12th January 2026 Chair's signature

Heigham Community Federation

Full Governing Body Meeting

MINUTES

Chair – Pam Reynell

12th January 2026 at 5.30 pm held at Avenue Junior School

GOVERNING BODY MEMBERS					
Melissa Agnew **(MA)**	Staff governor	Present	Daddy Kabuiku **(DK)**	Parent	Present Item 4 to end
Helen Behrens **(HB)**	Co-opted	Absent	Judith Mayne **(JM)**	Co-opted	Present
Michael Bunting **(MB)** *Executive Headteacher*	HT	Present	Pam Reynell **(PR)**	Co-opted	Present via Teams
Kate Campbell **(KC)**	Co-opted	Present	Vijay Surianarayna **(VS)**	Co-opted	Present
Maria Conti **(MC)**	LA Appointed*	Present	Anish Varkey **(AV)**	Co-opted	Present
Laura Harris **(LH)**	Co-opted	Absent	Vacancy	Parent	
Andy Innes **(AI)**	Co-opted	Absent			

Quorum = 6

Governance Professional: **Sheila Lewis-Smith (SLS)**

Blue – Challenge/question Yellow – Approval Red – Action Point

AJS – Avenue Junior School **RRIS – Recreation Road Infant School**

		Action Points		
Date	**Item**	**Details**	**By Whom**	**When**
12/1/26	3	Action 1; All governors to have completed the Effectiveness tool by 23rd February meeting.	All	23/02/26
	6	Action 2: MB to get the feedback from the Mission and Vision	MB	ASAP

		consultation out the parents and other stakeholders.		
	9.2	Action 3: Approve the SFVS at the February FGB meeting.	SLS	23/02/26
	9.5	Action 4: MB to send out staff meeting schedule to governors.	MB	ASAP
	9.5	Action 5: Governors to provide the school with a photo for staffroom.	All	23/02/26
	10	Action 6: Complaints Procedure to be considered at the March FGB meeting.	SLS /MB	23/03/26
	13.2	Action 7: Add Accessibility Plan to 18th May agenda	SLS/ MB	18/05/26
	13.2	Action 8: Put update on kitchen feasibility as a standing item under premises.	SLS	On-going

No.	Item
1.	**Welcome, Introductions and Apologies**
	PR welcomed everyone to the meeting. • AI, LH, and HB gave apologies that were accepted. • In attendance – Mike Hooper, Head of School AJS, Denise Mattock, Head of School RRIS and Jen Carlin, Business Manager Heigham Community Federation. • The meeting was also attended by David Amis, Norfolk Governance Service, to support and develop the work of the board. • The meeting was quorate.
2.	**Declarations of Business and Pecuniary Interests**
	2.1 Declare business and pecuniary interests for items on this agenda None declared for this agenda.
3.	**Governance Matters**
	One parent governor post vacant MB will advertise for a parent governor this half term. **Terms of Office** There are no terms of office coming to an end this academic year. PR stated her intention to step down from the Co-Chair role at the end of the summer term. **Completion of Effectiveness tool on GHub** This is 42% completed and governors were asked to completer this short survey by the February meeting. **Action 1; All governors to have completed the Effectiveness tool by 23rd February meeting.**

4. **Headteachers' Verbal Reports**

RRIS

There are 328 on roll, meaning there are 32 spaces in the school. Three children have recently been admitted but four children moved out.

The Think, Pair, Share and Wonderful Walking Strategies are embedded. Expectations at lunchtime are being developed and behaviour is generally good.
All staff received Step On training at the January INSET; new staff can do online training.
Attendance is 95.36%
DM stated the specific reasons why three children have not been in school. The services of the School and Community Team have been engaged as appropriate.

Safeguarding – there are 37 pupils being supported. One case subject to social worker assessment. Twelve of these pupils currently fall under school support.

GDPR and Cyber security training is in place for staff.

The SLT had attended the fist meeting of the PINS programme. (Partnerships for Inclusion of Neurodiversity in Schools)

Reflection days have been held for Maths and R.E. The focus for maths has been adapting teaching for classes and individuals, along with vocabulary. R.E. teaching was seen to have good consistency.
Staff have been attending subject leader meetings but there has been little time to feedback. Twilight sessions will be used to address this.
The phonics lead had visited a school in London and come back with positive comparisons between the schools, with a few minor adaptations that could be made.

DK entered the meeting.

Moderation had been conducted by staff, using the STA's commentaries to judge the level and challenge. MB advised that he plans to look at moderation across the federation.

There were a great number of events leading up to Christmas including Father Christmas, lunch, shows, Christmas jumpers and a Scholastic Book Fair that had raised £750 to purchase books.

The children had enjoyed a Victorian Day visit to AJS; a great early transition activity.

Staffing – there are currently two maternity cover teachers in place, with a third due to start. There have been more requests for placements from City College.

There was one anonymous complaint sent to Ofsted. The LA had met with MB and DM and there was found no case to answer.

	There has been a lot of illness across the school. **AJS** There are 466 on roll, giving 14 spaces, 12 of which are in Year 3. The other two spaces are in Year 6. Wonderful Walking is now embedded and behaviour is generally good. Safeguarding – the DSL's now meet weekly, having shorter but more frequent meetings. The meetings focus on active current concerns and checking on previous actions. Staff have received GDPR and Cyber Security training. There has been one parental bereavement, there are trained staff in school. Attendance = 95.2%, with national being 95.07%. The lowest attendance is in Year 5 with the data impacted by a child on Educated Other Than At School (EOTAS). The school maintains a vigilance on attendance. Reflection Days have focussed on Maths and P.E. The nest focus will be on DT and making focussed re-visits for reading and maths. Staff training has focussed on learner engagement and a strategy called "Cold Calling". This is to make sure the children know that they could be asked something by the teacher at anytime. We have also looked at spelling non-negotiables. **Q: KC said that cold calling seemed an excellent idea but what about the child who has anxiety?** A: MH has sent out some information to support this. The strategy Think, Pair and Share can be used. All children should feel their contribution is valued. There were several events prior to Christmas including jumper day, concerts, as disco, Christmas lunch, an author visited Year 4 and they also had a residential trip. Staffing – two new MSA's have started. There is some staff absence. Governors wished to minute their thanks to the PTA for their involvement in a number of the Christmas events.
5.	**CHAIRS' REPORT** KC reported that the schools had received three complaints of a similar nature. An independent investigator had been appointed, which would be an expense to the schools. KC appealed to governors to take up Complaints training, as it would be good to have a bank of governors to call on in the event of a complaint. The Complaints Policy is due to be reviewed soon.

6.	**Mission and Vision**
	There has not been a lot of feedback but what has been received has been positive. MB thanked the steering groups. It was noted that there had been some minor amendments, phrases tweaked etc. The next step is for a strategic plan to be devised for the four pillars. **Q:MC: What is meant by the term, grow and achieve?** A: Grow is the process and achieve is the outcomes. AV said he would be happy to be involved in the next stage; a draft will be presented at the next meeting. **Action 2: MB to get the feedback from the Mission and Vision consultation out the parents and other stakeholders.**
7.	**HCF Performance, School Self Evaluation and Improvement**
	• **SEF "Context" and "Safeguarding" sections** The Context section was postponed, as a new Data Dashboard is anticipated. The SEF is now in line with the new Ofsted framework. Safeguarding section is now completed. PR felt this section was very clear and should make monitoring easier. **Q:DK: On the third bullet point, what has changed? Concerns have been unofficially raised and the schools have therefore been unaware.** A: Parents need to know the official channels to make the schools aware. This does go out in newsletters. In the Governor Behaviour Principles, the peer-on-peer abuse has a stronger focus. This will be reflected in the Behaviour Policy when reviewed. **Q:KC: How does the School, especially Avenues, combat the risks a pupil might feel were they to report an incident?** A: Training focuses on how to handle disclosures. The school usually talks to the parents, unless this puts the pupil at further risk. **Q:KC: What about reporting bullying?** A: This is inbuilt into PSHE. Every class has a sharing box for anonymous reports. There are assemblies on what bullying is – and what it isn't. MA added that pupils exhibiting bullying behaviour get support and there may be a consequence or support for others. If pupils are scared, we do regular check-ins. If the schools were informed of bullying, they would not ignore it. **Q:AV: Is every incident that is reported addressed?** A: The Anti-Bullying Policy is applied, staff are trained. The process has a staged approach and information is given to governors on a termly report. DK commented that the policy sounded great but some cases, reported anecdotally, had gone on for a long period of time. PR said that she would look at this during her safeguarding monitoring during February.

	• **AJS Pupil Data** The document supporting this item had been uploaded to GHub. **Q:KC: How are targets in Reading, Writing and Maths determined?** We have a guiding principle, which is to base it on evidence and be aspirational. We take the end points from Year 2 and map progress against this. If the pupil maintains progress, this is "expected". If they go beyond, then this is "good" progress. We encourage good progress. Once a teacher becomes familiar with a child, then the targets are reviewed. The targets are not tied to performance management. Pupil progress meetings focus on the pupils not on track and those just below expected levels. In the past, year 3 targets have been less aspirational. MH has been monitoring the targets. MH explained that the colours "look bad" in the Autumn term, and there can be a dip before a rise. External monitoring by VNET has shown improved tracking of progress. MH is confident that there will be an improved set of results for maths. Reading is a strength of the school. Writing is a about the journey through the years. Staff have been placed where they will make the maximum impact. DK said that he was surprised to see that in Year 3 writing, EAL were doing well and that girls were really low compared to boys. In response, MH said that there had only been two data drops this year, so when the next one comes, it may be possible to see a pattern. MH said he had noted that and would be discussing this with staff. Year 4 shows a sharp drop in girl's progress in writing. MH said that there might be a difference in judgements between RRIS and AJS. The federation are looking at writing grids to run from Reception to Year 6. With regards to EAL progress, MB said that their starting points can be lower and their rate of progression can be more significant. The schools are vocabulary rich environments. The Inclusion Lead has done a lot of work on language acquisition framework. MH urged caution when looking how the results were colour coded, as this was his own system, against his own measures. Only Year 5 and 6 have Key Stage 1 SATs as a base for progress measures.
8.	**Other Key Reports / Papers / Compliance Items**
	• **Equality Objectives Plan – Y1 review** MB said that one of the documents presented is a statutory requirement and will go on the websites. There was also the annual update towards the four equality objectives. Governors approved both documents.
9.	**Premises, Health & Safety, Finance, Staffing**

9.1 Budget Updates

Budget Revision 3 dates will be circulated to governors.

Budget Revision 2 has been submitted and approved – AJS fully and RRIS on a one year basis.

End of year predications are being looked at.

Both schools are within the expected spend – AJS 71% and RRIS 73%.

9.2 SFVS Update

VS and LH are meeting with JC week commencing 19th January to work on the Schools Financial Value Standard, that will be required to be submitted to the LA by 31st March.

Action 3: Approve the SFVS at the February FGB meeting.

9.3 Health and Safety walk by governor

It had not been possible to find a mutually suitable time for JM and JC to meet last term. A date will be set in the near future.

Current H&S data is up to 20th November and will be updated for the spring.

JC spoke issues concerning the progression of policies onto the 365 platform.

The remainder of the ceiling work at AJS will be completed in the Easter holidays.

The site manager is still off work but robust cover is in place.

9.4 Performance Management outcomes

The annual appraisal report had been uploaded to GHub, allowing governors to see that the process had been correctly completed.

Q: Can you explain why two teachers did not progress?

A: When a teacher reaches the top of the main scale, they are eligible to apply for the Upper Pay scale. There are a set of criteria that need to be met. These include working in a wider capacity across the school, such as mentoring, leading staff meetings and initiatives. MB reassured the board that the teachers concerned are meeting all the required teaching standards.

9.5 Staff Poll Feedback

A useful insight but only had 27% response. The survey is conducted every half term but it is not compulsory for staff to complete it.

The areas for consideration contained no surprises.

Q:PR: Are there any barriers to staff completing this that we are overlooking?

A: DM had given staff meeting time for the completion of the poll, so was disappointed that engagement had not been higher.

MB will explore the delivery etc of the poll with Suzanne Manrique. There are other staff surveys in place.

JM pointed out that not all staff see a governor who is visiting the school, as their paths may not cross. It was agreed that it would be good to flag a governor visit in the staff bulletins.

	Q:DK: Have VS and DM met following the incident last February that was to be followed up. A:VS: This survey was supposed to help us but it is a low response. The headline findings back up our initial thoughts. KC suggested the governors could attend staff meetings, to allow staff to meet more governors. DM said staff would appreciate this. MB agreed to send out the staff meeting schedule. **Action 4: MB to send out staff meeting schedule to governors.** It was also suggested that a sheet with photos could be available in the staffroom. **Action 5: Governors to provide the school with a photo for staffroom.** **Q:AV: Are the questions standardised because you do not get a lot from this.** A: MB said that he believed they were from a bank from the survey provider, WellBe. DM said that the staff said that some of the questions did not make sense. **Q:AV: Can the results be split for teachers and support staff?** A: Yes. JM suggested it could be useful for governors to see the questions. MB said that the poll would be re-run. AV asked about the Monitoring Schedule; MB said it needed to be updated.
10.	**Complaints Procedure** Chairs' reflective feedback to aid refinement of the process. This item was postponed. **Action 6: Complaints Procedure to be considered at the March FGB meeting.**
11.	**POLICIES TO APPROVE / REVIEW**
	• Statement of Behaviour Principles (MB) • Privacy Notices – Employee • Privacy Notice – General • Privacy Notice – Pupil (JC) • Capability Procedures – Teachers • Capability Procedures - Support Staff (MB) • Recruitment and Selection Policy (MB) • Data Protection Policy (JC) • Freedom of Information (FoI) Policy (JC) Governors questioned what the yellow highlight meant in the Privacy Notice for pupils. MB will amend as appropriate. Capability procedures for teachers and support staff – governors deferred the decision to dismiss to MB. Governors would only be involved if there were appeals.

	The policies listed above were approved.
12.	**POLICIES TO NOTE**
	• Publication Scheme (JC) • Artificial Intelligence (AI) Policy (MB) This is a new policy. The policies listed above were noted.
13.	**MINUTES OF PREVIOUS MEETING, Matters arising and Actions**
	13.1 To approve the minutes of the meeting from FGB held on 24TH November 2025 **The minutes of the meeting held on 24th November was approved as a true and accurate record.** **13.2 Actions** C/F Action 5 : Accessibility Plan, Equality objectives to be added to January agenda. **Completed** *Only Equality Objectives presented at the meeting.* **Action 7: Add Accessibility Plan to 18th May agenda** C/F Action 8: JM to arrange to monitor via a Health and Safety Walk. **Carry forward** 24/11/26 Action 1: Reconsider the Vision and Mission Statement at the January meeting. **Completed.** Action 2: Staff Poll Feedback to be added to January agenda **Completed** Action 3: AV to liaise with JC and look into the feasibility of the schools having their own kitchen over a 3-5 year timescale. *The next step is to get companies to see how much it would cost to get enough power into the school.* **Action 8: Put update on kitchen feasibility as a standing item under premises.** Action 4: AI Policy to be added to January agenda. Completed. Action 5: Complaints Procedure and Capability Procedures (Support Staff) to be added to January agenda. **Completed.** . **13.3 Matters arising** There were no matters arising. **13.4 To approve the confidential minutes of the meeting from FGB held on 24th November 2025** **The confidential minutes of the meeting held on 24th November was approved as a true and accurate record.** There were no matters arising.

14.	**Governor monitoring, development and training** **14.1 Training** KC recommended that more governors should undertake Complaints Training. At present, only DK has completed this training on 10/10/2024. HB has completed Introduction for maintained school governors 4/1/2026 MC has completed Introduction for maintained school governors 4/1/2026, SEND Link governor training 10/1/2026 and Monitoring in Practice on 10/12/2026. MB was congratulated for his achievement of National Professional Qualification in Executive Leadership. **14.2 Monitoring reports** PR will monitor the Single Central Record prior to the February FGB meeting. **Action 9: PR to give a verbal update regarding the SCR at the February meeting.**
15.	**Confidential Item** Confidential minutes were produced for this item.
16.	**Date of next meeting – Monday 23rd February 2026 at 5.30pm at RRIS.** **With no further business, the meeting closed at 19:45**