

# EAST AYRSHIRE COUNCIL

CABINET – 21 APRIL 2010

## SCHOOL ESTATE MANAGEMENT PLAN 2009

### Report by Executive Director of Educational and Social Services

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek Cabinet approval of the 2009 School Estate Management Plan and its submission to the Scottish Government.

#### 2. BACKGROUND

- 2.1 Local authorities are required to submit an annual School Estate Management Plan (SEMP) to the Scottish Government, which details the status of the existing school estate, the vision for the estate, the required capital investment to meet this vision and timescales within which this vision would be achieved.
- 2.2 Scottish Government guidelines require a full SEMP Review to be completed every 5 years with a summary document produced annually. A full SEMP will be submitted in 2010 following a full review.
- 2.3 The original SEMP required by the Scottish Government, completed in 2005, highlighted that investment of £98 million was required to meet the Council's vision for schools and set a timescale of 15 years for this vision to be met.
- 2.4 Cabinet will note that the Scottish Government have specifically requested this information for primary, secondary and special schools only and that the investment requirement excludes all Early Years and Community Learning establishments.

#### 3. SCHOOL ESTATE MANAGEMENT PLAN 2009

- 3.1 The Schools Estate Management Plan is attached to this report. In summary the document:-
- restates the Council's vision for the school estate;
  - provides an update on progress made during 2008/09;
  - Identifies future investment planned to deliver
    - The Better Schools Better Learning Programme
    - Education Capital Programme – Significant Schemes
    - Education Capital Programme – Refurbishment Works
  - sets out how the Council can achieve its desired standards for the school estate.

**3.2** The Schools Estate Management Plan indicates as at 2008 that there is still a significant surplus capacity in schools. The Department of Educational and Social Services, will continue to monitor the situation and examine the methods by which excess capacity can be reduced. Surplus capacity requires ongoing revenue expenditure, including building maintenance, heating, lighting and other resources and therefore restricts the flexibility available to deal with other priority estates related matters.

#### **4. FINANCIAL / LEGAL IMPLICATIONS**

**4.1** The capital investment detailed in Section 4 of the School Estate Management Plan amounts to £61.02m

#### **5. COMMUNITY PLAN IMPLICATIONS**

**5.1** The 2009 SEMP is designed to support the Council's Community Plan by :-

- Improving Health and Wellbeing;
- Promoting Lifelong Learning;
- Delivering Community Regeneration
- Improving Community Safety

#### **6. RECOMMENDATIONS**

It is recommended that Members of the Cabinet:-

- (i) approve the 2009 School Estate Management Plan;
- (ii) agree to its submission to the Scottish Government;
- (iii) ask the Executive Director of Educational and Social Services to produce future reports on the School Estate Management Plan as necessary to Cabinet, and
- (iv) otherwise note the contents of this report.

Graham Short  
Executive Director of Educational and Social Services

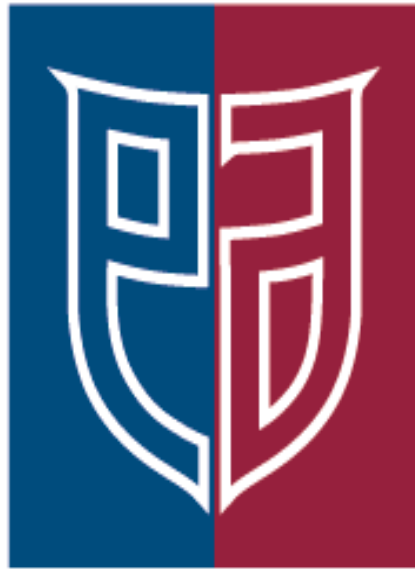
3 March 2010

### **LIST OF BACKGROUND PAPERS**

Cabinet – 11 February 2009 – Capital Investment Programme 2009/10 to 2018/19

Members wishing further information should contact Andrew Kennedy, Acting Head of Facilities Management, Tel: (01563) 576089

**IMPLEMENTATION OFFICER: ANDREW KENNEDY**



**East Ayrshire**  

---

**COUNCIL**

**Department of Educational and Social Services**

**School Estate Management Plan**

**December 2009**

# CONTENTS

	<b>PAGE</b>
<b>1. INTRODUCTION</b>	
1.1 The Community Plan and Council's Vision Statement	2
1.2 Introductory Statement by the Executive Director of Educational and Social Services	3
<b>2. UPDATE</b>	
2.1 Introduction	5
2.2 The School Estate, School Capacity and Pupil Rolls	5
2.3 Progress During 2008/09	6
<b>3. SCHOOL ESTATE – VISION AND INVESTMENT STRATEGY</b>	
3.1 Council Vision for the School Estate	9
3.2 The Council's Capital Investment Strategy	9
3.3 Resource Allocation	10
3.4 Preferred Option Strategy	11
3.5 Timetable	11
<b>4. PLANNED IMPROVEMENTS TO THE SCHOOL ESTATE</b>	
4.1 Better Schools : Better Learning	12
4.2 Education Capital Programme - Significant Schemes	12
4.3 Education Capital Programme - Refurbishment Works	13
4.4 Grounds for Learning	13
<b>5. SUPPLEMENTARY INFORMATION</b>	
5.1 Communication Strategy	14
<b>APPENDIX</b>	
1 School Capacities	15
1. INTRODUCTION	

## 1.1 The Community Plan and Council's Vision Statement

The Community Plan is the Council's overarching policy document and sets key themes around which the Council and its Community Planning Partners deliver services to the citizens of East Ayrshire :-

- Improving Health and Wellbeing
- Promoting Lifelong Learning
- Delivering Community Regeneration
- Improving Community Safety

The Community Planning partners have developed the following vision:-

**“East Ayrshire Council will be a place with strong, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs”.**

This vision is supported by Cabinet which has approved the following vision statement for Educational Services:-

**“The Department of Educational and Social Services is committed to:-**

- **providing a choice;**
- **maximising opportunity for all;**
- **developing the potential of individuals; and**
- **meeting needs through inclusion”**

The Council is also committed to providing services which match its key values of quality, equality, access and partnership.

This statement covers every aspect of the Department's work including the management and development of educational establishments. Previous School Estate Management Plans highlighted the development and improvement in the fabric of school buildings as a key component in the facilitation of the learning and teaching process. The Council believes this will significantly contribute to meeting the themes of the Community Plan.

## 1.2 Introductory Statement by the Executive Director of Educational and Social Services

Previous School Estate Management Plans have outlined the key themes of priority to be considered when improving our educational facilities:-

- reducing surplus capacity;
- addressing maintenance issues;
- meeting statutory requirements of DDA legislation; and
- improving property flexibility
- supporting a Curriculum for Excellence.

We continue to invest significant resources into our school buildings in a prioritised manner, recognising the long term nature of the modernisation work. We do, however, remain committed to achieving a school estate which will provide positive opportunities for learning and teaching.

Our ***Building Learning Communities*** – School PPP project has seen the creation of four outstanding educational facilities at Grange, Mauchline, Shortlees and St Joseph's. The seven schools involved are equipped with the latest technology to deliver the curriculum and also provide excellent facilities for use by the wider community.

In addition to the PPP schools, the new Galston Primary and Nursery School, was opened in August 2008 at a total cost of £9.3m. This exciting new facility incorporates a large number of green and energy efficient measures; extended IT facilities and external teaching areas. A two classroom extension at Dunlop Primary was completed in May 2008 and a further three classroom extension to Stewarton Academy was completed in September 2009.

Following formal consultation in November 2007, The Council's ***Better Schools : Better Learning*** Initiative aims to address some of the poorest buildings in East Ayrshire. The Council has approved £31.64m for the five schemes in this programme.

Use of the Council's own capital programme and the former School Fund has seen significant investment in all of our non PPP primary and secondary schools, with substantial refurbishment work in 2008/2009 totalling £3.68m.

In 2009 the Council received confirmation that Gargieston Primary and Nursery Class would receive a contribution totalling £6.35m through the Scottish Futures Trust for a new build facility at the existing site.

We constantly strive to improve the facilities in which teachers and pupils work and learn. This ensures that buildings can meet the needs of the formal curriculum and adapt to accommodate the flexibility which is required. Our long term vision is to constantly improve the service offered to all learners,

regardless of age, and this will allow the citizens and staff of East Ayrshire meet the challenges and opportunities of the 21<sup>st</sup> Century.

**Graham Short**  
**Executive Director of Educational and Social Services**

## 2. UPDATE

### 2.1 Introduction

The Council has previously identified its long term themes for improving the school estate, which have been restated in section 1.2 above. The SEMP identifies the following criteria to be assessed before investment or rationalisation decisions are taken :-

- school capacity;
- current and projected school rolls;
- running costs;
- required capital investment;
- changes to the curriculum;
- suitability for curriculum delivery; and
- wider community requirements

### 2.2 The School Estate, School Capacity and Pupil Rolls

The school estate in East Ayrshire has the following establishments :-

- 11 nursery schools;
- 17 nursery classes within primary schools
- 5 family centres (including two which are part of a primary school and managed by the Head Teacher);
- 44 primary schools;
- 9 secondary schools; and
- 4 special schools.

From the last census date of September 2008 there are 5250 available spaces in primary and 2226 in secondary. As previously reported the school pupil population is expected to fall to 16,915 by 2011. It is therefore evident that further rationalisation of space is required. The Council will continue to examine the methods by which excess capacity can be reduced.

In the knowledge of a falling population and requirement for school places, forward looking and imaginative options which secure the future of existing school buildings become significant.

When considering rationalisation of spaces the Council is committed to providing high quality local service delivery to support the communities of East Ayrshire. Previous Estate Plans have detailed how schools can be successfully adapted to accommodate office and support staff who are not directly involved in the learning and teaching process. The Council takes consideration of the following when determining investment priorities:-

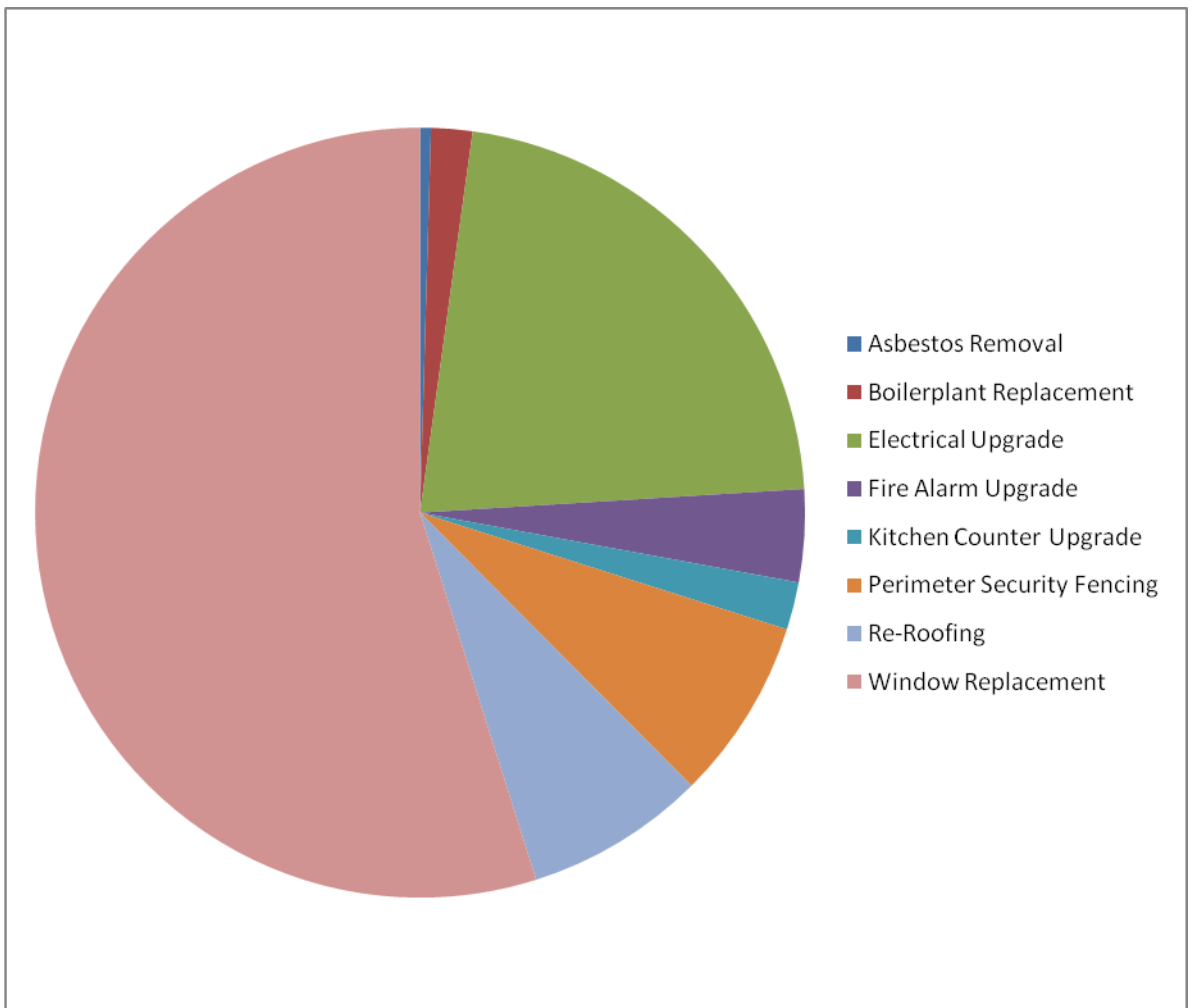
- future roll projections;
- the needs of local communities;
- the current and likely future needs of the curriculum; and
- cost / benefit analysis of spending proposals.

## 2.3 Progress During 2008/2009

### Refurbishment Works

Substantial works to the value of £3.68m has improved many aspects of the school estate and is summarised below.

<b>NATURE OF WORK</b>	<b>EXPENDITURE 2008/2009</b>
Asbestos Removal	£16,676
Boilerplant Replacement	£63,632
Electrical Upgrade	£803,690
Fire Alarm Upgrade	£143,017
Kitchen Counter Upgrade	£73,562
Perimeter Security Fencing	£281,336
Re-Roofing	£278,845
Window Replacement	£2,019,807
	<b>£3,680,565</b>



### Significant Schemes

A number of significant schemes were completed during financial year 2008/2009 and the table below shows expenditure in 2008/2009 together with the overall cost of the project.

<b>SUMMARY</b>	<b>2008/2009 EXPENDITURE</b>	<b>OVERALL PROJECT COST</b>
Dunlop Primary – Two Classroom Extension	£187,112	£1,239,401
Galston Primary – New Build	£3,327,297	£9,567,880
Stewarton Academy – Three Classroom Extension	£447,420	£571,112
<b>TOTALS</b>	<b>£3,961,829</b>	<b>£12,617,794</b>

### Condition Ratings

The Council's continuing investment in the school estate has had a positive impact on the overall condition of schools across the school estate. The following table summarises the status at May 2009 and contains information relating to the previous two years. The upward trend clearly highlights that the Council's Capital Investment Strategy is making significant progress in achieving its aims and objectives

A : Good	Performing well and operating efficiently
B : Satisfactory	Performing adequately but showing minor deterioration
C : Poor	Showing major defects and/or not operating adequately
D : Bad	Economic life expired and/or risk of failure

### Summary of All Schools

	<b>No of Schools</b>	<b>A Condition</b>	<b>B Condition</b>	<b>C Condition</b>	<b>D Condition</b>
2008/2009	57	11	34	11	1*
2007/2008	58	6	41	7	4
2006/2007	59	3	39	12	5

\*The only school remaining in the Condition D banding is St Xavier's Primary School. The following tables show the number of schools in each condition rating for each sector for the last three years.

### Primary Schools

	<b>No of Schools</b>	<b>A Condition</b>	<b>B Condition</b>	<b>C Condition</b>	<b>D Condition</b>
2008/2009	44	7	25	11	1
2007/2008	45	5	32	6	2
2006/2007	46	2	31	10	3

### Secondary Schools

	<b>No of Schools</b>	<b>A Condition</b>	<b>B Condition</b>	<b>C Condition</b>	<b>D Condition</b>
2008/2009	9	2	7	0	0
2007/2008	9	0	7	1	1
2006/2007	9	0	6	2	1

### Special Schools

	<b>No of Schools</b>	<b>A Condition</b>	<b>B Condition</b>	<b>C Condition</b>	<b>D Condition</b>
2008/2009	4	2	2	0	0
2007/2008	4	1	2	0	1
2006/2007	4	1	2	0	1

The information contained in the above tables is taken from the Core Facts submissions

## 3. THE SCHOOL ESTATE – VISION AND INVESTMENT STRATEGY

### 3.1 Council Vision for the School Estate

The Council's approach to the management of the school estate is incorporated within the Council's Asset Management Strategy which supports the delivery of the Council's strategic objectives.

When assessing departmental objectives, the following criteria, and those set out in Section 2.1, are evaluated and form the basis of investment decisions which will continue to provide educational establishments which are fit for purpose and meet the increasing needs of a sustainable school estate.

- to meet the ethos of inclusion;
- to be safe and welcoming places for both students and staff;
- to be able to deliver a 21<sup>st</sup> Century curriculum;
- to be environmentally sound; and
- to provide enhanced community use.

### **3.2 The Council's Capital Investment Strategy**

The Council's Capital Investment Strategy provides a framework for capital investment with projects aligned to the Council's asset management aspirations. It indicates how capital investment contribute to the achievement of the Council's key objectives and priorities, how resources will be allocated across service demands, and encourages cross service strategies. The key objectives of the strategy are therefore to:

- Ensure that investment proposals draw on robust consultation, option appraisal and transparency in prioritisation
- Facilitate joint and cross-service working
- Establish a clear framework for managing and monitoring the capital programme aligned with the principles of Best Value
- Demonstrate and communicate to stakeholders through effective reporting the performance of both on-going and completed schemes

The Council seeks to implement an appropriate mix of capital investment solutions that will enable key objectives to be met and ensure that its capital resources are focussed on the provision of assets deemed to deliver the most efficient, effective and economic approach.

### **3.3 Resource Allocation**

The following sources of funding are used to meet the vision and preferred option strategy for the school estate.

#### **Education Capital Programme - Significant Schemes**

The Council's 10 year Capital Programme takes cognisance of obligations to continually invest in the existing school estate and is prepared in collaboration with the Department of Finance and Asset Management.

Substantial funding allocations enables significant schemes to be developed, these would include:-

- New School buildings
- Extensions to existing buildings
- Major remodelling and refurbishment of existing buildings

#### Education Capital Programme - Refurbishment Works

The Council's resources are allocated to projects in a prioritised manner. The introduction of an asset management database has facilitated the collection and analysis of sophisticated property data which allows informed decisions to be taken when allocating funds to specific schools or projects. Funding allocations are scrutinised and approved by Cabinet.

Refurbishment work will include the following:-

- Electrical upgrades
- Boiler plant replacements
- Window replacement programmes
- General classroom refurbishments
- Practical subject room upgrades
- Building security
- Accessibility

#### Revenue Savings and the Prudential Framework

Under the Prudential Framework revenue savings can be utilised to fund capital investment. Officers are presently examining ways of generating savings which can then be used to augment present investment levels. All recommendations which arise from this exercise will require approval by the Council's Cabinet.

The Executive Head of Finance has confirmed that revenue savings of £70,000 per annum can finance investment of £1 million.

#### PPP

Further to the initial investment of £76 million, the Scottish Government have confirmed revenue support of £4.3 million per annum for the lifetime of the contract. The Council will contribute the remainder of the Unitary Charge through:-

- current revenue running costs of the schools involved;
- savings from staffing as a result of rationalisation;
- central contribution from CRA funds; and
- a Council commitment to underwrite any further funding gap.

#### Scottish Futures Trust

On 17 June 2009 the Cabinet Secretary for Education and Lifelong Learning announced £1.25 billion school building programme, which aims to deliver 55 new schools across Scotland and which will receive £800m of Scottish Government funding support.

Following the Cabinet Report of 29 October 2009, submission of two projects to the Scottish Government, there was confirmation of a contribution totalling £6.35m through the Scottish Futures Trust for a new build Gargieston Primary and extended Nursery Class to take account of existing demand

### **3.4 Preferred Option Strategy**

The SEMP clearly sets out the aspirations of the Council in providing schools that are fit for the 21<sup>st</sup> Century and has identified the following options as the preferred route to meet the vision for the school estate:-

- Continue to reduce surplus capacity;
- Continue the improvements in the school building stock; Continue to invest in improving accessibility to schools; and
- Continue improvements in building stock to stimulate wider community use.

These themes underpin all investment proposals for the school estate.

### **3.5 Timetable**

The 2005 SEMP set out a timescale of 15 years to achieve the Council's vision for the school estate. This time is consistent with current resource allocations, although the level of any revenue savings may influence the time period.

## **4 PLANNED IMPROVEMENTS TO THE SCHOOL ESTATE**

### **4.1 Better Schools : Better Learning**

The East Ayrshire Better Schools : Better Learning Programme was a formal consultation initiated to address issues identified within SEMP by rationalising school accommodation, addressing under capacity and improving the schools estate to provide schools fit for a 21<sup>st</sup> century education.

The results of the consultation exercise launched in November 2007 were presented to and approved by the Council in March 2008. This initiative will see a further investment of £31.64 million into the Schools Estate over the next five years and will include the:-

- Merger of Witchhill and Woodstock Special Schools in a new state of the art facility on a new site

£10.00m

- Merger of Cairnhill and Castle Primary Schools into the Castle Primary site following major refurbishment work and extension £9.60m
- Co-Location of St Xavier's Primary School to a new build Patna Primary School with links to a multi occupancy facility £9.00m
- Refurbishment and remodelling of Littlemill Primary School £1.32m
- Refurbishment and remodelling of Sorn Primary School £1.72m

#### 4.2 Education Capital Programme - Significant Schemes

Cabinet approval of the Council's 10 Year Capital Investment Programme secured funding for the following schemes:-

- Extension to Darvel Primary School to provide a replacement dining hall/kitchen; 3 classrooms and the relocation of Darvel Nursery School to the new facility £5.00m
- Two Replacement Primary Schools – one in the North of the authority and one in the South £19.00m

#### 4.3 Education Capital Programme - Refurbishment Works

In addition to the significant schemes approved by Cabinet, funding was also secured for refurbishment works to schools over the next four years as follows:-

- 2009/2010 £3.095m
- 2010/2011 to 2012/2013 £2.285m

#### 4.4 Grounds for Learning

##### Background

Building Better Schools 2009 recommends Councils "*Consider how to make best use of School Grounds and the outdoor spaces as an integral part of the learning environment ensuring that landscape design is at a par with building design*"

## Current Position

The total East Ayrshire Primary School estate is 630,046m<sup>2</sup>, of this the indoor floor area is 93,674m<sup>2</sup> which represents 14.8% of potential teaching space.

The total Secondary School estate 549,177m<sup>2</sup>, of this the indoor floor area is 104,006m<sup>2</sup> which represents 18.9% of potential teaching space.

Data collected from six random primary schools in 2009 showed that there is considerable potential to improve school grounds for learning, health, sociability and sustainability.

## Objectives

In addition to the objectives stated below, the Department has a commitment to ensure that, as far as possible, all new project designs will incorporate significant facilities for Outdoor Learning.

### Objectives for 2010/2011

- Identify long term management objectives for the School Grounds
- Gather data on the quality of School Grounds – suitability and condition
- Review options and set out more detailed plans in the 2011 SEMP
- Ensure a high standard of learning-led design for outdoor spaces in new schools and refurbishments

## **5 SUPPLEMENTARY INFORMATION**

### **5.1 Communication Strategy**

The Council values highly its communication strategy with internal and external stakeholders. Very positive comments have been received from HMIE previously in this regard.

All investment decisions are taken after liaison with school staff and parent councils. A strong example of this is the level of Elected Member and officer consultation with pupils, parents and community groups for the PPP projects and Better Schools – Better Learning Initiative.

The Council actively promotes:-

- Elected Member and officer visits to schools
- Meetings with individual parent councils;
- Discussion of property matters at Head Teacher meetings;
- Full and open public consultation on school estate management issues;
- Distribution of the annual SEMP document to Head Teachers and Chairs of Parent Councils;

- Liaison with Community Planning partners to promote increasingly integrated working;
- Officer attendance at Community Councils; and
- Discussion of property matters at Pupil Council meetings.

Through these steps the Council is keen to promote further stakeholder involvement in the improvement of the school estate.

## APPENDIX 1

### SCHOOL CAPACITIES - AS AT SEPTEMBER 2008

#### PRIMARIES

ESTABLISHMENT	WORKING CAPACITY	SCHOOL ROLL	SURPLUS CAPACITY
ANNANHILL PRIMARY	467	392	75
AUCHINLECK PRIMARY	418	235	183
BARSHARE PRIMARY	333	183	150
BELFIELD PRIMARY	442	189	253
BELLSBANK PRIMARY	253	118	135
CATRINE PRIMARY	207	117	90
CROSSHOUSE PRIMARY	285	199	86
CROSSROADS PRIMARY	75	56	19
DALMELLINGTON PRIMARY	158	120	38
DALRYMPLE PRIMARY	156	144	12
DARVEL PRIMARY	340	309	31
DRONGAN PRIMARY	543	277	266
DUNLOP PRIMARY	125	112	13
FENWICK PRIMARY	194	153	41
GALSTON PRIMARY	457	285	172
GARGIESTON PRIMARY	377	316	61
GREENMILL PRIMARY	597	302	295

HILLHEAD PRIMARY	341	153	188
HURLFORD PRIMARY	358	275	83
KILMAURS PRIMARY	364	216	148
KIRKSTYLE PRIMARY	430	333	97
LAINSHAW PRIMARY	382	236	146
LITTLEMILL PRIMARY	80	30	50
LOANHEAD PRIMARY	426	308	118
LOGAN PRIMARY	199	76	123
MAUCHLINE PRIMARY	452	325	127
MOUNT CARMEL PRIMARY	427	226	201
MUIRKIRK PRIMARY	207	114	93
NETHER ROBERTLAND PRIMARY	434	356	78
NETHERTHIRD PRIMARY	284	198	86
NEW CUMNOCK PRIMARY	389	212	177
NEW FARM PRIMARY	317	225	92
NEWMILNS PRIMARY	250	171	79
OCHILTREE PRIMARY	158	114	44
ONTHANK PRIMARY	722	494	228
PATNA PRIMARY	399	172	227
SHORTLEES PRIMARY	489	250	239
SILVERWOOD PRIMARY	416	267	149
SORN PRIMARY	103	66	37
ST ANDREW'S PRIMARY	467	358	109
ST JOHN'S PRIMARY	207	53	154
ST PATRICK'S PRIMARY	207	77	130
ST SOPHIA'S PRIMARY	142	94	48
ST XAVIER'S PRIMARY	116	37	79
<b>TOTALS</b>	<b>14193</b>	<b>8943</b>	<b>5250</b>

## SCHOOL CAPACITIES - AS AT SEPTEMBER 2008

### SECONDARIES

<b>ESTABLISHMENT</b>	<b>USABLE PLACES</b>	<b>SCHOOL ROLL</b>	<b>SURPLUS CAPACITY</b>
AUCHINLECK ACADEMY	1518	1016	502
CUMNOCK ACADEMY	1334	977	357
DOON ACADEMY	459	360	99
GRANGE ACADEMY	1395	1176	219
JAMES HAMILTON ACADEMY	1028	737	291
KILMARNOCK ACADEMY	1053	719	334
LOUDOUN ACADEMY	1258	988	270
STEWARTON ACADEMY	818	749	69
ST JOSEPH'S ACADEMY	841	756	85
<b>TOTALS</b>	<b>9704</b>	<b>7478</b>	<b>2226</b>