Infrastructure Strategy

2023 - 2025

"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;

    1.2.4. Underpin improvement: our infrastructure is designed and improved in order to better support the Trust's published strategic objectives.

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 will form 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 Audit & Risk Committee 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;

3.2.2. support & coordination from the central trust;

3.2.3. asset management plans per school with regular update and monitoring of action.

ICT

3.2.4. A reviewed and agreed Trust-wide digital technology platform – incorporating e-mail system and suite of standard professional digital tools/apps;

3.2.5. a reviewed and agreed Trust-wide management information system;

3.2.6. by exception bespoke/discrete systems required beyond the above two, with a programme of development and review managed through the Transformation Board in line with the principles and ways of working outlined in this strategy.

3.2.7. A software platform directory capturing the above with a 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 plan 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 Standards 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

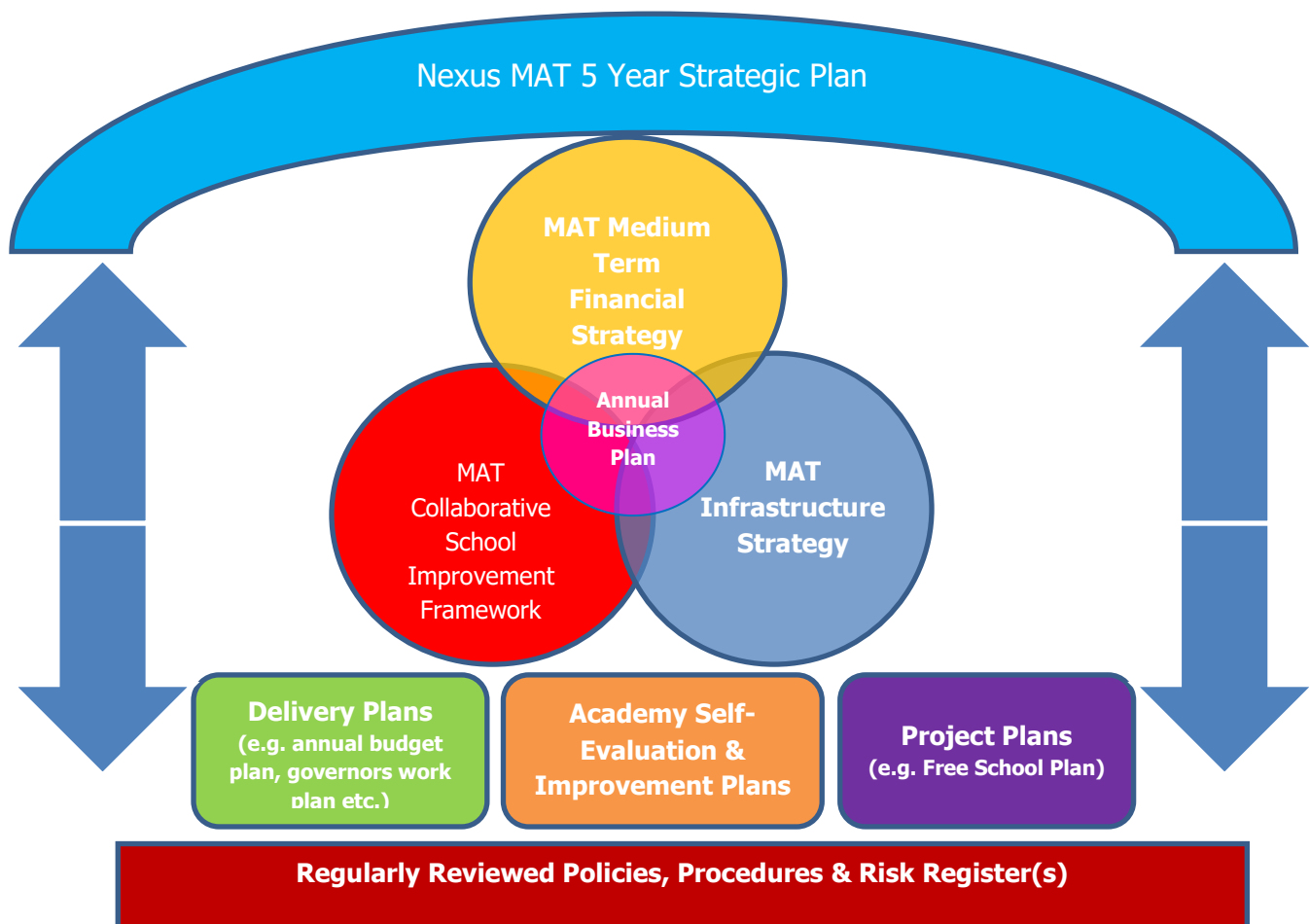| Indicators of success	Responsible Officer	Governance board with oversight

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 existing 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 Audit & Risk 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:

Nexus MAT 5 Year Strategic Plan

MAT Medium Term Financial Strategy

Annual Business Plan

MAT Collaborative School Improvement Framework

MAT Infrastructure Strategy

Delivery Plans
(e.g. annual budget plan, governors work plan etc.)

Academy Self-Evaluation & Improvement Plans

Project Plans
(e.g. Free School Plan)

Regularly Reviewed Policies, Procedures & Risk Register(s)

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 Audit & Risk Committee has delegated responsibilities for overseeing delivery of the Trust's Infrastructure Strategy.