



Estate & Infrastructure Strategy 2023 – 2028

Updated Autumn 2025

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1.0 Introduction and scope

- 1.1 The Heart of Yorkshire Education Group (the Group) was formed in March 2022 following a merger with Selby College. Our three main campuses are Castleford College, Selby College and Wakefield College. Whilst there are three campuses this is under one registration (UKPRN 10007289).
- 1.2 The Group has a good reputation locally and nationally and in the last Ofsted inspection in October 2023 the Group was rated 'Good' overall for every judgment and provision type with a 'Strong' rating for its contribution to meeting regional and national skills needs.
- 1.3 The Group offers an expansive range of post-16 provision, apprenticeships, high education, adult qualifications and distance learning, through its wide variety of full and part-time courses. In addition, the Group works closely with employers locally and nationally to deliver work-based training programmes to meet existing and future skills priorities.
- 1.4 Across the Group's campuses there are approximately 11,000 students accessing provision and the Group currently employs around 900 teaching and support staff.
- 1.5 The Group has an Estates directorate which provide and operate facilities management across the colleges, and the services include property management, and delivery of front of house and health and safety services.
- 1.6 This strategy covers all property owned, rented or leased by the Heart of Yorkshire Education Group.

2.0 Vision and strategic goals

- 2.1 Following consultation with key stakeholders, the Group's vision is:

To create a flexible, safe, sustainable and inclusive campus estate that fosters innovative learning, meets the evolving demands of our students, staff and partners as well as supporting our communities and their wellbeing.

- 2.2 To ensure that there is clear direction and to align property related activities with the Group's overall strategic goals it is important to set out strategic objectives for this strategy.
- 2.3 These objectives help focus efforts, coordinate projects, and define the specific outcomes and timescales for the estate's evolution, making sure that every decision is purposeful and contributes to the delivery of wider strategic goals.
- 2.4 This strategy therefore sets out six strategic objectives as outlined below:

1. Creating Enhanced and Inspiring Learning Environments

The core purpose is to create environments that directly support and elevate the educational experience. This involves a commitment to providing modern, inclusive, and adaptable spaces across all sites. These environments will be designed to cater to a range of teaching, learning and assessment strategies, foster collaboration, and provide state-of-the-art facilities that support vocational

excellence. We will invest in flexible layouts, advanced technology, and high-quality resources to ensure that our physical spaces are a catalyst for innovation and student success.

2. Sustainability and Net Zero Commitment

Our estates strategy is underpinned by a deep commitment to environmental responsibility. We will embed climate resilience and carbon neutrality into all developments, from initial design to day-to-day operations. This includes investing in energy-efficient technologies, renewable energy sources, and sustainable building materials. We will actively work to reduce our carbon footprint, enhance biodiversity on our sites, and ensure our estate is resilient to the impacts of climate change.

3. Optimising Asset Use

To ensure fiscal responsibility and maximise value, this strategy focuses on the rationalisation and repurposing of our existing buildings. We will conduct a comprehensive review of our portfolio to identify underutilised assets and opportunities for consolidation. By optimising space allocation, improving building efficiency, and repurposing existing structures, we aim to reduce operational costs, increase functionality, and ensure every square meter of our estate contributes effectively to our strategic objectives.

4. Creating and Establishing Community Hubs

Our sites are not just places of learning; they are vital community assets. This strategy aims to strengthen their role as community hubs that support local skills development and employer engagement. We will explore opportunities for shared facilities, collaborative projects, and partnerships with local businesses. By fostering stronger ties with our local communities, we can ensure our estates meet broader social needs, provide pathways to employment, and contribute to the economic prosperity of the region.

5. Creating a Healthy and Inspiring Work Environment

Our estate plays a critical role in shaping our organisational culture and supporting our people. The strategy ensures that all spaces are designed and managed to enhance staff wellbeing and professional practice. We will create safe, comfortable, and accessible environments that support effective teaching, collaboration, and administrative work. By providing high-quality, inspiring workplaces, we aim to attract and retain the best talent, foster a positive culture, and empower our staff to deliver exceptional outcomes for our students.

6. Meeting Safety, Security and Compliance Standards

The health, safety, and security of our students, staff, and visitors are non-negotiable priorities. This strategy commits to a robust framework for statutory compliance, ensuring all sites provide secure, accessible, and resilient environments. We will implement modern security measures, maintain rigorous health and safety protocols, and ensure continuous compliance with all relevant legislation and regulations. Our estates will be managed to proactively identify and mitigate risks, providing peace of mind for everyone who uses our facilities.

3.0 Current Asset

- 3.1 The Heart of Yorkshire Education Group includes Wakefield College, Selby College, and Castleford College. In addition to the owned properties, Heart of Yorkshire Education Group is also a tenant to Waterton building, Probation car park, Lightwaves sports facilities, Lightwaves construction facilities and Thornes Park Nursery.
- 3.2 The Group is also landlord to a privately run nursery facility within the grounds of Selby College.
- 3.3 The specific components of each of these are set out below, with the property condition included as appendix 1.

Wakefield College

Wakefield City campus comprises of a number of buildings on a single plot of land. The property on campus comprises of 22,474m². The campus comprises of six separate buildings as detailed below.

Gissing - this is the oldest property originally constructed in 1935. This property was significantly refurbished and extended in 1999. Further internal refurbishments were completed in 2013 and 2019. The Group installed a new heating plant in 2016. The gross internal area for Gissing is 1,911m².

Radcliffe - this main building on the campus was constructed in 1965 and extended in 2014 to incorporate a new science facility. These works were part of an SFA grant that included the refurbishment of the exterior of the property. The property has a gross internal area of 7,839m².

Harrison - this property was originally constructed in the early 1980s. In 2013, the building was substantially refurbished and extended. Harrison is the home of Library and Student Central for the campus. The property has a gross internal area of 3,728 m².

Seacole - this property comprises of 2,176 m² of advanced skills and innovation environments primarily used for the Group's higher education offer. The building is constructed over three operational floors. The ground floor is home to the business lounge, business incubation offices, teaching spaces and a multi-function lecture theatre. The first floor provides engineering labs, specialist design suite and teacher training facilities. The second floor is home to our games, media, and sports science labs.

Beaumont – a 1925 former archive building which has a gross internal area of 3,778m², over four floors. This property was totally renovated in 2019 to create specialist teaching accommodation for Catering, LLDD and teaching rooms.

F Block - this property was constructed in two parts. The original three-story property housed some specialist provision for catering along with teaching and IT classrooms. This part of the building has a gross internal area of 2,370m² and was

constructed in 1966. This element of the building is currently not in use. An extension of 672 m² was completed in 1990 (support building).

Within the city centre, the Group also utilise two leased properties which are:

Waterton Building – this is an English Heritage Grade 2* listed property built in the 1820's. The building has been leased to the Group, under a peppercorn rent agreement by Wakefield Council. This former Museum on Wood Street comprises of 1,032 m² of specialist provision space for performing arts. The property was significantly refurbished and opened to students in September 2012. The age of the property means that it requires constant attention and lacks the levels of energy efficiency of other properties.

Lightwaves Community Leisure – this facility is currently used to support delivery for two curriculum areas. Construction operates within the former swimming pool, which has been converted into workshops in 2012 with a gross internal area of 1,000m². Sport utilises the sports facilities (c.1000m²) with sole access between 9am-5pm Monday to Friday during the academic year.

Castleford College

The campus opened in 2009 and is in the northeast of the Wakefield district. The property comprises of four floors and provides a gross internal area of 12,731m². Heart of Yorkshire Education Group has infilled areas designed to accommodate expansion to form additional workshop spaces for construction and engineering. In early 2026, the new extension for additional construction provision will be completed.

Selby College

Selby College opened in 1984. It was founded as a tertiary college on the site of a former secondary school, and the campus comprises of a number of buildings on a single plot of land. The total gross internal area is 17,228m². Those buildings are:

Jubilee - this property comprises of three floors and measures 7,410m². The building comprises of teaching, specialist and IT teaching, offices, catering outlets boardroom and principalship suite and the main campus reception.

Academy - built in 2004, this property comprises of 3,165m². It is over three floors predominately dedicated to A level provision but also houses Student Central.

Nursery - this building built in 2003 measures 309m² and is owned by the Group but currently let to a private nursery provider on a long-term lease agreement.

Renaissance – this was built in 2006 with a further extension being completed in 2010. The property comprises of 1,780m² of teaching spaces over two floors.

Engineering - built in 2010 (originally for construction). This property comprises of 2,544m² over two floors and provides a variety of workshops.

Aspiration - this property originally built in 1998 and extended in 2017 comprises of 1,376m² on a single floor and houses the construction trades.

Sports Pavilion - built in 2012 this single-story building measures 320m² and houses four changing rooms and official changing areas. Sport facilities consisting of professional sports therapy suites, a strength and conditioning gym of international quality, working fitness gyms, sports pitches and a massage suite

Brickwork shed - built in 2014 measures 246m² industrial shed that houses the brickwork department.

Tractor Shed - this building was built in 2016 measures 78m² and comprises of storage for IT waste, parts, tractor.

4.0 Baseline of how the estate is used

- 4.1 The effective utilisation of property is a key factor as it naturally determines the number of resources required. Over capacity increases operational cost, under capacity impacts on student experience and reputation. To define the utilisation of property, the Group measures occupancy of spaces (capacity of students in a space) and frequency (how often the space is used) on an annual basis.
- 4.2 Historically, the Skills Funding Agency (SFA) issued guidance on the area of space per students that has remained the standard for the sector:
- Teaching (General Purpose Teaching) 2.1m² per student
 - Teaching (IT) 2.3m² per student
 - Medium practical (Art / English) 4.5m² per student
 - Large practical (Sport / Construction / Engineering) 6.0m² per student
- 4.3 Similarly, previous SFA guidance suggests that teaching space should make up 50% of the Gross Internal Area (GIA) footprint of a Further Education College. The other 50% provides for casual learning environments, administration, refectories, libraries, circulation space, etc.
- 4.4 To monitor the use of the estate the Group complete audits of rooms physically or via the timetables. These audits analyse frequency of use and occupancy against the maximum capacity. These two elements give a utilisation factor. The SFA target for utilisation is 64%, although the best performing Colleges (usually 6th Form Colleges) are achieving around 44%.
- 4.5 The Group recorded a classroom utilisation at 24% in November 2023 for the academic year 2022/23. The breakdown of this figure can be seen below.

Castleford College		Wakefield College		Selby College		Whole College	
Occupancy	58%	Occupancy	46%	Occupancy	47%	Occupancy	47%
Frequency	44%	Frequency	53%	Frequency	50%	Frequency	52%
Utilisation	25 %	Utilisation	24%	Utilisation	24%	Utilisation	24%

- 4.6 In November 2023, teaching spaces (including the library) accounted for 31% of the space with 69% being used for other purposes such as circulation ways/offices.

5.0 Monitoring and performance

- 5.1 Historically, there has been a national benchmark of further education establishments (E mandate) this has allowed colleges to benchmark performance in a number of areas. This ceased some while ago and has not been replaced.
- 5.2 This document sets out the Group baseline, post-merger and that the performance of the estate will be measured in the following ways.
- 5.3 The BOS Survey - this survey is a physical check of each teaching space on the hour, every hour between 9.00am and 5.00pm for one week. The Group collects data on how often the room is used and how many people are in the room compared to its maximum capacity. These two figures are calculated to create the utilisation factor. It should be noted that there are other ways to achieve this utilisation factor without completing a BOS Survey, such as register checks.
- 5.4 Customer satisfaction - as part of ISO 9001:2015 assessment the Group is required to demonstrate customer satisfaction. This will be completed in frequent satisfaction surveys that cover the Estates functions. The results of the surveys will be presented and discussed in performance reviews as well as reported to Governors annually.
- 5.5 Energy per m² - the cost of energy is volatile along with the changes in additional transport fees charged by the energy companies. The Group will set a baseline from the academic year 2022/2023 that identifies the number of kilowatt hours of energy purchased against the operational footprint of the Group.
- 5.6 Carbon footprint – the Group will set a baseline for the greenhouse gas emissions and energy use in metric tonnes CO₂e for each college. These scope 1, 2 and 3 emissions will be reported within the annual financial statements.
- 5.7 Operational condition - a physical condition survey is carried out by Estates each year. The survey looks at the physical condition of spaces and categorises condition into four elements.
 - As New built or refurbished within the last five years
 - Sound operationally and exhibiting only minor deterioration
 - Major repair, refurbishment, or replacement within the next five years
 - Space at serious risk of failure or breakdown.
- 5.8 Accreditation (ISO 9001:2015) - by achieving this standard, the Group will ensure that customers and applicable statutory and regulatory requirements are determined, understood, and consistently met. The Group will achieve continual improvements by ensuring that risk and opportunities that can affect conformity of services and the ability to enhance customer satisfaction are determined and addressed. This process is verified via external auditors at accreditation and monitoring visits.
- 5.9 The baseline for all of these performance indicators can be seen in appendix 2 along with proposed targets (updated for the period 2025/26 – 2027/2028).

6.0 Sustainability

- 6.1 As a Group, we recognise our responsibility to take bold, meaningful action on climate change. Our commitment to sustainability is rooted in our vision to lead by example - embedding climate action into every aspect of college life, from our campuses and operations to our curriculum and community engagement.
- 6.2 The Group has achieved a significant reduction of carbon over the last ten years, and it is our aim to achieve Net Zero by 2038. To achieve our goals, we will continue to work with our suppliers, consultants, students, and staff to cultivate a culture of carbon reduction and environmental awareness, as an integral part of our College's activities
- 6.3 The Group has a Sustainability Strategy in place which is aligned to the Association of College's (AoC) Green College Commitment. The Strategy sets out three clear priorities:
- 1) Development of our plan for Net Zero
 - 2) Sustainable development within curriculum, green skills, and partnerships
 - 3) Education and visibility for a sustainable future
- 6.4 There are four key aspects of the Group's approach to embedding sustainability from an estates perspective which are detailed below.
- a) Energy usage and reducing emissions.
- Monitoring and controlling energy usage through systems including existing BMS systems, LED light replacement and exploring alternatives to fossil fuels, reducing water consumption, and increasing grey water capacity.
- b) Our environment includes biodiversity.
- Reviewing the grounds at all Colleges to increase biodiversity, considering beehives, reducing the use of hazardous chemicals, and Including biodiversity within capital and revenue works.
- c) Resources and procurement.
- Defining sustainability in qualitative assessments of procurement, reviewing financial standing orders to enforce assessment of purchase to include environment and biodiversity within the scope of tenders for services and bids.
- d) Waste management zero to landfill.
- Waste hierarchy of Reduce, Reuse, and Recycle, and enhancing recycling to end users and students.

7.0 Risk Management

- 7.1 In line with the risk management framework approved by the Board of Governors, the Group maintains both an operational and strategic risk register which is monitored by Governors at each meeting of Audit Committee and the full Board of Governors.

- 7.2 The Estates Team strive to mitigate risk by implementing robust day-to-day operational management strategies. This involves creating, operating, and maintaining a safe environment for the Group's community through the continuous monitoring and review of facilities, services, equipment, and systems health. These efforts are crucial to ensuring high-quality teaching and learning environments that effectively meet the needs of learners.
- 7.3 The key strategic risks associated with this Strategy are:
- Due to changes in curriculum and/or growth in student numbers there is a risk that the objectives set out in the Group's Estates and Infrastructure Strategy will not meet the future needs of the Group, which may result in a negative impact on the quality of teaching and learning or restrict numbers of learners able to enrol.
 - Due to inadequate business continuity planning, there is a risk of prolonged disruption to College operations in the event of an incident, leading to operational inefficiencies, financial losses, reputational damage, and failure to maintain safe and effective learning and working environments
 - Due to failure to implement the Counter Terrorism Protection of Premises measures, there is a risk of increased vulnerability to security threats, non-compliance with statutory requirements, potential harm to staff and students, reputational damage, and financial or legal consequences.
 - Due to financial and resource constraints, there is a risk of not achieving our net zero and wider sustainability targets which could result in regulatory and funding implications, increased operational costs, reputational damage, reduced attractiveness to students and partners, and missed opportunities for long-term efficiency and innovation.
- 7.4 Each risk is scored according to the likelihood and impact of the risk arising in line with the approved risk management policy. The register also sets out the risk owner and existing controls and planned further mitigations.
- 7.5 In addition to the above, the Estates Team hold an operational risk register which is kept under periodic review.
- 7.6 A comprehensive business continuity plan (BCP) provides clear, responsive direction to the Executive Team and Board of Governors when the Group operates outside of normal operating conditions. Effective BCP development and management ensure that key leaders are equipped with the information and processes necessary to:
- **Minimise Disruption:** Quickly resume critical operations, services, and educational provisions following an incident.
 - **Protect Assets:** Safeguard the organisation's physical assets, data, and reputation.
 - **Ensure Compliance:** Meet regulatory and contractual obligations even during a crisis.

- **Accelerate Recovery:** Outline phased strategies for full operational recovery and a seamless return to normal operating conditions, thereby maintaining stakeholder confidence and resilience.

8.0 Property Objectives

- 8.1 The tables below set out the initial objectives that were included in this strategy when it was originally approved, along with an update as of autumn 2025 on progress.

Short term objectives

Site	Original objective	Autumn 2025 update
F Block	Revisit options for use of this site as it had been on the market since 2018.	Business case approved by Board in July 2025 to retain site and keep for construction use.
Wakefield – Sport	Investigate opportunities to provide improved/alternative facilities as the quality and location of the existing provision restrict curriculum development.	Continuous opportunities are being explored and remains a priority for the Group.
Decarbonisation programme	Continue with 10-year plan around replacing fossil fuelled boiler systems with air source heat pumps.	Replacement only to take place when existing systems reach end of life. Remains a priority but the objective should be widened in scope.
Selby College	Create a masterplan for future use of this site.	This has commenced with a working group established. This objective remains a priority.
Waterton Building	Extend the lease	Discussions held with Council Property Team setting out the desire of the Group to extend the lease. Ongoing objective.
Welfare facilities	Improve the poorest operational and student welfare facilities (refectories)	Refectories in Wakefield and Castleford completed. Selby; light-touch pending review above.

Longer-term objectives

Site	Original objective	Autumn 2025 update
Castleford College	Review of whole site to identify additional teaching spaces – particularly for construction and engineering	New post-16 building being developed for construction.
Castleford College - Central Library	Feasibility study to create mezzanine floors	Feasibility concluded and it would be cost prohibitive (£8m) and cause too much disruption.
Wakefield College	Develop a master plan for the site	Ongoing, primary focus on F block.

8.2 Additional property objectives for the remaining period of this Strategy are set out below.

8.2.1 Condition improvement

A primary objective of this Strategy is to prioritise and secure sustained investment in condition improvement across our entire portfolio. As can be seen from appendix 1, the current estate has 26.4% rated as category C or D and whilst this is a slight improvement from the 29% included in the original strategy, there is more to do to ensure all the Group's buildings are in a good condition.

Key projects planned for the period of this Strategy include:

- Castleford roof repairs - £0.4m anticipated
- Reconfigure spaces at Selby (Spa and Hospitality & Catering) - £0.2m anticipated
- Fire stopping in the Radcliffe Building in Wakefield - £0.2m anticipated
- Castleford car parking - £0.05m anticipated
- Works across all sites on fall restraints on the roofs - £0.06m anticipated
- External brickwork pointing on Beaumont building - £0.1m anticipated

Other projects include flooring replacement, ventilation and extraction and fencing.

In making this a primary objective of the strategy, it continues to shift the Group approach from one which is of costly, reactive maintenance to strategic, planned interventions thereby ensuring our facilities remain safe, compliant, and operationally efficient.

By proactively managing asset condition, we aim to extend the lifespan of critical infrastructure, mitigate significant health and safety risks, and prevent service disruptions for our learners, thereby protecting our core operation and reputation.

Furthermore, a well-maintained estate provides value for money by optimising use of resources and creating inspiring environments that directly support staff and learner well-being.

8.2.2 Expansion of the Group's priority Centres of Excellence

The Group has set out a number of ambitions through to 2030 and one of these is in relation to creating four Centres of Excellence with a focus on:

- Construction
- Health & Innovation
SEND
- Engineering & Manufacturing

These areas have been chosen as a focus as there is significant growth in demand for these provisions as well as supporting the delivery of Government and Skills England priority sectors.

Construction

There are already dedicated facilities across the Group at both Selby and Castleford campuses (the latter as a result of the new Post-16 building being developed with grant funding from the ESFA (as was)).

In Wakefield, the construction offer is limited and is currently provided at our leased site, Lightwaves. This is not ideal as it is separate from the main site and does not have the full range of support services available for learners. Appendix 1 also shows that the condition of this asset is C and D.

As the Group is no longer proceeding with the disposal of 'F' Block, the intention is to invest in this building over multiple phases, as funding allows, but with the initial purpose in phase 1 being to convert the ground floor into a dedicated construction facility with classroom space and workshops for electrical installation, brickwork and multi-use skills.

Phase 1 will be completed in the 2025/26 academic year and a provisional budget of £1.0m has been set aside for this.

Health & Innovation

The Group has seen steady growth in demand for health and innovation related courses with analysis on residency showing that the majority of this demand comes from the north-east of the district around Castleford and Pontefract.

In addition, the Group is also aware that Skills England has chosen to focus on ten priority sectors: the eight growth-driving sectors identified in the government's Industrial Strategy Green Paper and, in addition, the construction sector and the health and adult social care sector.

The Health sector was included as it faces persistent skills shortages and growing demand driven by an ageing population. Health and adult social care had a 40% skills shortage of vacancies in 2022, almost double compared with 2017 (22%). In addition, Skills England have set out that the number of jobs in this sector is likely to increase by 8% from 4,682,000 in 2024 to 5,078,000 by 2035.

A priority for the Group is therefore to create additional provision for an expanded offer for health and innovation.

An opportunity has arisen, to deliver this through partnership working with Wakefield Council who have received Government capital funding for a number of priority projects in Castleford. The pertinent one being the creation of a Skills Hub within the Castleford Town Centre. The Group are proposing to develop the Hub to have a combination of classroom general purpose teaching and IT spaces, medical bays (to simulate a hospital environment) and living environments (for the care aspect) as well as a sensory room and social space for learners. The construction phase of the project would be covered by the funding available to the Council. Furniture and equipment would need to be resourced by the Group at an anticipated cost of £130k.

This project would be completed in advance of the start of the 2027/28 academic year.

SEND

The Group have seen a continued increase in learners with Special Educational Needs and Disabilities, and it is a priority to ensure that we can effectively support those learners with high-quality, inclusive provision.

A core objective of this Strategy is to optimise our physical infrastructure to directly support SEND student success, curriculum delivery, and financial viability. This involves developing flexible spaces that support current and future pedagogical practices and maintaining existing assets to the highest standard to ensure safety, compliance, and sustainability.

The Group will continue to explore options, both on and off-site to achieve this objective.

Engineering & Manufacturing

The intention is to create a Hub at the Selby College campus given that there is already a dedicated building available. At the moment, the building is not fully in use with some space to therefore expand as the Welding and Fabrication element of the offer ceased with the space mothballed. This is to be considered as part of the wider review of the plans for the Selby site going forwards. Until that working group has concluded (intention to conclude early 2026), timescales and cost estimates are unknown.

8.2.3 Terrorism (Protection of Premises) Act 2025

Martyn's Law, officially known as the Terrorism (Protection of Premises) Act 2025, received Royal Assent on Thursday 3 April 2025. The UK government has committed to an implementation period of at least 24 months to allow businesses and organisations within its scope to prepare.

The law aims to strengthen public safety by requiring those responsible for certain public venues and events to take practical and proportionate steps to reduce their vulnerability to a terrorist attack.

In terms of scope, it applies to premises and events with a capacity of 200 people or more and introduces a tiered approach:

- **Standard Tier** (200-799 people): Requires basic counter-terrorism measures, such as staff training and incident response plans.
- **Enhanced Tier** (800+ people): Requires more robust security measures, including detailed security plans and regular drills.

The Further Education sector (and schools) are deemed to be 'Standard Tier' organisations.

The Group already has basic measures in place such as ID badges, security barriers and lockdown alarm however there will be a need to revisit these in light of the new legislation to ensure that our learners, staff and visitors remain safeguarded at all times when on Group premises.

The Group will also need to ensure that business continuity plans are refreshed as well as developing plans for invacuation, evacuation and lockdown.

8.2.4 Equality Act

In April 2025, the UK Supreme Court ruled in *For Women Scotland v The Scottish Ministers* that the terms "sex," "man," and "woman" in the Equality Act 2010 refer to biological sex at birth. This means that a Gender Recognition Certificate does not change a person's legal sex for the purposes of this Act. The court affirmed that transgender people remain protected from discrimination under the "gender reassignment" provisions of the Act, but the ruling has implications for how sex-based rights, like single-sex spaces, are implemented.

Whilst the Group do have inclusive toilets across all campus sites, it is a priority for the Group to increase the number of these toilets. An initial estimate of £0.5m has been set aside from the FE condition grant funding for these works. This is scalable as more funding becomes available and the intention will be to complete in the summer of 2026 and 2027.

8.2.5 Community Use

A primary objective of our property management approach is to enhance the accessibility and shared use of our physical resources with the wider communities in West and North Yorkshire.

The Group aims to foster stronger local partnerships by offering our campus facilities as a vibrant hub for cultural, educational, and recreational activities. This commitment to community engagement ensures our estate provides public value beyond academic hours, supporting local initiatives while also enhancing the Group's visibility and reputation within the region

Within the existing capital programme, £0.3m is included as the Group's capital contribution to the development of the 3G sports pitch which will be used on weekends and evenings by community use and underpinned by a Community Use Agreement.

8.2.6 Sustainability

A fundamental objective of this Strategy is to position the Group as a leader in environmental stewardship by actively pursuing a pathway to net-zero carbon emissions across our estate. The Group will prioritise initiatives that enhance the energy efficiency of our buildings, invest in renewable energy sources, and minimise waste generation.

This commitment not only addresses the climate crisis but also aligns our physical infrastructure with our Sustainability Strategy, Climate Action Plan and the values we teach in preparing students for a sustainable future.

In particular, there will be focus on the following:

- **Decarbonisation** – the Group are committed to implementing carbon reduction opportunities and replacing all fossil fuel heating and ventilation systems with low-carbon alternatives.
- **Biodiversity** – the Group is committed to investing in ecological enhancements and biodiversity planning. The intention is to create a Biodiversity Policy for the Group and widening biodiversity-focussed events and activities within our sustainability calendar as a way to promote awareness, action and engagement.

The Climate Action Plan sets out:

- the intention to create an outdoor learning space at one campus to promote environmental awareness and wellbeing. This is planned to be completed by July 2027
 - that there will be at least one biodiversity rich wellbeing area per campus by July 2028
 - further planting of trees and native plants on a phased basis over the next 3 years
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- **Adaptation and resilience** – the Group is committed to promoting a culture of responsible practice and sustainability awareness and enhancing digital sustainability through low-carbon IT systems which offer efficient energy use. To achieve improved energy efficiency there will be a continued transition to laptops as well as phasing out remaining plasma/inefficient devices by December 2026.

9.0 **Funding and resources**

9.1 Securing effective funding and managing the Group's estate's resources is a critical component of achieving our overarching strategic vision.

9.2 In the June 2025 spending review, the Government set out the Department for Education's total revenue budget through to 2028/29 and capital budget through to 2029/30. These totals are set out within the table below, taken from the Spending Review 2025 policy paper.

£ billion (current prices)	Outturn 2023- 24	Plans(1) 2024- 25	Plans(2) 2025- 26	Plans 2026- 27	Plans 2027- 28	Plans 2028- 29	Plans 2029- 30(3)
Resource DEL	81.8	89.2	94.1	98.3	100.1	101.5	–
of which: Core Schools	57.7	61.6	64.8	67.0	68.4	69.5	–
Capital DEL	6.2	5.7	6.8	8.3	7.7	7.7	7.7
of which: Financial Transactions	0.0	0.0	0.0	0.1	0.1	0.1	0.1
Total DEL	87.9	94.9	100.9	106.6	107.8	109.2	–

- 9.3 Not all of the funding above will be pertinent to the further education sector however there were some policy announcements that will be relevant such as:
- An increase in annual maintenance investment per year in line with inflation, rising to around £2.3 billion in 2029-30 to improve the condition of estates, an increase of over £400 million per year by 2029-30, compared with 2024-25
 - The intention to reform the current Special Educational Needs and Disabilities (SEND) system to make this more inclusive and improve outcomes for all children and young people.
- 9.4 The Department for Education have commenced a Further Education Condition Data Collection 2 (FE CDC2) during 2025 to gather building condition data to improve their understanding of the condition of the further education college sector in England (excluding private sector providers), and to provide the evidence base to support future decision-making about FE capital funding.
- 9.5 The above indicates that there can be a reasonable confidence level that further capital funding will be made available to the further education sector beyond the £302m that was announced for 2025/26 (of which the Group's share was £2.04m).
- 9.6 To maximise the benefit of potential capital investment, the Group must maintain a pipeline of "shovel-ready" projects that are well-developed and align with our strategic goals. Should additional grant funding become available, from the Department for Education, or other funders, having a portfolio of robust, pre-assessed projects ensures the Group can bid effectively and move quickly to secure the funding. This proactive approach guarantees that we can promptly address building conditions, improve energy efficiency, and support the delivery of high-quality further education in line with government priorities
- 9.7 Through the Finance Strategy, which will be presented to Board each spring, the Group will also determine how much of its own reserves can be utilised for estates and infrastructure improvements.

- 9.8 It should be noted that the Group is operating in a time when the wider economic climate continues to have a significant impact and this can cause additional inflationary pressures on larger capital projects.
- 9.9 In line with the revised business case process adopted from 2025/26 academic year, all schemes identified within the objectives of this strategy will be subject to a robust business case. For those that exceed £250k, the business case will be presented to Governors for consideration in line with Financial Regulations. Each proposal will be subject to scrutiny to ensure that there is a clear rationale, that it aligns with the Group's wider strategic goals, that there is a positive impact on student experience and that it is financially viable with appropriate consideration given to risk and contingency planning.

10.0 Appendices

Appendix 1 – Current estate condition

College Area	Building	Floor	Size m2 Gross Internal Area (GIA)	Condition			
				A As New built or refurbished within the last five years	B Sound operationally and exhibiting only minor deterioration	C Major repair, refurbishment or replacement within the next five years	D Space at serious risk of failure or breakdown. Space awaiting disposal or refurbishment imminently
Wakefield	F Block	Basement	74				74
Wakefield	F Block	Ground Floor	672				672
Wakefield	F Block	First Floor	813				813
Wakefield	F Block	Second Floor	811				811
Wakefield	Support	Basement Floor	336	336			
Wakefield	Support	Ground Floor	336	336			
Wakefield	Radcliffe	Basement	549			549	
Wakefield	Radcliffe	Ground Floor	1614	1614			
Wakefield	Radcliffe	First Floor	1419		1419		
Wakefield	Radcliffe	Second Floor	1419		1419		
Wakefield	Radcliffe	Third Floor	1419		1419		
Wakefield	Radcliffe	Fourth Floor	1419	700	719		
Wakefield	Harrison	Ground Floor	932		932		
Wakefield	Harrison	First Floor	932		932		
Wakefield	Harrison	Second Floor	932		932		
Wakefield	Harrison	Third Floor	932		932		
Wakefield	Gissing	Basement	15	15			
Wakefield	Gissing	Ground Floor	948	948			
Wakefield	Gissing	First Floor	948		948		
Wakefield	Seacole	Ground Floor	724	724			
Wakefield	Seacole	First Floor	724	724			
Wakefield	Seacole	Second Floor	724	724			
Wakefield	Seacole	Plant Deck	4	4			
Wakefield	Waterton	Basement	325			325	
Wakefield	Waterton	Ground Floor	322			322	
Wakefield	Waterton	Mezzanine	40			40	
Wakefield	Waterton	First Floor	323			323	
Wakefield	Waterton	Balcony	22			22	
Wakefield	Beaumont	Lower Ground	1165	1165			
Wakefield	Beaumont	Upper Ground	1165	1165			
Wakefield	Beaumont	First Floor	806	806			
Wakefield	Beaumont	Second Floor	642	642			
Wakefield	Lightwaves	Construction	1000			850	150
Wakefield	Lightwaves	Sports*	1000		150	850	
Castleford	Castleford Building	Ground Floor	3725		2800	925	
Castleford	Castleford Building	First Floor	3399		3399		
Castleford	Castleford Building	Second Floor	3103		3103		
Castleford	Castleford Building	Third Floor	926	926			
Castleford	Post 16 Building	Ground Floor	1075	1075			
Castleford	Post 16 Building	First Floor	503	503			
Selby	Jubilee	Ground Floor	2470		1370	830	270
Selby	Jubilee	First Floor	2470		2470		
Selby	Jubilee	Second Floor	2470		2470		
Selby	Academy	Ground Floor	1055			1055	
Selby	Academy	First Floor	1055		1055		
Selby	Academy	Second Floor	1055		1055		
Selby	Renaissance	Ground Floor	890			890	
Selby	Renaissance	First Floor	890			890	
Selby	Engineering	Ground Floor	1272	280		992	
Selby	Engineering	First Floor	1272	205		1067	
Selby	Construction	Ground Floor	1376			1376	
Selby	Brickwork Shed	Ground Floor	246			246	
Selby	Pavilion	Ground Floor	320		320		
Selby	Nursery	Ground Floor	309			309	
Selby	Tractor	Ground Floor	78		78		
Total	Total	Total	55465	12892	27922	11861	2790
Condition	Condition	Condition	Condition	A	B	C	D
Percentage	Percentage	Percentage	100%	23.2%	50.3%	21.4%	5.0%

Appendix 2 – Key performance targets

The proposed Key Performance Indicators (KPIs), detailed in the table below, form the foundation of our performance monitoring framework.

Progress toward achieving these targets will be formally reported to the Board of Governors annually during the autumn term.

This comprehensive update will highlight both our successes and any areas of concern or emerging risks that require strategic attention, ensuring transparent governance and proactive risk management of the estate.

Measure	Target to achieve by July 2028	Additional comments
ISO9001:2015	Awarded	This would require the current accreditation to be maintained
Operational condition of estate a) Category A b) Category B c) Category C d) Category D	30% 57% 10% 3%	Improvement required of 13.5% to category A/B. F block will have two floors still mothballed so unrealistic to say 0% in category D.
Overall space utilisation	50% teaching 50% other	
Utilisation of teaching space	38%	
Customer satisfaction survey	95%	This is a requirement to maintain the ISO accreditation
Purchased energy kWh/m ²	104 kWh/m ²	Currently at 121.6 kWh/m ² - so a reduction of 15% proposed