



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

**Minutes of the meeting of the
Full Governing Body
held remotely on
Wednesday 8th December 2021 at 6.30pm**

Present

Mike Dormer (MD) Chair of Governors	Brian Ostro (BO) Acting Head Teacher	Emily Tafler (ET)
Eleanor Wright (EW)	James Lovett (JLV)	Helen Box (HB)
Natasha Jackson (NJ)	Ash Patel (AP)	Graeme Kirkpatrick (GK)
Kath Briggs (KB)	Jonathon Lisseman (JL)	Fr David Cloake (DC) Vice Chair of Governors

Apologies

Gareth Mantle (GM)	Miguel Brito (MB)	Leighton Aurelius (LA)
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Also in attendance

Julie Fox (JF) Clerk to Governors	Caroline Chadwick (CC) Acting Deputy Head Teacher	
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Item	Previous Item		Action
1.		WELCOME & APOLOGIES The Chair welcomed everyone to the meeting. Apologies were received from MB, GM and LA.	
2.		DECLARATION OF INTEREST There were no declarations of interest for this meeting.	
3.		MINUTES & ACTIONS OF THE PREVIOUS MEETING The following papers were circulated to Governors prior to the meeting: [01] FGB Minutes 13.10.21 [02] FGB Actions 13.10.21 The minutes of the meeting held on 13 th October 2021 were reviewed by Governors. The Clerk agreed to add the Governor's initials to the stated voting abstention in section 5 of the minutes, 'The Structure of the Governing Body'. The action list arising from the meeting held on 13 th October 2021 were reviewed and updated by Governors as follows:	



3.1	3.4(i)	Governance Matters Prepare a proposal of Governor Links to be reviewed at the December FGB. Update received: to be covered at this meeting	Complete
3.2	3.4(ii)	Review CPD requirements once Governor Links are agreed in December.	Complete
3.3	3.5(i)	Email Governors with a reminder on annual confirmations.	Complete
3.4	3.5(ii)	Complete and return annual DoI forms to the Clerk (if not already done so).	Clerk
3.5	6.0(i)	Finance FP&P Committee to review the Scheme of Financial Delegation thresholds and agree realistic and practical spending limits for the HT and Governing Body. Clerk to add to the FP&P agenda.	Complete
3.6	6.0(ii)	ICFP-type modelling to be available for review in FP&P Autumn 2.	Complete
3.7	6.0(iii)	Add ICFP-type modelling to the agenda for FP&P	Complete
3.8	7.5	Parent Survey Add Parent Survey findings to the BAPD Committee agenda or review and action where necessary. Update received: will be added to the BAPD agenda for the Spring term.	Complete
4.		COMMITTEE UPDATES The following committee meetings took place in the period since the last FGB. Pay Review Panel (PRP) – 18/11/21 Finance, Personnel & Premises (FP&P) – 22/11/21	
4.1		Pay Review Panel Staff payments backdated to September and now incorporated into teacher payroll. New pay policy is in place and tightly geared to STPC document for role expectations. Not all targets have been met but where they were not this is generally due to Covid. Governors discussed the fact that there is a range of monitoring for pay progression not just appraisals. Agreed to action review anonymised appraisals at next year's PRP in addition to the summary of targets. Now a cap on movement to and within UPS but TLRs given for YGLs Some TLRs have been removed and some are protected for 3 years	
4.2		FP&P The Chair of the FP&P Committee updated Governors as follows: <ul style="list-style-type: none"> • 6 monthly review of the budget is complete. • 7% healthy carry forward surplus of £200,000+ • Revenue has been allocated to capital to fund investments in LED lighting, toilet replacement and EYFS entry door replacement. • Decision on a grant application for the LED lighting is pending. • Capital expenditure if delayed can be ring-fenced for future. • Potential increase in Lions Club revenue and will need one new temporary FTE, however staffing is challenging at this time. • Freezing of pay increases for teachers at 1% • Potential pay increase of 1.5%+ for support staff (in negotiations with Unions). • Twickers parking has resumed with a soft start covering 5 events in November. 	



		<ul style="list-style-type: none"> • Twickers parking is all reflected in the budget with a cashless system for revenue collection and employees on fixed term contracts. • SL has been conservative on income projections, especially for Lions Club, due to Covid uncertainties. • SIP revenue income (AK) has been removed. • Additional staff adjustments made in the budget. • There are 2 additional part-time Teaching Assistants on temporary contracts until the end of the school year. • SL has developed an integrated benchmarking tool based on the ICFP criteria and the SFVS using live budgetary data. It is anticipated that this will be rolled out to several LBRuT schools. <p><u>Governor ET noted the development (by SL) of an ICFP type model, stating that this was a helpful tool that Governors need to understand more thoroughly.</u></p> <p><u>Governor AP agreed that this was a very useful tool – it is an integrated live data tool showing KPI metrics and quick identification of risk areas.</u></p> <p><u>Governor JL asked if the ICFP tool will reviewed at FP&P and then reported to FGB?</u></p> <p><u>Governor AP stated that this was the process – review and scrutiny in FP&P committee and reporting to FGB.</u></p> <p>ACTION: Send original ICFP report 2019/20 to Governors as a baseline.</p> <p>ACTION: Present the ICFP/benchmarking to Governors at the next FGB and agree frequency of presentation to FGB going-forward.</p>	
<p>5.</p> <p>5.1</p> <p>5.2</p>		<p>GOVERNANCE MATTERS</p> <p>The follow paper was circulated to Governors for review prior to the meeting: [03] FGB Annual Planner</p> <p>Annual Planner Governors agreed the FGB annual planner and the 2021-22 FGB meeting dates. The September meeting will focus on administrative arrangements for the year ahead, while meeting 2, 3 and 4 will be focused on strategic business where key termly data will be available to Governors along with feedback from the committees that have met during that period.</p> <p><u>Governor DC asked if statutory policies will be reviewed at FGB?</u></p> <p>The Clerk advised that statutory policies will be reviewed in committee and the DfE guidance will be consulted to agree which of those statutory policies should be further presented to FGB for input and/or ratification.</p> <p>ACTION: Review the current status of all Chase Bridge statutory policies and keep an up to date, change controlled log and present policies to committee for review as necessary.</p> <p>Link Governors The Acting Deputy Head Teacher, CC, outlined a proposal for Link Governor input for this academic year. Historically, Governors have had both statutory and curriculum links. The school is keen to ensure that the curriculum links are rigorous and to work with Subject Leaders to ensure the curriculum maps are fully documented and in place.</p>	<p>Clerk</p>



	<p>The Acting DHT proposed that the curriculum links map on to the Quality of Education (QE) committee that will be initiated in the Spring term. The SDP priorities will focus on the upskilling of Subject Leaders to help them with the monitoring and evaluation of implementing a subject. It is proposed that there is a staggered approach to evaluating the impact of each subject so that by the Summer term there is a full subject map providing consistency across the school for Governors, staff, pupils and parents,. Subject Leader will have a portfolio on their subject, a detailed journey which Governors can review and discuss with Subject Leader before making a monitoring report to the QE committee.</p> <p><u>Governor HB asked how the school is prioritising subjects for curriculum plans for example only core subjects or both core and foundation subjects.</u></p> <p>The Acting DHT stated that the prioritisation of subjects is based on the overall curriculum development plan and the access to and availability of CPD sessions for staff.</p> <p><u>Governor HB expressed concern about the long time period to evaluate impact and wider outcomes, such as cultural capital and pupil voice with this approach.</u></p> <p>The Acting Deputy Head Teacher stated that realistically it will be Summer term before the school can assess curriculum impact.</p> <p><u>Governor MD asked if the pace of curriculum plan development and evaluation of impact would gather momentum over the course of the school year.</u></p> <p>The Acting DHT stated that this approach has been reviewed with the School Improvement Partner (SIP) who has evidence of success with this approach at other schools; there will be a full range of curriculum subjects, but at different stages of development.</p> <p><u>Governor HB suggested it would be helpful to think about the prioritisation of core and foundation subjects.</u></p> <p>ACTION: QE Committee to meet with the Acting DHT and Acting HT to discuss the plan and road map going forward and how the input of Link Governors will work in practice.</p> <p>ACTION: Send proposed QE Committee annual planner to Governors HB and ET for review.</p> <p><u>Governor DC asked if there are SDP priorities on all subjects.</u></p> <p><u>Governor JLV was concerned that Governor resources would not effectively support this holistic approach to curriculum development.</u></p> <p><u>Governor AP suggested that prioritising subjects is key to ensure progress is made with the resources available.</u></p> <p><u>The Chair of Governors stated that Governors may have to multi-task in order to ensure that core and foundations subject are supported with links.</u></p> <p>The Acting HT stated that the school has thought creatively about curriculum maps and evaluating impact and this will enabling Ofsted 'deep dives' in any particular subject area. This is the early stages of development.</p> <p>Governor HB cautioned that in recent Ofsted inspections, all Governors were expected to have a good understanding of the intent of the curriculum and therefore the QE Committee must have a good overview of this.</p>	<p>Clerk</p> <p>Clerk</p>
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<p>6.</p> <p>6.1</p> <p>6.2</p>		<p>HEADTEACHER APPOINTMENT & ACTING ARRANGEMENTS</p> <p>The Chair of Governors provided the following verbal update:</p> <p>Head Teacher Appointment</p> <ul style="list-style-type: none"> • The employment contract for the new HT has been agreed and signed. • Daniel Bishop, will start at Chase Bridge on Monday 19th April which is an INSET day and therefore a good opportunity to meet with staff. • The first transition meeting with the Acting HT was scheduled, but now delayed due to the increase in covid omicron variant cases. <p>Acting Arrangements</p> <ul style="list-style-type: none"> • Acting HT – BO • Acting DHT – CC • SLT support – KB • Inclusion – Epp Jones • 3 new staff to cover maternity leave • Appointments are temporary and no negative impact on the budget. 																	
<p>7.</p>		<p>FINANCE</p> <p>The following papers were circulated to Governors for review prior to the meeting:</p> <p>[05] Budget Report for Steve Llewellyn [06] FP&P Minutes 22.11.21</p> <p>The following table summarises the approved final 3 year budget for 2021/22 to 2023/23.</p> <table border="1" data-bbox="320 1373 1329 1637"> <thead> <tr> <th>Final for approval - 2021/22 revenue budget</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Previous year (2020/21) balance brought forward</td> <td>£392,629</td> </tr> <tr> <td>Income expected for 2021/22</td> <td>£3,316,352</td> </tr> <tr> <td>Total revenue funds available for 2021/22</td> <td>£3,708,981</td> </tr> <tr> <td>Estimated total revenue expenditure for 2021/22</td> <td>£3,527,951</td> </tr> <tr> <td>Anticipated year-end balance – 2021/22 (Year 1) 5.46% of income</td> <td>£181,029</td> </tr> <tr> <td>Anticipated year-end balance - 2022/23 (Year 2) 4.58% of income</td> <td>£159,266</td> </tr> <tr> <td>Anticipated year-end balance - 2023/24 (Year 3) 4.50% of income</td> <td>£159,299</td> </tr> </tbody> </table> <p>All three Years are expected to remain in credit having used part of the previous year brought forward balance for the Years 1 and 2 budgets, but then living within available funds for the third year.</p> <p>Governor are asked to note the estimated impact of the staff re-costing this term in the 3 year budget. This will be completely recalculated and reflected in the 2022 three year budget when it is drafted.</p> <p>Capital expenditure may not all be incurred this year and will increase the revenue balance accordingly. This will be ring fenced into next year's budget if still required.</p>	Final for approval - 2021/22 revenue budget	£	Previous year (2020/21) balance brought 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 for 2021/22	£3,527,951	Anticipated year-end balance – 2021/22 (Year 1) 5.46% of income	£181,029	Anticipated year-end balance - 2022/23 (Year 2) 4.58% of income	£159,266	Anticipated year-end balance - 2023/24 (Year 3) 4.50% of income	£159,299	
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<p>8.</p> <p>8.1</p> <p>8.2</p>	<p>LEADERSHIP & MANAGEMENT</p> <p>The following documents were circulated to Governors prior to the meeting: [07] HT Report 08.12.21 [08] SDP [09] SIP Report Autumn 2021 from Charis Penfold</p> <p>School Development Plan The SDP (SDP) has been developed further since the October version that was presented to Governors. A clear and concise SDP is important for transparency for staff and Governors to focus on the priorities by term.</p> <p>The Acting HT was keen for Governors to critique and give their views on the SDP.</p> <p><u>The Chair commented that the document provided a greater level of analysis.</u></p> <p><u>Governor ET thanks the Acting HT for providing clarity and gave positive feedback on the structure and content of the document.</u></p> <p><u>Governor JL commented that the SDP was an excellent narrative and it is helpful to track the priorities across the year.</u></p> <p><u>The structure and detail of the document enables Governors to monitor more rigorously.</u></p> <p><u>Governor NJ thanked the Acting HT for an excellent document.</u></p> <p>The Acting HT will look for a way to RAG-rate the progress against priorities but this is not always helpful when the actions are spread across the year.</p> <p>ACTION: Prepare a glossary for Governors on three letter abbreviations and acronyms.</p> <p>ACTION: Categorise SDP priorities by Committee, wherever possible, for Governor monitoring.</p> <p>ACTION: Make the review of SDP priorities a standing item on Committee agendas.</p> <p>SIP Report The Chair informed Governors that targets for the Acting HT will be agreed at a meeting with the SIP and the Chair of Governors in a scheduled meeting. The SIP will also meet with other SLT members KB, CC and KG to agree areas of focus and targets. The SIP will be looking for close alignment of the SDP, SIP monitoring and SLT targets.</p> <p>One area of focus will be the next steps for PSHE, diversity and anti-racism.</p> <p><u>Governor HB asked if the school has the capacity to develop the anti racist drive and to cascade to staff.</u></p> <p>The Acting HT stated that the PHSE coordinator will need training but that few racist incidents are generally reported at CB.</p> <p><u>Governor HB stated that the focus should be on the outcomes for black and ethnic pupils.</u></p> <p>The Acting DHT stated that diversity is a primary priority for the school, including the subject knowledge and training of staff.</p>	<p>Clerk</p> <p>BO</p> <p>Clerk</p>
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		<p><u>The Chair noted that the SIP report reflects the changes in pace of Ofsted inspections and how the inspection framework is being implemented. The expectation that 1 in 5 schools are outstanding will be challenged and it is more likely that 1 in 10 schools will be outstanding; currently some outstanding schools have not been inspected for up to 16 years.</u></p> <p><u>It is unlikely that Chase Bridge will be Ofsted inspected in the next 2-3 years.</u></p> <p><u>Governor AP noted that rating will change and unfortunately some schools will be disappointed.</u></p>	
9.		<p>POLICIES</p> <p>The following documents were circulated to Governors prior to the meeting: [10] PPG Recovery Strategy [11] Sports Premium Grant 2020-21</p> <p>The Acting HT noted that the PPG and Sports Premium Grant data does not need to be published until 31st December and therefore there may be amendments to these drafts.</p>	
10.		<p>AOB</p> <p>Chair of Governor's Termly Letter The Chair of Governors will write an end of term letter to the community which will be issued prior to the end of term.</p>	
		<p>The Chair wished to thank the staff for the amazing work it has done this term which is demonstrated in the very positive progress outcomes of the children. The Chair expressed thanks to the SLT for stepping up and for clearly and concisely documenting school priorities for the benefit of both staff and Governors – this has helped to move Governor discussions forward considerably.</p> <p>Staff Governor KB added that whilst it has been a challenging term in school, staff morale is generally good.</p> <p>The Chair thanked Governors for their valuable contributions.</p> <p>The meeting ended at 8.30pm</p> <p>The next meeting will be held on: Wednesday 23rd March 2022, 6.30pm</p>	

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

Date: