



Strategic Plan

University Schools Trust
2024–29



University
Schools Trust
A transformational education



Foreword

Achieving Excellence through Transformational Education that Empowers Communities

University Schools Trust (UST) is a partnership of schools, universities, and public and private sector bodies. We are uniquely placed to change the educational landscape for the pupils, staff, parents and wider communities whom we serve.

A key strength of the Trust is its Trustees, appointed from our world leading and internationally renowned University Partners, and from key organisations in both the charitable and statutory sectors. They are able to open up to our staff, pupils and families an extensive and comprehensive range of experiences and opportunities. Our schools and Trust partners are committed to empowering communities, improving social justice and breaking barriers for social mobility, and have a particular focus on reducing the attainment gap for those who are amongst the most disadvantaged in our society.





The way forward: strong, impactful relationships

At present we are a group of schools, with strong, mutually impactful relationships – which is key to our success. Our Trustees have set the strategic direction in partnership with school leaders, local school committees and staff. All Trustees understand the challenges facing both our individual schools and the wider education setting. Consequently, our ambitious strategic plan is to deliver success through the synthesis of the work of our Trustees and central team, and the collaboration between our schools. We identify this as the **'Trust Dividend'**.

- The Trust Dividend offers all our pupils equal access to a high-quality educational experience.
- The Trust Dividend offers our professional educators exceptional development opportunities to enable them to achieve their full potential.
- Leading presents challenges but it also presents some extraordinary possibilities for codifying what works across multiple schools for the greater good of all.

- The Trust Dividend is the aggregate impact of the formal collaboration between our schools and the development of central services to enhance improvement.
- As part of the Trust Dividend, we believe pooling funding to develop central services is key so that school leaders, teachers and support staff can focus on our pupils.

The Trust recognises that further expansion would maximise the Trust dividend and economies of scale in terms of efficient central services. However, such expansion will only take place if the schools or academies involved are willing participants, and that they share the values and ethos of the Trust.

We bring together, as one family, our schools across London to continue serving our communities. For this, we have developed a strategic plan based around four key areas:

- **Our Pupils**
- **Our People**
- **Our Partnerships**
- **Our Processes**

Our schools and partners

Our Schools

Cyril Jackson Primary School (CJPS)
3–11 primary school in Tower Hamlets

Royal Greenwich Trust School (RGTS)
11–18 secondary school in Greenwich

Sir William Burrough Primary School (SWB)
3–11 primary school in Tower Hamlets

St Paul's Way School (SPW)
3–18 all-through school in Tower Hamlets

Our Partners

Queen Mary University of London (QMUL)
(sponsor partner)

King's College London (KCL)
University College London (UCL)

University of East London (UEL)
University of Greenwich (UoG)

University of Warwick (UoW)
London Borough of Tower Hamlets
NHS London
Poplar Harca Housing Association





The UST Guarantee

Achieving Excellence through Transformational Education that Empowers Communities

Achieving Excellence

The Trust inspires each member of our learning community to be ambitious, to realise their potential and to succeed academically and vocationally.

Transformational Education

The Trust ensures that the dynamic curricula and pastoral offers of our schools are enriched by the civic leadership and research from our university, public and private Trust partners.

Empowering Communities

The Trust strives to equip all pupils and staff with the skills to transform their lives, empower communities, and excel in our global society.

A brief history of UST

SPWTS was established as a Trust School in collaboration with the London Borough of Tower Hamlets, with six University partners and a number of public and private sector partnerships.

2009

SPWT Sixth Form admits its first intake. SPW deemed 'Outstanding' by Ofsted.

2013

The SPWT Primary Phase opened its doors in September 2014. By 2020 SPWTS had grown to its full complement of pupils, with over 1,800 learners from nursery to Year 13 (covering ages 3–18 year olds).

2014

Following the decision of the governors and senior leadership at the school to expand the successful model at SPW into a Multi Academy Trust, UST was formed in September 2016 with SPW and RGTS as the founding schools.

2016

In March 2021, the DfE granted Cyril Jackson Primary School an Academy Order, enabling this highly successful and Ofsted rated 'Outstanding' school in the London Borough of Tower Hamlets to join the UST family in the September.

2021

In September 2022 SPW was deemed 'Good' by Ofsted. In October 2022, RGTS was deemed 'Good' by Ofsted. All schools within the Trust were deemed 'Good' or better by Ofsted.

2022

In February 2024 Sir William Burrough, a London Borough of Tower Hamlets school deemed 'Requires Improvement' by Ofsted joined the UST family.

2024



The UST Vision

Guided by and working with our Trust Partners

The Trust is a family of inclusive schools where collaborative partnerships deliver a transformational education which empowers our pupils and the communities they come from to realise their full potential.

A culture of high expectations nurtures a drive to achieve excellence and to take ownership of future academic and vocational learning paths in order to equip our pupils as global citizens and inspire their communities.

Mission and strategic priorities:

Our Pupils

Mission

- The Trust is guided by **overarching educational principles** which ensure that all pupils at every stage are provided with broad, creative, and balanced – yet challenging – learning opportunities and experiences. Every school in the Trust is committed to:
- Encourage all stakeholders to be **Ambitious**, continually learning and maintaining high standards with persistent improvement towards personal aspirations and key transition points.
 - Providing **Academic Rigour**, through the powerful knowledge of a wide range of subject disciplines, scholarship and professional practice and using this to think critically within the school and beyond to support flexible and life-long learning opportunities.
 - Supporting **Character-building** through growth and development as individuals in order to contribute to our school community and beyond – locally, professionally, nationally and globally.
 - Ensuring **Equity** throughout that enables everyone to flourish in a way that is tailored to meet individual needs and circumstances.

Strategic Priorities

- To continually develop and evolve **transformational education** within high quality learning environments so that staff make a real difference for all pupils, promoting **social justice**, and every member of our community is **empowered** with the knowledge and skills required to realise their chosen **journeys of success** as global citizens.
- To systematically collaborate on **dynamic curricula** by sharing expertise and providing high-quality resources to ensure a clear progress in knowledge and skills to secure strong outcomes.
- To deliver a **world-class education** utilising our collective wealth of people and physical resources through systematic opportunities which enable collective collaboration and development.
- To ensure the culture promotes the **safety** of all our pupils including their physical, mental health and well-being.
- To continue to **close performance gaps** wherever they manifest for all pupils.



Mission and strategic priorities:

Our People

Mission

- The Trust's primary mission is to **improve the outcomes and opportunities for all of our pupils**. This can only be achieved through ensuring that we have the **best people** in place across the Trust to guide, drive and develop all aspects of the Trust.
- To achieve this the Trust commits to:
- supporting effective **leadership and governance**
 - continually developing **teaching practice** in all schools through research informed methods
 - **developing and respecting all staff** at all levels and in all roles.

Strategic Priorities

- To continually evolve our **robust and effective governance** and leadership, demonstrating strong governance engagement across all levels providing impactful oversight, financially sound strategic planning, ambition and clarity of vision for all.
- To **audit and assess risk** continuously across the Trust with a consistent approach and language, ensuring all areas are supported fully and risks are identified and managed effectively.
- To be recognised as a sector leader in **developing talented practitioners** in all areas of the Trust and create a culture of succession planning and excellence.
- To develop and implement a bespoke, community driven, **aspirational professional development** model to continually improve practice, build capacity and a culture of succession planning.
- To implement an **inspirational people strategy** to support the highest quality recruitment, retention, and welfare of staff across our organisation.



Mission and strategic priorities:

Our Partnerships

Mission

The Trust recognises that Schools and MATs cannot and should not operate in isolation. They must therefore seek all opportunities to develop successful and **effective relationships** with a range of people, communities and organisations to ensure that pupils and staff are provided with the opportunities that they deserve but also so that the Trust is able to meaningfully **contribute into those partnerships** and perform its wider civic duty. The Trust will seek to achieve this via:

- Co-operating with our **families and communities** to meet the needs of those we serve and the education sector more broadly.
- Maximising the impact of our **unique and synergistic** partnerships with **university, corporate and voluntary sector partners**.
- The creation of flexible and purposeful **school to school support** that continues to develop our staff at all levels as well as external schools and MATs.

Strategic Priorities

- To continue to **engage with all parents/carers**, harnessing their contributions as stakeholders to build partnerships to enable their children to succeed.
- To enrich both the Trust and our communities by being outward facing through engaging and embracing **our civic mission** to enable all stakeholders to benefit from an excellent educational offer, exceptional facilities and are able to contribute to the work of our schools.
- To develop our **distinctive and impactful relationships with the Trust partners** and make full use of their **civic leadership and research** for the benefit of all involved.
- To implement systematic, research-driven **internal and external growth** plans within our family of schools with the purpose of widening the scope of, and improving the provision for our young people, extending training opportunities to our staff, and improving efficiencies for all.
- The Trust will proactively and systematically **engage with education providers**, bilaterally benefiting from each others' expertise and experiences.



Mission and strategic priorities:

Our Processes

Mission

The Trust understands that while its success depends on the relationships between a community of people, these have to be supported through effective and efficient systems to ensure that the organisation and the people within it are able to achieve its vision and civic duty. The Trust will provide that support by:

- Developing, embedding and refining **systems, procedures and policies** that support and continue to improve effectiveness, efficiency and equity for all.
- Continuously evaluating the impact of all systems and processes against the need and responsibility to **improve and increase sustainability**, actively engage with the global green agenda and positively contribute to the wider community.

Strategic Priorities

- To ensure that we optimise our resources efficiently and effectively through leveraging our **financial and procurement strategies** for all schools in the Trust.
- The Trust drives effective and efficient **comprehensive and consistent data** systems which allows for impactful analysis and decision making that enhances improvements for individuals, the schools and the Trust.
- To continue to ensure the **security of data** within the Trust, through widespread understanding, constant development of skilled and specialist knowledge and disciplined compliance with procedures.
- To develop and implement an impactful and effective long-term **green estates and capital strategy** that ensures compliance as well as providing safe, inspirational and sustainable spaces for staff and students to learn and work.
- To continue to evolve our **IT infrastructure** ensuring that it remains fit for purpose and aligned to the educational and operational needs of the Trust allowing for both internal and external growth and allows for maximum collaboration as a single organisation.
- To implement and embed a **dynamic external marketing** strategy that is impactful on growth and the recruitment of staff, pupils and partners and the raising of the Trust public profile.
- To implement and embed a **comprehensive internal communications** programme that raises the Trust's profile among all of the Trust's existing communities in a consistent and impactful manner.
- To develop and implement an effective and highly adaptable **digital transformation** strategy to improve and widen the experience, opportunities, knowledge and skills of our staff and students.





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UST House, Limehouse Causeway, London E14 8AQ
020 3405 9340 info@ust.london
www.ust.london