



University Schools Trust

Strategic Plan 2021-26

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Contents

Foreword	2
Background to our growing Trust	3
The way forward: strong, impactful relationships	4
UST Guarantee.....	5
Vision	6
Values	7
Our Pupils	8
Our People	9
Our Partnerships.....	10
Our Processes	11
Appendix 1: Definitions.....	12
Appendix 2: UST Organisational Chart	13
Appendix 3: Our Offer (Tangible Benefits)	14
Timeline	16



University Schools Trust

Strategic Plan 2021-26

Foreword

*Achieving Excellence through Transformational Education
that Empowers Communities.*

University Schools Trust

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.

Our Schools:

- St Paul's Way Trust School (SPWT) 3 - 18 all-through school in Tower Hamlets
- Royal Greenwich Trust School (RGTS) 11 - 18 secondary school in Greenwich

Our University 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)

Our Public and Private Sector Partners:

- AXA
- London Borough of Tower Hamlets
- NHS London
- Poplar Harca Housing Association



Background to our growing Trust

2009	<p>St Paul's Way School was a failing 11-16 school in East London with less than 700 students against a capacity of 1,200. The pupils were from homes with the highest levels of deprivation in the country and they ended their time with some of the poorest examination results at KS4.</p> <p>In 2009, 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.</p>
2012	<p>Royal Greenwich University Technical College (UTC) opened its doors in September 2012.</p> <p>Four years later in 2016, it was rated "Requires Improvement." It then joined the UST Trust.</p>
2013	<p>SPWT Sixth Form admits its first intake.</p> <p>SPWTS deemed "Outstanding" by Ofsted.</p>
2014	<p>The SPWTS 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).</p>
2016	<p>Following the decision of the governors and senior leadership at the school to expand the successful model at SPWTS into a Multi Academy Trust, UST was formed in September 2016 with SPWTS and RGTS as the founding schools.</p>
2021	<p>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 undertake due diligence with UST in order to join the Trust's family of schools.</p>



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**



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.



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.



Values



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:
 - **Ambition** - *commitment to excellence, so that all stakeholders are continually learning and maintaining high standards;*
 - **Academic rigour** - *induction into the powerful knowledge of a wide range of subject disciplines, scholarship and professional practice; using this to think critically within the school and beyond to support flexible and life-long learning opportunities;*
 - **Character-building** - *growth and development as individuals in order to contribute to our school community and beyond - locally, professionally, nationally and globally;*
 - **Equality** - *enabling everyone to flourish in a way that is tailored to meet individual needs and circumstances;*
 - **Future-focused thinking** - *continuous improvement, that focuses on future ambitions and key transition points, is at the heart of our aims, habits, and practices.*

Strategic Priorities

- To deliver **transformational education** within high quality learning environments so that staff make a real difference for pupils, 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 offer **dynamic curricula** by sharing expertise and providing high-quality resources to ensure a clear progress in knowledge and skills towards agreed end points.
- To deliver a **world-class education** utilising our collective wealth of people and physical resources - which include co-curriculum development, enrichment opportunities and structured pastoral support and peer group collaboration.
- To ensure **digital and other technologies are used creatively to improve and widen** the experience of our learners.
- To ensure the **safety and physical, emotional and mental well-being** of all pupils and the promotion of social mobility.
- To close performance gaps wherever they manifest.



Our People

Mission

- The Trust's strong and effective **leadership and governance** ensures our vision is realised and our schools continue to develop and improve systematically, underpinned by sound financial planning.
- The **teaching practice** of our schools within the Trust is research informed, in partnership with our university Trust partners, and the collated evidence will influence local, national and international policy. We share our best practice with others, extending our success and influence.
- The Trust and its schools will **develop staff at all levels ensuring future success** of the organisation.
- The Trust's mission is to **improve the outcomes for all our pupils**, through the recruitment, training and retention of the highest calibre staff, valuing the contributions of all and ensuring the welfare of those who work with us.

Strategic Priorities

- To ensure **robust and effective governance and leadership** for a growing Trust, demonstrating strong governance disciplines which provide effective oversight, financially sound strategic planning, ambition and clarity of vision for all.
- To **develop talented practitioners** in all areas of the Trust and create a culture of succession planning and excellence.
- To deliver **appropriate and effective professional development** in order to improve practice and develop talented practitioners within the organisation.
- To **implement a people strategy** which is aligned with the Trust's aspiration to support the highest quality recruitment, retention, and welfare of the staff across our organisation.



Our Partnerships

Mission

- Our pupils, staff and schools, in **co-operation with our families and communities**, engage fully with our offer, are inspired to meet and plan their futures, and to excel.
- Schools within the Trust make full use of our **unique and synergistic** partnerships with **university, corporate and voluntary sector partners** to create and maintain a continuous learning journey - from nursery to sixth form and beyond - enabling our learners to make informed choices from a wide range of academic and vocational learning paths.
- We are developing a flexible school-to-school support structure and a platform to develop our staff and leaders at all levels in order to support local schools and MATs.

Strategic Priorities

- To involve all **parents/carers**, ensuring they benefit from and contribute to the education of their children and the wider school community. Trust schools will offer support and guidance for parents/carers to engage with their own learning and development.
- To enrich both the Trust and our communities by engaging and embracing **local communities** - enabling all stakeholders to benefit from an excellent educational offer, exceptional facilities and to contribute to the work of our schools.
- To develop our **distinctive and impactful relationships with the Trust university partners** and make full use of their **civic leadership and research** for the benefit of all - such as enrichment opportunities and academic learning path choices for students and highest quality continual professional learning opportunities for staff.
- To implement **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 engage with local education providers both sharing and benefiting from each other's expertise.



Our Processes

Mission

- The Trust's **systems, procedures and policies** support its vision and those of its schools, ensuring effectiveness, efficiency and equality for all.
- All actions by the Trust will consider the **green agenda**, be concerned for **increased sustainability**, and be mindful of the Trust's wider role within the community.

Strategic Priorities

- The Trust manages and ensures effective and efficient systems which deliver comprehensive **data** and drive school improvement.
- To ensure that as the Trust increases in size, the benefits and financial advantages are optimised through our dynamic **finance and procurement strategies**.
- To maintain the **security of data** within the Trust, through widespread understanding and disciplined compliance with procedures.
- To build on our **excellent facilities** in which to learn and work.
- To ensure we have an evolving **IT infrastructure** which is fit for purpose and aligned to our operational needs, and with the capacity for future growth and the inclusion of emerging technologies for our pupils, staff and community.
- To maintain our **healthy, safe and secure environments**.
- To **audit and assess risk** continuously, ensuring all areas within the Trust are supported fully and risks are identified and managed.
- To develop a dynamic **marketing and communications programme** that is wide-reaching and effective.
- To widen the Trust's contribution, both as an organisation and as individuals, to support the **green agenda and an increase in sustainability**.

For the Trust's aims to be met, the Trustees will monitor, scrutinise and review the strategic objectives to ensure improvement is continuous and adheres to best practice, both within an educational environment and compliance with regulations.



Appendix 1: Definitions

Partners

This is a collective term for all the organisations or individuals identified below (Trust Board Partner / Member Partners / Sponsor Partner).

Trust Board Partners

These are the organisations that can nominate an individual to act as a Trustee on the Trust Board.

Member Partners

These are the organisations that can appoint a Member Representative and appoint one Trustee directly.

Sponsor Partner

This is the founding University (QMUL) which can appoint a Member Representative and appoint two Trustees directly.

Governance Handbook & Charter

A set of internal documents that will contain the additional information that is not set out in the Trust's Articles of Association to support our Governors, Trustees and Members.

Articles of Association

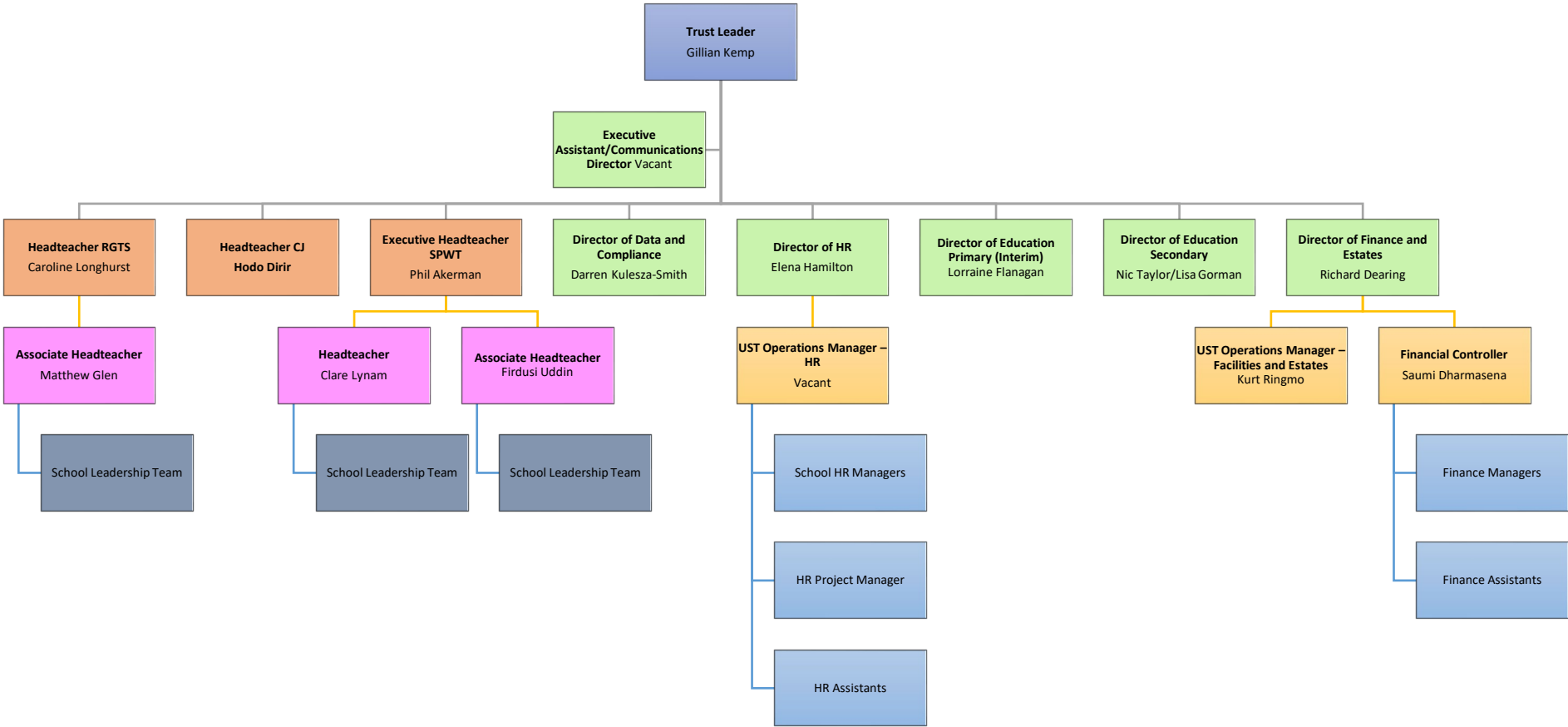
A document that specifies the regulations for the Trust's operations and defines the Trust's purpose as well as the responsibilities of individuals within the Trust.

Memorandum of Understanding

The document that sets out the agreement of how the partnership between the UST and its partners will work and provide.



Appendix 2: UST Organisational Chart



Appendix 3: Our Offer (Tangible Benefits)

LEADERSHIP & GOVERNANCE	GROWTH	SCHOOL IMPROVEMENT STANDARDS	SCHOOL IMPROVEMENT PROFESSIONAL DEVELOPMENT	DATA	INFORMATION GOVERNANCE
Strategic Objective # 1: Create robust and effective governance and leadership for a growing Trust.	Strategic Objective # 2: Ensure optimal growth to secure benefits of scale and deliver maximum advantages across the Trust.	Strategic Objective # 3: Deliver World-Class Education with Outstanding Schools.	Strategic Objective # 4: Develop talented practitioners at all levels and create a culture of succession planning and excellence.	Strategic Objective # 5: Develop effective and efficient systems which deliver comprehensive data to drive school improvement.	Strategic Objective # 6: Ensure the security of data within the Trust, through widespread understanding and disciplines compliance with procedures.
Support for HTs: 1. Weekly 1:1 with Trust Leader and/or Exec Team 2. Regular HT/Exec Team meetings to review and discuss Trust wide issues 3. Collaboration with peers 4. HT Performance Management	Internal growth - support with and refurbishment	School of Education: 1. Teaching and learning working group 2. Curriculum working group	School of Education: 1. CPD compendium for each stage of teaching and support staff career 2. Leadership Support Programmes – NPQML etc... 3. Leadership Support – middle and senior leaders (bespoke school programmes)	Data team: School Census Workforce Census	GDPR Consultants - (Connectix)
Clear and accessible Scheme of Delegation HR Scheme of Delegation Finance Scheme of Delegation	External Growth – to enhance economies of scale and offer the benefits of the Trust to other schools.	Annual Reviews: <ul style="list-style-type: none"> SEND Equalities Pupil Premium Covid-19 Catch-up Safeguarding 	Appraisal System – (BlueSky Software)	Data Reporting Quality Assurance Data Training Timetable Support Data Analysis and KPIs	Management of GDPR, complaints and whistle blowing reports
Governor Services – (NPW) Governance Conference Governor/Trustee support for various staff and pupil policies		School Improvement Planning and Support		Pupil Management Information System – (SIMs)	Staff Training
Subscriptions: NGA Confederation of School Trusts		Teaching and Learning Review support		Data Guidance Support	Information Governance Audits
Compliance: Policy planner Website compliance Compliance Tracker – (The Key)		NHS – Kooth (mental health support) Secondary and KS3 Transition			Information Governance Compliance and Policies
Policy Management		CPOMS – safeguarding software			Oversight and scrutiny to ensure compliance and best practice.
Risk Management					



MARKETING & COMMUNICATIONS	PEOPLE STRATEGY HR	FINANCE and OPERATIONS FINANCE	FINANCE and OPERATIONS ESTATES and FACILITIES MANAGEMENT	FINANCE and OPERATIONS HEALTH and SAFETY	FINANCE and OPERATIONS IT
Strategic Objective # 7: Create a consistent marketing and communications programme that is wide-reaching and effective.	Strategic Objective # 8: Implement a people strategy which is aligned with the Trust's aspirations.	Strategic Objective # 9: Develop a finance strategy that meets the growing and changing needs of the Trust.	Strategic Objective # 10: Deliver excellent facilities in which to learn and work.	Strategic Objective # 11: Provide and maintain healthy, safe and secure environments.	Strategic Objective # 12: Build an IT infrastructure aligned to the operational needs and prepared for future growth and emerging technologies.
Website – (Pixelbox)	I-Trent – Staff management information service and payroll	Budget Setting and Monitoring	Catering procurement and oversight – (Olive Dining)	Health and Safety consultants competent person – (Armadillo)	IT Procurement – (TQS)
Communications Support e.g. information, generic letters and templates	Statutory Reporting: Gender Pay Gap	Income generation	Cleaning procurement and oversight – (PURGO)	School Health and Safety Committee	IT Trust Wide Strategy (summer 2021)
UST Newsletter	Casework support	Best Value for services and resources	Hard Facilities procurement and oversight – (SPIE)		
	Trade Union Forum	External and Internal Reporting	Legal Procurement – (Browne Jacobson)		
	Onboarding and off-rolling procedures	Internal Auditors – (McCabe-Ford Williams)	Letting's procurement and oversight – (Schools Plus)		
	Trust's Well-Being Offer (update summer/autumn 2021)	External Auditors – (Azets TBC)	Energy procurement – (Civitas)		
	Staff Attraction Strategy (summer/autumn 2021)		Capital Bids – e.g. LED lights/ decarbonisation		



Timeline

20th October 2020	Initial Strategy Discussion with the Trust Board.
16th November 2020	Strategy Working Group – Draft proposal (vision, mission and values).
4th December 2020	Strategy Working Group – Review strapline, vision, mission, strategic objectives and agree timeline and consultation process.
15th December 2020	Update to Trust Board.
23rd January 2021	Strategy Working Group – Mission and Strategic Priorities.
January 2021	Consultation with Chairs of Governors – strapline, vision, values, mission and strategic objectives.
3rd February 2021	Consultation with School Leaders – strapline, vision, values, mission and strategic objectives.
4th March 2021	Strategy Working Group – Review outcomes from the consultation and agree final draft of strapline, vision, mission and strategic objectives.
23rd March 2021	Update to Trust Board.
23rd April 2021	Consultation with staff (newsletter).
24th April 2021	Paper circulated to Governance Working Group.
4th May 2021	Governance and Members' Meeting.
May	Governance Working Group.
13th July 2021	Strategy approved at Trust Board meeting.