MORE PROJECTS DELIVERED

Turn limited SCA funding into more school improvement

How external capital-project capacity can increase the total number of projects a Trust can deliver — not simply outsource delivery.

Pathfinder Multi Academy Trust & Gate & Bar Partnership 2021-2026

PMAT case study | 2021–2026

THE STRATEGIC QUESTION

How much of your SCA programme is limited by funding… and how much is limited by delivery capacity?

THE CHALLENGE

SCA funding is only valuable when the Trust can convert it into completed work

For many Trusts, the constraint is not identifying need. It is having enough senior capacity and technical delivery bandwidth to move multiple projects at once, whilst still balancing the compliance and cyclical maintenance work.



THE BOTTLENECK

When capital management consumes the estates team, smaller but valuable compliance, safeguarding and improvement projects can be delayed or squeezed out.

THE RESULT

Fewer &/or larger projects delivered or compliance and safeguarding improvements missed.

External capacity creates a second delivery engine

The value is not “someone else manages the big projects”. The value is that the Trust can run a wider programme overall.

1. Programme capacity

Complex schemes are scoped, coordinated and progressed without absorbing the Trust’s day-to-day estates bandwidth.

Trust input focused on key decisions.

2. Commercial control

Tendering, contractor coordination and cost oversight become a repeatable programme process rather than a series of one-off tasks.

Maximise value for money

3. Technical assurance

Design, compliance and delivery risks are managed with dedicated project attention and clear accountability.

Offload technical and statutory responsibilities

4. Capacity released

Internal teams can keep delivering smaller school-priority works in parallel — instead of choosing one or the other.

Two teams working side by side.

Result: more projects reach site, more quickly, without requiring the Trust to build a large permanent capital-delivery team.

One SCA strategy. Two delivery engines.

Use external project-management capacity for larger and more complex schemes — while keeping the Trust team focused on high-volume local improvement, cyclical maintenance, safeguarding and compliance.

CONSULTANT-LED

Higher-value / complex capital works

Programme management • procurement
contractor coordination • technical risk
site delivery • cost and progress control

TRUST-LED

High-volume school-priority works

Compliance • safeguarding • cyclical maintenance•
responsive improvements that schools feel quickly

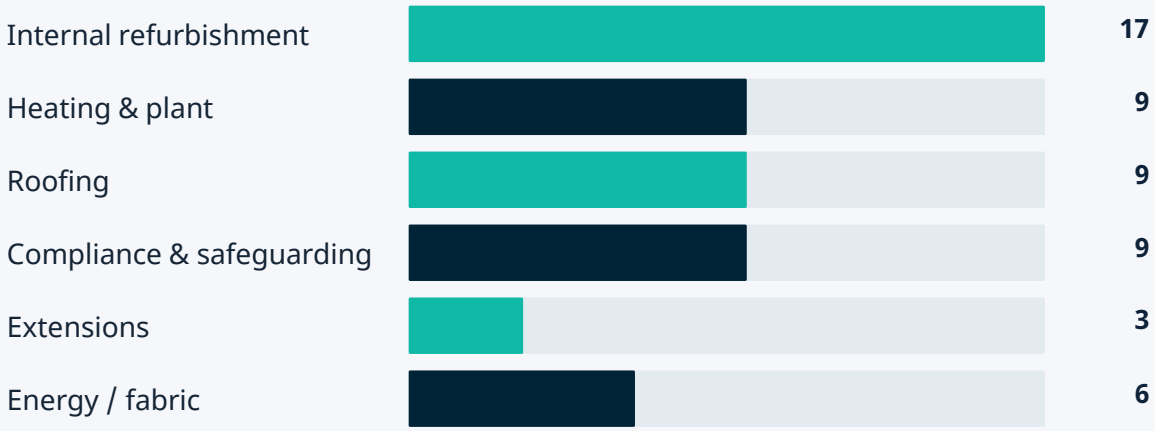
CAPACITY RELEASED

What consultant-led delivery achieved directly

Across the collated PMAT programme, the consultant-led work concentrated on larger-value, technically involved capital projects. Over the 5 years, every site for the trust was improved.

53	£4.53m	2021–26
CONSULTANT-LED PROJECTS	TOTAL VALUE	PROGRAMME PERIOD

A broad capital programme



At this point, the obvious conclusion is:

“The consultant delivered 53 capital projects.”

The consultant-led projects are only half the story

The important question for a CFO or COO is not “what did the consultant deliver?” It is “what additional capacity did the Trust gain?”

When the larger capital programme was being managed externally…

PMAT’s internal team did not stop delivering.
They had the headroom to deliver another stream of projects in parallel.

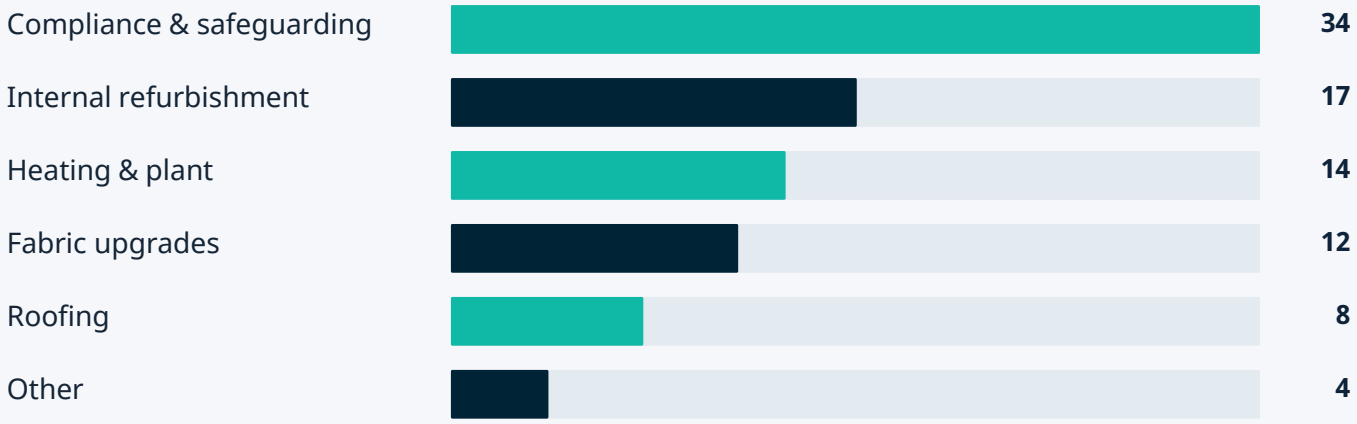
This is the “capacity dividend” that is easy to miss in a consultant fee comparison.

89 additional projects were delivered internally

These were not consultant-delivered projects. They were Trust-delivered projects made more achievable because capital-management capacity had been released.

89	£1.44m	34	17
PMAT-DIRECT PROJECTS	ADDITIONAL WORK	COMPLIANCE / SAFEGUARDING	INTERNAL REFURBISHMENTS

The project mix tells the story



What was unlocked

High-volume, lower-value projects that protect compliance, improve the school environment and respond to local priorities.

The true output is the combined programme

The consultant should be assessed on the total programme capacity created — not only the projects carrying their name.

CONSULTANT-LED

53

projects

£4.53m

larger / complex capital delivery

+

PMAT-DIRECT

89

projects

£1.44m

Trust-delivered cyclical, maintenance, and safeguarding improvements

142 PROJECTS | £5.97m TOTAL IMPROVEMENT ACTIVITY

Buy delivery capacity — not just project management

For CFOs, COOs and estates leaders, the commercial test is whether the model increases the Trust's total capital throughput and school impact.

1. **More projects delivered** — Run major schemes and smaller school priorities in parallel.
2. **Better use of internal resource** — Keep Trust leaders focused on strategy, schools and responsive estates priorities.
3. **More consistent programme control** — Create repeatable governance, procurement, cost and risk disciplines across the SCA programme.
4. **Greater impact from the same funding environment** — Turn available capital into a broader, faster programme of tangible school improvement.

The question is not "Can we manage these projects ourselves?" It is "How many more projects could we deliver if our internal capacity was protected?"