

LONDON BOROUGH OF REDBRIDGE



MINUTES OF THE ORDINARY MEETING OF THE GOVERNING BOARD OF CHADWELL PRIMARY SCHOOL

DATE AND VENUE: Thursday 5th March 2026 at 8.30am at the school

PRESENT: Mrs Ada Egot (Chair), Mr Rajivan Kanthasamy, Mr Paddy Mackie (8.50am),
Mr Lee Walker (Executive Head teacher), Mrs Lynne Turner and
Dr Venetia Brown

ALSO IN ATTENDANCE: Ms Ritu Kalhan – Head of School
Mrs Annie Scott – School Business Leader
Karen Mount – Clerk to Governors

ACTIONS	BY WHOM
Minute 2: The clerk was requested to amend the Instrument of Government and re-submit this to the Local Authority.	Clerk – uploaded to Gov Hub 13.04.2026
Minute 5: Chair and Vice-Chair to consider the list of prospective Co-opted Governor candidates.	Chair and Vice-Chair
Minute 9: The school to track one year group all the way through from Reception to Year 6.	SENDCO
Minute 10 (Hard Federation): Two plans to be created; what would be involved in a Hard Federation and what would be involved in becoming a Trust.	?
Minute 10: Talk to all members of the governing board regarding moving forward to Hard Federation.	Chair
Minute 10: Governors to send their questions regarding Hard Federation v Academisation in advance of the next full board meeting.	All governors
Minute 13: The clerk was requested to add School Development Plan to the agenda for summer 2 full board meeting .	Clerk
Minute 14: School to ensure an annual declaration is completed by all staff to state nothing has changed regarding their DBS status.	SBL

1/4/26
21/9/26

Minute 15: Dr Brown to use the Accessibility Plan on her next inclusion link visit.	Dr Brown
Minute 18 a): Executive Head teacher, Chair and Head of School to meet prior to the end of term to review the school's Behaviour Policy.	LW, AE and RK
Minute 18 b): The clerk was requested to upload the Strive 4 flyer to Governor Hub and inform board members.	Clerk – uploaded to Gov Hub 17.11.25 and reminder sent out 16.04.26

- 1. CO-OPTION OF GOVERNORS:** The board discussed the number of vacancies for Co-opted Governors at their recent away-day.
- 2. INSTRUMENT OF GOVERNMENT:** The board agreed to reduce the number of Co-opted Governor places to 8 (from 10). This would be with effect from 13th April 2026.

ACTION: The clerk was requested to amend the Instrument of Government and re-submit this to the Local Authority.

- 3. APOLOGIES FOR ABSENCE:** a) Apologies for absence are received and accepted from Ms Kerry Luxford and Mrs Sukhi Ubhi. Apologies for absence are received and accepted from Mrs Shumona Shelly after the meeting.

b) **Quorum** – the clerk confirmed the meeting was quorate.
- 4. DECLARATIONS OF PECUNIARY/PERSONAL INTERESTS:** There are no declarations of pecuniary/personal interests in any of the following agenda items.
- 5. MEMBERSHIP:** The board noted that Mr J Hickman resigned with immediate effect as Co-opted Governor.

The Chair advised the board that she has been sent a list of prospective governors from the Chair of Goodmayes Primary School. These candidates have been vetted by Ms George, Head of Governors Services (LBR).

ACTION: Chair and Vice-Chair to consider the list of prospective Co-opted Governor candidates.

- 6. MINUTES:** The minutes from the meeting held on 26th November 2025 are agreed as a true record and signed and dated by the Chair.
- 7. MATTERS ARISING:** There are no matters arising from the last meeting; all actions are closed.
- 8. FEEDBACK FROM THE RECENT AWAYDAY:** The board received feedback from the away-day held on 03.02.2026.

Governors looked at writing across the school.

VLB 24/9/26

Learning walks were carried out once governors returned to the school site and gave governor feedback.

9. EXECUTIVE HEAD TEACHER'S REPORT: The board received the report of the Executive Head teacher.

Attendance – the board noted attendance as 94.80% from September 2025 – February 2026. Governors are concerned about the low rate however, the Executive Head teacher stated that the school is doing all it can to ensure children attend school.

Under the new Ofsted framework, Inspectors will review whether the school has done all it can to ensure attendance; there is no longer a national figure. The school can show clearly all the strategies in place.

The Chair feels that even though there is no national figure, Ofsted will compare the school's data against some form of data.

It was noted that the school's Education Welfare Officer is not concerned about the school's attendance rate.

Dr Brown stated that Ofsted are linking attendance with behaviour; this could bring the school's grade down.

The Executive Head teacher has spoken with Richard Hunter – School Improvement Partner about this. Ofsted will be looking at the school's outcomes to see whether this is connected to attendance.

The Executive Head teacher directed the board to the headline facts and figures – 2026 on page 3. Ofsted will ensure that the school has done everything within its power to ensure children attend school.

The School Business Leader advised the board that from April 2026 the school have purchased the Local Authority's Attendance Review. This will look at the whole school attendance practice.

SEND – the Executive Head teacher and Ms Labuschagne (SENDCO) have worked on section 10 together.

They have tried to do a piece of work that compares the SEND situation at the school.

The board felt that the comparison data was a little confusing and not easy to follow. The Executive Head teacher took the board through the data to explain where the differences are.

Ms Labuschagne is also looking at the children who are on SEND support. There is an issue with Reception children and the interventions they are receiving from the

Phase Leader, as these are not being picked up by Arbor. This will affect the information for SEND support 2025-2026.

ACTION: The school to track one year group all the way through from Reception to Year 6.

Ms Labuschagne was invited into the meeting to explain the data on page 8 (9.00am).

It was noted that in some cases, class support hours in place go down when more children are in receipt of an EHCP.

The school is coping with less support staff however, this is challenging. The budget cannot sustain the high number of support staff.

Too few staff, and it can become dangerous regarding health and safety.

Inclusion takes funding and there is no additional funding coming from central government. The board are aware of the introduction of the SEND white paper.

Outcomes – the board received the data for spring 1 for Reception to Year 6.

Mr Mackie updated the board regarding Year 6 outcomes (spring 2). This was shown to the board via screen at the meeting.

Mr Mackie advised the board that every half term the children are tested (practice tests) and their scores are tracked.

The writing outcomes are lower than the school would like. After SATs in May, further writing practice will take place. This will be the priority for Year 6 teachers.

Mr Mackie took governors through the spring 2 data.

Interventions are in place for Reading, Writing and Maths. Once the SATs have been completed, these interventions will stop.

The board are advised that nationally, writing in greater depth is always lower than reading.

There was a discussion around children being too young to have a voice in writing. It is sometimes difficult for adults to have a voice in writing.

Mr Mackie advised the board that only one child with an EHCP will achieve expected.

Children with EHCPs however, tend to excel in Maths.

22/10/20
GJP

Governors' questions (Response in italics)

Can governors have an update on the new Maths scheme? *This is going well. Mr Gadhvi and Ms Kalhan are working on this together. Learning walks are taking place and there are some concerns around the consistency of teaching the new Maths scheme.*

Mr Gadhvi and Ms Kalhan are working on the next steps. Mr Gadhvi has been working with teachers on their planning and undertaking some team teach.

It was agreed that staff will find any new scheme difficult at the beginning. However, there is not too much difference between the previous Maths scheme and the new one.

This scheme allows for adaptive teaching and Mr Gadhvi is working with staff on this.

Logged incidents and exclusions – it is noted that behaviour across the school is generally good.

The Executive Head teacher stated that parents have an expectation of teachers dealing with issues that are taking place outside of school.

The suspension log is showing four incidents however, two of the incidents involve the same child. The school will only use suspension/exclusion as a last resort.

Ms Kalhan stated that staff will investigate thoroughly and gather as much evidence as possible, before presenting the request to suspend to the Executive Head teacher.

More questions will be asked if the child in question has additional needs.

Comparable exclusion/suspension data is in the Annual Statistical Report (ASR).

The school is below National but above for Redbridge.

Governors' questions (Response in italics)

It has been stated that two of the suspensions involved the same child. How has the school dealt with this? *Many issues are discussed within the PSHE lessons. Teachers will have conversations with individual children.*

Mr Mackie stated that the teacher will acknowledge that the child has made a mistake and that there will be consequences. However, no teacher would want any incident to define the child or have them excluded from their friendship group.

- 10. HARD FEDERATION:** The board discussed the next steps in terms of the Hard Federation.

It was noted that the Chair and Vice-Chair of both schools have met, along with the Heads of both schools and the Executive Head teacher.

Both schools have voted to move towards Hard Federation, and the Soft Federation will continue until 31st August 2026.

Next steps

- Consultation
- Instrument of Government
- New governing board to be in place as of 1st September 2026

The Chair stated that there must be the right people to have oversight so, there will be a conversation with present governors to see if they wish to be considered for the role.

It was agreed that there was a need for experienced governors to oversee a potentially 6 forms of entry school.

The Chair stated that on reading the White Paper she is now concerned that Hard Federation will not serve the two schools well.

Asking governors to move forward to oversee a much larger education establishment would be asking a lot, especially as they are all volunteers.

The Chair's preference now would be to establish a Multi Academy Trust (MAT). There would then be a Local Governing Board for Chadwell Primary School and an over-arching Trust board for the two schools.

The Chair felt that the right people are not available to sit on the governing board of the Hard Federation.

Governors' questions (Response in italics)

Have Goodmayes Primary School conducted a skills audit to see who would be suitable to sit on the Hard Federation governing board? *This is not yet available.*

The Chair stated that no board member from Chadwell Primary school has yet been asked if they wish to be considered for the Hard Federation governing board.

The Chair reiterated that the Hard Federation governing board must have the right quality of people to oversee the two schools.

Dr Brown felt that the main challenge would be to get a sense of knowledge of the other school. Board members must know they will be representing both schools and not just their own.

Handwritten signature
21/9/20

There would have to be some orientation work carried out before the end of the spring term.

The Executive Head teacher stated that there was some hesitation from members of SLT from both schools in the beginning and this was valid.

A lot of back office duties have come in line with each other over the past two years. This is the same with the data.

The Executive Head teacher has worked with both boards and there are skills on each of the boards that complement each other.

The Chair stated that she and the Vice-Chair are actively trying to recruit new governors onto the Chadwell Primary board however, it will take time to induct them into the workings of a governing board.

What is the date of the Hard Federation; is it 1st September 2026? *Yes, if it is agreed this is the route we will go down.*

The make-up of the Hard Federation governing board must be seriously considered.

There was a possibility that this may not happen in time for 1st September 2026 and that would be unsettling for the staff.

Staff are already asking questions, and this could get worse should there be any delay. Some staff are asking if they will lose their jobs.

The Chair stated that Hard Federation will not affect staff however, staff do not know this. No staff member will lose their job. No staff member will be forced to work at Goodmayes Primary School.

Staff are aware that the Soft Federation is in place until 31st August 2026, however, are unsettled about what happens after this date.

The Chair stated that there are still many steps to complete and due diligence has to be carried out.

If the schools are not ready to move to a Hard Federation on 1st September 2026, can the Soft Federation continue? *Yes, the Soft Federation could continue for another year.*

The Chair does not want to put the two schools at risk by rushing this process.

Going forward there should be FAQs for staff to ensure they are settled around the question of Hard Federation, and a timeline should be put in place working towards 31st August 2026. If this timeline cannot be met, another timeline extending this period should be established.

Has this discussion taken place at Goodmayes Primary School? *No, however, they are happy to work towards 31st August 2026.*

The Chair stated that should the Hard Federation not go forward, the Executive Head teacher and Heads of Schools may not want to go back to how the schools were run three years ago.

There was some concern from the Chair that details of the Hard Federation have not been thought through.

It was suggested that a working group be established, made up of governors from both boards, to move Hard Federation forward.

A skills audit with additional questions will be sent out to all governors from both schools. The SBL from Chadwell Primary can then analysis the results.

The Chair felt that some of these conversations should be held separately as they are still two separate boards.

It was agreed that clear expectations should be communicated to governors of both boards. There was a discussion around how board meetings would be run. Information will be reported as separate schools.

There was a further conversation around becoming a Trust and what this would involve.

The Executive Head teacher felt there needed to be two conversations; Hard Federation and MAT. Would there be other local schools who would wish to join a Trust.

Within the White Paper, the government suggest schools become MATs.

Dr Brown and Mr Kanthasamy (working party for Hard Federation) voiced their concerns that MATs were not part of their remit and were never discussed.

It was confirmed that should the school become a MAT, they would no longer be part of the Local Authority.

The board discussed what working conditions for staff could look like under a Trust.

Mr Mackie reminded the board that when Soft Federation was first spoken about, the then Chair assured staff it was not a step towards academisation. The conversation now is considering academisation; this will unsettle staff.

Some governors are concerned about staff's pay and conditions under a MAT and who would be on the Trust board and who would be on the Local Governing Board.

lib 21/9/26

Regarding funding, the Local Authority take a percentage of the budget as a top slice (for statutory services), under a Trust the school would keep all funding.

As this was the first time academisation had been discussed, the working group felt that they would have to go back to the beginning and start the work from scratch.

ACTION: Two plans to be created; what would be involved in a Hard Federation and what would be involved in becoming a Trust.

ACTION: Talk to all members of the governing board regarding moving forward to Hard Federation.

ACTION: Governors to send their questions regarding Hard Federation v Academisation in advance of the next full board meeting.

11. FINANCIAL UPDATE:

a) Budget Monitoring Report 01.04.25 – 28.02.26 – the predicted carry forward is noted as £498,528 with an in-year deficit of £129,747.

The accounts will close on 13th March 2026.

b) Final Budget Summary (2026-2027) plus the draft summary for 2027-2028 and 2028-2029 – the board received budget summary reports for 2026-2027, 2027-2028 and 2028-2029.

The board are advised that currently, some schools in the Local Authority are subject to falling rolls and so, will affect their budget positions. Chadwell Primary is not subject to these falling rolls and so, will not be looking to reduce their Published Admissions Number (PAN).

Governors received the following information:

Last Year 3 Year Budget

Year 1 (2025-26) = £415,939 with an in-year deficit of -£212,336

Year 2 (2026-27) = £163,339 with an in-year deficit of -£252,601

Year 3 (2027-28) = -£91,788 with an in-year deficit of -£255,127

Current closing position is approximately £498,528

This year our 3-year budget positions are:

Year 1 (2026-27) = £290,527 with an in-year deficit of -£188,678

Year 2 (2027-28) = £99,962 with an in-year deficit of -£190,565

Year 3 (2028-29) = -£92,508 with an in-year deficit of -£192,470

VLB 21/9/26

The School Business Leader (SBL) took the board through some key highlights on the Budget Summary 2026-2027.

Income

I03 High Needs Top-up funding – High needs funding has dropped. Less this year because previous year included the chased top-up funding (almost £100k).

I05 Pupil Premium funding - has increased due to numbers being higher.

I06 Other government grants – appears to have more income than previous years but this is because the government decided that UIFSM funding, PE Grant etc now sit until I06 instead of I18 (previous CFR Code).

I08 Indirect employee costs - appear to be lower because the school are no longer processing invoices on behalf of REP (this is now a more realistic turnover).

I18 Additional Grant for School – As above, now on **I06 Other government grants**.

Expenditure

E09 Staff Development and Training – Less budget allocated. Reduced for the school and REP processing has ceased.

E12 Building Maintenance and Improvement – Less budget allocated to save money.

E13 Grounds Maintenance and Improvement – New budget created for Grounds Maintenance contracts (external plus Mick).

E26 Agency Supply Teaching Staff – Currently lower as staff have been built in as contracts on **E01 Teaching Staff** and **E03 Education Support Staff**, but this is likely to swap between the two depending upon recruitment success.

The SBL advised the board that some variances will be reported to cover April, May and June 2026.

There was a discussion around staff appointments. Support staff will be employed on 1 or 2 year fixed-term contracts.

The SBL stated that the new Probation Policy is more robust than in previous years and has filled some of the gaps seen in the previous policy. The procedure is more streamlined.

The board are advised that grants and additional funding is available however, staff need to be available to write bids and actively seek out these income streams.

11/6/26
Gy11

Companies want recognition for the financial contribution they give to schools.

The school may have to reach beyond the school community, and this could take some investment in personnel for the school.

DECISION: The Governing Board approved the Budget 2026-2027 and this was signed and dated by the Chair and Executive Head teacher.

c) Best Value Statement 2026-2027: the governing board received and discussed the Best Value Statement 2026-2027.

DECISION: The Governing Board approved the Best Value Statement 2026-2027, and this was signed and dated by the Executive Head teacher.

d) Schools Financial Value Standard 2025-2026 and the related Party Transactions 2025-2026: the governing board received and discussed the Schools Financial Value Standard 2025-2026 and the related Party Transactions 2025-2026.

DECISION: The Governing Board approved the Schools Financial Value Standard 2025-2026 and the related Party Transactions 2025-2026 and this was signed and dated by the Chair.

- 11. HEMISPHERE PROJECT:** The board received an update on the Hemisphere Project (via screen) that provided an analysis of engagement and next steps for consideration.

The second year has been completed; however, more information must be populated. It was noted that it has only been 85% completed and the Executive Head teacher agreed to check who has not completed their training; this could be staff.

The school will need this data before they can identify any vulnerable groups within Black Caribbean children.

Year 3 will cover British Chinese children.

Redbridge Education Partnership (REP) is being asked to fund the next three years. 45 schools are in REP and 30 of those schools have signed up to the Hemisphere Project.

- 12. DATA PROTECTION AUDIT:** The board received and discussed the Data Protection Audit which took place 8th January 2026.

There are two areas that have received No:

Procedures – c) Retention Guidance (IRMS) – There is a process in place to manage the use of confidential waste including staff training – this received a No.

The board are advised that there is no defined schedule to shred confidential waste.

The SBL advised the board that summer term is the main term for clearing out documents no longer required. On a termly basis, staff records and pupil records are reviewed to see which documents can be shredded.

Depending on the volume of confidential waste, the school could either appoint a company to supply white confidential bags and then collect them at a given time or shred the paperwork on site.

If a company picks up the confidential waste to deal with, they will give the school the necessary certificate to state this has been done safely and within regulations.

A member of staff will email all staff on a half termly basis asking if they have anything they require shredding.

The school does have secure storage on site.

Governors noted that the GDPR newsletter will be starting again at the end of the spring term.

Information Security – a) Governance – There is a process in place to meet the DfE Digital standards 2024 stipulation to regularly assess cyber risk – this received a No.

DECISION: Mr Rajivan Kanthasamy was appointed the school's Cyber-Link governor.

13. **SCHOOL DEVELOPMENT PLAN (SDP):** The board received and discussed progress within the SDP.

The Executive Head teacher stated that this was mid-way through the review.

Governors are taken through the SDP.

The priorities on page 1 will be taken through to the second year.

Focus areas

Phase Leaders – embed the extended leadership structure of Phase Leaders to build capacity and ensure that greater consistency of teaching and learning is achieved through each phase.

The Phase Leader's job descriptions are to be reviewed to see if any amendments are required for 1st September 2026.

The board are reminded that the Phase Leaders have a two-year fixed term contract. This will ensure that as many members of staff as possible have an opportunity to take on the Phase Leader role.

11/6/26
21/9/26
G

The Executive Head teacher advised the board that as far as the staffing structure is concerned, this has been budgeted for from 1st September 2026.

There is now a platform for professional development that was not there previously.

Ofsted feedback May 2025 – Sometimes, pupils' mistakes and misconceptions are not identified and addressed. As a result, some pupils remain unaware when they have misunderstood aspects of what they are learning. The school should ensure that staff have the knowledge and expertise to tackle misconceptions so that gaps in knowledge are addressed consistently.

This has been woven into the SDP in the different sections, where it is relevant.

ACTION: The clerk was requested to add School Development Plan to the agenda for summer 2 full board meeting.

14. **SAFEGUARDING REPORT:** The board received an update covering Safeguarding. A report was received from Mrs Ubhi and Ms Luxford (12th February 2026). It was noted that this link visit had been discussed in full at the recent away-day.

The SBL stated that some staff can be absent for various reasons for up to a year. It would be for the board to decide whether these members of staff would be subject to a new DBS check on their return to school.

It was agreed that this requirement would be added to the school's DBS Policy.

It was noted that DBS checks are renewed after five year – this use to be three years.

ACTION: School to ensure an annual declaration is completed by all staff to state nothing has changed regarding their DBS status.

15. **POLICIES:** The board received the following policies for ratification:

Disclosure & Barring Service (DBS) Policy
Accessibility Plan

DECISION: The Governing Board approved the Disclosure & Barring Service (DBS) Policy (with amendments) and the Accessibility Plan.

ACTION: Dr Brown to use the Accessibility Plan on her next inclusion link visit.

16. **GOVERNOR LINK VISIT REPORTS:** a) The board received and accepted the following link governor reports:

English Link Visit (John Hickman) – 9th December 2025
Christmas events (John Hickman) – 9th – 15th December 2025

b) Well-being link governor: The board agreed to **appoint** Mrs Ubhi as the Well-being Link Governor (Temp).

 21/9/26

17. **REMAINING INSET DATE:** The board **approved** 4th January 2027 as the remaining inset date for 2026-2027.
18. **GOVERNOR TRAINING:** a) The board noted that all governor training is logged on Governor Hub.

Mrs Egot attended the Exclusions training (full day course) 4th March 2026. Arising from the training, the Chair felt that a review of the school's Behaviour policy should take place.

Behaviour by a Chadwell pupil both in school and outside of school should be included, as should cyber-bullying.

ACTION: Executive Head teacher, Chair and Head of School to meet prior to the end of term to review the school's Behaviour Policy.

b) The board noted that training can be accessed via National College.

Strive 4 training is available free of charge.

ACTION: The clerk was requested to upload the Strive 4 flyer to Governor Hub and inform board members.

19. **CHAIR'S ACTION:** Governors noted the Chair approved the Whole School Pay Policy 2025 on behalf of the governing board.
20. **DATE AND TIME OF NEXT MEETING:** Governors noted the date of the next meeting as Thursday 7th May 2026 at 8.30am via zoom (due to Polling Day).

Future meeting date

Monday 13th July 2026 at 5.30pm at the school – **please note change of date and venue**

21. **ANY OTHER BUSINESS:** There was no other business.
22. **CONFIDENTIALITY:** Governors are reminded that the signed minutes of every meeting of the Governing Board should, as soon as possible, be made available at the school to persons wishing to inspect them. It is for the Governing Board to consider which items, if any, should be treated as confidential and excluded from publication.

There being no further business to discuss, the meeting closed at 11.50am


CHAIR – 7th May 2026

DECISIONS BY THE GOVERNING BOARD OF CHADWELL PRIMARY SCHOOL
SPRING TERM 2026

Minute 11 b	The Governing Board approved the Budget 2026-2027, and this was signed and dated by the Chair and Executive Head teacher.
Minute 11 c	The Governing Board approved the Best Value Statement 2026-2027, and this was signed and dated by the Executive Head teacher.
Minute 11 d	The Governing Board approved the Schools Financial Value Standard 2025-2026 and the related Party Transactions 2025-2026, and this was signed and dated by the Chair.
Minute 12	Mr Rajivan Kanthasamy was appointed the school's Cyber-Link governor.
Minute 15	The Governing Board approved the Disclosure & Barring Service (DBS) Policy and the Accessibility Plan.

Filename: 4. Agenda Item 6 Mins 05.03
Directory: N:
Template: C:\Users\lwalker49.317\AppData\Microsoft\Templates\Normal.dot
m
Title:
Subject:
Author: karen mount
Keywords:
Comments:
Creation Date: 27/01/2021 10:25:00
Change Number: 136
Last Saved On: 30/04/2026 18:43:00
Last Saved By: Karen Mount
Total Editing Time: 861 Minutes
Last Printed On: 21/09/2026 16:44:00
As of Last Complete Printing
Number of Pages: 15
Number of Words: 4,241 (approx.)
Number of Characters: 24,177 (approx.)

