



MIST Strategic Plan 2015 to 2020 – TOGETHER STRONGER – Progress Report: September 2017

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 Since 2015, for example some things referred to in the initial plan have been superseded or replaced, for example;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 a new project 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) but minimally edits the other columns.

Full Review: Consultation for the 2020-25 plan will commence in academic year 2018/19 and be led by a small working party drawn from MIST and the schools

Aims	Objective	How?	Action steps (responsibility)	Progress update Sept 2017
<p><u>SUSTAINABILITY AND GROWTH</u></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"> Sustain, consolidate and where possible grow pupil numbers Address affordability agenda Identify collaboration opportunities (local, regional, national) 	<ul style="list-style-type: none"> School plans supported by MIST and reported to MIST by annual report + MIST instigates work in schools on costs, PTR, fees/discounts, enterprises Identify scope for MIST shared/regional/central services South west pilot project Develop proactive partnerships with associated and other schools (including MAST and other state schools) Be open to co-operation opportunities with other school groups 	<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 attended some governors meetings and/or finance committees. Focus on "challenged schools". Trustees have visited schools.</p> <p>ASR process reviewed and further refined for 16/17 ASR.</p> <p>Further SPDP cost reviews undertaken. New insurance broker appointed driving down costs and ensuring full cover.</p> <p>Devon WP reported to Trustees June 2017. SW "Pilot" tbc</p> <p>Wesley Trust opportunity supported (people and finance)</p>
	<p><u>New schools:</u></p> <ol style="list-style-type: none"> Aligned to current schools Other new school acquisitions Examine founding new school(s) 	<ul style="list-style-type: none"> Feeder preps Co-operation agreements Approaches from other schools Approaches to other schools Overseas opportunities Research supply and demand (S&D) Align research in S&D to Methodist property map and circuits 	<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>KCD opened for business Sept 2016. DL seconded for Special Projects.</p> <p>Projects Drake, Roselyon and Swan all received careful review (several other approaches declined). Abbotsholme joined MIST in June 2017</p>
	<p><u>MIST/MAST:</u> MAST objectives and plans shared</p>	<ul style="list-style-type: none"> Identify opportunities to collaborate Develop Methodist Family of Schools idea Support for academisation 	<p>MFSSG established (to be superseded by MSC) Development/business plan needed Legal advice underway</p>	<p>MIST helped develop the plan and provided key support for the launch of Wesley Trust, commissioned Methodist Schools film and new website, and supported MSC to replace MFFSG. Joint staff team being arranged.</p>
	<p><u>Boarding:</u></p> <ol style="list-style-type: none"> Review each school's boarding rationale and vision Examine opportunities for regional or wider collaboration in boarding 	<ul style="list-style-type: none"> Boarding research Possible SW pilot(s) Joint recruitment/marketing initiative 	<p>Review boarding (SWOT) at MIST and school levels (T/EO/H/C/B)</p>	<p>No progress</p>

<p>CHARACTER</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"> • Appoint PV (done Dec 2015) • Establish work plan for PV • PV to advise • Heads to advise • MIST to facilitate • PV to advise • Chairs to advise • MIST to assist 	<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>What support do Heads/Governors need?</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"> • WA project manager (SN) • WA Management Committee • All We Can • Heads with WA project manager (and others) • In school CPD (school co-ordinators) 	<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). Successful School co-ordinators day (1/3/17). Exploring connection with Edukid for newsletters and teaching resource co-operation and overseas opportunities.</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"> • SSRA Board and Audit Team • School audits and reports • Joint training event(s) • Annual report (ASR) 	<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>SSRA completed and reported. Safeguarding Training Day held (6/6/17). MIST safeguarding and whistleblowing policies reviewed/updated. ASR guidance updated for 2017.</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"> • Develop the April Conference • Use established meetings to share best practice • Identify group training opportunities • Add group wide consultation event to Trustees' September meeting 	<p>Truro developed Ashville model</p> <p>Agenda management (T/EO/C/H)</p> <p>Joint meeting Feb 2016 and Sept 2016 (others to follow)</p>	<p>Emerging pattern of annual conferences and/or training events (one day and/or residential): September, February, April (Trustees/Chairs/Heads) + specialist days eg 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"> • Website update/re-launch • Improve communication of discussions and decisions • PR plan: profile and message 	<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>New website will be launched in Sept 17. Methodist Conference "opportunity". Methodist Schools Film. Annual Report "professionalised". Legal structure consultations and implementation enhanced links to Governors.</p>

<p>QUALITY</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> <p>1. Clarify responsibilities and accountabilities of Trust and school governing bodies</p> <p>2. Develop Chairs meetings as governance best practice meetings</p> <p>3. Develop induction and training programme</p> <p>4. Secure succession planning</p>	<ul style="list-style-type: none"> • Legal structure decision taken • New IoG, agreed code of practice and governance manual to follow • Balanced agenda (information/debate/sharing) • AGBIS (or other) audit (school governance and MIST) • Identify training needs and programme • MIST N&GC monitor and review (Trust) • School N&GC monitor and review 	<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 (eg induction, new legislation/guidance, refresher training) – using Farrers, AGBIS and Charity Commission events (EO)</p> <p>Routine reviews and database updates (EO)</p>	<p>Preparation for the UCM has assisted schools and MIST to understand respective responsibilities. Governance Manual ready for publication. New legal structure ready for 1/9/17. Work on apprentice levy, GDPR, gender pay gap reporting and lock down procedures underway</p> <p>Chairs meeting arrangements were reviewed in 16/17 but no substantive progress made.</p> <p>Streamlined governor nomination/application process</p> <p>Audit suggested for academic year 18/19</p>
	<p><u>Education/staffing:</u></p> <p>1. Develop Heads (and other practitioner) meetings to share good practice</p> <p>2. Develop opportunities for CPD and career pathways across group (regionally and/or nationally)</p>	<ul style="list-style-type: none"> • Balanced agenda (information/debate/sharing) • Add JS Heads group • Heads to agree priorities and practicalities • Schools information grid (including skills register) 	<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 (planned for Dec 2017).</p> <p>No progress on directory</p>
	<p><u>Property:</u></p> <p>1. Improve central knowledge of estate assets</p> <p>2. Encourage sharing of best practice in estate management (eg energy, maintenance, procurement)</p> <p>3. Improve office @ MCH</p>	<ul style="list-style-type: none"> • Quinquennial conditions surveys • Bursars/Estates Managers meetings • Agree office plan and implement 	<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>Condition surveys completed and school reviews undertaken. Valuation will allow reduced security charge for HSBC</p> <p>Regular Bursar meetings</p> <p>Office plans presented for approval; details tbc but deferred by MCH property committee (new target summer 2018).</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