



TRAFALGAR COMMUNITY INFANT SCHOOL

Victory Road, Horsham, West Sussex. RH12 2JF

ANNUAL GOVERNANCE STATEMENT FOR THE GOVERNING BODY 2025-2026

Governance Overview

The role of the Governing Body is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance.

The Governing Body at Trafalgar Community Infant School is committed to both maintaining and exceeding these high standards through three core strategic functions:

- Ensuring clarity of vision, ethos and strategic direction
- Holding the Senior Leadership Team to account for the educational performance and achievement of the school and all its pupils
- Overseeing the financial management of the school and making sure that its money is effectively and appropriately spent

The Governors are fully supportive of Trafalgar Community Infant School's values which are displayed on the Trafalgar ship and are central to the teaching of children, helping them to become valued members of the school community:

- We keep safe
- We are healthy and active
- We love learning
- We learn everywhere
- We include everyone
- We make friends
- We are kind
- We show respect

All the adults associated with the school work hard to ensure that each child has a high sense of wellbeing and can learn effectively, with the ultimate aim that they maximise their potential and move on at the end of their time at Trafalgar Community Infant School as a confident and resilient members of the community with a desire to learn.

Governing Body Constitution

The Governing Body of Trafalgar Community Infant School is made up of a maximum of 12 members who volunteer their time for the benefit of children at the school. The Governing Body should comprise the following:

- 1 Headteacher
- 1 Staff Governor



- 3 Parent Governors
- 1 Local Authority Governor
- 6 Co-opted Governors

The governing body is also supported by a Clerk, although this role has been largely absent due to ongoing time taken to recruit an individual.

Governors are appointed for a 4-year term of office. There have been some recent changes to the board, with several governors leaving due to changes in work and personal commitments. We have welcomed two new Co-opted Governors. At the start of the 2026-2027 academic year there will be two Co-opted Governor vacancies and a further Parent Governor vacancy. Details of individual Governors' period of office are included on the school website.

The Governing Body holds two Full Governing Board (FGB) meetings a term and has two committees – 'Assets and Resources', and 'Pupil, Progress and Curriculum' that report back to the other Governors as the FGB meetings.

Attendance Record of Governors

Details of Governors' attendance at meetings can be viewed on the school website, where you will also find details of their terms of office and any declared business interests.

[Trafalgar Community Infant School - Meet our Governors](#)

Governance Arrangements

It is important to ensure the Governing Body has the right blend of skills available to effectively discharge the Governing Body's duties and to assist with future recruitment. To assist with this we undertake an annual skills audit using the template provided by the National Governance Association (NGA) to assess if there are any gaps in terms of knowledge and experience to enable the Governing Body to recruit appropriately skilled people. This will be undertaken again in September and consideration be given to potential areas where Governors could benefit from additional training. All Governors are encouraged to take advantage of the Governor specific courses provided by GovernorHub, which we currently subscribe to.

Governors have undertaken monitoring visits in line with their focus link area and curriculum area. Link Governors were allocated as follows for the year 2025-2026:

Safeguarding : Mr Richard King
SEND & Inclusion: Mrs Sue Ware
Curriculum : Mrs Holly Prescott
Wellbeing : Mrs Lauren Jackson
Health and Safety : Mr Richard King

Training : Mrs Samantha Picknell
Data – Mrs Lauren Jackson
Website : Mrs Tracy Swaffer
Attendance : Mrs Rebecca Spiers
Finance : Mrs Sam Picknell



Actions by Governors over the year 2025 – 2026

Governors continued to play an active role in the development of the school. The key activities undertaken during the course of the academic year included:-

School Operational Oversight

- Reviewing and approving updated school policies
- Co-Developing a Communications and Parent Home / School Agreement, making sure we have clear and transparent expectations as a school
- Maintaining a Risk Register to ensure identification of potential risks to the school, their impact and how to manage these.
- Termly Health and Safety inspections, Safeguarding Checks.
- Maintaining a Governor Annual Monitoring Plan, which supports the School Improvement Plan priority areas
- Monitoring visits to the school, including visiting curriculum areas and focus link areas including School walkarounds to enable better sight of curriculum connections across subjects and classes
- Monitoring of the school budget, with appropriate challenge and support to the Head and School Business Manager in what has been another challenging year for the School's finances. This has included the ongoing review of the budget, setting of budget for the next financial year and attendance at various additional meetings, including those with the Local Authority.
- Ongoing review of school data to understand trends / themes across the school and to address any learns which may come from this – a particular focus this year has been Phonics, with several Governor visits and participation in WSCC support meetings to continue the focus looking forward
- Reviewing, challenging and assessing the impact of school priorities from the School Improvement Plan (SIP).

School Strategy

- Continued consideration of joining a Multi-Academy Trust (MAT). This has included meetings with the GLF MAT leadership team, visits with two Trust led schools, meetings and various meetings with West Sussex County Council.
- Supported various staffing initiatives through the year, which has included recruiting new staff and working on the staff strategy with the school's leadership team, for 2025-2026 and into the 2026-2027 academic year, recognising the falling numbers of pupils in the area and a reduced number of Reception admissions (to a 2-Form entry)
- Continued work in relation to wellbeing strategy.

Governor / Board Effectiveness



- Recruited one co-opted Governor and a Clerk further strengthening the governing body's skills and experience.
- Increased interaction between governors and parents/carers and staff, including launching the new parent survey and attending Parent events
- Continued use of the Governing Body Self Evaluation to ensure development of governing body and Governor Development Plan to identify and support governing body achieve objectives.
- Increased interaction with West Sussex and locality – attending Chair network meeting in Horsham (sharing ideas and SEND white paper impacts) and participated with the school leadership on various WSCC led meetings

Assessment of Impact

Ensuring clarity of vision, ethos and strategic direction

- Governors are in control of the decision making process regarding the possibility of joining a Multi Academy Trust (MAT) with the discussions progressed to proposal stage with the GLF trust – this will have staff and parent review in Sept 2026.
- The Board has actively engaged in discussions about school admission strategy – resulting in a two-form entry for September 2027 – reflecting the declining places required due to falling birth rates.

Holding the Senior Leadership Team to account for the educational performance and achievement of the school and all its pupils

- The outcome of the School Improvement County Council visits has indicated that good progress has been made with the School Improvement Plan – building on the continued GOOD Ofsted rating of the school
- Governor visits have strengthened relationships between the governing board and school staff. Governors are more aware of curriculum teaching and of how particular groups of children are supported. They are confident individual children's needs are considered and supported appropriately.
- Governors ensured regular and timely monitoring visits undertaken and visits spread across the academic year so workload of staff spread-out.
- Governors have reviewed the progress of the school with the School Leadership, with the School Improvement Plan defined to support increased attainment in Phonics (as measured by the DfE phonics assessments held each year
- The school is fully compliant with health and safety requirements and safeguarding procedures and Governors are confident that the school has a strong safeguarding ethos and practice.
- Governors have provided an appropriate level of challenge to the Headteacher and the Senior Leadership Team as evidenced in Minutes of Governor Meetings.
- The Chair meets every other week with the Headteacher – strengthening the relationship and insights that the Board has with the school. This has been helpful when Board members have also attended meetings with outside parties (such as the



Multi Academy Trust and West Sussex Council) – enabling the Board members to actively support the needs and priorities of the school and its children

Overseeing the financial management of the school and making sure that its resources (staffing) and money is effectively and appropriately used

- Through its regular monthly reviews, Assets and Resources Committee, the Board has been able to review and approve spend in the interests of the school as well as support the three year and annual budget setting process – resulting in an improved set of financial outcomes for 2025/2026
- Wellbeing is actively supported, including reviewing staff feedback surveys and supporting County and School staff Wellbeing actions

Plans for 2026 – 2027 Academic Year

The Governors are always looking improve and for the forthcoming academic year we will focus on the following:-

- Support and strategic oversight of the School Improvement Plan – ensuring progress is seen throughout the year.
- Recruit new Parent Governors and Co-Opted Governors.
- Conclude the final recommendation whether to join GLF or not in this academic year
- Work with the Headteacher to develop more links with the local junior academy Greenway and to promote positive transition for children.
- Develop mutually beneficial links at Governor level with other Governing Bodies within the West Horsham Schools Network as a means of sharing best practice.
- Further development of Curriculum Link Governor monitoring visits to ensure Governor confidence in Curriculum provision and development.
- Further development of the Pupil Progress committee and making sure the link Governor visits are factored into the Committee's oversight
- Ongoing review of Governor training and skills to establish any gaps which need addressing when considering filling Governor vacancies, and securing new Governors.
- Continued close monitoring of the budget with the School Business Manager, recognising the increasing pressure on school budgets and impact of this.
- Ongoing monitoring of Wellbeing.

Contacting the Governing Body

We always welcome suggestions, feedback (it is always nice to hear positive feedback as well as what we could do better), ideas and support from all our stakeholders. Please contact the Governors via the school office.