

LONDON BOROUGH OF REDBRIDGE



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

DATE AND VENUE: Thursday 9th October 2025 at 8.30am at the school

PRESENT: Mrs Ada Egot (Chair), Ms Kerry Luxford, Mr Rajivan Kanthasamy, Mr Paddy Mackie, Mr Lee Walker (Executive Head teacher), Mr John Hickman, Mrs Lynne Turner and Dr Venetia Brown

ALSO IN ATTENDANCE: Ms Ritu Kalhan – Head of school (Associate Member 30.10.22 – 29.10.26)
Mrs Annie Scott – School Business Leader (SBL)
Mr Richard Hunter – School Improvement Partner (Item 7 only)
Karen Mount – Clerk to Governors

ACTIONS	BY WHOM
Minute 6: The Chair agreed to email the clerk a copy of the amended Governing Board Development Plan to be forwarded to all governors.	Chair
Minute 6: School to issue the school calendar of events 2025-2026 to all governors (upload to Governor Hub).	Head of School
Minute 6: SEND Link Report (July 2025) to be presented to the board in the autumn 2 meeting.	Mrs Shelly and Clerk
Minute 9: Targets to be added to the outcomes report and note what progress is being made towards these targets.	Head of School
Minute 9: Phonic interventions and their impact to be added to the outcomes report.	Head of School
Minute 13: The clerk was requested to forward advice on Right to Work to the School Business Leader.	Clerk – email to AS 09.10.2025
Minute 14: The clerk to add Whole School Pay Policy to the agenda for the second termly meeting.	Clerk
Minute 14: The school to ensure all front pages of policies are the same.	School

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Minute 15: The clerk to remind the Executive Head teacher to present one further inset date to the board at a later date.	Clerk
Minute 16: The clerk to bring the NGA Code of Conduct to the next face-to-face meeting for absent governors to sign.	Clerk
Minute 18 c): The clerk was requested to upload the Governors Training Brochure from the Local Authority to Governor Hub once available.	Clerk – uploaded to Gov hub 24.10.25

- 1. APOLOGIES FOR ABSENCE:** a) Apologies for absence are received and accepted from Mrs Shumona Shelly and Mrs Sukhi Ubhi.

Mr Hickman advised the board that he would be leaving the meeting at 10.45am.

b) **Quorum** – the clerk confirmed the meeting was quorate.

- 2. DECLARATIONS OF PECUNIARY/PERSONAL INTERESTS:** a) There are no declarations of pecuniary/personal interests in any of the following agenda items.

b) **Register of Business Interest:** The clerk reminded all members of the board to complete their Register of Business Interest via Governor Hub.

- 3. CO-OPTION OF GOVERNORS:** The board noted there are four co-opted governor vacancies. It is for the board to fill these vacancies.
- 4. MEMBERSHIP:** The clerk advised the board that Mrs Jacqueline Thompson has resigned from the board with effect from 2nd October 2025.
- 5. MINUTES:** The minutes from the meeting held on 17th July 2025 are agreed as a true record and signed and dated by the Chair.
- 6. MATTERS ARISING:** The following matters arising from the last meeting are considered:

Actions

Minute 5 Matters arising (Minute 6 Matters Arising (Minute 11 Hemisphere Project): The action was for the school to look at combining Goodmayes and Chadwell Primary governing boards together to complete further Hemisphere training.

The Executive Head teacher stated that this was no longer required – this action is closed. The second block of training will be completed separately by the two boards.

Minute 9 Draft Governing Board Development Plan: The action was for Mrs Ubhi to update the amendments and email to all non-school governors – this remains outstanding.

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ACTION: The Chair agreed to email the clerk a copy of the amended Governing Board Development Plan to be forwarded to all governors.

Minute 9 Draft Governing Board Development Plan: The action was for the school to issue the school calendar of events 2025-2026 to all governors (upload to Governor Hub) – this action is outstanding.

ACTION: School to issue the school calendar of events 2025-2026 to all governors (upload to Governor Hub).

Minute 13 Link Governor Reports: The action was for the SEND Link Report (July 2025) to be presented to the board in the autumn 1 meeting. This will now be presented to the autumn 2 full board meeting.

ACTION: SEND Link Report (July 2025) to be presented to the board in the autumn 2 meeting.

Minute 6 Executive Head teacher's Report (New appointments and internal progress): The board requested an update on the Caretaker situation. The Executive Head teacher advised that the school have a Caretaker in place (as of 1st September 2025) and he has settled in very well.

Numbers on roll (Nursery): The board requested an update as to the current nursery numbers.

The board are advised that nursery numbers are very low.

Governors' questions (Response in italics)

Will the school have to close the nursery? *No, there have been discussions with the Local Authority. Officers have given the school some advice as to making the offer more attractive to parents. This will include offering 30 hours to parents; this is something parents are looking for in their childcare option.*

The Executive Head teacher stated that the school does have wraparound care (external provider) and so, parents could drop their nursery aged children off at 6.30am and pick them up at 7.30pm.

Is it correct that the nursery does not count in the school's census? *Yes, that is correct; the nursery has their own census (numbers are counted however, it is not a significant financial impact). The nursery children, where relevant, do receive their own pupil premium funding.*

The Local Authority has appointed Becky Drysdale (ex-Head teacher), to carry out an exercise across the borough to see how many pupil vacancies there are. Within the primary sector currently there are 11 primary classes worth of vacancies. By 2030,

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this number will increase to 15-16 lost classes. Primary schools will have to consider reducing their Published Admissions Number (PAN).

The number of vacancies is having significant financial impacts on schools.

The board is advised that currently Chadwell Primary School are not considering reducing their PAN. The numbers in the nursery are low and this will filter through to the numbers transitioning to Reception.

Does the school have local competition regarding the nursery provision? *Regarding nursery provision within schools, in the summer term Barley Lane, Mayespark and Goodmayes Primary were all experiencing the same drop in numbers.*

The Executive Head teacher stated that since then, Goodmayes Nursery numbers have recovered well and stand at 46/52.

For Chadwell Nursery, there are private nurseries opposite the school and further down the High Road that can offer more hours. This is what working parents are looking for.

It was noted that the school does have a relationship with the local private nurseries and so, some children may apply for Reception. Staff at the school must now start to have conversations with parents to find out what their requirements are and try to meet these requirements.

There are many options, staff must think about:

AM only

PM only

Full-time

The board are reminded that the school has been offering rising 3's for some time. Even if the nursery numbers fall significantly and the nursery remains open, the school will still have to pay staff.

The Executive Head teacher and School Business Leader left the meeting for the next item.

7. **FEDERATION ARRANGEMENTS:** Richard Hunter (School Improvement Partner) presented and discussed with governors the benefits of forming a hard federation with Goodmayes Primary School.

Mr Hunter stated that he has worked with schools in Barking and Dagenham to form hard federations. In most cases this has been necessary due to falling rolls and the individual school's financial situation.

Hard federation will enable strong staff to remain at the school but also the schools can keep their own identities.

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There will be the joining of forces in many areas and resources can be shared.

The clerk handed out the briefing paper – Proposal for the formal Federation of Chadwell Primary school and Goodmayes Primary school.

The proposal would have to be agreed by both governing boards.

Mr Hunter stated that although the DfE do not insist on it, the schools should consult with parents on the matter of Hard Federation.

The unions will also be invited to be part of the consultation however; unions cannot oppose the proposal. There will be no staff losses and there will be no changes of contracts.

Hard federated schools will continue to have the protection of the Local Authority. Going forward, hard federated schools will have one Governing Board – with two separate school committees. There would be an Executive Head teacher and a Head of School, one for each school. There can also be co-Chairs. There is no requirement to change the name of the schools and each school will have their own Ofsted inspection. Some staff can work across both schools.

Within the briefing note, governors discussed the constitution of the new Governing Board.

The clerk questioned whether there would be a need for a new Instrument of Government and Mr Hunter confirmed that there would.

There was a feeling among some governors that this change could result in a more corporate feel to the school.

Governors' questions (Response in italics)

Why change? *The Hard Federation will enable the retention of good, strong staff. It will also enable further staff development as staff could move between federated schools.*

How would Hard Federation impact of Mr Walker's retention? *That would be something for Mr Walker to answer.*

The Chair felt that the greater impact will be around governance. There are very experienced governors on the board at Chadwell Primary who may want to stay on the board. However, with the pressures of life it may be the time that governors will step down. There will only be two parent governors; one from each school.

Mr Hunter agreed that this was something the board will have to explore however, the process to become a Hard Federation was easy and it was unlikely that anyone will oppose it.

If the soft federation was to stay in place it could end at any time and there would be no real security.

If the Hard Federation was to take place, would there be a case that the Executive Head teacher will bring in other schools to join; this would then take on the shape of a corporate business.

It was noted that when soft federation was first discussed, many staff at Chadwell Primary school were concerned. Mr Hunter reiterated that should the two schools hard federate, there would be no changes made to staff or their contracts.

Governors feel that it is more to do with identity; both schools must be allowed to keep their own identity.

Budgets would remain separate and the schools would be audited separately.

If the schools are to hard federate, there would be no need for two School Business Managers.

An advantage to hard federation would be to make back-office savings.

There was a discussion around being a member of the governing board of the hard federation but only being interested in 50% of the meeting.

The set-up could be one meeting of the hard federation board and one meeting each term for the school-based board.

What is the main drive for Chadwell Primary to be hard federated with Goodmayes primary:

Sharing good practice
Making economies of scale
Retaining good staff.

It was agreed that there needed to be further full discussions. It may be that should the schools not go forward with a hard federation, it could look like a step backwards.

Is there a time limit on how long schools can be in a soft federation for? *No, there is not.*

If the schools were to decide to hard federate, it would be best to do this from a new academic year (2026-2027).

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List of pros and cons

1. Need to keep talking
2. Set up a working party
3. Put timetable together
4. Work backwards from the start date of the Hard Federation.

Mr Hunter stated that he could arrange for governors to speak to the Head teacher of an established hard federation.

The Chair thanked Mr Hunter for his input and he left the meeting.

9. CURRICULUM UPDATE:

a) Outcomes 2025: The board received a report detailing the whole school outcomes for the academic year 2024-2025. It was noted that the outcomes are the same as those reported in the summer term 2025.

Governors felt that Year 4 (current Year 5) results are excellent.

There was a question around the Year 5 (current Year 6) data. Mr Mackie stated that the data for these children is better than the previous Year 6 cohort at this time of the year.

Pathways to write is now having a positive impact across the school.

Governors' questions (Response in italics)

It was noted that Maths results have gone down in nearly every year group. Can this be explained? *A new maths scheme has been introduced and is yet to be embedded.*

For current Year 6, reading is 50% (ARE), this needs to be 80%, writing is 36.4% (ARE), this needs to be 70% and maths is 54.6% (ARE) and needs to be 85% within the next two years to be in line with Redbridge results.

ACTION: Targets to be added to the outcomes report and note what progress is being made towards these targets.

Has there been any impact within Phonics bearing in mind the school has taken up a new scheme? *There have been some issues (cohort related) and, also the embedding of the new phonics scheme.*

Measures in place for the autumn term are noted as follows:

- New Vision Hub (Elmhurst Primary) to support with phonics across Reception and Year 1 over the following year.
- Phonic interventions set up in Reception.

- Daily phonic lessons in Year 2.

ACTION: Phonic interventions and their impact to be added to the outcomes report.

Governors' questions (Response in italics)

Are the interventions tracked to see impact? *Yes, all interventions are reviewed every half term.*

The school is moving to a new Assessment Scheme – from Target Tracker to Arbor.

How was the rollout of Arbor? *The admin side of the rollout was quite smooth however; there have been issues with the assessment side. Arbor is more user friendly.*

b) Maths Mastery: The board received a presentation on the Maths Mastery scheme that replaces Maths No Problem.

Ms Kalhan introduced Jay Gadhvi.

Mr Gadhvi stated that this was a new approach to how maths is being delivered.

8. **FINANCIAL UPDATE:** a) The board received and discussed the Budget Monitoring Report 01.04.2025 – 30.09.2025 and the Quarter 2 return.

The School Business Leader (SBL) took governors through the key headlines.

The April 25 position at the start of the academic year (if nothing changed):

Closing position £286,497
In Year Deficit: -£341,778

The June 2025 position (Quarter 1)

Closing position £338,505 (increase)
In Year Deficit: -£289,770

The September 2025 position (Quarter 2)

Closing position £325,296
In Year Deficit: -£302, 979

As can be seen from the above figure, the Q2 position is still a vast improvement on the position at the start of the financial year.

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The school is fully aware of some of the financial issues – low nursery numbers and SEND funding.

SBL stated that she has built in a 'wish list' from October 2025.

Staffing

One additional cover supervisor – paid at HLTA but will only be responsible for cover and will have no additional responsibilities attached to them.

This will be a permanent position and so, there will be no need for agency cover.

Three LSPA – these are not additional positions. Two are currently posts that are vacant and governors are aware of and one is to cover the LSPA who has moved to the HLTA position.

One additional role that has been added to the staffing structure is Classroom Assistant. This person will be available to support where required.

Out borough SEND funding

The board are advised that the school has finally received SEND funding from Barking and Dagenham. This covers four pupils from September 2023 (£58,362.85). This funding covers up until December 2025.

The school have had a commitment for funding up until the end of spring term 2026.

The SBL advised the board that there was one child that she was still challenging Barking and Dagenham to pay for the support being given by the school.

The school have one child from Newham (payment received) and one child from Hackney (payment received).

There is also an agreement from Havering to pay £12,500.

Mr Hickman left the meeting at 10.45am.

b) School Fund Audit – the board received an audit report completed 1st August 2025. There are no matters arising from the audit.

- 10. PREMISES: a) Fire Risk Assessment Report 2025:** The board received the most recent report (21st July 2025).

There are no major issues reported. Any high priorities have been addressed.

b) Roofing project: The board received an update on roofing works taking place on the main building (toilets, chimney stack, Green Room and Library) and the Key Stage 1 building.

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Key Stage 1 building – the roof is due to be replaced. It was noted that the survey carried out on the KS1 roof was not completed properly.

The damage is more extensive than first thought. This will cause disruption to five classrooms – four upstairs and a reception classroom which is on the flat roof. These classes will have to move out.

There has been no definitive timescale on how long these classes will be out of their rooms so far.

The Executive Head teacher advised the board that he does not want to use the Hall again (this was used when the KS1 building was being rebuilt). The works were due to have been completed in November 2025 – that has now been extended to January/February 2026.

Although the children will be in the Hall, they will not be there as four classes. Practical learning will take place in the Hall however; the Executive Head teacher does not want the Hall out of action for that length of time.

Governors' questions (Response in italics)

Why has there been so much delay? *It appears the Company took on too much work and over stretched themselves.*

The school undertook their own roof survey (Langley Roofing Systems). The Local Authority then asked Langley to complete another survey however, this was not done well enough. The second survey did not uncover the rotten wood that now needs replacing.

At first it was just the membrane that was to be replaced. However, once work had started it was realised that the wood was rotten. A canopy will cover the whole building and once the wood has been replaced, the children will be allowed back into their classrooms.

It was noted that decoration and IT equipment could also be damaged. Children and staff will also be subject to noise disruption. A lot of work is still to be done but, cannot do this while the children are in school.

Chimney stack – this has been completed

Toilets (Boys and Girls block) - completed

Green Room and Library – these will be handed back to the school after half-term.

11. PERSONNEL:

a) Staffing arrangements: See Confidential Appendix A.

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12. SCHOOL DEVELOPMENT PLAN (SDP) 2025 -28: The board received and discussed the overview of the SDP 2025-2027.

The Executive Head teacher explained that currently he had not had the capacity to complete this document. Although it states 'draft' it was a working document. It was a slimmed down document and has two main priorities:

- To develop assessment strategies that enable staff to accurately track the attainment and progress of all pupils
- To develop an anti-racist approach to curriculum design so that its content reflects the experiences and contributions of all pupils within our school community

The above bullet point is linked to teachers appraisal.

It was noted that Chadwell Primary are working with Goodmayes Primary on the second priority.

As stated earlier in the meeting there is a new Assessment system (Arbor) and staff need to understand assessment and attainment.

The focus areas are as follows:

- **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 Executive Head teacher advised the board that the school was in its second year of the Phase Leader structure. It is about building wider capacity across the school. At the same time, it is also about developing members of staff.

- **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.

Governors' questions (Response in italics)

How does the school approach Black History month? *Black History month has not been seen as a separate subject at this school. It was felt that it should not just be kept to a single month; it should be seen throughout the year.*

The board felt that it did not truly represent the demographic.

13. **SAFEGUARDING REPORT:** The board received and discussed the Safeguarding report from Mrs Ubhi and Ms Luxford.

Ms Luxford took governors through the report.

The board discussed the issue of Right to Work checks and noted that advice had not yet been received from Mr Franka (LBR).

The clerk advised that from the Governance Guidance the following was noted:

4.3.3 'Right to work' governor checks – Right to work checks do not apply to governors because they are not employees.

ACTION: The clerk was requested to forward this advice to the School Business Leader.

The board are advised that the school will be launching a new signing in system. The current signing in system is not user friendly and the school's own IT provider (Edunet) has built a better system. The school's IT provider will support this new system and it will be a budget saving for the school.

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

Safeguarding and Child Protection Policy

Finance Policy and summary of changes

Charging Policy and summary of changes

Business Continuity Plan and summary of changes

Risk Register and summary of changes

Health and Safety Policy – general updates

Dignity at Work and Harassment Policy – it was noted that this is a new policy

Staff Code of Conduct Policy – it was noted that this is a new policy

Whole School Pay Policy – to be presented to the second termly meeting.

ACTION: The clerk to add Whole School Pay Policy to the agenda for the second termly meeting.

ACTION: The school to ensure all front pages of policies are the same.

DECISION: The Governing Board approved the Safeguarding and Child Protection Policy, Finance Policy, Charging Policy, Business Continuity Plan, Risk Register, Health and Safety Policy, Dignity at Work and Harassment Policy and the Staff Code of Conduct Policy.

15. **SCHOOL TERM AND HOLIDAY DATES 2026-2027:** The board received and noted the school term and holiday dates 2026-2027.

The following four inset dates are **approved** by the board:

2nd September 2026

3rd September 2026

4th September 2026

22nd July 2027

ACTION: The clerk to remind the Executive Head teacher to present one further inset date to the board at a later date.

16. **GOVERNORS' CODE OF CONDUCT:** The board received the NGA Governors' Code of Conduct and agreed to sign the Clerk's copy.

ACTION: The clerk to bring the NGA Code of Conduct to the next face-to-face meeting for absent governors to sign.

17. **LINK GOVERNORS:** The board agreed subject link governors as follows:

Maths – Ada Egot

English – John Hickman

Safeguarding – Sukhi Ubhi and Kerry Luxford

SEND – Shelly Shumona and Venetia Brown

Health and Safety – Lynne Turner

IT and Data – Raj Kanthansamy

CPD for Governors – Venetia Brown

The board received the following reports:

IT and Foundation subjects Link Reports (July 2025) - Raj Kanthansamy

Ms Kalhan stated that the school are re-promoting AFL strategies.

Maths assessment will be put into Arbor if it can. This will then streamline assessment and report writing.

The system went live on 1st September 2025 and 96% of parents have connected to Arbor. The school is moving away from Group Call and messages are going through the App function.

The school no longer uses School Money.

Parents have had to engage with Arbor as this is the only way they can book a Parent Consultation slot with their child's teacher.

18. **GOVERNOR TRAINING:** a) Dr Brown stated that she sends round details of free training courses facilitated by the Local Authority.

Prevent training is available through National College

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Safeguarding – on-line

b) **Future training** – Safer recruitment training

c) The clerk advised that the Local Authority training brochure was not yet available.

ACTION: The clerk was requested to upload the Governors Training Brochure from the Local Authority to Governor Hub once available.

19. **CHAIR'S ACTION:** The board are advised of a confidential item – **See Confidential Appendix B.**

All members of staff are asked to leave the room for this item.

20. **DATE AND TIME OF NEXT MEETING:** Governors noted the date of the next meeting as Wednesday 26th November 2025 at 5.30pm via zoom.

Future meeting dates

Governors away day 3rd February 2026
Thursday 5th March 2026 at 8.30am at the school
Thursday 7th May 2026 at 8.30am at the school
Wednesday 15th July 2026 at 5.30pm via zoom

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. It was agreed to keep Minutes 11 and 19 confidential.

There being no further business to discuss, the meeting closed at 12.30pm


CHAIR – 26th November 2025

DECISIONS BY THE GOVERNING BOARD OF CHADWELL PRIMARY SCHOOL
AUTUMN TERM 2025

Minute 14	The Governing Board approved the Safeguarding and Child Protection Policy, Finance Policy, Charging Policy, Business Continuity Plan, Risk Register, Health and Safety Policy, Dignity at Work and Harassment Policy and the Staff Code of Conduct Policy.
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