Heigham Community Federation

Full Governing Body Meeting

MINUTES

Chair – Kate Campbell

13th July 2026 at 5.30 pm held at Recreation Road Infant School

GOVERNING BODY MEMBERS					
Helen Behrens **(HB)**	Co-opted	Present	Judith Mayne **(JM)**	Co-opted	Present via Teams
Michael Bunting **(MB)** *Executive Headteacher*	HT	Present	Pam Reynell **(PR)**	Co-opted	Absent
Kate Campbell **(KC)**	Co-opted	Present	Vijay Surianarayna **(VS)**	Co-opted	Absent
Maria Conti **(MC)**	LA Appointed*	Present	Anish Varkey **(AV)**	Co-opted	Present via Teams Item 3 - 8
Laura Harris **(LH)**	Co-opted	Present	Vacancy	Co-opted	
Daddy Kabuiku **(DK)**	Parent	Present	Vacancy	Parent	
			Vacancy	Staff	

Quorum = 5

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**
13/07/26	3	Action 1: KC agreed to look at CV's and put on GHub.	KC	Sept 26
	3	Action 2; SLS to approach Gov Services regarding having	SLS	ASAP

		parent governors as co-opted governors.		
	4	Action 3: Issue of governors seeking pupil and parent voice over behaviour to be discussed further at October meeting.	SLS	Oct 26
	4	Action 4: LH to provide link to the recent VNET governor training.	LH	ASAP
	7	Action 5: JC to send AV the Condition Survey.	JC	ASAP
	8.1	Action 6: Whistleblowing Policy to be added to September agenda.	SLS/MB	Sept 26
	8.2	Action 7: Governance Audit to be added to September agenda.	SLS	Sept 26
	10	Action 8: Climate and Sustainability Plan to be presented in September.	MB	Sept 26

No.	Item
1.	**Welcome, Introductions and Apologies**
	KC welcomed everyone to the meeting. • Vijay Surianarayna was absent. • Although not a governor, Denise Mattock, Head of School RRIS gave her apologies. • In attendance –Mike Hooper, Head of School AJS and Jen Carlin, Business Manager Heigham Community Federation. Sheila Lewis-Smith, Governance Professional. • The meeting was quorate.
2.	**Declarations of Business and Pecuniary Interests** LH reminded the board of her interest in VNET, as the proposed HTPM adviser was also a VNET employee.
3.	**Governance Matters**
	• **Succession planning – election of Acting Vice Chair** There were no nominations for the Acting Vice Chair role. • **Progress on recruiting co-opted governors** The nominations have all been parents at the school. MB has received one further name who is external to the school. KC has spoken informally 4 possible candidates. They have been asked for a CV and letter from the candidates. One possible candidate has the skills the board needs. **KC raised the issue of having too many parent governors on the board.** Governors asked why not have parent governors as co-opted governors. Governors discussed the constitution and the possible issues of having too many parents as governors. One key requirement was that the candidates need to have the time to fulfil the role.

AV arrived.

AV said he felt that the people he had nominated were strong and that the board should consider parents as governors.

It was agreed that key skills needed included management, strategy and SEND, along with time.

Action 1: KC agreed to look at CV's and put on GHub.

Action 2; SLS to approach Gov Services regarding having parent governors as co-opted governors.

- **Approve Adviser for HTPM**

Ruth McGlone was approved as Adviser for HTPM for 2026-2027.

4. **HEADTEACHERS' WRITTEN REPORTS**

A question about safeguarding for both AJS and RRIS regarding the allegations made against staff, 2 at each school over the past school year. What learning has been gathered and what could be improved from these incidents.
A: DM: Where appropriate advice has been sought from LADO and followed accordingly. Allegations have not met harms threshold and so have been managed internally based on LADO feedback.
MH assured governors that all policies are being followed and the school were liaising with LADO as appropriate.

Q: Linked to the question above, is it worth considering afresh whether the Behaviour Policy squares with recurrent parental and pupil concerns about safety?
There have been no complaints at AJS. Step on and Step up and the new guidance means that schools need to have put in place a lot of other strategies, e.g. remove rest of class from the room. Possibly we should say something around what our management techniques are. If a concern is raised, you cannot share any information with a third party; this causes particular frustration, as parents are left uncertain if measures have been taken.

It sometimes seems as if the policy is in favour of the perpetrator.
A: Some children have SEND and we have to adapt to meet their needs. Individual behaviour plans help to avoid issues around safety etc. Policies will always be applied, regardless.
The new Suspensions and Exclusions Policy now says what measures should be in place prior to any further steps towards suspension and exclusion are taken. MH said that pupil surveys are carried out to identify how pupils feel, but this has not been done recently.

Would it be an ideas to issue a questionnaire, possibly on bullying, to parents?

MH said that they did ask children these questions.
It was suggested that governors could ask children when monitoring and that governors could ask their own questionnaire.

Action 3: Issue of governors seeking pupil and parent voice over behaviour to be discussed further at October meeting.

A governor brought up concerns around the Fete. There were more external attractions than anticipated who charged a lot of money. The school missed out as money was being spent elsewhere.

A governor said that at AJS, there were safeguarding concerns due to the heat. The PTA had wanted to have the fetes together.
MB explained that this had not been feasible.
MH said that this concern was not taken up with him. One parent had contacted MH to say his son would not be able to attend but it is a voluntary to attend out of school events.
MH had made decisions not to attend the Norfolk Show, after conducting a risk assessment.
For the evening events at the school, MH had looked at shady areas, air conditioned rooms, water stations and water sprinklers were put on. Parents came in later on in the evening.
People have to make own decisions. MH had followed guidance around running evets in extreme heat and was happy with his decisions.

KC thanked MH and DM for working to rearrange things when needed.

KC spoke about some recent training to make governance more strategic.
Action 4: LH to provide link to the recent VNET governor training.

Governors asked about Attendance levels in the reports, and in particular, authorised absences. Governors also identified cohorts and groups who had poor attendance.
MH said that some children have circumstances that can mean absences are authorised. Eg Acorns where they integrate gradually, so affects the figures. This also impacts on SEND figures.
MH suggested that the two Heads of School need to look at what is authorised to ensure the schools have a balanced approach.
The schools do not routinely authorise holidays.
DM and MH look at shared families to align the responses.

A question for RRIS re year on year data comparison: are there any general reasons you can suggest for the marked improvement in Year I compared with the decline in EYFS and little change in Yr 2? and any strategic implications?
DM said there was disparity between EYFS and Year 1 as EYFS is a best fit so the children do not have to achieve all goals whereas Year 1 is secure fit in which they have to meet all goals. Also, in writing particularly these is a wide difference between sentence expectations (can be as little as four simple words to a more complex sentence) We have tightened up EYFS judgments, through moderation of work, to better reflect knowledge needed in Year 1.

	These higher expectations have slightly impacted end of year data for EYFS meaning the starting points for Year 1 are more realistic. DM has carried out a writing book look this week and identified key gaps in writing at the end of EYFS and Year 1 so DM can advise teaching staff in Years 1 and 2 to focus on these aspects from day one. DM has also allocated baseline staff meetings in which books will be shared between current teacher and new teacher to enable them to discuss judgement made at end of year and any individual next steps each child requires. The Heads were thanked for their reports.
5.	**CHAIRS' REPORT** KC advised that she had to decide on a late appeal against a written warning. KC had consulted VS, PR and Human Resources before making her decision.
6.	**Strategic Leadership and Vision**
	• **SEF – Personal Development and Wellbeing.** The SEFs for both schools had been uploaded to Governor Hub prior to the meeting. There were no questions arising. • **Strategy Update** **AV have been working together to agree how to finalise the plan, which has five themes.** AV said that the board needed to simplify how they tracked improvements. Board meetings need to be simplified and the board needs to take ownership. The board needs to be able to track the individual elements. Next year, the board needs to ummarise the areas of need, identify the problems and track progress. By the Spring term, the board would have a clear way forward for the next 5 years. AV said he was not sure, at present, whether the right thing was being looked at at the right time.. MB said the model would be to have teams to be allocated to each of the five element – Grow, Belong, Learn, Achieve and Sustain. At present, we rush in to fix things but we need time to embed strategies. We need to come up with a problem statement and then think of solutions, yearly goals. There will still be elements with shorter timescales, e.g. writing.

	The approach would be for governors to work on elements outside of the FGB meetings and bring back reports to the meetings. AV advised not to look at things that are on-track but at other elements. MB advised that a risk assessment should run alongside in the longer term. **Governors asked where staff wellbeing would lie within the five elements?** A: In Belonging A governor expressed some trepidation about the new approach; MB said that it would work towards a strategic goal and tackle emerging risks. **How does this fit with governor succession plan?** It fits well and will take about 6 months to normalise. AV recommended an additional meeting in the autumn term to sort out initial arrangements. KC advised that VS was ready to take on the role of Complaints Governor and would complete training. Overall, governors were positive about the new model of governance. They found that the current system involved too much paperwork. Governors commented that there should be clear paperwork boundaries. AV said that MB would talk to the staff, as everybody needed to be on board. **KC questioned whether she should continue meeting with individual governors to hear their views and concerns.** AV said this was a useful process, as it would identify what governros wanted to change and feed into the larger plan. **Would there be an increased time commitment?** Yes, initially but this should reduce over time. MB proposed putting in an additional meeting in December. AV said that he could facilitate holding this meeting at a different venue.
7.	**Premises, Health & Safety, Finance, Staffing**
	7.1 Budget Control Reports JC advised that once the BR1 goes through, the variances will alter. In both schools the income lines have increased due to the Inclusive Mainstream Funding. There has also been some additional SEND funding. There is a decrease in the Sports Premium funding, as this is not continuing, as in I06. The schools are awaiting further income of £16K and £25K.

Expenditure – the teaching costs at RRIS have decreased due to a maternity leave.
E26 has increased due to supply costs.
The pay increases are in at 3% but 3.5% has now been announced. MB advised that 2.5% of the increase is to be funded.
E19 has increased due to the Matched Inclusive Mainstream Funding.

AJS – Teaching costs have increased due to issues with the SENDCo role. There are also agency fees. However, there are less Support staff due to contracts ending.

AJS – Surplus has reduced by 2%
RRIS – Surplus has increased and has a surplus until Year 3.

MB said he anticipated the financial position would look better at Budget Revision 2.

7.2 Budget Revision 1 – approval for both schools

Governors approved Budget Revision 1 for both schools.

7.3 Premises / H&S update

AJS boilers

The previously approved spend has now been stalled at LA level. Only one out of the three boilers workd. JC has contacted the LA regarding possible contingency measures. MB has contacted the Head of School Estates.
Both schools have been nominated for Capital spends but only AJS has heard back.

LED Project

It transpires that only two companies are tendering , one being considerably cheaper. This company is now fully booked for summer holiday work, so the LED replacements will not happen this summer.

AJS Ceilings

Work will continue in the summer holidays on the last of the repairs to the ceilings at AJS.

Kitchen feasibility update

There are no realistic solutions to the kitchen feasibility project, so it was decided not to pursue the matter any further.

Heatwave

The schools could not do anything about the heat in the schools in recent weeks. There is not enough electricity supply at AJS to install air conditioning. JC has mentioned to the IA

	that it could possibly be better to spend the £6K on air conditioning that could heat as well as cool. **Governors suggested that ways to fundraise should be explored to meet the costs of the desired improvements.** MB said that there were conditions in the PTA's constitution that meant that were not permitted to provide money for certain things that were considered within the schools' and LA's budgetary remit. Their fundraising could be spent on enhancements and extras to the educational offer. **Governors asked how much money was needed to cover the costs of the works required.** **Action 5: JC to send AV the Condition Survey.** One issue for the school is that Capital funding comes in at around £10K for each school per year. It needs to cover expenses such as new fridges, screens etc. The schools would never be in the position to be able to pay these big costs. The funding has to be spent within three years or it is clawed back. The tender for the boilers came in at £150K, so had to be referred to the LA, where the matter has stalled. MH thought that shade screens could be offered by the PTA, as they would benefit the environment.
8.	**Topical Audits** **8.1 Whistleblowing** The topical audit for Whistleblowing had been uploaded to Governor Hub in advance of the meeting. A new model policy has been produced by the LA and will be presented at the September FGB meeting. It was agreed that DK would take over the role of Safeguarding governor and also that of the named Whistleblowing governor. This would be noted in the new policy. The Governance Professional reminded MB that there was also a LA contact that should be included in the new policy. **Action 6: Whistleblowing Policy to be added to September agenda.** **8.2 Governance** Governors requested more time to analyse the audit. **Action 7: Governance Audit to be added to September agenda.**
9.	**Governor monitoring, development and training**

	9.1 Monitoring Schedule KC recommended that governors should try to be in school once a term to monitor their specific area. The exception being Safeguarding, which should be twice a term. Individual discussions with KC and governors will confirm areas to be monitored. Ultimately, monitoring will need to be part of the Strategic Governance Plan. **9.2 Monitoring reports from governors** JM had uploaded a Health and Safety report. LH had uploaded an EYFS report. **9.3 Training completed or planned** LH had attended the Eastern Education Show and a seminar on solar panels and solar film. It was noted that there are some solar panels at RRIS and the possibilities had been explored in previous years, with no satisfactory conclusion to move forward on such items.
10.	**POLICIES TO APPROVE / REVIEW**
	• **Accessibility Plan** **Do you anticipate any significant issues from the audit, and what guides the level of 'reasonable access' provision within the schools?** Possibly and depends on the new Inclusion grant. It is not possible to anticipate the needs of all pupils joining the schools. **Are the LA funding streams for physical access enhancements easy to secure? (e.g. Schools Access Initiative)** As above, the funding opportunities are not known as yet. **Will the audit include extreme heat strategies, both school-wide and for pupils with SEND?** The schools are aware of conditions such as asthma and diatbetes that can be affected by heat. If the buildings cannot be cooled, it makes them less accessible. The federation needs to look for any grants that might be available. It was noted that heat intolerance is beginning to appear on EHCPs. **Can you send individual children home or recommend they go home?** No. We can try to use cooler spaces but this could reduce curriculum access. • **Suspensions and Exclusions Policy** Guidance has changed and exclusions for SEND pupils has to be the absolute last resort. • **Health and Safety: Commitments and Arrangements** • **Pay Policy** Annual review. No changes made to the options available. • **ECT Policy** The policy has been updated by the DfE at very late notice. The policy has been shared with mentors / tutors and Heads of School.

- **Leave and Time Off Policy**
  Draft for discussion as changes proposed. Will need staff consultation. The federation is looking to adopt the LA model policy, as a more consistent approach is needed.
- **RSE Policy -revised**

Governors approved the polices listed above.

Action 8: Climate and Sustainability Plan to be presented in September.

11. POLICIES TO NOTE

- **Behaviour Policy**

  Changes made to reflect the Suspensions and Exclusions Policy updated July 2026.
- **Anti-Bullying Policy**

  Changes made to the use of bullying concerns paperwork.
- **Care, Social Work and Parent Imprisonment Policy**

  This was previously the Looked After Children Policy but has been broadened in its brief.

The policies duly listed above were duly noted.

12. MINUTES OF PREVIOUS MEETING, Matters arising and Actions

12.1 To approve the minutes of the meeting for FGB held on 15th June 2026

The Minutes of the meeting held on 15th June 2026 were approved as a true and accurate record.

12.2 Actions

18/05/26	3	Action 3: Approval of HTPM Adviser to be added to July FGB meeting agenda. **Completed.**
	9	Action 5: Add updated Accessibility Plan to July FGB agenda. **Completed.**
15/06/26	3	Action 1: MB to conduct a calendar poll to set dates for the Complaint

		Procedures review meetings.
	7.3	Action 2: JC to post link to tender details on Gov Hub.
	9	Action 3: Suspensions and Exclusions Policy to be added to July meeting agenda **Completed.**

12.3Matters arising

None raised.

12.4 To approve the Confidential minutes of the meeting from FGB held on 15th June 2026

The Confidential minutes of the meeting held on 15h June 2026 were approved as a true and accurate record.

12.5 To consider the actions and matters arising

None raised.

13. **Confidential Item**

Confidential minutes were produced for this item.

14. **AOB**

Governors thanked the staff for their work this year.

15. **Date of next meeting – Monday 21st September 2026 at 5.30pm at AJS.**

With no further business, the meeting closed at 19:45