



'Ready, Respectful, Safe'

Governors to consider,
"What have we done at this meeting/engagement that has improved education for the children in our school?"

Governors Impact Statement September 2024– July 2025

The Governing Body of Shalford Infant and Nursery School publishes details of its activities over each school year. The statement is an opportunity for us to share with the wider community how our decisions and discussions benefit the vision and strategic direction of the school; in this case, over the academic year 2024-2025.

Shalford's Governing Body at full capacity has 10 members. During 2024-2025 our members were:

Headteacher	Mrs Michelle Dutton
Staff Governor	Mrs Gemma Thorne
Parent Governor	Karen Brooks (Vice-Chair)
Parent Governor	Laura Crossley
Community Governor	Sarah Hardcastle (Chair)
Community Governor	Rev Sarah Lloyd (resigned July 2025)
Community Governor	Arbaaz Nayeem
Community Governor	Rachel Churchley
Community Governor	Vacancy
Community Governor	Vacancy
Clerk to the Governing Body	Rebecca Baker (resigned Summer 2025)

For Governor attendance records please see table on the Governor's page on the School's website.

All members of our Governing Body are volunteers; staff and parent Governors are elected to their roles while community Governors go through a selection process to comply with best practice, and all Governors undergo safeguarding checks.

How Governance works at Shalford

Our school is a member of [Learning Partners Academy Trust](#) which means the Governors at Shalford are part of the wider governance structure of the organisation. You can find details of how governance works across the Trust [here](#). Each of the Trust schools have a Local Governing Body (LGB) which fulfil activities and responsibilities set out in the Trust's [Scheme of Delegation](#). As Shalford's LGB, we are a committee of the Trust but maintain a high level of strategic responsibility for our school's future direction and work collaboratively with the leadership and staff at Shalford to provide the best possible educational experience and outcomes for your children.

As Shalford Governors we have three core responsibilities:

- Work alongside the School leadership to ensure clarity of vision, ethos and strategic direction of the school
- Hold school leaders to account for the educational performance of the school and challenge processes to drive school improvement.
- Oversee the school's financial performance of the organisation and make sure its money is well spent

We meet 7 times a year as a full LGB. Each meeting has a particular focus – alternating between pupil learning and welfare developments and finance and premises issues.

Ensure clarity of vision, ethos and strategic direction

Mrs Dutton and her team have a very clear vision for Shalford; to provide teaching and learning which inspires, motivates and engages all children to become life-long learners. The school does that within a nurturing and encouraging values-led environment.

Throughout our involvement with the school this year, whether that's in conversation with staff or visiting the classrooms, we look for examples of that ethos in the behaviour of the children. Multiple examples are noted in our monitoring reports.

Over the year of 2024-25 Governors strategic focus has been the long term financial security of the school given the very real challenge of a falling birth rate in Surrey and nationally. We have been working with Mrs Dutton to discuss ways of marketing the school to the wider community and making Shalford the most popular choice for new parents in our area.

Governors also conduct the annual Headteacher's Appraisal and Review in the first and second terms of the year. Governors are fully trained to ensure effective performance management. All objectives have reflected the Trust's priorities and are linked to the School Development Plan and the Headteacher does the same in the objectives she then sets for her team.

Hold school leaders to account for the educational performance of the school and challenge processes to drive school improvement

The Governing Body acts as a source of challenge and support to Mrs Dutton and her team to monitor and evaluate the progress the children are making. At all points of contact between Governors and the school our role is to question and challenge to ensure plans and ambitions for the school are happening as stated.

At the start of each year, Mrs Dutton shares with Governors the School Development Plan (SDP) which sets out the focus and targets for the year ahead. It's our responsibilities as Governors to use this as a basis for questioning throughout the year to ensure the school is adhering to those targets and request to see evidence of impact.

How do we do that?

Mrs Dutton and the Chair of Governors meet regularly throughout the year to discuss developments in school life. This is a supportive relationship with effective communication and a clear understanding of responsibilities; the operational one of the Headteacher and the strategic one of governors. It's a very good working relationship; one that is open, honest, mutually respectful with a shared passion for education; the safety and success of the school and its children and the well-being of staff.

We also do this as a collective group in the full Governing body meetings through termly Headteacher reports in which Mrs Dutton outlines the status of SDP target implementation which we question and challenge.

As individual governors we visit the school regularly to talk to staff and the children about all aspects of school life. Each Governor has a specific area of responsibility and they meet with the responsible school leader to monitor how well action plans for that area are being implemented. Monitoring reports for each role are brought to the full Governing Body meetings for discussion. Roles include:

- Safeguarding
- SEND (Special Educational Needs and Disabilities)
- Pupil Premium
- Health & Safety
- Finance
- Curriculum – EYFS & Key Stage 1

For example, the Curriculum Governor’s responsibility is to monitor standards and progress in all areas of the school’s work relating to the children and their learning in those year groups. This includes analysing all performance data and target setting and reviewing the curriculum, social and personal development of every child. Our responsibility is not to set or influence how that curriculum is structure or delivered, our role is to question the success of the delivery and to make sure the appropriate policies and structures are in place and applied to enable it to happen in the most creative, exciting and safe environment for the children.

The Pupil Premium Governor monitors the pupil premium expenditure to assess how this benefits pupils. Our responsibilities also covered pupil welfare in terms of attendance and safeguarding. Through termly safeguarding newsletters from the headteacher and updates at LGB we are able to ensure that we are up to date with the latest DfE safeguarding guidance and requirements.

We also invite teaching staff to present to all Governors at the LGB meetings on the subject they lead. We select areas of question based on their subject action plan. They have continued to deliver informative presentations which give us a deeper understanding of the curriculum intent and delivery.

The staff and leaders at school are also monitored by our School Improvement Partner from Learning Partners Trust.

In a small school, this is a lot of visits to the classroom so this year in order to respect the wellbeing and time limitation of the staff we have added in a new process of monitoring through Family Learning events. Governors are expected to attend these throughout the year, partly to be a more recognisable presence to the parent body but also to see targets in action outlined by leaders of learning and the SDP.

At the end of the year, Governors have discussed the effectiveness of our monitoring and considered the following in a self-evaluation exercise:

- Is our monitoring strategic (linked to the School’s Development Plan)
- Are our monitoring visits clearly defined in purpose and outcome?
- Do we effectively share our monitoring outcomes with the whole LGB?

New ideas for improving the monitoring will be considered for implementation for 2025-26.

Oversee the school’s financial performance of the organisation and make sure it is money is well spent

Alternate LGB meetings have a finance, premises and staffing focus. This meeting is also attended by our finance manager from the Trust.

Throughout the last year we have we have continued to monitor the management and delivery of the School’s financial budgets, deliver best value for money, manage medium and long-term financial stability, and support the School in continuing to enjoy learning together.

How do we do that?

Regular review of expenditures and progress against annual budget projections this included scrutiny of items on the financial reports that had deviated from the annual budget projections and identifying remedial actions to manage expenditure in line with expectations. This also included support with the school in identifying suitable measures for realignment of budget items and maintain a balanced budget for the year. During this process, they questioned assumptions, deliberated on contingencies and risks within the budget, and assessed the reserve levels. The Committee officially endorsed the budget approval.

Additionally, the governors regularly received and assessed Financial Monitoring Reports on a monthly basis. This ongoing review helps us comprehend the budget's role in supporting each child and the operational dynamics of the school.

Governors also oversee the delivery of value for money for reserves projects and through the Health and Safety Governor role monitoring regularly review of the premises conditions.

We also review the School Development Plan linked to facilities and staffing, as well as a review of the Accessibility Action Plan.

Other key activities conducted by the Governing Body

Training & self-evaluation

All governors receive induction training when they start. In line with our ethos of "Enjoying Learning Together" we continue to learn and train to ensure we are qualified to conduct our roles effectively. Learning Partners Trust provides Governors with a full schedule of training throughout the academic year. Each Governor is expected to attend at least three training sessions per year. Training is also available online through specialist educational sites.

In addition, the Learning Partners Trust have introduced an annual Governance Conference which is open to Governors from across all the schools in the Trust. The conference offers specialist training for areas such as SEND and Safeguarding and offers a great opportunity for networking for Governors to learn best practice and models of Governance from different schools.

Every year the Chair and Vice-Chair of Governors carry out a self-evaluation exercise amongst the Governing Body. We meet with each Governor to discuss their contribution during the year and any ideas or issues they may have for the following academic year.

Policies

Governors review all relevant policies on a programmed basis to ensure that all guidance is current and up to date. Mandatory School Policies are all available on the school website. Governors use these policies to hold the school to account during their monitoring of relevant subjects and issues. A number of Shalford's policies are centrally produced by the Trust which are adhered to by all Trust schools. These can be found on the [Trust website](#).

Membership & Attendance

Governors at Shalford are an extremely supportive and dedicated group with an excellent attendance record. We have never had to cancel meetings because we have not been 'quorate' (the minimum number of Governors needed in attendance so that legal decisions can be made). An attendance record can be seen on the school website.

I would like to thank all the Governors for their time commitment and enthusiasm for Shalford. We are lucky to have such a range of skills to bring to our discussions and I am personally very grateful for their work.

Sarah Hardcastle
Chair of Governors
November 2025