



Estate Management Strategy and Climate Action Plan - 2025/2026 to 2035/2036

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1. Estate Vision

The purpose of the estates vision is to provide a clear statement of the objectives and methods to be employed by Inspire Multi Academy Trust, to ensure its buildings support the Trust's strategic objectives, whilst preserving or increasing asset value.

The Trust aims to ensure that, so far as it is reasonably practicable, the estate is fit for the purpose intended, complies with current legislation and is maintained to provide a safe, secure and welcoming environment suitable for educating children.

Academy budgets and capital allocations are used for proactive, reactive and cyclical maintenance of existing building structure and fabric, electrical services, statutory inspections, equipment, and grounds maintenance.

The Estate Management Strategy and Climate Action Plan outlines the framework on which all building maintenance, new capital works projects and management operations should be based to ensure a consistent approach in the planning, management and reporting of building maintenance.

In addition to supporting the Trust's strategic and visionary aims, we are committed ensure the highest standards of health and safety, through a diligent process of risk management including identification and management of key risks, protecting and making best use of assets, to ensure that the Trust can deliver its educational objectives.

In the context of this document, our risk management approach involves minimising the risk of unforeseen major defects or failures, which may adversely affect the operation of the Trust or an individual academy, or cause harm to pupils, staff or visitors.

To this end, we have an effective maintenance strategy which mitigates the potential for claims against the Trust associated with negligence and statutory non-compliance matters.

2. Purpose of the Estate Strategy

The Estate Strategy and Climate Action Plan sets out the short, medium and long term plans of the Trust, in relation to our land and buildings and includes measures to support our schools to work toward a reduction in their carbon footprint, through agreed climate actions and investment in lower carbon initiatives.

Where practicable, when renewing assets or making investments in the estate, we will endeavour to ensure cost, energy and environmental impact is minimised whilst ensuring the Trust has the facilities available to deliver a high-quality education offer to all pupils.

3. Estate Management Team

Our estate management team includes the following colleagues:

Academy/Service Area	Name	Role
Central Leadership Team	Emma Bolton	Trustee (Health and Safety and Estate Management Lead)
	Joanne West	Chief Executive Headteacher
	Allison McCully	Chief Finance and Operations Officer (Sustainability Lead)
	Stephen Brownhill	Head of Finance and Operations
	Simon Allan	Head of Governance and Compliance
Burnside Academy	Leona Kelly	Headteacher
	Lesley Dodds	School Business Manager
	Michael Cook	Site Supervisor
Farringdon Academy	Claire McDermott	Headteacher
	Sue Connelly	School Business Manager
	Gary Leonard	Site Supervisor
	Wayne Allan	Site Supervisor
Fatfield Academy	Nicky Dowdle	Headteacher
	Sharon Ely	School Business Manager
	Rob Scott	Site Supervisor
New Penshaw Academy	Stephanie Johnson	Headteacher
	Hannah Brown	School Business Manager
	Paul Rowan	Site Supervisor
Plains Farm Academy	Lesley Cassidy	Headteacher
	Michelle Barrass	School Business Manager

	Wayne Allan	Site Supervisor
	Kevin Byers	Site Manager

4. History of the Inspire Estate

Inspire Multi Academy Trust was formed in December 2012, and the history of the Trust is outlined below:

Timeline	Academy	Description
December 2012	Farringdon Academy	Farringdon Primary School academised, forming Inspire Multi Academy Trust and Farringdon Academy.
April 2013	New Penshaw Academy	New Penshaw Primary School achieved academy status and joined Inspire Multi Academy Trust.
April 2013	Plains Farm Academy	Plains Farm Primary School achieved academy status and joined Inspire Multi Academy Trust.
July 2016	Burnside Academy	Burnside Primary School achieved academy status and joined Inspire Multi Academy Trust.
July 2016	Fatfield Academy	Fatfield Primary School achieved academy status and joined Inspire Multi Academy Trust.

5. Assets – Land and Buildings

Across the estate, Inspire Multi Academy Trust operate the following land and buildings:

Academy	Asset	Tenure	Term	Expiry
Farringdon Academy	Main School Building and Land	Leasehold – Sunderland City Council	125-Years	December 2137
	Playing Fields			
	Sports Hall			
New Penshaw Academy	Main School Building and Land	Leasehold – Sunderland City Council	125-Years	April 2138
	Playing Fields			
Plains Farm Academy	Main School Building and Land		125-Years	April 2138

Academy	Asset	Tenure	Term	Expiry
	Playing Fields	Leasehold – Sunderland City Council		
	Multi Use Games Area			
Burnside Academy	Main School Building and Land	Leasehold – Sunderland City Council	125-Years	July 2141
	Playing Fields			
	Community Hub			
Fatfield Academy	Main School Building and Land	Leasehold – Sunderland City Council	125-Years	July 2141
	Playing Fields			

6. Assets – Plant and Machinery

Across the estate, all current boilers run on gas. Cost estimates are based on a like-for-like replacement however, it is our ambition to reduce our carbon footprint and replace these heating systems with a more environmentally friendly option such as heat pumps of biomass in the future, where capital funds or grant funding becomes available:

Academy	Asset	Installation Date	Expected Lifespan and Renewal Date	Renewal Cost Estimate
Farringdon Academy	Boilers – KS1	1990	25-Years 2015	£150k
	Boilers – KS2	1990	25-Years 2015	£150k
	Boiler - Sports Hall	2010	15-Years 2025	£40k
New Penshaw Academy	Boilers	1990	25-Years 2015	£150k
Plains Farm Academy	Boilers	1990	25-Years 2015	£150k
Burnside Academy	Boilers – KS1	1990	25-Years 2015	£150k
	Boilers – KS2	2018	25-Years 2043	£40k
Fatfield Academy	Boilers	2016	25-Years 2041	£150k

7. Inspection and Reporting

Across the Trust, we undertake a thorough inspection regime, to ensure that any defects or repairs are addressed swiftly, to prevent injury to site users. Our current inspection programme includes:

- Daily premises walks by site team colleagues, to identify any items which require remedial action.
- Daily vigilance by staff and pupils, reporting any issues or concerns to the site team, for remedial action to be taken.
- Monthly premises walks by school-based estate management team colleagues to identify any repairs, alterations or improvements and to organise the necessary remedial action.
- Termly fire audits are completed by the Trust's Site Manager, to ensure all premises related statutory and compliance checks are completed and recorded for audit and inspection purposes.
- Termly premises inspection by the central team's Health and Safety representatives, to support academy colleagues to identify any repairs, alterations or improvements and facilitate the necessary remedial action. An action log is maintained and populated by School Business Managers, to determine progress against actions.
- Termly premises reports are produced by School Business Managers, for review by the Finance, Staffing, Audit and Risk Committee.
- Termly Estate Management and Health and Safety Report is produced by the central Health and Safety Team, for review by the Board of Trustees.
- Annual Asset Management Plans.
- Condition Data Collection (CDC) Surveys (as required by DfE).

8. Short Term Priorities

Short term priorities are categorised as those which require action over the next 12-months and an ongoing basis. These include:

- Maintain all buildings in a condition which is consistent with the Trust's service delivery needs.
- Ensure buildings, services and grounds comply with legislation and are kept in a safe condition thereby mitigating against potential claims in respect of negligence and statutory non-compliance matters.
- Ensure the planning, procurement and delivery of maintenance and capital works projects achieves value for money in line with the Trust's Finance Policy and the DfE Academy Trust Handbook.

- When undertaking maintenance, replacing or renewing faulty items consideration **MUST** be given to reducing carbon emissions and improving energy efficiencies wherever possible across the Trust.
- Review CDC or Asset management Plan surveys for each site annually to prioritise and plan works according to need and schedule timetable of works forward 12-months.

9. Medium Term Priorities

Medium term priorities are categorised as those which require action over the next 12 to 60-months. These all items listed above, as well as:

- Review CDC or Asset Management Plan surveys for each site annually to prioritise and plan works according to need and schedule timetable of works forward for the next 60 months.
- Review individual academy needs annually based on pupil numbers and building net capacity. Report findings to the Finance, Staffing, Audit and Risk Committee.
- Investigate all potential opportunities to further develop academy sites to help mitigate falling rolls and attract a growing number of pupils onto the academy roll.
- Ensure the Estate Management team are aware of potential MAT growth and are able to provide additional support and accommodate extra responsibility of duty as required.
- Ensure all capital works projects create suitable environments which enhance the staff and pupil experience whilst maximising energy efficiencies in the Trust's approach to reduce its carbon footprint.
- Review energy prices in the wider market on a minimum 5-yearly basis to ensure value for money continues to be achieved.
- Develop a Maintenance, Refurbishment and Asset Renewal Schedule, to support the implementation of a rolling programme of works, whilst securing effective budget planning and management. Through project planning and procurement, consideration **MUST** be given to reducing carbon emissions and improving energy efficiencies wherever possible across the Trust. Items in scope will include:
 - Flooring
 - Decoration
 - Doors and Windows
 - Pointing and Brickwork
 - Roof Coverings and Insulation
 - Outdoor Play Equipment (fixed)

- Hard Standings
- Boilers and Ancillary Equipment
- Lighting (internal and external)

10. Long Term Priorities

Long term priorities are categorised as those which require action over the next 12 to 120-months. These all items listed above, as well as:

- Renew Asset Management Plans every 2-years using an external professional body to undertake this task.
- Review CDC or Asset Management Plan surveys for each site to consider potential projects for Condition Improvement Fund (CIF) bids. Secure long term financial investment via CIF funding for capital projects as appropriate. Consideration must be given to reducing energy consumption and moving towards being a carbon neutral Trust at every opportunity.
- Continue to monitor the DfE communications on the new school building programme, securing school rebuild or renovation funding, where available. Consideration must be given to reducing energy consumption and moving towards being a carbon neutral Trust at every opportunity.

11. Condition Improvement Fund Completed and Future Projects

The following table outlines CIF projects completed to date, as well as future CIF projects and where relevant, any carbon reduction:

Academy	Projects Completed	Carbon Impact	Future Projects	Carbon Impact
Burnside Academy	Flat roof replacement and insulation project completed in 2017/2018.	Thermal efficiency improved linked to insulation.	Boiler Replacement – Air Source Heat Pump with Solar Window and door replacement.	Reduction in gas dependency with carbon reduction, energy efficiency and reduced utility costs. Increased thermal and energy efficiency reduces utility costs.
Farringdon Academy	Flat roof replacement and insulation project completed in 2017/2018.	Thermal efficiency improved linked to insulation.	Boiler Replacement – Air Source Heat Pump with Solar	Reduction in gas dependency with carbon reduction, energy efficiency

	Flat roof replacement and insulation project in 2025/2026.		Window and door replacement.	and reduced utility costs. Increased thermal and energy efficiency reduces utility costs.
Fatfield Academy	Roof replacement and insulation project completed in 2018/2019.	Thermal efficiency improved linked to insulation.	Boiler Replacement – Air Source Heat Pump with Solar Window and door replacement.	Reduction in gas dependency with carbon reduction, energy efficiency and reduced utility costs. Increased thermal and energy efficiency reduces utility costs.
New Penshaw Academy	Flat roof replacement and insulation project completed in 2017/2018. Flat roof replacement and insulation project completed in 2019/2020.	Thermal efficiency improved linked to insulation.	Boiler Replacement – Air Source Heat Pump with Solar Window and door replacement.	Reduction in gas dependency with carbon reduction, energy efficiency and reduced utility costs. Increased thermal and energy efficiency reduces utility costs.
Plains Farm Academy	Flat roof replacement and insulation project completed in 2017/2018. Flat roof replacement and insulation project completed in 2018/2019.	Thermal efficiency improved linked to insulation.	Boiler Replacement – Air Source Heat Pump with Solar Window and door replacement.	Reduction in gas dependency with carbon reduction, energy efficiency and reduced utility costs. Increased thermal and energy efficiency reduces utility costs.

12. Climate Action Plan

Decarbonisation

Action	Steps	Timeline	Resources
Create a decarbonisation plan for each school that includes its heating systems.	<p>Use helpful guides to develop a plan that detail the steps needed to remove gas boilers and improve energy efficiency in buildings.</p> <p>Speak to experts who support schools in funding applications.</p> <p>Carry out actions set out within the plan.</p>	12-60 months	<p>Staff: Estate Management Team</p> <p>Cost: Potentially free, however, some costs for professional surveys and reports may be needed to support bids (circa. £3,000 per project).</p> <p>Potential Decarbonisation Scheme or CIF bid.</p>
Assess buildings for draughts and leaks to reduce heat loss and heating demand.	<p>Assess building for areas of heat loss.</p> <p>Install draft excluders and fill gaps or voids to help prevent heat loss.</p> <p>Use energy saving trust for more tips.</p>	12-24 months	<p>Staff: Estate Management Team</p> <p>Cost: circa £1,000 (draft excluders, sealant etc.)</p>
Assess how well we are using our existing heat system/s.	<p>Check BMS reports to ensure heating systems are running efficiently and correctly.</p> <p>Reduce heat demand, where possible to identified zones.</p>	Autumn 2025 and annually thereafter.	<p>Staff: Estate Management Team</p> <p>Cost: Free</p>

Reduce energy costs and emissions by installing reflector panels behind radiators.	Locate external wall radiators. Install reflector panels behind them.	Autumn 2025	Staff: Estate Management Team Cost: £500
Reduce carbon emissions in our buildings by installing motion sensors so lights switch off automatically when not in use.	Research most appropriate motion sensors for areas of your school (classrooms/ corridors). Hire contractors to install the motion sensors. Set lag times for sensors – 15 minutes for classrooms, 5 minutes or less for corridors or toilets. Train staff to use and maintain the sensors.	12-24 months	Staff: Estate Management Team Cost: tbc
Reduce carbon emissions in our buildings by changing the light bulbs to LED bulbs in each school building.	Undertake audit of the current situation and develop options to replace lightbulbs. Purchase LED lights and replace existing lightbulbs over a 5-year period.	12-60 months	Staff: Estate Management Team Cost: £ tbc
Change behaviours in our academies by running a ‘Switch-off’ campaign.	Encourage pupils and staff to turn off lights, computers, screens and other electrical devices when not in use.	Immediate and Ongoing	Staff: Estate Management Team, Teachers Cost: Free

	<p>Explore auto switch off of PCs with IT provider.</p> <p>Provide information to parents/carers in school newsletters.</p> <p>Monitor meter readings and energy usage.</p>		
<p>Install solar panels on the roof to increase use of renewable energy and reduce energy bills.</p>	<p>Use solar panel calculator to assess need.</p> <p>Undertake feasibility assessment to see if the building is suitable.</p> <p>Contact a local community energy group for advice.</p>	<p>As Funding Permits</p>	<p>Staff: Estate Management Team</p> <p>Potential Decarbonisation Scheme bid.</p>
<p>Retrofit our buildings to produce/ reduce energy consumption by Installing air source heat pump.</p>	<p>Remove gas boilers and replace with heat pumps.</p>	<p>As Funding Permits</p>	<p>Staff: Estate Management Team</p> <p>Potential Decarbonisation Scheme or CIF bid.</p> <p>Cost: circa £200k per academy.</p>

Resilience and Adaption

Action	Steps	Timeline	Resources
Develop emergency response plans to build resilience in the school.	<p>Establish protocols for rapid recovery after climate events.</p> <p>Ensure you are proactively planning to mitigate risk for vulnerable staff and pupils, including those with preexisting health vulnerabilities and social vulnerabilities.</p>	12- months	<p>Staff: Estate Management Team</p> <p>Cost: Free/ Low</p>
Adjust school hours for periods of extreme weather.	Have a policy in place for adjusting hours during periods of extreme weather.	As required	<p>Staff: Estate Management Team</p> <p>Cost: Free</p>
Monitor heat in classrooms.	<p>Install classroom heat sensors.</p> <p>Train staff to be able to use them and identify when dangerous heat levels are reached.</p> <p>React to levels with appropriate policy and procedure.</p>	TBC	<p>Staff: Estate Management Team, Teachers</p> <p>Cost: Low</p>
Provision in policy to relax dress code in periods of hot weather.	<p>Encourage pupils and staff to wear loose, light-coloured clothing.</p> <p>Sunhats.</p> <p>Sunscreen.</p>	As required	<p>Staff: Estate Management Team</p> <p>Cost: Free</p>

	Teachers should also encourage children to take off their blazers and jumpers.		
Increase knowledge of resilience and adaptation by raising awareness and educating.	<p>Integrate climate education into the curriculum.</p> <p>Involve pupils and staff in resilience-building activities.</p>	Immediate and Ongoing	<p>Staff: Teachers</p> <p>Cost: Free</p>
Review sites for the physical impacts of climate change by installing Sustainable Drainage Systems to reduce flood risk (SuDS).	<p>Explore options based on flood risks on school grounds.</p> <p>Choose an option for type of SuDs.</p> <p>Options:</p> <ul style="list-style-type: none"> A. Rain gardens (linear and non-linear) B. Swales C. Filter drain D. Detention basin E. Pond F. Permeable surfaces (grass and woodchip) G. Wetland H. SuDS rain planters <p>Install the chosen system.</p> <p>Train staff on how to use and maintain.</p>	Within 60-120 Months	<p>Staff: Estate Management Team</p> <p>Cost:</p> <ul style="list-style-type: none"> A. Linear: £60-120/m² - Non-linear£30-60/m² B. £1,100/m² - £2,100/m² C. £4,000-£7,800/m² D. £1,100/m² - £2,100/m² E. £2,700 - £6,000 F. £36/m² - £68/m² (grass) G. £70/m² - £140/m² (woodchip) H. £1,600 - £3,100 I. £2,000 - £4,500

<p>Prepare sites for the physical impacts of climate change by installing hard floor resilience measures to reduce flood risk.</p>	<p>Explore options based on flood risks on your school grounds</p> <p>Choose an option for type of hard floor options:</p> <p>A. below ground B. attenuation tank C. flood door barrier</p> <p>Waterproof canopy.</p>	<p>Within 60-120 Months</p>	<p>Staff: Estate Management Team</p> <p>Cost: Dependent on building size:</p> <p>A. ~£6000 - £13,500 B. ~£400-£900 C. ~£1800-£2500</p> <p>Note: where possible nature-based solutions like SuDS measures above are preferred.</p>
<p>Prepare sites for the physical impacts of overheating from climate change by installing ventilation and cooling.</p>	<p>Explore options based on flood risks on your school grounds</p> <p>Choose an option for type of ventilation and cooling</p> <p>Options:</p> <ul style="list-style-type: none"> • Natural ventilation • Cool roofs • shading through tree planting • insulation <p>Train staff on how to use and maintain.</p>	<p>Within 60-120 Months</p>	<p>Staff: Estate Management Team</p> <p>Cost: Varied depending on chosen scheme</p>
<p>Prepare sites for the physical impacts of overheating from</p>	<p>Locate suitable positioning for solar shading.</p>	<p>Within 60-120 Months</p>	<p>Staff: Estate Management Team</p>

<p>climate change by installing sail shading.</p>	<p>Purchase sail shading.</p> <p>Install grounds shade: sail</p> <p>Train staff how to use and maintain.</p> <p>Encourage pupils to use during periods of hot weather.</p>		<p>Cost: £ tbc</p>
<p>Prepare our sites for the physical impacts of climate change by installing water efficient fixtures.</p>	<p>Conduct a review/ audit of water fixtures.</p> <p>Identify possible areas of efficiency.</p> <p>Measures:</p> <ul style="list-style-type: none"> • low flow taps • dual flush toilets • rainwater harvesting <p>Install fixtures.</p> <p>Train staff how to use and maintain.</p>	<p>Within 36-months</p>	<p>Staff: Estate Management Team</p> <p>Cost: Low</p>
<p>Prepare our schools for the physical impacts of climate change by installing rainwater harvesting systems.</p>	<p>Conduct a review/ audit of potential rainwater harvesting locations.</p> <p>Install fixtures.</p> <p>Train staff how to use and maintain.</p>	<p>Within 36-months</p>	<p>Staff: Estate Management Team</p> <p>Cost: varied, depending on system used</p>

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Sustainable Travel

Action	Steps	Timeline	Resources
Reduce car/bus trips by using public transport.	Use public transport for school trips instead of hiring coaches/buses.	Immediate and Ongoing	Staff: Teachers Cost: Free if bus passes are obtainable/ Often cheaper than coach/ car hire
Encourage active travel by providing cycle skills for pupils.	Organise external cycle skills lessons for pupils to improve their skills and safety on their bikes Extend to parents and carers. Extend to teaching staff.	Immediate and Ongoing	Staff: Teachers Cost: Free
Encourage active travel by providing bike/ scooter storage.	Locate suitable and secure space within school grounds. Install cycle storage/ scooter storage for pupils to use to lock their bikes.	Within 12-months	Staff: Estate Management Team Cost: £1k-£5k

Encourage active travel by providing cycle to work scheme for school staff.	Enrol schools in the cycle to work scheme. Promote amongst staff.	Within 36-months	Staff: Estate Management Team Cost: Free to sign up
Encourage active travel by providing walking buses.	Create a walking bus to school.	Within 12-24 months	Staff: Headteachers Cost: Free

Waste and Recycling

Action	Steps	Timeline	Resources
Reduce waste by banning single use plastic water bottles.	Get school branded water bottles. Ensure access to fresh drinking water (drinking fountains) for refills.	Immediate and Ongoing	Staff: Estate Management Team Cost: Low

Reduce waste by lowering single use plastic.	Review the procurement policy and identify any single use plastics that can be eliminated.	Immediate and Ongoing	Staff: Estate Management Team Cost: Low
Encourage reuse of uniform by running second-hand uniform event.	Run a uniform event at school for second hand uniform exchange and purchase.	Immediate and Ongoing	Staff: Estate Management Team Cost: Free

