



## MIST Strategic Plan 2015 to 2020 – TOGETHER STRONGER – Progress Report: September 2019

*The strategic plan seeks to identify the objectives and actions by which the Trust develops and delivers its vision, at the heart of which are the schools (which have their own local development plans and strategies too; such plans will be consistent with the Group plan but also reflect local contexts and needs). The plan remains flexible to respond to opportunities. Since 2015, moreover, some things referred to in the initial plan have been superseded or replaced, for example:*

1. Methodist Family of Schools Steering Group (MFSSG) is to be replaced by the Methodist Schools Committee (MSC)
2. The World AIMS project as previously conceived (jointly with All We Can) has come to an end and work is being done on new ways to support schools in global education and local community service projects (G2L)
3. The Wesley Trust (a MIST sponsored Multi Academy Trust) has been established

### MIST's Vision:

1. **Sustainability and Growth.** The Trust, working in partnership with others, will be a financially sound, developing and growing family of schools each striving for ever higher standards of education (understood in the broad sense) for all students and staff
2. **Christian character.** The work of the Trust will seek to be an integral part of the Church's mission in the world, demonstrated through worship, learning, caring and service.
3. **Quality.** The schools will be ably supported through guidance, training and practical support on best practice governance, leadership, financial stewardship and learning. Such support will be evident both from the Trust directly and through a mutual sharing of resources.

MIST supports and challenges the schools in the fulfilment of the group's **aims** which are:

- To be caring Christian family communities committed to the development of the full potential of each individual
- To maintain high educational standards in all their academic, cultural and sporting activities whatever the ability of the child
- To work with and in the communities they serve
- To worship as Christians in the Methodist tradition, upholding Christian values in practice as well as in theory, making religious education a strong feature of the curriculum
- To welcome members of other faiths (and none) in a spirit of openness, tolerance and respect
- To encourage pupils to critically examine the standards and values current in society and to develop a personal faith to guide them throughout their lives

### MIST's ethos:

Methodist Schools are inclusive and welcoming communities where individuals are valued, good order is respected, relationships cherished, and where excellence in its widest sense (academic, extra-curricular, lifestyle) is pursued. Methodist Schools encourage a sense of belonging, seek to improve lives and boldly expect the impossible. In Methodist Schools, educational experiences and activities bring mind and heart, intellect and passion together. Methodist Schools work in mutually beneficial partnerships with each other and the wider Methodist Church.

**Annual Review: reports on progress against the plan (column 5).** Consultation for the 2020-25 plan was undertaken throughout 2018-19 and a new Group Plan 2020-25 is now drafted.

Aims	Objective	How?	Action steps (responsibility)	Progress update Sept 2019
<p><b><u>SUSTAINABILITY AND GROWTH</u></b></p> <p><i>Because we believe the quality and character of our schools to be worth sustaining. We welcome the opportunity to add more schools to the group thus extending our reach, adding to the group's asset base and widening the pool of influence and collaboration.</i></p>	<p><u>Current schools:</u></p> <ol style="list-style-type: none"> <li>1.Sustain, consolidate and where possible grow pupil numbers</li> <li>2.Address affordability agenda</li> <li>3.Identify collaboration opportunities (local, regional, national)</li> </ol>	<ul style="list-style-type: none"> <li>• School plans supported by MIST and reported to MIST by annual report +</li> <li>• MIST instigates work in schools on costs, PTR, fees/discounts, enterprises</li> <li>• Identify scope for MIST shared/regional/central services</li> <li>• South west pilot project</li> <li>• Develop proactive partnerships with associated and other schools (including MAST and other state schools)</li> <li>• Be open to co-operation opportunities with other school groups</li> </ul>	<p>School ASR reviewed annually EO and T visits to schools</p> <p>SPDP (and similar) reports commissioned EO review with schools (reports to Finance Committee where required)</p> <p>EO to plan with schools</p> <p>EO +H/B/C of associated schools</p> <p>EO/H/C MFFSG operational</p>	<p>DH/JW have visited all schools and provided ad hoc support as required. Trustees have undertaken Trustee visits.</p> <p>ASR process reviewed and further refined for 18/19 ASR.</p> <p>Kingsley sold.</p> <p>Limited progress re SW "Pilot" but remain an obvious objective and potential either in Truro specifically or SW generally</p>
	<p><u>New schools:</u></p> <ol style="list-style-type: none"> <li>1.Aligned to current schools</li> <li>2.Other new school acquisitions</li> <li>3.Examine founding new school(s)</li> </ol>	<ul style="list-style-type: none"> <li>• Feeder preps</li> <li>• Co-operation agreements</li> <li>• Approaches from other schools</li> <li>• Approaches to other schools</li> <li>• Overseas opportunities</li> <li>• Research supply and demand (S&amp;D)</li> <li>• Align research in S&amp;D to Methodist property map and circuits</li> </ul>	<p>Group policy re principles/process agreed and circulated (T)</p> <p>Schools encouraged to communicate early with MIST via EO</p> <p>Commission appropriate research Consider partners (T/EO)</p>	<p>Roselyon was acquired in response to TS request (Easter 2018). School closed July 2019. Possible sale of campus to NFA under discussion.</p> <p>Several approaches from schools to join MIST were declined as don't fit the MIST policy/strategy. No news on wider Church review on property.</p>
	<p><u>MIST/MAST:</u> MAST objectives and plans shared</p>	<ul style="list-style-type: none"> <li>• Identify opportunities to collaborate</li> <li>• Develop Methodist Family of Schools idea</li> <li>• Support for academisation</li> </ul>	<p>MFSSG established (now superseded by MSC) Development/business plan needed Legal advice underway</p>	<p>MIST continues to provide key support for the Wesley Trust, manages a joint schools' website, joint exhibition stand/material and contributed to a joint report to Conference. SLA in place for office services.</p>
	<p><u>Boarding:</u></p> <ol style="list-style-type: none"> <li>1.Review each school's boarding rationale and vision</li> <li>2.Examine opportunities for regional or wider collaboration in boarding</li> </ol>	<ul style="list-style-type: none"> <li>• Boarding research</li> <li>• Possible SW pilot(s)</li> <li>• Joint recruitment/marketing initiative</li> </ul>	<p>Review boarding (SWOT) at MIST and school levels (T/EO/H/C/B)</p>	<p>No progress</p> <p>Limited bilateral exchange of pupil recruitment</p>

<p><b>CHRISTIAN CHARACTER</b></p> <p><i>Because we wish to be distinctive in the independent sector, as would be expected from the foundation that informs our aims and ethos.</i></p>	<p><u>Ethos Committee and Pastoral Visitor:</u></p> <p>1. Review PV reports and recommendations</p> <p>2. Identify opportunities for CPD in schools and informing links with the church at all levels</p> <p>3. Provide support to Heads and Governing bodies</p>	<ul style="list-style-type: none"> <li>• Appoint PV (done Dec 2015)</li> <li>• Establish work plan for PV</li> <li>• PV to advise</li> <li>• Heads to advise</li> <li>• MIST to facilitate</li> <li>• PV to advise</li> <li>• Chairs to advise</li> <li>• MIST to assist</li> </ul>	<p>PV appointed and developing work plan (PV)</p> <p>Ethos Committee newly established; developing its work plan. (EC)</p>	<p>PV operational. All schools visited.</p> <p>Ethos Development/Support Group established.</p> <p>A SIAMS for MIST WP to be set up</p> <p>Considerable work on Chaplaincy done – updated policy document issued</p>
	<p><u>World AIMS (WA):</u></p> <p>1. Implement WA strategic plan</p> <p>2. Embed development education objectives of WA in each school</p>	<ul style="list-style-type: none"> <li>• WA project manager (SN)</li> <li>• WA Management Committee</li> <li>• All We Can</li> <li>• Heads with WA project manager (and others)</li> <li>• In school CPD (school co-ordinators)</li> </ul>	<p>SN and WAMC review work plan against objectives; examine new ways of working with schools and All We Can. (WAMC)</p> <p>Establish network of co-ordinators based in schools (H)</p>	<p>AWC and MIST decided to wind up World AIMS (Jan 2017). A well supported School co-ordinators day (Oct 2018). Several schools establishing new partnerships through Edukid. Second G2L newsletter published.</p>
	<p><u>Safeguarding:</u></p> <p>1. Undertake Schools Safeguarding Review and Audit (SSRA)</p> <p>2. Ensure trustees and governors are fulfilling their responsibility for monitoring safeguarding</p>	<ul style="list-style-type: none"> <li>• SSRA Board and Audit Team</li> <li>• School audits and reports</li> <li>• Joint training event(s)</li> <li>• Annual report (ASR)</li> </ul>	<p>SSRA launched (April 2016), pilot reviews (May 2016), report (Dec 2016).</p> <p>Develop use of ASR to improve reporting, identify and meet training needs (All)</p>	<p>Third annual Safeguarding Training Day held (5/6/19). ASR included specific safeguarding appendix/report from schools</p> <p>SSRA 2020 planned</p>
	<p><u>Conferences/Meetings:</u></p> <p>Encourage and establish training events for shared good practice across schools</p>	<ul style="list-style-type: none"> <li>• Develop the April Conference</li> <li>• Use established meetings to share best practice</li> <li>• Identify group training opportunities</li> <li>• Add group wide consultation event to Trustees' September meeting</li> </ul>	<p>Truro developed Ashville model</p> <p>Agenda management (T/EO/C/H)</p> <p>Joint meetings of Trustees and Chairs: Sept/Feb/April</p>	<p>Continued pattern of annual conferences and/or training events (one day and/or residential): September, February, April (Trustees/Chairs/Heads) + specialist days e.g. G2L, DSL, HR</p>
	<p><u>PR</u></p> <p>1. Improve internal communications</p> <p>2. Develop external profile: church, DfE media, etc</p>	<ul style="list-style-type: none"> <li>• Website update/re-launch</li> <li>• Improve communication of discussions and decisions</li> <li>• PR plan: profile and message</li> </ul>	<p>EO by April 2017</p> <p>All – ongoing (2-way information flow)</p> <p>EO and T with advisers to improve PR and clarify communications generally</p>	<p>Website launched in Sept 17. Annual Report “professionalised”. New Methodist Schools stand and literature. Still much to do on internal comms.</p>

<p><b>QUALITY</b></p> <p><i>Because we wish our current schools and any that we may acquire or establish to be known as beacons of excellence in the communities in which they are set. The Trust and the schools are “works in progress” and can learn from each other and benefit from mutual collaboration (“Together Stronger”)</i></p>	<p><u>Governance:</u></p> <ol style="list-style-type: none"> <li>1. Clarify responsibilities and accountabilities of Trust and school governing bodies</li> <li>2. Develop Chairs meetings as governance best practice meetings</li> <li>3. Develop induction and training programme</li> <li>4. Secure succession planning</li> </ol>	<ul style="list-style-type: none"> <li>• Legal structure decision taken</li> <li>• New IoG, agreed code of practice and governance manual to follow</li> <li>• Balanced agenda (information/debate/sharing)</li> <li>• AGBIS (or other) audit (school governance and MIST)</li> <li>• Identify training needs and programme</li> <li>• MIST N&amp;GC monitor and review (Trust)</li> <li>• School N&amp;GC monitor and review</li> </ul>	<p>Legal Structure Steering Group reporting to MIST and working with the schools will achieve this by April 2017</p> <p>Agenda management (C/EO/T)</p> <p>Establish a training diary to plan events linked to identified needs (e.g. induction, new legislation/guidance, refresher training) – using Farrer’s, AGBIS and Charity Commission events (EO)</p> <p>Routine reviews and database updates (EO)</p>	<p>Governance Manual published (Sept 2017) was updated for Sept/Oct 2018. Advice provided on apprentice levy, GDPR, gender pay gap reporting, lock down procedures, impact of business rates relief/VAT, TPS.</p> <p>Governance audit commenced June 2018, completed June 2019. Reports/recommendations to be reviewed by MIST Sept 19.</p>
	<p><u>Education/staffing:</u></p> <ol style="list-style-type: none"> <li>1. Develop Heads (and other practitioner) meetings to share good practice</li> <li>2. Develop opportunities for CPD and career pathways across group (regionally and/or nationally)</li> </ol>	<ul style="list-style-type: none"> <li>• Balanced agenda (information/debate/sharing)</li> <li>• Add JS Heads group</li> <li>• Heads to agree priorities and practicalities</li> <li>• Schools information grid (including skills register)</li> </ul>	<p>Agenda management (H/EO)</p> <p>Make best use of opportunities for joint meetings and training events linked to need identified (H/EO)</p> <p>Establish directory of practitioners/advisers across the group (H/EO)</p>	<p>Joint training/meetings: Heads/Chairs/Trustees; JS Heads; DSLs (and DSGs), G2L Co-ordinators; HR.</p> <p>No progress on directory- in 2020-25 plan</p>
	<p><u>Property:</u></p> <ol style="list-style-type: none"> <li>1. Improve central knowledge of estate assets</li> <li>2. Encourage sharing of best practice in estate management (e.g. energy, maintenance, procurement)</li> <li>3. Improve office @ MCH</li> </ol>	<ul style="list-style-type: none"> <li>• Quinquennial conditions surveys</li> <li>• Bursars/Estates Managers meetings</li> <li>• Agree office plan and implement</li> </ul>	<p>Initial group wide surveys scheduled summer 2016 (EO)</p> <p>Make best use of opportunities for joint meetings and training events linked to need identified (EO)</p> <p>Plan established, agreed with MCH property committee, implement summer 2017. (EO)</p>	<p>Regular Bursar meetings</p> <p>Property WP established – undertook many school visits, 3 still to do; will report to FC in November 2019</p> <p>Office plans superseded by Church plans to demolish and rebuild MCH. Exec to examine options and costs.</p>

Key – T: Trustees, EO: Executive Officers (including all staff at MCH), H: Heads, C: Chairs, B: Bursars (or equivalents), JSH: (Junior School Heads), PV: Pastoral Visitor, IOG: Instrument of Government; N&GC: Nominations and Governance Committee; ASR: Annual School Report; DSL: Designated Safeguarding Leads; DSG: Designated Safeguarding Governors