

MILLTHORPE SCHOOL

ASSET MANAGEMENT PLAN 2012/2017

1.0 INTRODUCTION

This Plan sets out the school's priorities for investing in its assets for the next five years.

The guiding principles for the Plan are:

- To make the most effective use of the school's funds and resources
- To develop the school environment to support the teaching and learning experience
- To find long-term solutions
- To find solutions that support sustainability and minimise negative impact on the environment

The Plan links to SP8 in the 2012/13 School Improvement Plan: Develop the school environment to improve the student experience.

The Plan is a working document and will be reviewed and updated on a regular basis to reflect actual work completed and changing priorities.

2.0 KEY THEMES and DRIVERS

2.1 Strategic Approach

In order to invest effectively in its assets, the school will adopt a long term strategic view. This will entail:

- Using data from stock condition surveys to prioritise the work required over the next five years.
- Seeking the opinion of students and staff about how work should be prioritised and how individual solutions should be reached
- Considering the future requirements of the school and anticipating changes to government policy and statutory and legal obligations
- Making informed judgements about future financial capacity for capital and revenue expenditure.

2.2 Health & Safety

The health, safety and wellbeing of users of the school remain of the highest priority. This will include particular focus on:

- Security
- Access
- Checking, reporting and maintenance procedures for school buildings and equipment

2.3 Value for Money

The school will seek value for money in all aspects of asset management, including:

- Reviewing contracted services
- A robust and creative approach to procuring services (e.g. more competitive tendering, joint procurement, partnership arrangements)
- Reducing reactive maintenance costs by packaging works and investing in long term solutions. This will be driven by improved data collection and analysis of reactive work.

2.4 Sustainability

The school will seek solutions that are environmentally sustainable where this is financially viable or beneficial, such as:

- Investing in energy efficiency
- Using or changing to low impact processes and materials
- Reducing consumption of energy, water, consumables and other materials

3.0 FINANCIAL CONTEXT

The funding environment for schools over the next five years is highly unpredictable. The effect of continuing government funding changes and the impact of the academies programme is hard to predict. This plan uses prudent assumptions, based on current funding levels, but regular review will be necessary and this may make a significant difference to what is deliverable.

4.0 STOCK CONDITION AND APPRAISAL

This plan makes use of the last full stock condition survey by the Local Authority in 2011. In addition, a room by room survey of the school was carried out internally in July 2012, and is updated on a periodic basis. A survey of the school was undertaken by Capita Symonds in October 2012 on behalf of the Education Funding Agency but the results will not be available to schools for some time.

ASSET MANAGEMENT PLAN 2012/2017

Last Updated: 3rd December 2012

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1. Reactive Maintenance

- 1.1 This includes the following categories of work:

Minor works:

- minor plumbing
- joinery
- re-glazing
- minor plastering, tiling and bricklaying
- reactive re-decoration, cleaning and graffiti removal
- other minor works

Rolling programmes of minor improvements:

- tarmacking, paving, removal of trip hazards
- trimming trees and shrubs

Low cost cyclical works:

- Clearing roofs, gutters and drains

1.2 Analysis of maintenance jobs logged via the TES Foundation system shows a typical spend of approx. £500 per month on this category of repairs, hence a budget of £5000 per annum is allowed, based on a 40 week academic year.

2. **Programme of Cyclical Works**

2.1 These include the following categories:

- Decoration (internal and external)
- Flooring (carpets and vinyl)
- Curtains and blinds
- Monitoring, servicing and testing
- Grounds maintenance

2.2 Costs

Throughout, costs are based on an average cost per room from the most recent competitive quotes. A 5% per annum uplift is applied to future years to reflect rising costs of materials.

2.3 Re-decoration

A programme of internal re-decoration has been drawn up, based on all teaching areas and public areas (corridors, stairwells and toilets) being painted at least once every two years. Office spaces are re-decorated on a phased basis based on priority to manage costs. Costs are based on an average cost per room, with weightings applied to larger rooms. An allowance of £1000 per annum is also allowed for external re-decoration.

Table 1: Programme of internal re-decoration

Year	Classrooms	Cost	Other Rooms	Cost	Total Cost	External Decoration	Total Cost	Total cost with 5% annual uplift applied
2012/13	34	3400	16	5550	8950	1000	9950	9950
2013/14	22	2200	12	3250	5450	1000	6450	6775
2014/15	28	2800	12	3150	5950	1000	6950	7665

2015/16	28	2800	12	2300	5100	1000	6100	7060
2016/17	28	2800	12	600	3400	1000	4400	5350

Notes

- 2012/13 includes cost of re-painting main house lobby (£4500)
- No. of classrooms in 2013/14 are reduced to bring numbers in line following 'catch up' programme in 2012/13
- Planned re-decorations are tapered from 2016 onwards, to allow for contingencies (e.g. classrooms needing early re-decoration)

2.4 Flooring

All teaching and non-teaching rooms have been prioritised for replacement flooring. The relatively high cost of carpeting and particularly vinyl floors means that the amount completed each year has to be controlled carefully, particularly for non-teaching areas: teaching areas are always given priority.

Table 2: Programme of replacement flooring

Year	No. of rooms (carpet)	No of rooms (vinyl)	Cost	Cost with 5% annual uplift applied
2012/13	14	0	4900	4900
2013/14	11	2	9850	10345
2014/15	8	3	11800	13010
2015/16	4	2	7400	8565
2016/17	1	2	6350	7720

Notes

- Planned replacements are tapered from 2015 onwards, to allow for contingencies (e.g. classrooms needing early re-carpeting)

2.5 Curtains & Blinds

All teaching and non-teaching rooms have been prioritised for replacement curtains or blinds. The relatively high cost of curtains and blinds means that the amount completed each year has to be controlled, particularly for non-teaching areas: teaching areas are always given priority. The plan includes provision to replace curtains with blinds as they become due in A and B Block, as blinds are more effective when using Interactive White Boards.

Table 3: Programme of replacement curtains / blinds

Year	No. of rooms (curtains)	No of rooms (blinds)	Cost	Cost with 5% annual uplift applied
2012/13	0	1	350	350
2013/14	0	15	3750	3940
2014/15	0	12	3000	3310
2015/16	4	13	3250	3760
2016/17	6	4	2500	3040

2.6 Monitoring, servicing and testing

The budget currently allows for £1500 pa for the facilities management contract with the Local Authority, which is primarily a monitoring service for testing and servicing becoming due. The school now has the capacity to manage this monitoring service itself using the TES Foundation system and may withdraw from this service unless savings are offset by loss of additional benefits (such as access to reduced fuel tariffs). An additional £13,500 is currently budgeted for actual servicing, testing and follow-on works, which historically were exclusively provided by or through the Local Authority but are now increasingly procured on the open market. Savings and/or increased value for money will be sought across all of these services wherever possible.

2.7 Grounds Maintenance

The school currently uses the Local Authority's preferred supplier, Mitie, for planned grounds maintenance. This contract has not been market tested for some time, so a re-tendering is planned during 2013. Indicative quotes suggest savings may be modest but a split between fields maintenance (grass cutting and line marking) and gardening / tending beds and shrubs should be better value for money, as much of the work involved in the latter could then be brought in house, using an external consultant for guidance. A bid for funding towards an artificial pitch is also currently under consideration.

3. **Planned and Capital Works**

- 3.1 These are improvement works valued between approximately £500 and £25,000, which the school expects to complete wholly or substantially from within its own budget. Works above the de minimus value of £5000 will be capitalised. The items below are those currently identified as possible

works for completion in 2013/14. Final decisions will be made in consultation with governors, staff and other stakeholders. There is significant competition for limited funds; prioritisation is based on the following considerations in order of importance:

- Health and safety of school users
- Impact on teaching and learning
- Impact on the overall quality of the school environment

Table 4: Planned and Capital Works

Proposed solution	Estimated cost & funding source (Capital Projects budget unless specified)	Reasons this is a priority: what is the impact? (Condition / Suitability)	Value for Money	Sustainability
Install multi zone boiler control – COMPLETED OCT 2012	£5000 SALIX loan	The current heating controls housed at the Local Authority have failed. A more modern system will allow separate zones to be heated when only part of the school is in use (e.g. during evenings)(Suitability)	Works will be procured via the Local Authority. Energy costs should reduce as heating is focused only on the areas that need it, giving a year-on-year saving. A SALIX loan would allow the school to use these savings to help service an interest free loan, thus obviating the need to find capital up front.	Positive: energy wastage will be reduced year on year
Additional external lighting	£1,600	Existing lighting provides poor illumination of many external areas after dark, including the main routes between different parts of the school, particularly for activities taking place after school. This presents safety risks to school users. (Suitability)	Works will be subject to competitive tender of 3 written quotes.	We will seek energy efficient solutions.
Build concrete steps from pathway to hockey pitches /	£5000	Hockey pitches currently only accessible via steep grassed bank. This	Works will be undertaken in house by Site Team.	Low impact

fencing to top of bank		is a slip hazard, particularly in wet weather. (Suitability)		
Signage	£2,500	Current signage is worn, incomplete and not always up to date or clear. New signage is needed to reflect refreshed corporate branding and make site more accessible for a range of users. (Condition)	Works will be subject to competitive tender of 3 written quotes.	Low impact.
Re-wire electric sockets in PC2	£2,500	Availability of sockets does not match layout of room, necessitating the use of multiple multi-socket extension boards, which present a power supply failure and fire risk. A similar job was completed in PC1 in 2012. (Suitability)	Works will be subject to competitive tender of 3 written quotes.	Creates a safer environment.
Repair / replace overhead heaters in Sports Hall.	Awaiting price from CYC	Out of the existing heaters, 2 are faulty and can be repaired, 3 are faulty and are obsolete and a further 9, whilst working now are obsolete and could not be fixed if they did break down. The timers are no longer working. (Condition)	The cost of repairs, replacement of individual heaters (now and in the future), annual servicing and running costs (currently running all day) will be offset against the purchase price of a new low-level system.	Reduced energy consumption.
Replace damaged aluminium ceiling frames in C Block.	£6000	Numerous classrooms show bowing or deformed suspended ceilings. This gives a poor impression of the teaching area. (Condition)	Works will be subject to competitive tender of 3 written quotes. Replacing areas with non-standard tile sizes will reduce the cost of replacing broken tiles.	Low impact
Install LED strip lighting	Approx £35,000 for whole school. Carbon Trust / SALIX loan.	Current strip lighting offers poor efficiency and many units are in a poor condition. Sensors would ensure	SALIX or Carbon Trust loan will be used so that savings in electricity bills are offset against cost.	Positive: energy consumption

		lights are not left on when rooms are not in use. (Condition / Suitability)		will be reduced year on year
Replace gymnasium floor	£19,000 Investigate external funding opportunities for improving community sports facilities	The current woodblock flooring is currently very worn and has had numerous patch repairs made. (Condition)	Works will be subject to competitive tender of 3 written quotes. Will reduce cost of patch repairs. Will make gym more marketable for lettings	Low impact
Install artificial sports pitch	Approx £100,000. 90% of cost from Sport England funding	The school relies entirely on grass pitches for outdoor team sports, which are prone to waterlogging and freezing in poor weather. (Suitability)	A bid for 90% of the funding will be submitted to Sport England. The intention would be for a floodlit pitch that would be available for lettings and community use.	Low impact
Replace roofing, windows and cladding to quad	Quoted at £80,000	The current polycarbonate roof is prone to leaks and doesn't retain heat well. (Condition)	More cost effective solutions would be explored prior to a competitive tender of 3 written quotes.	Low impact

4. **Large Scale Capital Works**

This category of works is subject to successful accessing of external funding through the Local Authority School Capital Programme, or other local, regional or national funding opportunities. Funding opportunities will be monitored, and a portfolio of potential projects will be maintained to allow the school to apply quickly when opportunities arise.

All these items were identified as Priority D2 (second highest priority possible) at the 2011 Stock Condition Survey.

Table 5: Summary of Potential Capital Works in Priority Order

Item	Cost	Notes
Replace main boilers	£200k	Approved by CYC, to be completed by Feb 2013
Lightning protection to main house	£12.5k	No protection in place

Replace temporary classroom unit (E1)	£100k	Unit has outlived useful life
Window / external door replacement (C Block)	£75k	Timber frames are rotten and in poor condition
Window / external door replacement (D Block)	£45k	Timber frames are rotten and in poor condition
Roof replacement (D Block)	£88k	Flat roof is in poor condition
Roof replacement (Gym)	£75k	Flat roof is in poor condition
Replace fixed electrical wiring (A Block)	£62k	Majority of wiring is over 25 years old
Replace fixed electrical wiring (C Block)	£25k	Majority of wiring is over 25 years old
Replace fixed electrical wiring (D Block)	£67k	Majority of wiring is over 25 years old
Replace fixed electrical wiring (Main House)	£121k	Majority of wiring is over 25 years old

5. **Budgetary Considerations**

- 5.1 To clarify the budget management process, the following principle will be applied: firstly, a sum will be set aside for reactive repairs; then provision will be made for the various cyclical programmes, including grounds maintenance. The remaining revenue budget for maintenance will be available for planned works. Capital works will be funded from the allocation of capital funding received from the Local Authority, along with any additional capital funding the school is able to make available. Suitable opportunities for external funding and interest free loans will also be explored.

The revenue budget headers will be changed to support this process as follows:

Table 6: Revised Budget Headers for Maintenance

Service	Current Header	Future Header
Reactive maintenance	10100 Repairs and Maintenance (Reactive)	Repairs and Maintenance (Reactive)
Cyclical maintenance	10100 Repairs and Maintenance (Reactive)	Cyclical Maintenance
Planned works	10100 Repairs and Maintenance (Reactive)	Planned Maintenance

LA Contract	10120 Premises Maintenance Contracts	Maintenance (Servicing and Testing)
Servicing and Testing	10120 Premises Maintenance Contracts	Maintenance (Servicing and Testing)
Planned grounds maintenance	10200 Grounds Maintenance (Planned)	Grounds Maintenance (Planned)
Reactive grounds maintenance	10210 Grounds Maintenance (day to day)	Repairs and Maintenance (Reactive)
Tree maintenance	10230 Grounds Maintenance (Trees)	Grounds Maintenance (Trees)
Furniture	10100 Repairs and Maintenance (Reactive)	Furniture*

*This will no longer be considered a maintenance budget, although the overall maintenance budget may need to be reduced slightly to fund it

- 5.2 Table 7 and Figure 1 below summarise the projected spend on the different elements of reactive and cyclical maintenance over the next 5 years. These figures will be reviewed periodically and used to guide budget setting for future years.
- 5.3 Figure 2 shows the budget remaining for planned works over the next 5 years once all provision has been made for reactive and cyclical works, based both on a total budget fixed at 2012/13 level (£81,700) and showing the additional available if a 5% annual uplift is applied. This does not take account of the contingencies built in to the cyclical programmes, meaning that in practice the amount available for planned works would remain fairly constant across the lifespan of the plan if a 5% annual uplift is applied. (N.b. the figure showing revenue available for planned works in 2012/13 will not necessarily match actual spend, as these budgetary divisions were not in place from the beginning of the financial year).

Table 7: Summary of Projected Costs of Reactive and Cyclical Works

Item	2012/13	2013/14	2014/15	2015/16	2016/17	TOTAL
Reactive Maintenance*	5000	5250	5515	5790	6080	27635
Internal decoration*	9950	6775	7665	7060	5350	36800
External decoration*	1000	1050	1105	1160	1215	5530
Flooring*	4900	10345	13010	8565	7720	44540
Curtains and blinds*	350	3940	3310	3760	3040	14400
Monitoring contract	1500	1500	1500	1500	1500	7500
Servicing and testing*	13500	14175	14885	15630	16410	74600
Grounds Maintenance*	11700	12285	12900	13545	14220	64650
TOTAL	47900	55320	59890	57010	55535	275655
Available for Planned Works (total budget fixed at 2012/13 Level)	33800	26380	21810	24690	26165	132845
Total budget (2012/13 level)	81700	81700	81700	81700	81700	408500
Available for Planned Works (5% annual uplift applied to total budget)	33800	30465	30184	37568	43772	175789
Total budget (with 5% uplift applied)	81700	85785	90074	94578	99307	451444

**5% annual uplift applied*

Figure 1: Column Graph of Projected Costs of Reactive and Cyclical Works (with 5% annual uplift applied)

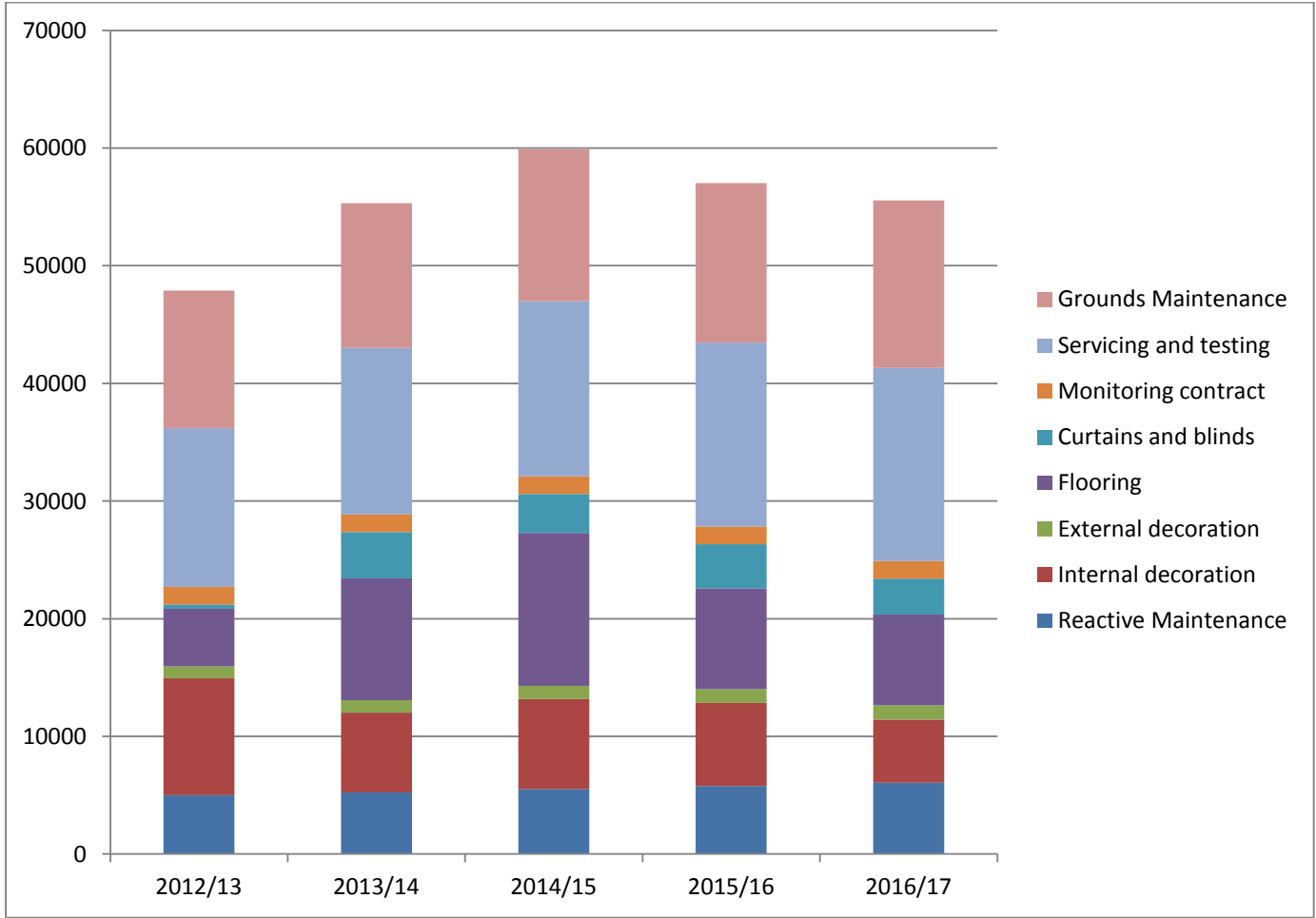


Figure 2: Column Graph of Projected Total Maintenance Spend

(With 5% annual uplift applied to costs, showing total budget frozen and 5% uplift applied to total budget)

