



**The London Borough of Richmond upon Thames
Chase Bridge Primary School**

**Minutes of the meeting of the
Full Governing Body
held at the school on
Wednesday 3rd December 2025 at 6.30pm**

Present

Tony Meehan (TM) Chair of Governors	Brian Ostro (BO) Head of School	Daniel Bishop (DB) Executive Head Teacher
Nida Rehman (NR)	James Lovatt (JL)	Gillian Keane (GK)
Henal Parmar (HP)	Isabel Larridon (IL)	Kath Briggs (KB)
Sue Stanley (SS)	Hannah Gilbert (HG) SENDCo	Aisling Dougan-Cleary (ADC) Assistant Head Teacher

Apologies

Bhaven Marshall (BM)	Eleanor Wright (EW)	Clare Rees (CR)
Yuvraj Nirwal (YN)	Archana Jhinger (AJ)	Navdeep Sidhu (NS)
Kuldev Sehra (KS)	Kate O'Sullivan (KOS)	

Item	Previous Item		Action
1.0		WELCOME, APOLOGIES, DECLARATION OF INTEREST & NOTIFICATION OF ANY OTHER BUSINESS The Chair welcomed everyone to the meeting. Apologies were received from BM, EW, CR, YN, AJ, NS, KS, KOS. There were no declarations of interest for this meeting.	
2.0		MINUTES & ACTIONS OF THE PREVIOUS MEETING The following papers were circulated to Governors prior to the meeting: [01] FGB Minutes 24.09.25 The minutes of the meeting held on 24 th September were reviewed by Governors, approved and signed by the Chair. There were no actions arising from this meeting.	
3.0		COMMITTEE UPDATES & MATTERS ARISING The following papers were circulated to Governors prior to the meeting: [02] FP&P 21.10.25 [03] QE 20.11.25 [04] BAPD 26.11.25	



	<p>Governors to review committee minutes in advance of the meeting and raise any questions.</p> <p>It was noted that the December FP&P Committee meeting was deferred to January so that the budget implications of the UPS pay cap release can be fully understood.</p> <p><u>The Chair of the Quality of Education Committee thanked the school for the way in which it is supporting children with complex needs through the provision of an alternative curriculum and the positive impact on the staff supporting these pupils.</u></p> <p><u>The Chair of the BAPD Committee informed Governors that the success of the SEN alternative curriculum and pop-up provision was also recognised in BAPD. The provision is making a notable difference to those pupils. A BAPD Governor cautioned on the school suppling provision which should be the responsibility of AfC. The provision that the school is providing is not funded by AfC.</u></p> <p><u>Governor noted the progress on SEND and the progress at greater depth level.</u></p> <p><u>Governor asked that the QE Committee consider the requirements of the PE curriculum when the Brentford contract comes up for renewal next year.</u></p> <p>The EHT stated that the PE contract will be considered by FP&P from a financial perspective and QE from a curriculum provision perspective.</p> <p>ACTION: PE Coordinator, Linda Brown, to present on the PE curriculum at QE Committee.</p> <p><u>Governor asked if the Sport Premium Grant will continue into next year.</u></p> <p>The EHT stated that it has not been confirmed whether the Sport Premium Grant will continue. The school has to provide assessment based data. The grant may change to a centrally based solution with lead schools.</p>	<p>HoS</p>
<p>4.0</p> <p>4.1</p> <p>4.2</p>	<p>GOVERNANCE MATTERS</p> <p>The following documents were circulated to Governors prior to the meeting:</p> <p>Feedback from the Directors Termly Briefing The Chair of Governors provided feedback from this meeting:</p> <ul style="list-style-type: none"> • Falling school rolls remain and there is no improvement forecast for the coming years. • Falling rolls issue is beginning to impact secondary provision. • The number of EHCPs is increasing. • Training for Governors on the new Ofsted framework will be offered by AfC. • Focus on schools critical incident and contingency planning • Focus on accepting disadvantaged children to Nursery provision. <p>ACTION: Provide Governors with training options on the new Ofsted Framework.</p> <p>The EHT noted that the SDP will be reviewed and updated to reflect the requirements of the new Ofsted Framework.</p> <p>Head Teacher Performance Management Targets</p>	<p>Clerk</p>



<p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.6</p>	<p>HTPM targets for 2025-26 are agreed and will be reviewed by the Chairs of Governors at Chase Bridge and Orleans Primary in conjunction with the SIP. A retrospective performance management meeting has been scheduled to review HT performance 2024-25.</p> <p>Pay Panel The Pay Review Panel met on 15/11/25 to discuss performance management of teaching staff and pay progression. The panel approved the EHT's pay progression recommendations.</p> <p>Link Governor Visit Update The governor monitoring window is now open for both Quality of Education and BAPD Link Governors. It was noted that QE Committee needs 1-2 additional governors and the Chair will be approaching individuals to fill these roles.</p> <p>Governor resignation YN The Chair reported that parent governor Yuvraj Nirwal has resigned for personal reasons. The Chair thanked Yuvraj for his contributions as an educationalist to the QE Committee where his input was valuable. The Chair wished Yuvraj well in his future endeavours.</p> <p>JWG Update The Joint Working Group met in October with Consultant David groves to consider what a potential timeline to federation looks like and the key decision points in the timeline.</p> <p><u>Will this timeline begin after the trial period?</u></p> <p>The EHT informed Governors that in order to be prepared for a potential federation start of October 2026, the planning has to begin in March 2026. There have been three meetings of the Joint Working Group to date and these will continue on a weekly basis in the Spring term, with all governors from both schools scheduled to meet for a workshop in February. A decision will be taken by the Governing Bodies in March whether to proceed in principle and move to consultation in April.</p> <p><u>Governor asked if the timeline is designed to work towards a possible October start date for the federation.</u></p> <p>The EHT confirmed that the JWG had worked backwards from a potential start date of October 2026 and tied decision points into FGB dates.</p> <p><u>Governor asked what information is required for Governors to make a decision in principle in March.</u></p> <p>The EHT stated that this is for Governors to determine when we meet in workshop in February and a proposition and business case will be developed from here. The EHT confirmed that school budgets will remain separate.</p> <p><u>Governor asked if, at the start of a potential new federation, both governing bodies will be dissolved and a new one formed. Governor wanted to understand how a potential federation will benefits the outcomes of Chase Bridge pupils.</u></p> <p><u>Governors agreed that a SWOT analysis would be a good starting point for the all governor workshop.</u></p>	
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5.0		<p>BENCHMARKING</p> <p>Steve Llewellyn led Governors in a review of the school key financial performance indicators. Two sets of data were presented:</p> <ul style="list-style-type: none"> • DfE outturn data from 2024-25 comparing with other similar schools. • School 2025-26 data and analysing key performance indicators. <p>The EHT noted that the similar schools selected from the DfE data includes two Borough of Ealing schools that pay inner London weighting (Chase Bridge does not).</p> <p>Governor cautioned on the DfE data and its rag-rating system when there is no context provided. For example, a measure may suggest mismanagement of a school, but equally the example school could have had to spend budget on restructuring.</p>	
5.1		<p>DFE Outturn Data</p> <ul style="list-style-type: none"> • Teaching staff spend is £2.9K per pupil. • Educational consulting costs is high and this is due to agency support staff used in 2024-25. • Educational support staff the school is comparable to other similar schools. • Premises staff and services costs are higher for Chase Bridge, however this includes staff for Twickers Parking and is off-set by income. • Cleaning and caretaker services cost is comparable to other similar schools. • Utility (water, gas, electricity) costs for Chase Bridge are high. For context, the EHT explained that the school had been locked-in to an LA energy contract which had now come to an end. The school is now in a more cost effective contract. Water supply will be up for tender in 2026 with the aim of reducing cost. • The total number of teachers per pupil is high at 24.91 pupils per teacher. This is due to a full pupil roll and essential for the school budget. • SLT costs amount to 5% of total staff costs and there is a high number of staff for SLT member. 	
5.2		<p>Current Year Data – Key Financial Performance Indicators</p> <ul style="list-style-type: none"> • In terms of budget sustainability, the budget reserve has reduced from £557,535 to £354,576. This reflects the probable cost of UPS progression following the release of the UPS pay cap. • This still represents a large reserve, however it reduces further in year 2 and year 3 of the budget model and without action, will put the budget into deficit in year 4. This will be flagged as a cause for concern when considering key performance indicators. • The budget assumes that costs will increase, but does not factor in unknown Government grants and other funding. • Budget assumptions remain consistent across all three years of the budget, including the number of FTE staff and number of pupils. • In year 3 there is further potential for UPS progression and each member of staff is becoming increasingly expensive. • Spend per pupil is high than income per pupil. • Average teacher cost is £68K to £75.5K. Teaching costs are higher than average because of the higher number of UPS staff. • Leadership costs are in the middle of the range. • Total management costs, which includes TLRs are in the average to high range. 	



		<ul style="list-style-type: none"> Total staff costs as a % of income is low. However it must be noted that all spend is measured against the school's higher level of income (ie due to Twickers Parking). There is an average of 29.64 children in each class and this is excellent for sustainability of the budget. Pupil to teacher ratio is high meaning that there are fewer pupils per adult which is good for provision but has a negative impact on the budget. The number of FTE teachers is 27.25 and the affordable number would be 25.13 – this reflects that the school is reducing the revenue budget year on year. <p><u>Governor asked if agency support staff are more expensive than full-time equivalents.</u></p> <p>The EHT stated that agency support staff are more expensive to employ than full time equivalent staff, however they do not work a 52 week year and do not receive holiday pay.</p> <p><u>Governor asked if the budget factors in federation costs.</u></p> <p>SL stated that the budget does not include income from Orleans Primary for 0.4 FTE of EHT time.</p> <p><u>Governor noted that in budget years 2 and 3 there is no government increase for staff costs factored in.</u></p> <p>The EHT stated that the school cannot predict whether the Government will partially or fully fund staff pay awards. The budget does not factor in staff pay progression. SL added that additional grants get subsumed in to all pupil funding, but does not increase in real terms.</p> <p>The Chair thanks SL for his presentation of the benchmarking data. SL left the meeting.</p>	
6.0		<p>STAFFING MATTERS</p> <p>Confidential item.</p>	
7.0		<p>LEADERSHIP & MANAGEMENT</p> <p>The following documents were circulated to Governors prior to the meeting: [05] EHT Report Autumn (2) [06] SIP Report Autumn 2025</p> <p>SIP Report questions for governors to be explored in QE Committee.</p> <p>Governor please prepare any questions on the EHT report in advance of the meeting.</p> <p>7.1 Executive Head Teacher Report Autumn 2025 The EHT invited any questions on the EHT Report Autumn (2). There were no further questions from Governors.</p> <p>7.2 SIP Report Autumn 2025 The EHT invited any questions on the SIP Report Autumn (2). There were no further questions from Governors.</p>	



8.0		<p>POLICIES</p> <p>There are no policies for review in this period.</p>	
9.0		<p>AOB</p> <p>Governor asked that the FP&P committee consider how the school is able to generate additional income.</p> <p>ACTION: FP&P to consider ways in which the school can add to its self-generated income. Clerk to add to the agenda.</p>	Clerk
		<p>The meeting ended at 8.30pm</p> <p>Date of the next meeting: Wednesday 25th March 6.30pm</p>	

Agreed & Signed as an accurate record:
(Tony Meehan)

Date: