



INFRASTRUCTURE STRATEGY

2026 - 2029

"Learning together, to be the best we can be"

1. Infrastructure Vision

1.1. Infrastructure is the basic physical and organisational structures and facilities needed for our operation. More specifically, and for the purposes of this document, infrastructure is defined as (i) the land and buildings owned or leased by the Trust (ii) those resources on the fixed asset and ICT registers (iii) the ICT systems that the Trust uses to support and manage its operation.

1.2. The vision for Nexus MAT is that we are “learning together, to be the best we can be”. This applies to all aspects of our Trust and for our infrastructure the Trust has agreed the following objectives:

- 1.2.1. **Compliant:** Our estate and our asset infrastructure are compliant with the Trust’s legal requirements;
- 1.2.2. **Efficiently deployed:** resources are secured and utilised strategically to support our infrastructure needs;
- 1.2.3. **Connected:** decisions around infrastructure changes are made with a view to harmonizing the Trust landscape – enabling voice and autonomy, and increasing synchronicity, connectivity and alignment. Our infrastructure vision extends beyond compliance to create safe, inclusive, and inspiring learning environments.
- 1.2.4. **Enable improvement:** our infrastructure is designed and improved in order to better support the Trust’s published strategic objectives.
- 1.2.5. **Resilient:** Our infrastructure strategy will reduce single-point-of-failure risks, ensuring continuity and reliability across all schools.
- 1.2.6. **Social Value:** Infrastructure will be leveraged to deliver wider social impact, embedding sustainability and community benefit into capital projects

2. Principles

2.1. Our principles are key to the delivery of leading-edge infrastructure in a way that works for everyone in the Trust:

- 2.1.1. **Ethical leadership:** the central team aims to support school leaders to enable them to drive the delivery of high-quality education and empower our young people to reach their potential. The Trust’s work around infrastructure is a key plank in that support.

- 2.1.2. **With, not to:** there are benefits that can be delivered through growth, economies of scale, and alignment across the Trust. We commit to seeking and delivering those benefits whilst respecting and valuing our commitment that local leadership can best determine a school's improvement priorities.
- 2.1.3. **Sustainability:** our infrastructure must support our sustainability – in terms of our long-term financial position, our commitment to reaching carbon net zero, and our ability to maintain, support and improve that infrastructure.

3. Ways of Working

3.1. In delivering this strategy, we commit to the following ways of working:

- 3.1.1. **Coordinated:** the Transformation Board forms a means of coordinating and driving the transformation plan around infrastructure projects whilst considering and aligning strategies across the Trust
- 3.1.2. **Services for schools:** we will operate a customer-focussed model, with delivery commitments on services provided to schools in these areas of work
- 3.1.3. **Listening:** we undertake to seek regular feedback from leaders across the Trust to ensure the services and infrastructure being delivered is working for them and meeting the objectives and principles outlined in the strategy
- 3.1.4. **Accountable:** we will report regularly to Directors through the Finance & Infrastructure and Audit & Risk Committees to ensure the infrastructure strategy is delivering against the Trust's wider published strategic objectives

3.2. In line with the above, we will develop, maintain and deliver the following:

Assets

- 3.2.1. A central Trust priority programme of work, shaped by full condition and compliance surveys, and aligned to the Trust's capital investment strategy and growth plans;
- 3.2.2. Support & coordination from the central trust delivered through a consistent transformation framework that ensures safety, regulatory compliance, and quality;
- 3.2.3. Asset Management Plans for every school will set out actions on compliance, health and safety, lifecycle maintenance, sustainability,

and investment priorities. They will be managed through a single digital source of truth and underpinned by commercial partnerships that secure compliance, value, and social value.

Digital

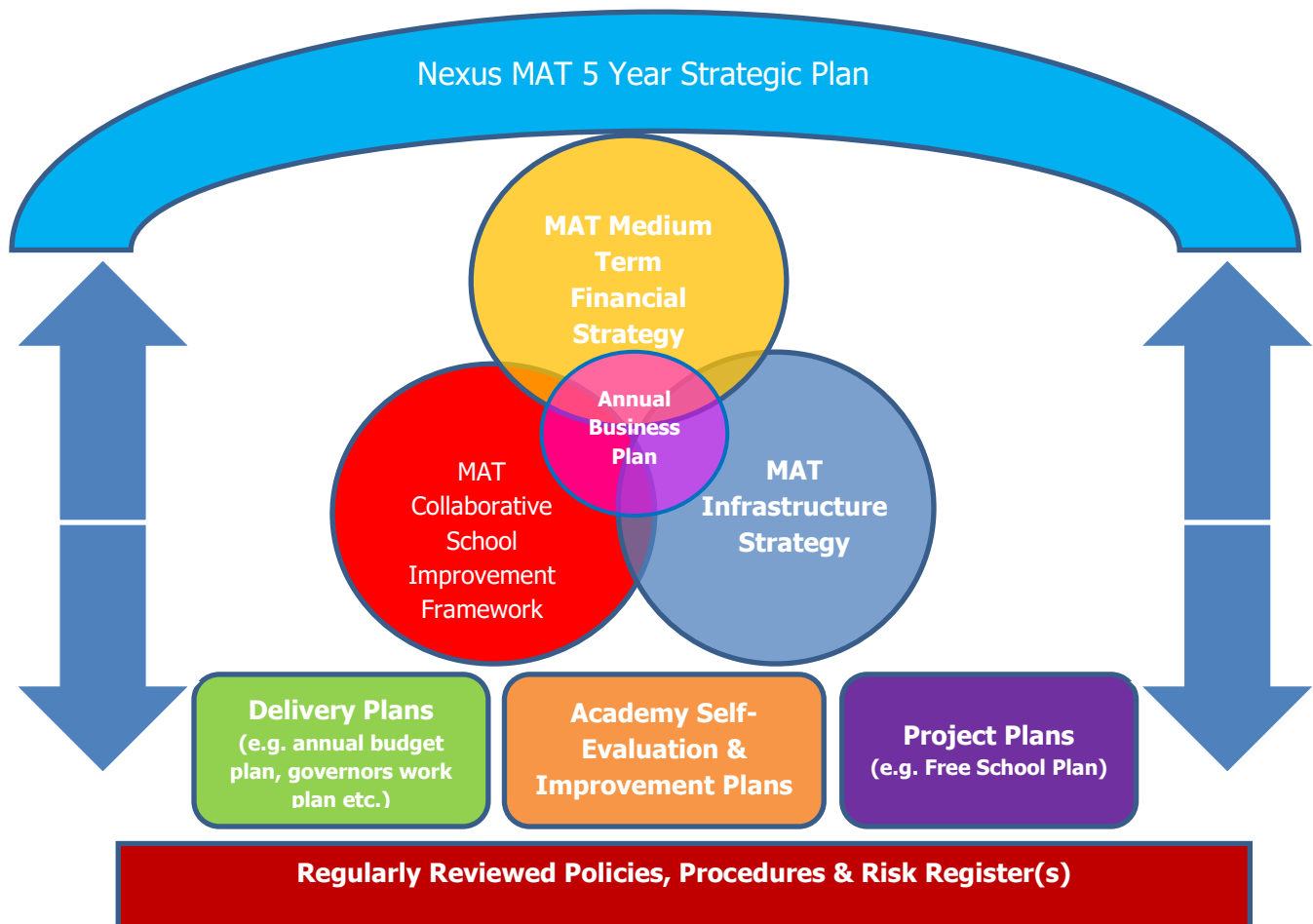
- 3.2.4. Ensure the Trust meets or exceeds the published national standards for digital technology and cyber security in education
- 3.2.5. Continue a journey of digital transformation taking all opportunities to deliver enhanced digital and AI solutions to support Trust objectives;
- 3.2.6. Support the development and infrastructure needs of innovative digital curricula;
- 3.2.7. Maintain a software platform directory capturing the agreed system hierarchy, change processes, and review cycle.

Strategic Objective 1: Increasing quality of provision in our education system		
Indicators of success	Responsible Officer	Governance board with oversight
a. Each academy has a local asset and ICT improvement priorities linked to the annual budget planning process.	Headteacher	Local governors
b. Each academy has regular site audits and improvement plan to review Health & Safety Compliance in line with the Competent Person duty.	Chief Executive	Trust Audit & Risk Committee
c. The Trust maintains a priority assets plan to ensure major works are identified, planned and delivered.	Chief Executive	Trust Finance & Infrastructure Committee
d. Digital strategies are linked to the Collaborative School Improvement Framework and delivered in partnership with school leaders.	Chief Executive	Trust Finance & Infrastructure Committee
e. Schools will have easy, quick access to quality assets and ICT support and advice when needed.	Chief Executive	Trust Finance & Infrastructure Committee
f. Networks are developed across the Trust to learn together, share best practice, and deliver on training needs that will support the infrastructure strategy.	Chief Executive	Trust Finance & Infrastructure Committee
Strategic Objective 2: Developing partnerships to better meet need		
Indicators of success	Responsible Officer	Governance board with oversight
a. Funding is identified and secured, through bids or allocation, to address the needs identified in the local plans in line with the criteria set by the funding agency	Chief Executive	Trust Board

b. We work successfully through contracts and partnerships with external agencies to bring in the right systems and expertise to deliver on our strategy	Chief Executive	Trust Finance & Infrastructure Committee
c. We engage in benchmarking, Trust-to-Trust work, and external review to ensure our infrastructure programme is the best it can be	Chief Executive	Trust Audit & Risk Committee
Strategic Objective 3: Maintaining a financially viable, sustainable and ethically-driven MAT		
Indicators of success	Responsible Officer	Governance board with oversight
a. A long-term asset plan is developed for all temporary or short-term building arrangements.	Chief Executive	Trust Finance & Infrastructure Committee
b. All individual growth and improvement plans have a long-term infrastructure plan that supports the Trust vision	Chief Executive	Trust Finance & Infrastructure Committee
c. We have strong procurement processes covering all areas of infrastructure that enable agile and value for money procurement	Chief Executive	Trust Finance & Infrastructure Committee
d. We ensure a cybersecure environment, including work towards the Cybersecurity Essentials kitemark	Chief Executive	Trust Audit & Risk Committee

4. Governance

4.1. This document is one of the 3 main delivery strategies for realising the Trust's 5 Year Strategic Plan:



4.2. The Trust Board retains responsibility for overseeing the delivery of the 3-year plan, agreeing the annual business plan and receiving bi-monthly updates on progress.

4.3. The Finance & Infrastructure Committee has delegated responsibilities for overseeing delivery of the Trust's Infrastructure Strategy.