



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

**Minutes of the meeting of the  
Full Governing Body  
held in school and remotely on  
Wednesday 23<sup>rd</sup> June at 6.30pm**

**Present**

Mike Dormer (MD) – Chair of Govs	Andrew King (AK) – Head Teacher	Emily Tafler (ET)
Natasha Jackson (NJ)	Fr David Cloake (DC)	Helen Box (HB)
Harj Singh Mann (HSM)	Gareth Mantle (GM)	Graeme Kirkpatrick (GK)
Leighton Aurelius (LA)	Kath Briggs (KB)	Michael Ashe (MA)

**Also in attendance**

Beryl Hawkins (BH) Clerk to Governors	Mei-Ling Kan (MLK) Acting SBM	Brian Ostro (BO) Deputy Head Teacher
Julie Fox (JF) Clerk to Governors (pending)	Tom Bruce (TB) Y4 Teacher & Head of Out of Hours Provision	Steve Llewellyn (SL) Finance Consultant

**Apologies received from**

Ash Patel (AP)	Jonathan Lisseman (JL)	James Lovett (JLV)
Eleanor Wright (EW)	Miguel Brito (MB)	

Item	Previous Item		Action
1.		<p><b>WELCOME &amp; GOVERNANCE MATTERS</b></p> <p><b>a. Meeting Environment</b> Governors confirmed that they were in a secure and confidential environment.</p> <p><b>b. Apologies</b> Apologies were received from MB, EW, JLV, JL &amp; AP.</p> <p><b>c. Welcome</b> The Chair of Governors welcomed everyone to the meeting.</p> <p><b>d. Declarations of Interest</b> There were no declarations of interest.</p> <p><b>e. Membership</b></p>	



		<p>The Chair of Governors extended a special welcome to newly elected staff Governor Kath Briggs and Parent Governor Graeme Kirkpatrick. <b><u>Governors ratified the appointment of co-opt Governors Leighton Aurelius and Gareth Mantle.</u></b></p> <p><b><u>Governor EW was re-appointed as a co-opt for a further four year term of office.</u></b></p>									
<p><b>2.</b></p>		<p><b>FINANCE</b></p> <p>The following documents were circulated to Governors prior to the meeting:  <b>[03]</b> June 2021 budget report  <b>[04]</b> Difference between draft and final 2021/22 three year budget plan  <b>[05]</b> Final 2021/22 budget plan for approval (including the May monitoring spreadsheet)</p> <p>The above documents have been reviewed and approved by the Finance Team.</p> <p>SL provided the following overview for Governors:</p> <p><b>Proposed draft 1 year-end balance</b>  2021/22 (Y1) £261,872  2022/23 (Y2) £269,854  2023/24 (Y3) £308,218</p> <p>Following adjustments the draft 2 final budget for approval is as follows:</p> <p><b>Final for approval - 2021/22 revenue budget</b></p> <table border="0"> <tr> <td>Previous year (2020/21) balance carry-forward</td> <td style="text-align: right;">£ 392,629</td> </tr> <tr> <td>Income expected for 2021/22</td> <td style="text-align: right;">£3,316,352</td> </tr> <tr> <td>Total revenue funds available for 2021/22</td> <td style="text-align: right;">£3,708,981</td> </tr> <tr> <td>Estimated total revenue expenditure 2021/22</td> <td style="text-align: right;">£3,527,951</td> </tr> </table> <p><b>Anticipated year end balance</b>  2021/22 (Y1) 5.46% of income £181,029  2022/23 (Y2) 4.58% of income £159,266  2023/24 (Y3) 4.50% of income £159,299</p> <p>SL summarised the adjustments made from draft1 to draft2 / final budget as follows:</p> <p>Staff costs are almost cost neutral following the restructure  Pay award for support staff was budgeted at 1%, but now uplifted to 1.5% based on Union recommendation.  An additional staff post has been added for the anticipated expansion of the Lions Club.</p> <p><b>E19 Learning Resources</b>  Curriculum development budget has been uplifted by £10,000 in years 1-3.</p> <p><b>E20 ICT Learning Resources</b></p>	Previous year (2020/21) balance carry-forward	£ 392,629	Income expected for 2021/22	£3,316,352	Total revenue funds available for 2021/22	£3,708,981	Estimated total revenue expenditure 2021/22	£3,527,951	
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		<p>ICT learning resources allocation has been uplifted by £15,000 in years 1-3.</p> <p><b>E27 Brought in Professional Services (curriculum)</b> Agency cover increased to cover TA maternity leave.</p> <p><b>E29 Loan Interest</b> A revenue contribution has been made from reserves for the EYFS outside area, LED lighting upgrade and toilet upgrades.</p> <p>The school carried forward £33,000 in capital funding from the previous year and have added £61,000 to bring the total to £95,000 (for use on capital projects only).</p> <p>The following income adjustments have been from draft1 to draft2 / final budget as follows:</p> <p><b>I08b Income from Facilities &amp; Services</b> There is a reduction of £11,000 in income from HT SIP activities.</p> <p><b>I18 Additional Grants for Schools</b> £13,000 Summer term Covid Catchup grant received. There is currently no further expectation in the budget of additional funding, though it is likely that there will be more.</p> <p>Overall there is an £80,843 reduction in income in the 2021/22 budget.</p> <p>SL summarised the financial position as positive for the school with a flat budget going forward for three years, as opposed to many schools who are in deficit, particularly in year 3. From a budget perspective, the worst case scenarios have been considered and therefore the carry-forward gives the school some flexibility in choice.</p> <p><b><u>Governor queried the status of the catering contract.</u></b></p> <p>The HT informed Governors that the catering contract was tendered and the contract given to Caterlink. The costs of the school meal will increase slightly and the school must make a decision on whether to increase the cost per meal to parents/carers. The school currently makes a small profit on each school meal and these funds are ring-fenced to fund replacement kitchen equipment. Over and above the Universal Free School Meals for KS1, the take-up of school meals in KS2 is low. The school has to make a decision whether to increase the price of the meal or put efforts into marketing of the new service, for example, tasting days, menu promotion etc. to increase uptake. The possible cost increase per meal would be from £2.06 to £2.15 but the school will consider a marketing initiative first.</p> <p><b><u>Governor noted the addition of a play worker to the Lions Club in anticipation of greater uptake in the Autumn term. Is this too optimistic?</u></b></p> <p>The HT informed Governors that there is a greater demand at the younger end of the school and the ratio of staff to children is higher in this age range.</p>	
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	<p>SL noted that the cost of an extra member of staff is included in the budget, however the expected income from Lion Club was not increased and therefore this is a safe estimate.</p> <p><b><u>Governor asked for clarification on whether the percentage spend is based on a calendar year, financial year or school year.</u></b></p> <p>SL confirmed that the budget reflects the financial year.</p> <p><b><u>Governors discussed the staff consultation implications for budget.</u></b></p> <p>SL confirmed that the outcome implications of the staff consultation have been included in the final budget.</p> <p><b><u>Governor noted that the budget is cost neutral as a result of the staff consultation and asked what the impact has been on staff.</u></b></p> <p>The HT stated that there had been no further feedback from staff over and above the representations detailed in the consultation response. The HT was confident that there had been fully scrutiny of the proposal and the response from Governors, HR and Unions and that the feedback given to staff had closed the concerns raised. There have been some changes to the Transition Plan and this was presented to staff prior to half term. The SLT is now working through the actions detailed in the Transition Plan, including interviewing for Year Group Leaders this week.</p> <p><b><u>Governor asked if there would be Governor involvement in monitoring staff well-being.</u></b></p> <p>The Chair of Governors stated that staff-wellbeing would be an area for Governor focus next year.</p> <p><b><u>Governors unanimously approved the final budget for 2021/22.</u></b></p> <p><b>ACTION:</b> Add Governor review of the Schools Financial Regulations and Scheme of Delegation to the agenda for the Finance Committee in Autumn term.</p>	<p>Clerk</p>
<p>3.</p>	<p><b>ICFP / BUDGET UPDATE</b></p> <p>Discussed as part of agenda item 2 above.</p> <p>The HT informed Governors that the Pay and Appraisal Policies will be circulated to Governors in September for review, prior to teacher target setting in September and the performance management cycle in October.</p> <p><b>ACTION:</b> Circulate Pay and Appraisal Policies to Governors in early September for review.</p>	<p>HT</p>



		<p><b><u>Governor KB inquired if staff will have the opportunity to input to the UPS expectations and level descriptors.</u></b></p> <p>The HT confirmed that staff would have the opportunity to input the UPS expectations and level descriptors.</p>	
4.		<p><b>LEADERSHIP &amp; MANAGEMENT</b></p> <p>The following documents were circulated to Governors prior to the meeting: [11] Leadership &amp; Management Report [13] GB Re-structure</p>	
4.1		<p><b>Section 1: Contextual Information</b> The DHT is working on the induction of two newly qualified ECT's (Early Career Teachers formerly known as NQT's).</p>	
4.2		<p><b>Section 2: Progress with L&amp;M Priorities</b> There was no further discussion.</p>	
(i)		<p><b>Progress for all - ensuring no child is left behind in their learning</b> The DHT informed governor that while the statutory Y6 SATs did not take place formally this year, Y6 had undertaken assessments in May. The data is not available for this meeting, however, anecdotally the DHT reported that the outcomes look positive.</p> <p><b><u>Governor thanked Y6 staff for their hard work in this area.</u></b></p>	
(ii)		<p><b>Curriculum development and diversity</b> <b><u>Governor asked if there is training and development available for staff to ensure that diversity is embedded in every strand of the curriculum.</u></b></p> <p>The HT stated that the school does not want the demonstration of diversity to be a tick-box exercise; rather staff will be encouraged to think about subject maps at every level and to be mindful of assumptions made about gender, race and disability in the broadest sense. The subject will be considered horizontally and vertically across the entire curriculum offering from EYFS to Y6.</p> <p>A key consideration for the school is 'what do we want our children to leave the school with at Y6'? The school wants Y6 to leave feeling that whatever their identity, they can be confident going forward without barriers to achievement. Once the curriculum content is in place, there will be a review of the whole offering from EYFS to Y6 to ensure that the balance on diversity is right.</p> <p><b><u>Governor suggested that the school needs to consider the diversity of the school community, how this is celebrated and valued in what the school promotes.</u></b></p>	



<p>(iii)</p>		<p><b>On-line learning: linking home &amp; school</b> The HT stated that work is required to ensure diversity is reflected across the curriculum and more development work is required on curriculum impact in the Autumn term.</p> <p>On line learning has transformed over the last year. The educational software tool, Seesaw, is being implemented across the school and this will also replace the use of Tapestry in EYFS. The school is committed to ensuring that on-line learning is developed and enhanced as an integral part of teaching practice.</p> <p><b><u>Governor noted the work that has been put in to the curriculum subject progression maps and asked that the same level of detail would be put into the development of skills across the curriculum.</u></b></p> <p>The HT stated that the OFSTED framework is knowledge heavy but the school will look to balance the progression maps with skills.</p>	
<p>4.5</p>		<p><b>Section 4 – Summary evaluation update with reference to OfSTED criteria</b></p> <p><b><u>Governor noted that the number of safeguarding cases had risen in Y6 . How is the school managing this?</u></b></p> <p>The HT stated that the shared responsibility across the safeguarding team (4 members of staff) is working well and the school has not budgeted for additional staff in this role. The HT added that there is a new DfE initiative on pupil mental health; the initial roll out will be to one third of all schools and then to all schools thereafter. There will be some funded CPD for this initiative, however the school will need to decide if the number of ELSA's should be increased and whether there is flexibility in the budget to do this.</p>	
<p>4.6</p>		<p><b>Catch-Up Programme</b></p> <p>Tom Bruce (Y4 Teacher &amp; Head of Out of Hours Provision) joined the meeting at 7.30pm to provide Governors with an overview of the catch-up programme. TB informed Governors that the school has received an initial catch-up fund of £80 per child, this is £45,000 in total for Chase Bridge. It is anticipated that there may be more funding to come but it is not guaranteed at this stage. The catch-up funding can be used in a variety of ways:</p> <p><b>Teaching</b> – particularly the development of home learning with the implementation of Seesaw across the school and the development of the PHSE curriculum.</p> <p><b>Targeted</b> support – interventions for individual pupils</p> <p><b>Wider support</b> – particularly clubs, ELSA support, equipment for those with additional needs.</p>	



<p>4.7</p>		<p><b>Tutoring</b> – the school has implemented DfE subsidised tutoring packages ‘FFT Lightening Squad’ and ‘Third Space Learning’. FFT Lightening Squad focuses on reading catch-up in years 1-4 where children (in groups of 4) receive 30 minutes of tutoring for 6 weeks. Third Space Learning focuses on maths tuition.</p> <p>To date, catch-up monitoring shows significant progress in reading and maths for pupils. Further monitoring is necessary and staff, parents and pupils will be surveyed for views on the effectiveness and value for money of the programme. The tutoring package is subsidised for this year.</p> <p>The subsidised tutoring programmes are available for another four months , into the Autumn term at which point the school will need to decide if it wishes to continue.</p> <p><b><u>Governor asked how the tutoring programme will be communicated to parents.</u></b></p> <p>TB stated that, teachers identified those children directly for inclusion in the tutoring programme and parents were written to and asked for consent. Where parents declined the offer, it was then offered to other pupils identified for catch-up to meet age-related expectations.</p> <p><b><u>Governor asked how will the tutoring impact pupil receiving PPG?</u></b></p> <p>TB stated that this will become clearer at the end of the monitoring exercise, but is sometimes difficult to untangle where the greatest impact is for PPG children. Parents have the option to remove their children’s data from the monitoring but there will be school and national data available for analysis.</p> <p><b>Clubs</b></p> <p>TB informed Governors that the Lions Club is almost back to pre-Covid numbers and it will be welcoming Reception children, for the first time, from September; this will be a boost to school income.</p> <p>Prior to the pandemic, there were 25-30 clubs operating in school and this will be built back up from Autumn term and is dependent on Government guidance.</p>	
<p>4.8</p>		<p><b>Structure of the Governing Body</b></p> <p>The HT introduced a proposal to re-structure the Governing Body, moving away from the current flat structure to a committee based structure focused on the strategic responsibilities of governance and the priorities of the OfSTED inspection framework.</p> <p>The Clerk to Governors suggested a new structure (benchmarked with three other local primary schools) that focuses on the core responsibilities of governors:</p>	



	<p><b>1. Vision and strategic direction</b> To set and champion a vision and strategy that is focused on pupil outcomes,</p> <p><b>2. Hold leaders to account for educational performance</b> Drive up educational standards of the school and its pupils</p> <p><b>3. Hold leaders to account for financial performance</b> Ensure financial resources are spent well</p> <p><b>4. Statutory Compliance</b> Compliance with statutory and contractual requirements, appoint link Governors eg safeguarding, health &amp; safety, whistleblowing, SEN, GDPR.</p> <p>The proposed committee structure would focus on the core responsibilities of Governors and be aligned to the key OfSTED inspection framework judgement areas:</p> <ul style="list-style-type: none"><li>• Leadership and management (FGB X3)</li><li>• Resources (Finance, Personal &amp; Premises X6)</li><li>• Quality of Education (QE X3)</li><li>• Behaviour, Attitudes &amp; Personal Development (BAPD X3)</li></ul> <p>In addition, HT Performance Management committee and Pay committee would meet once per year.</p> <p>The Clerk pointed out that, with Governor agreement, the next steps would be to:</p> <ul style="list-style-type: none"><li>• Appoint Committee Chairs</li><li>• Agree clear and concise terms of reference</li><li>• Agree timetable of meeting dates</li><li>• Link governor arrangements with middle and senior leaders</li><li>• CPD programmes personalised and arranged for all governors</li></ul> <p><b><u>The Chair of Governors emphasised that the aim of the restructuring proposal was to provide transparency, clarity, robust monitoring and challenge to strengthen governance at the school.</u></b></p> <p><b><u>Governor was uncomfortable with the suggestion that the current governance structure at the school is not fit for purpose or had not been efficient or effective.</u></b></p> <p><b><u>Governor expressed similar concerns but agreed that there was a need for change.</u></b></p> <p><b><u>The Chair of Governors gave reassurance that this was not the case, but that in order to spread the workload, ensure focus on key areas and engage the talents and contributions of all Governors, a committee structure was being proposed.</u></b></p> <p>After some debate, the Chair of Governor agreed that the proposal needed further discussion than time allowed for in this meeting.</p>	
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5.		<p><b>RECRUITMENT OF HEADTEACHER</b></p> <p>The Chair updated Governors on the status of the HT recruitment process. A working group of governors has been formed to devise a process and timeline for recruitment. It is expected that interviews will take place on 15<sup>th</sup> - 16<sup>th</sup> July.</p> <p><b><u>Governors were asked to approve the delegation of the HT recruitment process to the working group. This was unanimously agreed.</u></b></p> <p><b><u>Governors were asked to make themselves available for an Extraordinary FGB on Friday 16<sup>th</sup> July at 7pm to review and ratify the recommendation of the recruitment panel to make a conditional offer (should a candidate be selected). This was agreed.</u></b></p> <p>If and when a conditional offer is accepted, HR will be engaged to manage the contractual requirements. To date the advert had attracted five enquiries and the advertisement is live for another 10 days.</p> <p><b><u>Governor clarified if ratifying a recommendation effectively means validating the decision made by the recruitment panel.</u></b></p> <p><b><u>The Chair of Governors confirmed that this is the case. Governors will be able to view the scoring and commentary on the shortlisted candidates taken through to the second day.</u></b></p> <p><b><u>Governor commended the Chair of Governors for the thorough and focused approach being taken on HT recruitment.</u></b></p> <p><b><u>Governor thanked the Chair of Governors for the timely and effective communication to staff on the HT recruitment process.</u></b></p>	
6.		<p><b>GOVERNING BODY</b></p> <p>The following documents were circulated to Governors prior to the meeting:          [22] Report of the Clerk          [23] Governing Body year planner          [24] FGB Minutes 12.05/21          [25] FGB Minutes CONFIDENTIAL 12.05.21</p> <p>The minutes and the confidential minutes of the previous meeting were agreed as an accurate record of the meeting and signed by the Chair.</p> <p>The Chair will confirm the date and agenda for Governor’s Day before the end of term, noting that the priority at this stage was to recruit a new HT.</p> <p>Appointments of the Chair, Vice Chair and Committee Chairs will be postponed until September.</p> <p><b>ACTION:</b> Announce the appointment of new Governors, KB, GM, GK, LA and HB TO the school community.</p>	HT



		<p><b>ACTION:</b> Announce that BH is leaving the Clerk to Governor post at the end of term to the school community.</p> <p><b><u>The Chair of Governors thanked BH sincerely for fourteen years of service to the Governing Body and for her efficient, effective and discreet clerking. The Governing Body wished BH well for the future.</u></b></p>	<b>HT</b>
		<p>The Chair thanks Governors for their contributions.</p> <p>The meeting ended at 8.50pm</p> <p><b>The next meeting will be held on: TBC</b></p>	

**Agreed & Signed as an accurate record: .....**  
(Mike Dormer)

**Date: .....**