



**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 13<sup>th</sup> December 2023 at 6.30pm**

**Present**

Mike Dormer (MD) Chair of Governors	Brian Ostro (BO) Deputy Head Teacher	Daniel Bishop (DB) Head Teacher
Nida Rehman (NR)	Bhaven Marshall (BM)	Graeme Kirkpatrick (GKK)
Archana Jhinger (AJ)	Caroline Chadwick (CC)	Tony Meehan (TM)
Clare Rees (CR)	Cllr Kuldev Sehra (KS)	Sue Stanley (SS)
Hannah Gilbert (HG) SENCO	Yuvraj Nirwal (YN)	James Lovett (JL)
Navdeep Sidhu (NS)	Ash Patel (AP)	Gareth Mantle (GM)

**Apologies**

Gillian Keane (GK)	Eleanor Wright (EW)	Kath Briggs (KB)
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**Also in attendance**

Julie Fox (JF) Clerk to Governors	Steve Llewellyn (SL) Financial Advisor	
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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, EW & KB. BO joined the meeting at 8pm. SL joined the meeting at 6.50pm.  The Chair welcomed Clare Rees to the meeting. Clare is a former Headteacher, LA Advisor and currently is the lead for 63 primary schools in the Borough of Ealing. Clare is proposed as a new Associate Member for the Quality of Education Committee (see item 4.1 below).	
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 27.09.23 [02] FGB Actions 27.09.23	



		<p>The minutes of the meeting held on 27<sup>th</sup> September were reviewed by Governors, approved and signed by the Chair.</p> <p>The following actions arising from the meeting held on 27<sup>th</sup> March were reviewed as follows:</p>	
<b>3.1</b>	<b>6.0</b>	<b>LINK GOVERNOR PROGRAMME</b>	
<b>(i)</b>	<b>(i)</b>	Ensure that all Governors are issued with a Chase Bridge email address in order to access the shared document and send a reminder to existing email holders.	<b>Complete</b>
<b>(ii)</b>	<b>(ii)</b>	Check the link governor hyperlink for validity and feedback to the Clerk. The hyperlink will be pinned on Governor hub for easy access.	<b>Complete</b>
<b>(iii)</b>	<b>(iii)</b>	Link governor document to be a standing item on all committee agendas.	<b>Complete</b>
<b>(iv)</b>	<b>(iv)</b>	Provide a training session to the Clerk on the Link Governor documents. Clerk to devise a training plan for Governors.	<b>Complete</b>
<b>3.2</b>	<b>8.2</b>	<b>SIP Report Summer term</b> Ensure all Governors are invited to attend the governor Day on 10.07.24.	<b>Complete</b>
<b>4.0</b>		<b>GOVERNANCE MATTERS</b>	
		The following papers were circulated to Governors prior to the meeting: <b>[03]</b> Annual Planner FGB 2023-24	
<b>4.1</b>		<b>Appointment of New Co-Opt Governors</b> The following new governor appointments were ratified by the Governing Body: Clare Rees was appointed Associate Member and will be joining the Quality of Education Committee.	
<b>4.2</b>		<b>Feedback from the Director of Education Termly Briefing</b> The Chair of Governors was unable to attend the briefing this term. Notes from the briefing will be shared with Governors once they are published. The Chair attended a meeting with MP Munira Wilson where it was stated that 85% of Borough schools are in deficit.	
<b>4.3</b>		<b>Head Teacher Performance Management Targets</b> The Chair confirmed that the HT performance management review took place in September, attended by the SIP and a panel of Governors. HT objectives have been agreed for 2023-24.	
<b>4.4</b>		<b>Pay Panel</b> The Chair confirmed that the Pay Panel met this term to review the appraisal policy, anonymised appraisals and proposed pay progression for teaching staff. The panel was satisfied that the school managed a comprehensive and robust process and approved pay progression as proposed.	
<b>5.0</b>		<b>COMMITTEE UPDATES ARISING FROM COMMITTEE MINUTES</b>	
		The following documents were circulated to Governors prior to the meeting: <b>[03]</b> FP&P Minutes 10/10/23 <b>[04]</b> FP&P Minutes 28/11/23	



		<p>[05] QE Minutes 15/11/23 [06] BAPD Minutes 29/11/23</p> <ul style="list-style-type: none"> <li>• BAPD – The Link Governor programme is progressing, with Governors assigned to all statutory areas and school priorities.</li> <li>• FP&amp;P – The cap on movement to and within the Upper Pay Scale (UPS) remains in place. Opportunity remains for staff at MPS6 to move from M6a to M6b. The cap remains in place to support school staffing needs and priorities.</li> </ul> <p><b><u>Governor JL noted that the school is in a stable and secure position financially.</u></b></p> <p>The HT commented that the carry-forward is expected to be 8%; this has been achieved through additional income rather than cuts to essential budget lines.</p> <p><b><u>Governor BM queried the proposed new cleaning contract – is the contract on the same terms as previously or has the school achieved savings by changing the contract parameters.</u></b></p> <p>The HT stated that the contract requirements are ‘like-for-like’ The tender asked for three levels of service and the school has achieved the higher level of service at a competitive rate. There was once cheaper proposal, however the company did not have sufficient local presence. The chosen contractor is paying the London Living Wage and adheres to the Modern Slavery Act.</p> <p><b><u>Was staff voice involved in the procurement process?</u></b></p> <p>The HT explained that the tender was put together by an external company and the review panel included the caretaking team, the finance officer, the school business manager as well as SLT members. The school achieved the highest specification, were assured of good supervision/management processes and gained favourable exit terms (if needed).</p>	
<p><b>6.0</b></p>		<p><b>BENCHMARKING</b></p> <p>The following documents were circulated to Governors prior to the meeting: [08] DfE Self-Assessment Dashboard</p> <p>Steve Llewellyn led governors in a review of the DfE Benchmarking Self-Assessment Dashboard 2022-23 which compares the Chase Bridge financial key performance indicators with other schools in the outer London weighting area, with similar pupil numbers, number of EAL pupils and number of pupils receiving free school meals. The comparisons are RAG-rated.</p> <p>SL noted the following green rated (and therefore low risk) outcomes for Chase Bridge:</p> <ul style="list-style-type: none"> <li>• In year balance and revenue reserve is green rated (and therefore low risk)</li> <li>• Supply staff costs (green rated)</li> <li>• Admin staff costs (green rated)</li> <li>• Self-generated income is higher per pupil and this off-sets the higher costs associated with ‘other staff’.</li> <li>• Other staff costs are higher due to the wrap around care provision and lunchtime supervision.</li> <li>• Teaching staff is on the lowest 20% and therefore rated amber.</li> </ul>	



	<ul style="list-style-type: none"><li>• Premises and supplies are in line with other schools.</li><li>• Occupation costs are in the middle for London weighting area schools. Costs here are generally due to higher energy costs. The HT explained that the school is locked into a fixed rate contract until August 2024. This contract is non-negotiable and price set by the supplier.</li><li>• Leadership costs are broadly in-line.</li><li>• Pupil to teacher ratios are broadly in line due to full pupil roll.</li></ul> <p>SL compared the DfE Dashboard Data with current live budget data which showed that reserves and balances for 2023-24 are RAG-rated green and therefore in-line. SL concluded that energy costs are the only stand out item identified as a risk area.</p> <p><b><u>Governor GKK queried if the data is based on a percentage of total spend.</u></b></p> <p>SL confirmed that the data is based on the percentage of total spend but can also be presented as total, per pupil, per teacher. This can be changed on the benchmarking tool. SL then demonstrated this for members. The different values used had little impact on the schools position and ranking amongst the benchmark group.</p> <p><b><u>Governor noted that the school benefits from having a full pupil roll and this compares favourably to other local schools that are struggling with falling rolls and this places them in a different 'spend per pupil' category.</u></b></p> <p><b><u>Governor NR noted the 8% reserve and high energy costs – is the school considering renewable energy initiatives?</u></b></p> <p>The HT stated that two-thirds of the school currently has LED lighting and that the plan is to continue with this replacement programme. The school was originally built with organic energy boiler pellets but these proved to be problematic and were replaced by gas boilers. Two of these inefficient boilers have now been replaced with new electric boilers. The school will be looking at solar energy as the buildings have a large surface area of flat roof space. The Richmond Energy Efficiency Team is currently surveying and evaluating which parts of the estate would be most suitable for certain initiatives such as solar energy and ground source pumps. Evidence suggests that ground source boilers do not reach optimum output in a timely way, however solar energy may be a way forward for the school and therefore will be doing due diligence on this. The school will wait next steps working with the LA, pursuing possible grant solutions first.</p> <p><b><u>Governor NR, again noting the 8% reserve asked if the staff to pupil ratio can be improved.</u></b></p> <p>The HT noted that the number of teaching staff will remain constant for the foreseeable future, however the ratio of support staff to pupils is likely to increase as the level and complexity of need in pupils increases. There is unlikely to be more funding for EHCPs /SEN and therefore the school will have to develop Teaching Assistant roles accordingly.</p> <p><b><u>SL noted that in previous years, the in-year balances were challenging and the reserve was eroded. This situation has been rectified by the staff restructure in 2021 and the focus on linking recruitment to school needs and priorities.</u></b></p>	
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7.0		<p><b>OFSTED PREPARATION</b></p> <p><b>Safeguarding</b> HT presented on safeguarding and shared a two-page document describing all the things the school does to ensure safeguarding. Safeguarding impacts everything that the school does including with parents, recruitment, filtering and monitoring, SCR checks etc.</p> <p>Safeguarding actions are evidenced in a number of ways including the SCR checks carried out by the Link Governors, briefing in the HT Report each team, the SIP report, external safeguarding audits and in the reporting and monitoring of the BAPD committee in the following areas:</p> <ul style="list-style-type: none"> <li>• Wellbeing</li> <li>• Attendance and behaviour</li> <li>• Safeguarding</li> <li>• Mental health support</li> <li>• Website information</li> <li>• Operational actions, for example, assemblies.</li> </ul> <p><b>ACTION:</b> Circulate 2 page safeguarding checklist to Governors.</p> <p><b>ISDR</b> The ISDR data has been validated. Four children have been removed from the data as they joined the school in the summer term of Y5 or after, The data outcomes are very strong and show that children start at the school with broadly in-line starting points (with other schools) and end will accelerated progress rates. While the school is highly diverse the progress results demonstrates that the school does very well for their children.</p> <p><b><u>Associate Member CR queried the reading progress measure.</u></b></p> <p>The HT noted that the reading progress measure had the lowest outcome at 0.7.</p> <p><b>Self-Evaluation (SEF)</b> Due to time constraints in this meeting, Governors agreed to defer review of the SEF to the next meeting. The SEF has been condensed to one page and combined with the SDP.</p> <p><b>ACTION:</b> Add review of the SEF to the Ofsted Preparation item on the next FGB agenda.</p>	<p><b>BO/Clerk</b></p> <p><b>HT</b></p>
8.0		<p><b>LEADERSHIP &amp; MANAGEMENT (including safeguarding update)</b></p> <p>The following documents were circulated to Governors prior to the meeting:  <b>[07]</b> HT Report Autumn (2) 2023  <b>[08]</b> SIP Report Autumn 2023</p>	



		<p>The HT invited questions on the reports.</p> <p><b><u>Governor JL asked why the Ofsted outcome from 2019 is included in the report.</u></b></p> <p>The HT explained that the previous Ofsted outcome is included to demonstrate progress against actions.</p> <p><b><u>Is the Y3 focus group showing signs of accelerated progress?</u></b></p> <p>The HT stated that for Y3 the school is identifying gaps in the data and focusing on core skills in phonics, maths and using the catch-up tutor to work with groups and individual children. The teaching and support team in Y3 is strong and the aim is to work with the children in Autumn term to solidify knowledge and skills and to accelerate progress in Spring and Summer terms. Y3 is the year group that was most impacted by the Covid pandemic and there is a significant level of complex need in the year group. This year group were also using the previous phonics scheme and there was not enough focus on the basics concepts and ensuring that they were embedded. The new phonics scheme, Little Wandle, is now embedded, phonics outcomes are now a DfE measure and the school is targeting fluency in reading.</p> <p><b><u>Governor SS noted that this approach was verified by the YGL during the link governor visit to Y3 last week.</u></b></p>	
9.0		<p><b>COMMUNITY SURVEYS</b></p> <p>The HT confirmed that pupil and staff voice has been captured and that the parent survey has now been issued with six of the questions are geared towards EDIB (Equality Diversity, Inclusion &amp; Belonging).</p> <p>The DfE ethnic groups have been identified by parents and then the school will filter by group to identify any issues that can be addressed, wherever possible, focusing on the 'don't know' responses.</p> <p><b>ACTION:</b> Present the findings of the parent survey at the next BAPD and FGB.</p>	HT
10.0		<p><b>POLICIES</b></p> <p>There were no policies to review in this period.</p>	
11.0		<p><b>AOB</b></p> <p>There was no AOB tabled for this meeting.</p>	
		<p>Governors identified the following three areas to communicate with parents in the newsletter:</p> <ul style="list-style-type: none"> <li>(i) Financial health report</li> <li>(ii) Safeguarding overview for Governors</li> <li>(iii) Encourage parents to take the school survey, focus on EDIB.</li> </ul> <p>The Chair thanked Governors for their valuable contributions.</p> <p>The meeting ended at 8.15pm</p>	



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		<b>Date of the next meeting:</b> Wednesday 20 <sup>th</sup> March 6.30-8.00pm	
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**Agreed & Signed as an accurate record: .....**  
**(Mike Dormer)**

**Date: .....**