



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

**Minutes of the meeting of the  
Full Governing Body  
held remotely on  
Wednesday 11<sup>th</sup> January 2023 at 6.30pm**

**Present**

Mike Dormer (MD) Chair of Governors	Bhaven Marshall (BM)	Gillian Keane (GKn)
Emily Metcalfe (EM)	James Lovett (JL)	Daniel Bishop (DB)
Mei-Ling Kan (MLK) School Business Manager	Ash Patel (AP)	Brian Ostro (BO) Deputy Head Teacher
Kath Briggs (KB)	Caroline Chadwick (CC)	Eleanor Wright (EW)
Gareth Mantle (GM)	Archana Jhinger (AJ)	Tony Meehan (TM)
Helen Box (HB)	Sue Stanley (SS)	

**Apologies**

Graeme Kirkpatrick (GK)	Cllr Kuldev Sehra (KS)	
-------------------------	------------------------	--

**Also in attendance**

Julie Fox (JF) Clerk to Governors	Steve Llewellyn Financial Advisor	
--------------------------------------	--------------------------------------	--

Item	Previous Item		Action
1.0		<b>WELCOME, APOLOGIES &amp; NOTIFICATION OF ANY OTHER BUSINESS</b>  The Chair welcomed everyone to the meeting. Apologies were received from GK and KS. The Chair added possible industrial action to AOB.	
2.0		<b>DECLARATION OF INTEREST</b>  There were no declarations of interest for this meeting.	
3.0		<b>MINUTES &amp; ACTIONS OF THE PREVIOUS MEETING</b>  The following papers were circulated to Governors prior to the meeting: [01] FGB Minutes 21.09.22 [02] FGB Actions 21.09.22  The minutes of the meeting held on 21 <sup>st</sup> September were reviewed by Governors, approved and signed by the Chair.  The following actions arising from the meeting held on 21.09.22 were reviewed as follows:	



3.1	8.0	<b>Policies</b> Ratify the SEND Information Report at the FGB in December 2022.	<b>Complete</b>
3.2	9.0	<b>AOB</b>	
(i)	(i)	<b>ICFP</b> Key performance measures to be presented to all Governors at the FGB in December and, at this point, to agree the review points going forward.	<b>Complete</b>
(ii)	(ii)	Ask Steve Llewellyn to present the key performance indicators at FGB in December.	<b>Complete</b>
4.0		<b>GOVERNANCE MATTERS</b>	
4.1		<b>Feedback from Chair's Forum</b> The Chair provided a brief overview of the recent Chair's Forum led by Charis Penfold. <ul style="list-style-type: none"> <li>- AfC focus on attendance</li> <li>- Staff recruitment and retention is an ongoing issue for schools.</li> <li>- Ofsted inspections are running 12-18 months behind schedule. The next inspection window for Chase Bridge is from September 2023 but likely to be from September 2024 onwards.</li> <li>- Ofsted carried out four inspections in the Borough during Autumn term.</li> </ul>	
4.2		<b>David Cloake</b> David Cloake retired from the Governing Body at the end of the Autumn term. David has served Chase Bridge as a Governor in a variety of capacities for the past 8 years and his contribution will be greatly missed. The Chair expressed his thanks DC on behalf of the Governing Body.	
4.3		<b>Vice Chair Roles</b> The Chair was pleased to announce that three members of the Governing Body have accepted Vice Chair roles – Governor AP (Vice Chair and Chair of the FP&P Committee), Governor TM (Vice Chair and Chair of the BAPD Committee) and JL (Vice Chair and Chair of the Pay Committee).	
4.4		<b>Elect Associate Member – MLK</b> The Chair was pleased to inform Governor that MLK has been selected for the role of School Business Manager and proposed that MLK is accepted as an Associate Member of the Governing Body – this proposal was unanimously ratified by the Governing Body.	
4.5		<b>Ratification of New Governors – SS, TM</b> The Chair proposed that Associate Members SS and TM take up to co-opt vacancies left by the retirement of David Cloake and the resignation of Sam Jafari – this proposal was unanimously ratified by the Governing Body.  The Chair added that, due to challenging family circumstances, Parent Governor Emily Tafler has tendered her resignation. The Chair noted how dedicated and influential Governor ET has been during her time on the Governing Body and expressed sincere thanks for this. The school will be holding a parent governor election during the Spring term to fill the vacancy.  <b>ACTION:</b> School to hold a parent governor election during the Spring term.	



4.6	<p><b>Head Teacher Targets</b></p> <p>The Chair reported that the HT met with the SIP, Charis Penfold, to agree target that are closely aligned with the SEF and the SDP.</p> <p><b><u>Governor SS asked if professional development was part of the agreed targets.</u></b></p> <p>The HT confirmed that professional development targets had been agreed and this included working with UCL on the NPQH programme where the HT will be involved in the development of new head teachers.</p> <p><i><b>Addendum added on 07/02/23 – An email communication was issued to the full Governing Body on 05/02/23 proposing the that co-opted governor Mike Dormer's term of office is extended for a further four years. This proposal was accepted, unchallenged, and ratified by a majority of the Governing Body.</b></i></p>	
5.0	<p><b>COMMITTEE UPDATES</b></p> <p>The following documents were circulated to Governors prior to the meeting:</p> <p><b>[03]</b> Minutes FP&amp;P 14/10/22 and <b>[04]</b> Minutes FP&amp;P 22.11.22</p> <p>The Chair of the FP&amp;P Committee provided the following brief update on key items of note:</p> <ul style="list-style-type: none"><li>• The school is in a stable financial position overall with an 8% carry-over.</li><li>• The unbudgeted element of the teacher and support staff pay awards have been absorbed by previous savings in the budget from staff restructuring, the employment of staff who are on a lower pay grade, providing a valuable mix of experience.</li><li>• Chrome books have been rolled-out across the school.</li><li>• Property Management company G4 has been contracted to audit and report on property and health and safety compliance.</li><li>• Twickers parking continues to be a good source of self-generated income for the school and additional events have been added to the schedule for the Summer term.</li></ul> <p><b><u>Governor BM enquired why there was an overpayment on teacher and support staff salaries.</u></b></p> <p>The HT informed Governors that the school has budgeted for a 3% pay award and Unions negotiated an average of 5% meaning that 2% of the pay award was unbudgeted and additional funding has not been received from central Government to cover this. Similarly with support staff, an average pay award of 7.5% was negotiated between the Unions and central Government and therefore the school has had to fund the additional pay award from savings accrued from staff restructuring and the loss of higher paid staff who have been replaced by low cost teachers.</p> <p><b><u>Governor JL asked if parents had raised any concerns about the replacement of experienced (higher paid) staff with less experienced (lower paid) staff.</u></b></p> <p>Governor EM &amp; GK (who are also parents at the school) were not aware of any concerns and the HT confirmed that concerns had not been raised with the SLT.</p>	



	<p><b><u>Governor HB asked if there have been any claims for back-pay from staff who have left the school during this period (NB teacher pay award was backdated to September 2022 and support staff pay award was backdated to April 2022).</u></b></p> <p>The HT stated that there was one case that the school is currently managing.</p> <p><b><u>Governor BM asked if there is potential to increase capacity for Twickers Parking.</u></b></p> <p>The SBM stated that whilst there is potential additional capacity for 50 vehicles, this is weather dependent as it involves using a grassed area. The parking offer is popular, with a large number of repeat customers. The school makes it clear to customers that the money is for sole use of improving school facilities and the experience of the children at the school.</p> <p><b><u>Governor HB asked if Twickers Parking has a detrimental effect on the condition of the school field/playground or access for the children to P.E lessons etc.</u></b></p> <p>The SBM confirmed that although there were issues with this in the past, this is no longer the case. The school will look to ring-fence 20% of the income for capital projects this year.</p> <p><b><u>Governor JL asked if the redevelopment of the former Kneller Hall site (by Radnor House School), might have a detrimental impact on the Twickers Parking potential by providing a competitive service.</u></b></p> <p>The HT stated that it is likely that Radnor House will make a similar offer for rugby parking. Twickers Parking will ensure that its marketing and narrative informs customers that the income goes to a state maintained school and how that income is used to benefit local children attending the school.</p> <p><b>[05] Pay Minutes</b></p> <ul style="list-style-type: none"><li>• Nothing to add over that stated in the minutes.</li></ul> <p><b>[06] Minutes QE 16/11/22</b> The Chair of the QE Committee provided the following brief update on key items of note:</p> <ul style="list-style-type: none"><li>• Presentation on phonics given by the subject leader. "Little Wandle" has been successfully implemented and staff training is complete.</li><li>• The details of the Recovery Programme were shared with Governors. A member of staff has been employed to deploy the programme for this academic year.</li><li>• Targets for pupils are ambitious and action plans are in place to achieve targets.</li></ul> <p><b>[07] Minutes BAPD 30/11/22</b> The Chair of the BAPD Committee provided the following brief update on key items of note:</p> <ul style="list-style-type: none"><li>• A new Behaviour Policy has been agreed and implemented across the school providing a consistent and rigorous approach to behaviour management.</li><li>• Behaviour data shows a higher than usual number of incidents in Y2 and in Y3 – the committee understood that this related to two children, both on Behaviour Plans and one of whom has shown significant behaviour improvement as a result.</li></ul>	
--	---	--



		<ul style="list-style-type: none"> <li>Attendance data is a little lower than expected, mainly due to 60% of Y1 and Y2 children being absent with an outbreak of chickenpox and strep A.</li> <li>The school has carried out a deep dive into individual cases of persistent absence. The PRIDE programme has been re-instated and will be trialled with upto 15 children selected from the persistent absence cases and/or children receiving Free School Meals. The school continues to work closely with the EWO on individual cases.</li> <li>The cases of persistent absenteeism are higher amongst children who are both SEN and PPG and the PRIDE programme is having a significant impact here, for example one case attendance has risen from 30% to 80%. The school is looking at the whole picture with the cases of persistent absenteeism and will put in place what is needed to support that child.</li> </ul> <p><b><u>Governor EW stated that managing cases of absenteeism need to be managed with sensitivity.</u></b></p> <p><b><u>Governor SS noted that the role for Governors in monitoring persistent absenteeism is to ensure that the school has the right processes in place to support these children and have a measure on whether these actions are having a positive impact.</u></b></p> <p><b><u>Governor HB asked whether the school is engaging with external agencies to support parents on serious cases of persistent absenteeism.</u></b></p> <p>The DHT stated that the school has significant engagement with external agencies for these cases, especially those where there is a CIN (Child in Need) plan.</p> <p><b><u>Have there been any fixed term exclusions this term?</u></b></p> <p>The HT stated that there were no fixed term exclusions during the Autumn term. The HT added that exclusions are a last resort action, especially where children have complex needs or EHCPs. Adjustments to provision and support are the first option to be explored where QFT or existing support are supporting the child.</p> <p>The DHT noted that there is a strong link between persistent absenteeism and safeguarding and therefore the input of external agencies is vitally important, however their resources are limited.</p> <p><b><u>Governor GK asked if there is an escalation route where the school has serious concerns.</u></b></p> <p>The DHT stated that there is an escalation route but cases are not always accepted.</p>	
6.0		<p><b>FINANCE</b></p> <p>The following documents were circulated to Governors prior to the meeting: [08] DfE Self-Assessment Dashboard</p>	
6.1		<p><b>DfE Self-Assessment Dashboard 2021-22</b></p> <p>SL lead Governors in a review of the DfE Self-Assessment Dashboard 2021-22 which uses previous financial year data to benchmark with other similar schools, it is therefore retrospective. The data compares similar schools based on the following criteria:</p> <ul style="list-style-type: none"> <li>Maintained</li> </ul>	



6.2	<ul style="list-style-type: none"> <li>• Outer London weighting</li> <li>• Number of pupils</li> <li>• Number of pupils receiving free school meals</li> <li>• Percentage of children with EAL</li> </ul> <p>The Dashboard shows school financial outcome in 2021-22 as follows:  £3.59m expenditure  £3.53m income  £-53.2k overspend  £339.5k reserve carry-forward</p> <p>In summary:  Cost of teaching staff – broadly in line  Cost of support staff – broadly in line  Cost of other staff – highest 20% of similar schools – this is due to cost of Lions Club staff  Cost of admin and clerical staff - broadly in line  Cost of premises staff - broadly in line  Cost of Educational supplies - broadly in line  Cost of energy - broadly in line</p> <p>SL explained to Governors that the reducing reserve / carry-forward has been a concern to the school in the past and this triggered the ICFP consultancy in 2019-20 to deep-dive into key financial performance indicators. SL explained that the reducing carry-forward means that the school is spending more than it has in the budget, however there is a balance to be found in ensuring that the reserve / carry-forward does not exceed 8%, otherwise the school risks clawback from the LA.</p> <p>Due to Twickers Parking and Lions Club, the benchmark measure for self-generated funding is at the top end for similar schools.</p> <p>The DHT noted that the school expenditure is closely linked to the SDP priorities and therefore it is not necessarily a negative to be spending more on some areas of expenditure than others.</p> <p>In summary:</p> <ul style="list-style-type: none"> <li>• School revenue reserve is high but maintained at around 8%.</li> <li>• School is broadly in line with similar school on all measures, except for the cost of additional staff, however this is due to the Lions Club provision.</li> </ul> <p><b>Key Financial Performance Indicators (using live budget data)</b>  SL lead Governors in a review of the key financial performance indicators using live budget data 2022-23.</p> <p>SL noted that the school continues to use reserve funds to support the budget spend the rate of reduction is slowing down:</p> <p>2019-20 £461k  2020-21 £392k  2021-22 £339k</p> <p>SL stated the data suggests that the school has a sustainable budget model going forward for the next three years. Income will continue to be stable for Chase Bridge as long as pupil roll remains stable with a average class size of close to 30.</p>	
-----	--	--



		<p>In summary: Average teacher costs - green Leadership costs - amber Support staff costs - green</p> <p><b><u>Governors agreed that the key financial performance data tool provides excellent insight to budget management. Governors agreed that the budget planning tool will be used by FP&amp;P to set the draft 3-year budget in March and will reference any red flags that may arise prior to final FGB budget approval in June.</u></b></p>	
7.0		<p><b>LEADERSHIP &amp; MANAGEMENT</b></p> <p>The following documents were circulated to Governors prior to the meeting: [09] Headteacher Report [10] SIP Report Autumn 2022</p> <p>The HT invited Governors to raise any questions on the Leadership Report.</p> <p>The HT stated that the school will benefit from a strong Governing Body membership for effective monitoring and triangulation with the SLT and the SIP.</p> <p>The HT informed Governors that, during the Spring (2) term, the SLT will be focusing on priorities for 2023/24 in conjunction with teaching staff and year group leaders.</p>	
8.0		<p><b>SAFEGUARDING</b></p> <p>The following documents were circulated to Governors prior to the meeting: [09] Headteacher Report</p> <p>The HT reported that the school has been managing two cases of Child Protection that the Local Authority intends to close. The school feels that there is insufficient evidence that the action plan has been progressed and therefore the ELSA and school safeguarding lead continue to be active in these cases. Progress in a plan and the risk of significant harm to the children are sometimes mutually exclusive and can lead to challenges within a case. The overriding factor of children reaming on Child Protection is whether the is at risk of significant harm. If the risk has subsided but the plan has not been achieved, a child's case could still be downgraded from Child Protection.</p> <p>Attachment Awareness training has been made available as part of the Quality First Teaching offer and greater resources have been made available for the most vulnerable children.</p> <p>The DHT added that safeguarding training is now weekly for staff and this is also shared with Governors. This approach of little and often for safeguarding training ensures that it is current and at the forefront of staff priorities. The school is due to have a LA lead safeguarding audit this year and to prepare the school will be carrying out a mock-audit in January.</p>	
9.0		<p><b>COMMUNITY SURVEYS</b></p> <p>The DHT informed Governors that the pupil survey results are not available, but will be shared at the next meeting.</p>	





	<p>The DHT was pleased to report that 71% of staff responded to the survey, including 29 out of 24 teachers. The DHT presented the highlight outcome of the staff survey.</p> <p>In the area of Behaviour Attitudes &amp; Personal Development:</p> <ul style="list-style-type: none"><li>• 93% confirmed that the school has clear routines and that expectations are clear.</li><li>• 98% confirmed that behaviour at Chase Bridge is good (this is a 10% increase on the previous year).</li><li>• 94% of children know who to speak to if they have a concern.</li><li>• 100% of children are motivated to learn.</li></ul> <p>In the area of Quality of Education:</p> <ul style="list-style-type: none"><li>• 100% of teachers agreed that the school offers an engaging curriculum and a wide variety of learning opportunities for children.</li><li>• 91% agreed that feedback helps pupils to know how to progress in their learning.</li><li>• 95% of staff agreed that pupils make good progress at Chase Bridge.</li></ul> <p>In the area of Leadership &amp; Management:</p> <ul style="list-style-type: none"><li>• 96% of staff agreed that school leadership is effective.</li><li>• 91% of staff agreed that pupils are safe at Chase Bridge.</li><li>• 96% of staff agreed that they enjoy working at Chase Bridge.</li></ul> <p>The following areas for development were identified:</p> <ul style="list-style-type: none"><li>• Clarity around the teaching of British values:<ul style="list-style-type: none"><li>○ Rule of law</li><li>○ Tolerance of different faiths and beliefs</li><li>○ Individual liberty</li><li>○ Democracy</li><li>○ Mutual respect</li></ul></li><li>• Ensure the staff is confident with school policy and procedures.</li><li>• Ensure staff know how to access support if they have a concern or worry.</li><li>• Development an approach to the deployment of teaching assistants and the support of special educational needs.</li></ul> <p><b><u>Governor HB stated that the deployment of support staff can be controversial where parents have an expectation of one-to-one support for children with EHCPs – a new approach will be an adjustment for parents.</u></b></p> <p>The HT informed Governors that the SEN Networking Group will consult with parents to ensure that concerns are addressed and parents are reassured that the needs of their child's plan can be met via a number of resources and not necessarily by single, assigned TA. The first SEN Network Group consists of 14 parents, 2 teaching assistants, 1 class teacher and the SENCO. Going forward, the school will have a smaller network group meeting once a term and a whole school SEND group meeting once per term. The networking group will report to the SEND group.</p> <p><b><u>Governor SS noted that using a variety of resources to meet the needs of a child's EHCP can help to build confidence and flexibility in the pupil.</u></b></p> <p><b><u>Governor BM added that data shows that the number of children with EHCPs is increasing – can this model expand to meet demand?</u></b></p>	
--	---	--





		<p>The HT stated that the model is flexibility and gives economies of scale to meet greater demand – for example 2 children with a particular need can be supported by one resource.</p> <p><b><u>Governor asked whether, during the current difficult economic times, staff have access to support if and when it is needed.</u></b></p> <p>The HT confirmed that staff have access to the Employee Assistance Programme and a member of staff is currently in training to support staff wellbeing.</p> <p><b>ACTION:</b> Parent &amp; Pupil surveys to be reviewed at the FGB March.</p>	<b>HT/DHT</b>
<b>10.0</b>		<p><b>POLICIES</b></p> <p>The following documents were circulated to Governors prior to the meeting: [11] SEND annual report – <b>ratified</b>.</p>	
<b>11.0</b>		<p><b>AOB</b></p> <p><b>Industrial Action</b> The Chair informed Governors that teacher industrial strike action (NEU members) is likely this term – the school will be making plans accordingly.</p> <p><b>School Newsletter</b> The Chair will be writing for the next school newsletter and will cover the following items to update the community:</p> <ul style="list-style-type: none"><li>• School finances</li><li>• Parent Governor election</li><li>• Survey overview – high participation and positive findings.</li></ul>	
		<p>The Chair thanked Governors for their valuable contributions.</p> <p>The meeting ended at 9.00pm</p> <p><b>The next meeting will be held on: Wednesday 22<sup>nd</sup> March 2023, 6.30pm</b></p>	

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

**Date:** .....