



GOVERNORS' MONITORING

(Evidence Gathering)

with
Mike Simmonds
Governance Consultant




Monitoring



Find Fault or celebrate?



Forensic examination or spotlight?



MENTI

Monitoring  **What are the goals of governance monitoring?**



Asked to provide a report on an aspect of school life?

What steps would you take?

What shouldn't you do?

GOVERNORS' MONITORING



Board of Education
Diocese of Chelmsford
GOVERNANCE Training



Monitoring = School Improvement



HOW IS YOUR MONITORING IMPACTING SCHOOL IMPROVEMENT?



Monitoring For School Improvement

"Governors who devote too much time and attention to the marginal issues (like the school uniform, dinner menu or the peeling paintwork in the main hall) instead of focusing on the core issues that really matter - the quality of teaching, the progress and achievement of pupils and the underlying school culture"

"For many of us involved with governing a school thought of ourselves as governing 'a school'

..... move beyond a compliance mindset and think about the evolution of improvement".

Sir David Carter - former National Schools Commissioner in Leading Academy Trusts p 196



GOVERNORS' MONITORING



Guidance School monitoring handbook

Updated 16 September 2024

20. Through our monitoring programmes, inspectors will evaluate how school leaders, trust leaders (in academies) and governors/trustees are **improving the school**. Inspectors will identify the factors that are leading to **sustainable improvement** and any barriers that may prevent improvement from happening as quickly as it should.



GOVERNORS' MONITORING



Guidance School monitoring handbook

Updated 16 September 2024

50. Each monitoring inspection will focus on how the school is progressing towards no longer meeting the monitoring threshold. Inspectors will seek to understand the extent to which all leaders have identified the areas of the school where there is still more to do and whether they are taking the necessary steps to improve.



GOVERNORS' MONITORING



10. Schools should approach their inspection with integrity and be open, transparent and honest. This includes providing evidence - or access to evidence - that will enable inspectors to report honestly, fairly and reliably. It means not withholding or concealing evidence, or providing false, misleading, inaccurate or incomplete information.

Accountability

Guidance School inspection handbook

Updated 16 September 2024



GOVERNORS' MONITORING



Being held accountable is an act of generosity and compassion. It is a gift that someone gives us to correct our wrongs, unlearn, and do better for the sake of our own growth. It might be uncomfortable, but it is worth the discomfort.

Minaa B



Accountability



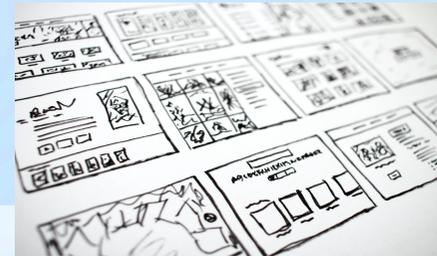
Nothing in all creation is hidden from God's sight. Everything is uncovered and laid bare before the eyes of him to whom we must give account

Hebrews 4:13



GOVERNORS' MONITORING

Strategic v Operational



GOVERNORS' MONITORING

Maintained schools governance guide

strategic oversight for the school's safeguarding arrangements.

Securing the Christian Character

Church of England Vision for Education
Deeply Christian, Serving the Common Good

the vision, ethos and strategic direction of the school are clearly defined

the headteacher performs their responsibilities for the educational performance of the school

the sound, proper and effective use of the school's financial resources

Permission Required

No Judgments



Avoid stress times

Not confrontational



Monitoring

monitor /'mɒnɪtə/
verb

gerund or present participle: **monitoring**

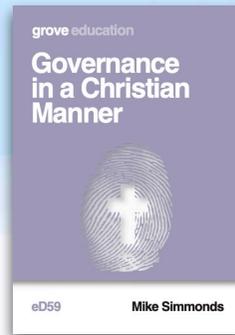
1. observe and check the progress or quality of (something) over a period of time; keep under systematic review.

GOVERNORS' MONITORING



"...governing in a Christian manner takes on an even deeper meaning and purpose. Each key responsibility could be interpreted and managed practically and pragmatically. Whatever measurement is used, this can be effective and provide for a successful school. However, a governor developing their approach from the **foundation of a Christian mindset or worldview will bring an added dimension to their role.** This may have different meanings to different people and depends on their own journey of faith."

"The enterprise, in its furthest reaches, must somewhere bear the imprint of his touch, something of the whorls and configurations of his (Jesus) mark".



GOVERNORS' MONITORING

An expectation for SIAMS from Dr Margaret James

Inspection in a Christian manner will always be **respectful**; it will always honour and dignify those involved; it will always be **compassionate and take context** into account; and it will always **seek to understand the truth.** Those carrying it out will always be cognisant of their status as fleeting guests within schools. They will be **kind, open-minded, fair, expert and approachable**, whilst simultaneously being **determined, rigorous, challenging, authoritative and evidence-led.**



Dr Margaret James - Grove Book

A MODEL FOR MONITORING



GOVERNORS' MONITORING

Holding the School to account

Asking challenging questions



challenge that is less confrontational disagreement which is not necessarily destructive accountability which is not threatening but welcomed



GOVERNORS' MONITORING

Holding the School to account

Asking challenging questions

The ... behaviour of highly effective relationship builders is to understand others and adapt yourself.



Matt Bird, Relationology



GOVERNORS' MONITORING

Holding the School to account



Asking challenging questions

Asking the right questions "rightly"
Recognising whether the answers are correct
Celebrating success

Foster the relationship with HT

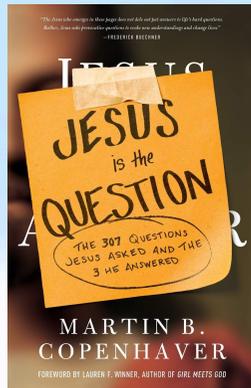
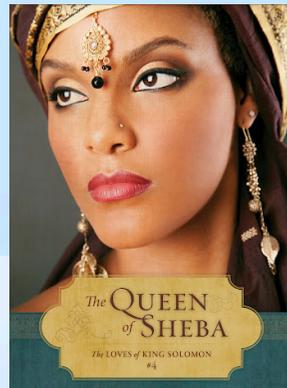
Model what you expect of others

Insist on wellbeing needs of staff

Attend training

Focus: Strategic not a operational

Coaching model to enable discussion



How might we improve on.....

If I could... how might we resource it?

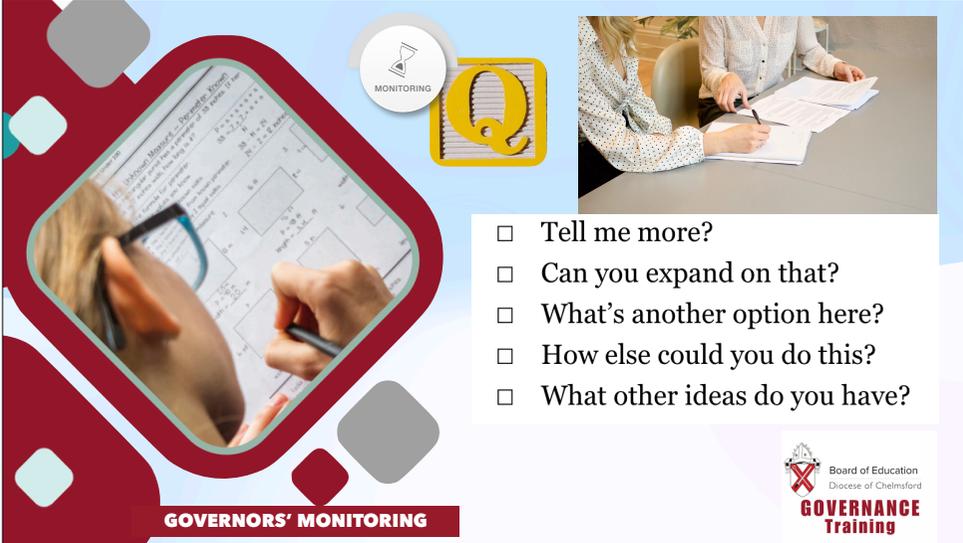
Which of these might be your preferred option?

What are the circumstances in which you would want me to...

What is it that is making you concerned about this?

How can we work on this together?





MONITORING

Q

- Tell me more?
- Can you expand on that?
- What's another option here?
- How else could you do this?
- What other ideas do you have?

Board of Education
Diocese of Chelmsford
GOVERNANCE Training

GOVERNORS' MONITORING



MONITORING

Q

Background

- ✓ What is our current position?
- ✓ Why does this matter?

Aim

- ✓ What is it we want to achieve?
- ✓ What will success look like?

Strategy

- ✓ How are we going to achieve it?
- ✓ What are the options here?

Implementation

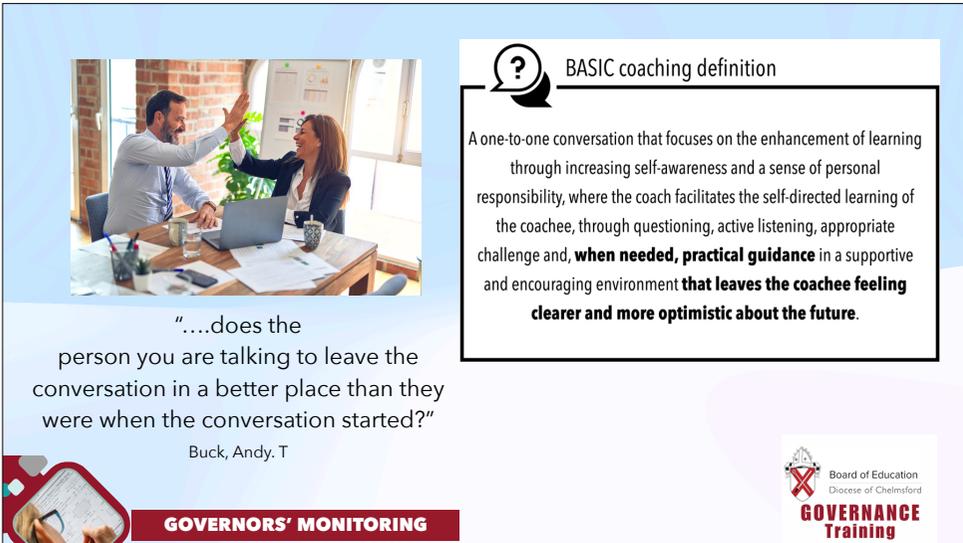
- ✓ What are the key steps we need to take?
- ✓ Who needs to be involved?

Commitment

- ✓ Which is the right approach?
- ✓ What do we recommend?

Board of Education
Diocese of Chelmsford
GOVERNANCE Training

GOVERNORS' MONITORING



MONITORING

?

BASIC coaching definition

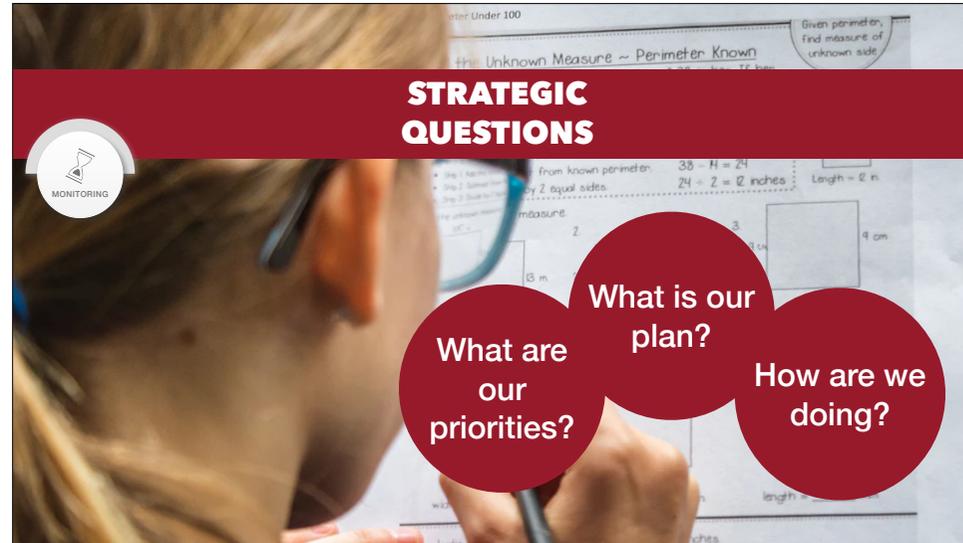
A one-to-one conversation that focuses on the enhancement of learning through increasing self-awareness and a sense of personal responsibility, where the coach facilitates the self-directed learning of the coachee, through questioning, active listening, appropriate challenge and, **when needed, practical guidance** in a supportive and encouraging environment **that leaves the coachee feeling clearer and more optimistic about the future.**

"...does the person you are talking to leave the conversation in a better place than they were when the conversation started?"

Buck, Andy. T

Board of Education
Diocese of Chelmsford
GOVERNANCE Training

GOVERNORS' MONITORING



MONITORING

STRATEGIC QUESTIONS

- What are our priorities?
- What is our plan?
- How are we doing?

Board of Education
Diocese of Chelmsford
GOVERNANCE Training

Ongoing monitoring & Evaluation






WALK
LEARNING ENVIRONMENT WALK

LEADS
UPDATES FROM: SUBJECT LEADS

HT/SL
HT/SL DISCUSSION

FOCUS ON AN ASPECT OF THE SCHOOL IMPROVEMENT PLAN





CW
MONITORING COLLECTIVE WORSHIP

PUPILS
PUPIL Q&A

WEBSITE
WEBSITE EVALUATION



GOVERNORS' MONITORING






Talking to pupils with their books to fully see what they have learnt.

Remember... Evidence will not just be in books!

AGREE form of questions with HT

Key questions:

- I saw you learning about X in the lesson. Tell me a little about it.
- Thinking back to last term - I see you learned Y. Tell me what you remember about Y.
- How does the teacher help you to remember important content?



GOVERNORS' MONITORING



CHURCH SCHOOL



- The vision and ethos of the school are distinctly Christian and permeate the life of the school and are rooted in theology
- Signs and symbols around the school demonstrate the link with the Christian belief
- Prayer and collective worship have an important place
- Leadership and governance shape the culture of the school (everyone including Governors can articulate the Christian vision of the School)
- There is evidence of the wider relationships at Parish/Deanery/Diocesan level

CONTEXT OF BEING A CHURCH OF ENGLAND SCHOOL




GOVERNORS' MONITORING



Ongoing monitoring & Evaluation






Written Reports/Evidence

- Visits Policy
- Clear expectations
- Against Policies, SEF and any decisions of FGB
- No judgements
- State what you see

Governors' Evaluation - seeing what is to be seen and asking questions to understand and report





GOVERNORS' MONITORING






MONITORING

Q

“There are three sides to every story, yours, ... mine ... and the truth. No-one is lying”
Robert Evans, Hollywood film-maker

GOVERNORS' MONITORING



Three Categories of Reports



Internal Reports

External Reports

GB Reports

GOVERNORS' MONITORING



MONITORING REPORTS



MONITORING

PREVIOUS OFSTED REPORT

SIAMS REPORT

HEADTEACHERS REPORTS

OTHER PROFESSIONAL REPORTS

FINANCE REPORTS

LA & DIOCESE ADVISORS REPORTS

DATA REPORTS

GOVERNOR VISIT REPORTS

Grade the level of **scrutiny** these reports are given in your governance board meetings

Unhappy ← → Happy

1 2 3 4 5 6 7 8 9 10

GOVERNORS' MONITORING



Impact

How does the school's theologically rooted Christian vision enable pupils and adults to flourish?

Educational performance

Learning

Positive enrichment

Change

Character Building

Personal Development

GOVERNORS' MONITORING



MONITORING

- people more than performance
- responsibility more than duty
- strengths as well as skills
- faithfulness hand in hand with achievement
- interdependence instead of independence
- a servant attitude at the heart of how we work together.

Board of Education
Diocese of Chelmsford
GOVERNANCE Training

GOVERNORS' MONITORING

Matthew 7
Judging Others
"Do not judge, or you too will be **judged**. For in the same way you judge others, you will be **judged**, and with the measure you use, it will be measured to you." Why do you look at the speck of sawdust in your brother's eye and pay no attention to the plank in your own eye? ...

Romans 12:3
Humble Service in the Body of Christ
3 For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you.

GOVERNANCE PODCAST
FOR GOVERNORS OF CHURCH SCHOOLS

a partnership
Education Department
DIOCESE OF CHICHESTER
www.chichester.anglican.org.uk

Board of Education
Diocese of Chelmsford

Diocese of Liverpool

THE CHURCH OF ENGLAND
Diocese of Hereford

hosted by
Mike Simmonds Dawn Harrison
For information: mike.simmonds@chichester.anglican.org.uk

<https://governancepodcast.buzzsprout.com>

Board of Education
Diocese of Chelmsford
GOVERNANCE Training

GOVERNORS' MONITORING

THANKS FOR ATTENDING

GOVERNORS' MONITORING

DO KEEP IN TOUCH
msimmonds@chelmsford.anglican.org

Mike Simmonds
Governance Consultant

Board of Education
Diocese of Chelmsford
GOVERNANCE Training