

LONDON BOROUGH OF REDBRIDGE



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

DATE AND VENUE: Thursday 7th May 2026 at 8.30am via zoom.

PRESENT: Mrs Shumona Shelly, Ms Kerry Luxford, Mr Rajivan Kanthasamy,
Mr Paddy Mackie, Mr Lee Walker (Executive Head teacher), Mrs Lynne Turner,
Mrs Gill Massar and Dr Venetia Brown (Chair)

ALSO IN ATTENDANCE: Ms Ritu Kalhan – Head of school (Associate Member)
Mrs Annie Scott – School Business Leader (SBL)
Karen Mount – Clerk to Governors

ACTIONS	BY WHOM
Minute 6: The Chair agreed to sign and date the approved minutes at a later date.	Chair
Minute 7: Executive Head teacher, Chair and Head of School to meet prior to the end of term to review the school's Behaviour Policy.	LW, VB and RK
Minute 8: The board agreed that early in the new academic year finance training will take place.	All governors and SBL
Minute 8 e): The Finance Committee to review the SFVS at their next meeting.	Finance Committee
Minute 9: The Executive Head teacher to share the Hard Federation action plan link with all members of the board.	Executive Head teacher
Minute 9: The school to include positive feedback from parents on the move to Hard Federation on the next school's newsletter.	School
Minute 12: Mr Gadhvi to attend the summer 2 full board meeting to present to governors the progress made in Maths Mastery.	Mr Gadhvi
Minute 14: Final copy of the RHE Policy to be presented to the board at the summer 2 full board meeting.	Mr Mackie & Clerk
Minute 15: The School Development Plan to be presented to the autumn term full board meeting (if not ready for the 13 th July 2026 meeting).	Executive Head teacher
Minute 16: For the EDI data, CPOMs information to be further filtered.	School
Minute 17 b): Ms Kalhan to email all governors the National College link to Safer Recruitment training.	Ms Kalhan

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Minute 17 b): Governor training for all members of the board covering the Equality Act 2010 and the school's Educational Trips policy – this training will have to be bespoke to the school.	School to organise
Minute 18: The clerk was requested to send all Finance Committee members the Financial Skills Audit to complete and return.	Clerk – emailed 23.06.26
Minute 22: The clerk was requested to have Confidential Item as a standing agenda item on all agendas going forward.	Clerk

- 1. CO-OPTION OF A GOVERNOR:** The board noted there are 6 co-opted governor vacancies.

Mrs Gill Massar has submitted an interest in being co-opted onto the board. All governors have received Mrs Massar's statement and have agreed to her co-option.

The Chair welcomed Mrs Massar to the meeting and asked her to give some background to the board.

All governors introduced themselves.

DECISION: The Governing Board co-opted Mrs Gill Massar as of 7th May 2026.

- 2. APOLOGIES FOR ABSENCE:** a) There are no apologies for absence; all members of the board are present.

b) **Quorum** – the clerk confirmed the meeting was quorate.
- 3. DECLARATIONS OF PECUNIARY/PERSONAL INTERESTS:** There are no declarations of pecuniary/personal interests in any of the following agenda items.
- 4. MEMBERSHIP:** a) The board once again welcomed Mrs Massar to her first meeting of Chadwell Primary School.
- 5. INSTRUMENT OF GOVERNMENT:** All governors received a copy of the new Instrument of Government.
- 6. MINUTES:** The minutes from the meetings held on 5th March 2026 and 13th April 2026 are agreed as a true record.

ACTION: The Chair agreed to sign and date the approved minutes at a later date.

- 7. MATTERS ARISING:** The following matters arising from the meeting held on 5th March 2026 are considered:

5th March 2026

Minute 9 Executive Head teacher's Report – the action was for the school to track one year group all the way through from Reception to Year 6.

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It was agreed that this will start in September 2026. The two SEND link governors will have this as a standing item on their visits. To review how this group of SEND children are progressing through from Reception to Year 6.

The Executive Head teacher stated that this should be linked to pupil sampling as some of these children will also feature in the vulnerable groups.

Minute 18 Governor Training a): The action was for the Executive Head teacher, Chair and Head of School to meet prior to the end of term to review the school's Behaviour Policy – this remains outstanding.

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

There are no matters arising from the meeting held on 13th April 2026.

8. FINANCIAL ISSUES: The board received the following financial update:

It was noted that due to the resignation of certain governors last term, Mr Kanthasamy was elected Chair of the Finance Committee. All relevant financial papers have been signed and submitted to the Local Authority within the 1st May 2026 deadline.

a) Budget monitoring report for (Year End) + recalculated up to 31.03.2026 – the board noted the carry forward as £616,546 with an in-year deficit of £11,729.

b) Schools Year End return 2025-26 – the SBL took governors through the various pages of the school's year end return 2025-2026.

The board noted the confirmed closing balance for 25-26 was £569,493.

The SBL discussed accruals and advised that for LBR the limit is anything over £20,000. The school had two accruals amounting to £52,500.

The SBL advised the board on the school's payroll position. Although the figures on the report state estimate, they were the actual figures used by the school.

The board noted that from next financial year, the Payroll Bank Account will be known as the School Fund Account.

c) Final Budget 2026-2027 – it was noted that the budget summary 2026-2027 was presented to governors at their meeting on 5th March 2026.

It was noted that on 5th March 2026, the school's accounts had not yet closed and so, the final figures were not known.

The board received the three budget summaries up to 2028-2029 (balance -£92,508 with an in-year deficit of £192,470).

The board are reminded that although this shows a negative position for the school, many changes will take place throughout each financial year.

The SBL read out the message she had sent all governors via Governor Hub regarding the final balances at closing.

As the school closed in a stronger financial position than was reported, the school will not go into deficit until 2029-2030.

The board received the LBR template stating they have agreed with the school's closing figures for 2025-2026.

Governors' questions (Response in italics)

Will the Local Authority ask the school how they intend to reduce their in-year deficit, even though the school have sufficient funds to cover this? *LBR do not involve themselves with schools in-year deficits.*

The SBL, Executive Head teacher and Head of School will be constantly monitoring the financial position throughout the year. Members of the board and the Finance committee are also kept up-to-date.

The SBL advised the board that when setting the budget, it is set as a worse-case scenario. Over the past few years, the in-year deficit does reduce as the financial year progresses.

ACTION: The board agreed that early in the new academic year finance training will take place.

d) EOY3 Form for year ending 2025-2026 – the board received the following information:

Surplus used to set 26-27 budget	£188,678
Leasing of 24 x 75" SMART screens – Annual cost (for 7 years)	
Year 2 of 7	£ 11,545
Leasing of 120 x iPads/trolleys – Annual cost (for 3 years)	
Year 2 of 3	£ 12,356
Kitchen water heater repairs	£ 5,818
Total	£218,397

The board also received supporting paperwork for the IT rental agreements and kitchen water heater repairs.

The school is taking forward 12.26% of its original budget. However, the Local Authority only allow primary schools to take forward 8% of their original budget. Anything over this is subject to claw back.

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The above items ensure that the school commits funds accounting for 4.26% which leaves the 8% and so, cannot be clawed back by the Local Authority.

DECISION: The Governing Board ratified the EOY3 Form.

e) Statement of Internal Control – 2025-2026 – the board received and discussed the Statement of Internal Control.

Governors' questions (Response in italics)

Within the Statement of Internal Control is there an expectation of what the Executive Head teacher can sign off and what must come to either the Finance Committee or full board? *This is stated within the school's Finance Policy.*

Does the school/governing board actively engage in benchmarking? How does the board know how it compares to schools of similar size and demographic?

There is an expectation that board members know the school are keeping within a 'band width' regarding certain cost headings. For example, the DfE state that 70% - 80% of the school's overall budget should be spent on staffing. Is that the case at Chadwell Primary School? If it is higher than this, governors should be challenging the school on this.

A lot of the questions raised above are answered within the Schools Financial Value Standard. However, governors should be undertaking their own benchmarking exercise via the DfE's website

The link for governors to undertake their own benchmarking research is:

<https://schools-financial-benchmarking.service.gov.uk/>

The SBL did have a note of caution regarding some of the cost headings: **EO9 Development and Training** shows an extremely high amount. However, this is monies the school is holding for Redbridge Education Partnership (REP) and so, will distort Chadwell Primary school's figures. The normal amount allocated to this cost heading would be £8,000 - £9,000.

The SBL stated that she would include benchmarking in the finance training session, early in the next academic year.

Does the board/Finance Committee regularly review the Schools Financial Value Standard (SFVS)? The Local Authority should be approving the SFVS? *The school never receives any feedback regarding the content of the SFVS.*

ACTION: The Finance Committee to review the SFVS at their next meeting.

Will Chadwell Primary School see any adjustments in the budget when they federate with Goodmayes Primary School? *The budgets will stay the same in the*

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short-term however, in the long-term there could be cost savings across both budgets.

The Chair thanked Mrs Scott for all her hard work on ensuring the school's finances are kept in an orderly manner and the hard work undertaken at year end.

The SBL agreed to upload the Budget Monitoring Reports every month to Governor Hub.

DECISION: The Governing Board ratified the Statement of Internal Control.

9. **HARD FEDERATION:** The board are updated on the progress made towards Hard Federation with Goodmayes Primary School.

The working party consisting of Mr Kanthasamy and Dr Brown (Chadwell Primary School) and Mr Sharma and Mr Choudhury (Goodmayes Primary School) and the Executive Head teacher have met twice.

The working party have reviewed the action plan, which is a live document.

ACTION: The Executive Head teacher to share the Hard Federation action plan link with all members of the board.

The working party also discussed the live consultations with all stakeholders. The Governance structure was considered and it was noted that this was in-line with the DfE guidance.

The Executive Head teacher and Clerk to Governors have discussed the new governing board having a year to embed their governance structure before making any revisions/alterations.

Since the working party have met, Chadwell Primary School have had their consultation meetings. The school organised three meetings – two meetings for parents (three parents attended) and one meeting for staff.

Mrs Turner (school GMB Rep), Redbridge GMB Rep and one other member of staff attended this meeting.

The Executive Head teacher stated that good conversations took place at these meetings even though they were poorly attended.

The Redbridge GMB Rep clarified some key points with the Executive Head teacher. The Rep wanted to ensure that all GMB members would be protected during this process. The Rep was happy with the responses of the Executive Head teacher.

The board are advised that from a parental point of view, no changes are being noticed since the soft federation.

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It was agreed that the main changes will be seen at board level and there will be no changes for parents, children or staff.

The Executive Head teacher stated that there have been no emails from any of the stakeholders.

The board are advised that the school is still waiting to hear back from the Executive Director of Children's Services – Daniel Phelps.

ACTION: The school to include positive feedback from parents on the move to Hard Federation on the next school's newsletter.

In the working party's second meeting, the election arrangements for parents and staff have been discussed. It was agreed that these will take place prior to the end of the academic year.

There will be another working party meeting after half term.

As Mr Kanthasamy had to leave the meeting by 10.00am so, the next item was taken out of order.

13. FINANCE POLICY: The board received and discussed the Finance Policy.

It was noted that this is a Local Authority recommended policy. There are no significant changes – only titles of staff members.

DECISION: The Governing Board approved the Finance Policy.

Mr Kanthasamy left the meeting at 9.54am.

10. PREMISES: The board received an update of premises issues (including any summer works projects).

The Executive Head teacher advised the board that the KS1 roof has been completed and officially signed back to the school. Mr Walker has inspected the roof and noted that the finish was to a very high standard compared to what was there previously.

The chimney stack has also been signed back to the school however; it was noted that this had to be lowered as the stack was in such a bad state of repair.

The contractors explained to Mr Walker that the roof on the Green Room and Library should be more energy efficient.

The skylights in the boys' and girls' toilets (main building) have also been signed off.

Regarding summer works there will be some internal decorations and furniture replacement.

The SBL advised the board that she has chased LBR regarding capital bids for the following:

- Fire alarm system
- Disabled toilets
- External resurfacing of the nursery

11. PERSONNEL: See Confidential Appendix A.

The Chair agreed to a comfort break at 10.05am

The meeting reconvened at 10.10am

12. CURRICULUM UPDATE: The board received an update on Curriculum matters.

Maths Mastery

The Executive Head teacher advised the board that at the next meeting Mr Jay Gadhvi would be attending to give governors an update of Maths Mastery.

Governors are reminded that Maths Mastery is the school's new Maths scheme (as from academic year 2025-2026).

Mr Gadhvi has spent a lot of his time this year delivering training and supporting staff. Monitoring has also taken place.

ACTION: Mr Gadhvi to attend the summer 2 full board meeting to present to governors the progress made in Maths Mastery.

Mr Mackie advised the board that Mr Gadhvi has recently met with a link person from Maths Mastery (Kay). The feedback from Kay was more positive than a previous visit. Maths Mastery has improved over the year. The Company is Maths Ark Mastery and they provide link people to support schools to embed Maths Mastery across the school.

It was noted that Kay was a former teacher with experience and now works for Maths Ark Mastery. Kay was appointed to Chadwell Primary School and has completed two visits.

Kay observed lessons and offered advice when needed. Her feedback was positive on this visit and, she stated that she had seen improvements from her last visit.

Governors' questions (Response in italics)

When would the school expect to see differences (outcomes and attainment) in the children when using Maths Mastery compared to the scheme they were using? *Kay noted on her last visit that teachers are now using much more subject specific vocabulary. The teaching practice was much better.*

Ms Kalhan felt that from this feedback, the outcomes will be better. It is also in-line with the new Ofsted framework.

Kay felt that there should be more Pupil Voice and Staff Voice.

It was noted that teacher subject knowledge has improved. The structure from Maths No Problem was different. Maths No Problem gave the opportunity to improve the children's reasoning skills and for them to apply the process.

Mr Gadhvi has worked hard with teachers and has carried out a lot of team teaching.

Pathways to Write

The Executive Head teacher stated that the range of literature dovetails into the Hemisphere Project work being carried out by the school.

It was noted that Chadwell Primary School and Mayespark Primary School are due to complete a moderation of writing in two weeks' time. This will be the second session and so comparisons will be sought.

14. **DRAFT RHE POLICY:** The board received and discussed the Relationships and Health Education Policy 2026.

The board are advised that Mr Mackie and Ms Patel have worked on this policy together.

There is an action plan in place which both members of staff are working to.

So far, the current RHE curriculum has been audited against the new one. Student engagement has also been completed.

Mr Mackie advised that the policy the board has received is only a draft and the final policy will be presented at the next meeting for ratification.

ACTION: Final copy of the RHE Policy to be presented to the board at the summer 2 full board meeting.

Mr Mackie stated that the next steps will be parental engagement (next week). Parents will be invited into school and be shown the changes.

The board are advised that the school is seeking clarity on which parts of the RHE curriculum parents have to be consulted on.

Mr Mackie stated that children are being taught the names of body parts from Year 3 to Year 6.

In Years 1 and 2 the names of body parts are not taught however, teachers use the PANTS Policy (any parts covered by pants or private parts).

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The Executive Head teacher stated that parents will be consulted on the RHE Policy but not on the syllabus.

Mr Mackie stated that the DfE guidance encourages schools to have greater communication with parents.

Mrs Massar pointed out that parents have no right to withdraw their child from RHE lessons. The school must make it clear to parents that teachers are only teaching their child what they have been told to teach them from policy.

As stated above, from the syllabus the names of body parts are taught in Year 3. There have been discussions at borough level to teach the names of body parts to younger children (Year 1 and 2) however, this may not be accepted by the parents.

Previously, the RHE curriculum has been linked closely with the science curriculum. Parents cannot opt their children out of the science curriculum.

In Year 5, Chadwell Primary only teaches the statutory elements of the RHE curriculum to the children.

It was agreed that communication with parents is key. This way parents will be clear on what the school is teaching their children and why they are being taught these elements of the subject.

15. **SCHOOL DEVELOPMENT PLAN 2025-2028:** The board received and discussed the School Development Plan.

It was noted that this was a mid-year review and going forward the implementations will be RAG rated.

ACTION: The School Development Plan to be presented to the autumn term full board meeting (if not ready for the 13th July 2026 meeting).

Governors' questions (Response in italics)

Does the mid-term commentary reflect/address the impact statements? To what extent is the school meeting or achieving these? Should the board expect that now or at the next reporting window?

Dr Brown felt that a number of the impact statements were descriptive. These should be evaluated in terms of their goals.

The Executive Head teacher agreed with this.

When the final review is written the desired impacts will be documented with evidence. At this point the Executive Head teacher will know which areas would need to be rolled forward into the next year (year 2 of 3).

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16. SOUTH ASIAN HEMISPHERE REPORT: The board received and discussed the Hemisphere Report (South Asian Heritage).

The Executive Head teacher directed the board to Section 4 – Chadwell Primary School EDI data. It was noted that it was this section that had not been populated at the last meeting.

Regarding the Behaviour Data – Do children of Black heritage receive a greater % of corrections? This section remains blank.

The Executive Head teacher has spoken to Mel Spiceley, Antionette Labuschagne and Ritu Kalhan regarding populating this information. What has been flagged is that although there is tracking data for behaviour for each individual class this cannot be lifted to populate the table in Section 4. This would cover day to day behaviour incidents.

The Executive Head teacher has raised this with the Hemisphere Project. There may have to be a change in the way data is presented.

The board received an explanation on how data can be collected.

The school has a Reflection Sheet which has the child's details recorded on it.

There are three parts to the Rewards and Sanctions Behaviour Policy:

- Verbal warnings
- Reflection Sheet
- Sanction slips

The Reflection sheet and Sanction slip has the child's name on it. Currently, the school only collates the number of reflection sheets or sanctions slips completed by each class. This information is then presented on a spreadsheet by one of the Learning Mentors each term.

The Executive Head teacher explained that what staff need to do is be able to drill down further. Staff need to work out how to analyse this information. Mr Walker and Mr Hunter (School Improvement Partner) have talked about case sampling.

Mrs Massar stated that behaviour can be logged on Arbor and then information pulled across to the report.

The question was posed as to whether there is a greater percentage of children of Black heritage receiving corrections or is it a case of unconscious bias?

There needs to be a clear narrative before coming to a conclusion.

Governors' questions (Response in italics)

On page 2 of the report referring to the safeguarding referrals it states there were 649. Does this mean the school has completed 649 safeguarding referrals this year? *This number includes behaviour and consultations with external agencies. It may also not be individual children. All incidents however, are logged in CPOMs.*

The board agreed this was confusing data.

ACTION: For the EDI data, CPOMs information to be further filtered.

17. **GOVERNOR TRAINING: a)** The board noted that the following governor training has been completed since the last meeting:

Ms Kerry Luxford – GDPR

Ms Kerry Luxford – SEND

Ms Kerry Luxford is due to complete Level 2 Safeguarding training on 7th May 2026

Dr Venetia Brown – Debt recovery for Governors

Safer Recruitment

Dr Venetia Brown

Mrs Gill Massar

Ms Kerry Luxford

Mr Lee Walker

b) Future training

Governors are requested to complete Safer Recruitment training via the National College.

ACTION: Ms Kalhan to email all governors the National College link to Safer Recruitment training.

Finance training

Prevent training for all governors

Equality Act 2010 – training must be completed by all governors. The school has been taken to a first-tier tribunal (DDA case). One of the recommendations is that the board of governors complete Equality Act training.

The school is trying to source a solicitor who will facilitate this training for the board.

ACTION: Governing training for all members of the board covering the Equality Act 2010 and the school's Educational Trips policy – this training will have to be bespoke to the school.

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Mrs Massar stated that there is an Equalities training course on The Key. However, the school does not have a CPD subscription with The Key.

18. **CHAIR'S ACTION:** The board noted that Chair's Action was taken to appoint Mr Kanthasamy as Chair of the Finance Committee.

The other members of the Finance Committee are noted as:

Dr V Brown
Mr L Walker
Mrs G Massar
Ms R Kalhan
Mrs A Scott

ACTION: The clerk was requested to send all Finance Committee members the Financial Skills Audit to complete and return.

19. **DATE AND TIME OF NEXT MEETING:** Governors noted the date of the next meeting as Monday 13th July 2026 at 5.30pm at the school.

Future meeting dates

Monday 21st September 2026 at 5.30pm at Chadwell Primary School
Tuesday 24th November 2026 at 5.00pm at Goodmayes Primary School
Wednesday 24th March 2027 at 5.00pm at Chadwell Primary School
Thursday 15th July 2027 at 5.00pm at Goodmayes Primary School

20. **ANY OTHER BUSINESS:**

a) Antisemitism: Governors requested information on whether there are any issues regarding Antisemitism at the school. For some schools they are covering this in RE lessons.

Governors' questions (Response in italics)

Is this something that needs to be addressed at Chadwell Primary School? Are SLT getting any feedback or comments from either staff or children about the current events? *No, the school have had no comments regarding Antisemitism.*

There was a suggestion that an assembly be led around Antisemitism and what it means. It was agreed that this would have to be handled sensitively and be a balanced view.

It was more of a question of educating the children about right and wrong. Teach tolerance and respect.

Staff are requested to leave the meeting for the next item. Ms Kalhan was asked to stay.

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21. **CONFIDENTIAL ITEM:** See Confidential Appendix B.
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. The board agreed to keep minute 11 and minute 21 confidential.

ACTION: The clerk was requested to have Confidential Item as a standing agenda item on all agendas going forward.

There being no further business to discuss, the meeting closed at 11.30am



CHAIR – 13th July 2026