance in health & safety audits.

Background

We use data from a range of different areas from internal checks and due diligence to Safeguarding Audits and Reviews and OFSTED results.

External health and safety audits are completed by our Competent Person – Devon Health and Safety Service. We mandate 3-yearly audits for primary schools, and for secondary schools six audits covering different areas are completed, with 2 completed per annum.

Significant and transformational progress has been made since 2017 when the centralised health and safety provision was implemented. In 2022, the Trust achieved 95% minimum compliance for all schools for the first time.

So, what do we mean by this?

We will continue to maintain our compliance with health and safety legislation across the Trust. We will conduct condition-based repairs identified in surveys and technical reports to maintain a safe and healthy environment.

What is the current situation as of 2023?

All schools have a compliance audit score above 95% which meets the Board's minimum threshold for compliance.

The common theme stopping schools from achieving complete compliance is the resolution of non-conformities identified in Water Hygiene Risk Assessments, where there are several low and low-medium related actions outstanding in schools across the Trust.

What is the action plan?

We will strive to complete or mitigate every identified non-conformity across the Trust by the end of the academic and budget year 2023 to 2024.

We will engage a provider to conduct condition-based surveys of our schools in 2024 to maintain accurate and up to date data on the state of our schools.

How do we evidence progress on achieving this?

Updates on completed and outstanding audit actions are reported to the Health & Safety Committee. School compliance scores and a Trust Action Tracker are provided to the Audit & Risk Committee for monitoring purposes.

Finance

Operational costs

A 5-year £10 million budget was approved by the Plymouth CAST Board of Directors in 2021.

Financial considerations

The backlog maintenance figure identified in the condition surveys for 2021 was a sum circa £10 million. The 2021 to 2026 capital investment programme is reducing this backlog figure by £7 million and the improved planned maintenance programme across the entire estate is also helping to address this.

In the budget year 2021 to 2022, the Board supplemented DfE funding with £2.5 million of Trust reserves. Annual surpluses will be reinvested into the estate when available and appropriate.

With limited funding from the DfE for sustainable technologies, the Board have taken the decision to self-fund Heat Decarbonisation Plans for all Trust schools. This action will provide insight into options for improving Estate efficiencies and reducing the Trusts Carbon Footprint.

Limitations or restrictions

Any significant strategic changes to the school estate will require advance planning, benchmarking, and consultation with stakeholders, including the Catholic Diocese of Plymouth.

Value for Money

The Trust seeks value for money in all aspects of estate management, including: -

- Reviewing contracted services
- Maintaining a robust and creative approach to procuring services and an effective Tendering Policy.
- Reducing reactive maintenance costs by packaging work and investing in long-term solutions.
- Developing partnerships with other Trusts and an agreed network of suppliers.

All procurement complies with the Trusts policies and procedures for financial regulations.

We work with TDA to source local contractors where practicable to maintain due diligence and consistent approach across the geographically dispersed estate.

Alternative funding sources

Plymouth CAST will prioritise the identification of external grant funding, and where appropriate make applications. Funding examples include: -

- Public Sector Decarbonisation Scheme (PSDS) applications are available annually for the funding of new sustainable heating technologies and building energy efficiency improvements.

- Climate Action Fund – Energy and Climate. This National Lottery Community Fund allows for applications to be made for investment into new and sustainable technologies such as solar PV car port and battery storage.
- We will explore the opportunities for working with a strategic partner for the investment in carbon reduction and energy efficiency projects across our Estate.
- We will explore the possibility of entering into Operating Lease agreements for solar and LED lighting where financially sensible to do so.

Laudato Si'

“Young people demand change. They wonder how anyone can claim to be building a better future without thinking of the environmental crisis and the sufferings of the excluded.”

Francis 2015a, para.13

“Humanity still has the ability to work together in building our common home.”

Francis 2015a, para.13

“All of us can cooperate as instruments of God for the care of creation, each according to his or her own culture, experience, involvements and talents.” *Francis 2015a, para.14*

Background

Laudato Si' is an encyclical letter written by Pope Francis, published on the 18th of June 2015. Encyclicals are open letters written by the Pope.

Laudato Si' discusses the damage being inflicted on the Earth by humans and calls ‘on every person living on this planet’ to make urgent changes to our lifestyles and how we consume energy to protect the planet.

It deals with many environmental issues including: -

- Pollution.
- climate change.
- water.
- loss of biodiversity.
- decline in the quality of human life.

In his letter Pope Francis implores us to work together to create a better world for future generations and asks us to make the necessary changes in our lives to take care of, respect and value our ‘common home.’



Version Control	Last Reviewed and Updated	Approved by
Version 0.1	21.07.2023	
Version 0.2	06.10.2023	
Version 1.0	08.12.2023	Plymouth CAST Board