Heigham Community Federation

Full Governing Body Meeting

MINUTES

Chair – Kate Campbell

21st September 2026 at 5.30 pm held at Avenue Junior School

GOVERNING BODY MEMBERS					
Helen Behrens **(HB)**	Co-opted	Present	Judith Mayne **(JM)**	Co-opted	Present
Michael Bunting **(MB)** *Executive Headteacher*	HT	Present	Anish Varkey (AV)	Co-opted	Present
Kate Campbell **(KC)**	Co-opted	Present	Vacancy	Co-opted	
Maria Conti **(MC)**	LA Appointed*	Absent	Vacancy	Co-opted	
Laura Harris **(LH)**	Co-opted	Present	Vacancy	Co-opted	
Daddy Kabuiku **(DK)**	Parent	Present	Vacancy	Parent	
			Vacancy	Staff	

Quorum = 4

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			**By Whom**	**When**
July 2026		Action 3: Issue of governors seeking pupil and parent voice over behaviour to be discussed further at October meeting. Deferred until November meeting due to urgent agenda items in October,	All / GP	23/11/26
21/09/26	2.2	Action 1: All governors to have completed the annual declaration on GHub by the end of September.	All	30/09/2026

	3.5	Action 2: Look at key roles against SIDP, Whistleblowing and Equality and Inclusion at October meeting.	Agenda item	19/10/2026
	3.6	Action 3: GP to update version of Acceptable Use Agreement on Governor Hub.	SLS	Completed
	3.7	Action 4: GP to remind governors how to sign off confirmations on Governor Hub.	SLS	Completed
	6	Action 5: MB and AV to create supporting information pack for the strategic plan for October meeting.	MB & AV	19/10/26
	6	Action 6: Climate and Sustainability Action Plan to be deferred to November FGB meeting.	GP	23/11/26
	6	Action 7: Governors to approve the Accessibility Plan on GHub by 27th September	All	27/09/26
	8	Action 8: GP to add RSHS Policy to the October FGB meeting agenda.	GP	19/10/26
	9	Action 9: Leave and Time Off Policy to be added to October agenda.	GP	19/10/26

No.	Item
1.	**Welcome, Introductions and Apologies**
	KC welcomed everyone to the meeting. • Donna Garratt and Laurie McMahon were welcomed to the meeting as prospective co-opted governors and observers. • Maria Conti was absent with apologies accepted. • It was noted that Vijay Surianarayna had resigned since the last meeting. • In attendance – Denise Mattock, Head of School RRIS, 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** ***2.1*** *Declare business and pecuniary interests for items on this agenda* None ***2.2*** *Annual Review of Governors' Register of Business and Pecuniary Interests – confirmation that all governors have completed this.* LH confirmed that she is a VNET employee. MB declared that he is a Governor at City of Norwich School Action 1: All governors to have completed the annual declaration on GHub by the end of

	September.
3.	**Governance Matters, including training and monitoring**
	3.1 Election of Co-Chairs The Governance Professional took the chair. There were two nominations for Co-Chair – Kate Campbell and Judith Mayne. The two nominees left the room and were unanimously voted in as Co-Chairs. **3.2** Election of Vice Chair KC resumed the chair saying that there was one nomination for Vice Chair. AV was unanimously voted in as Vice Chair. **3.3** Appointment of governance professional *Laurie McMahon joined the meeting via Teams* Sheila Lewis-Smith was appointed as governance professional. **3.4** Vacancies and terms of office - Potential new governors Laurie McMahon and Donna Garratt were approved as Co-opted governors subject to satisfactory DBS checks. - There had been one expression of interest for becoming a Co-opted governor. Governors agreed to seek his CV for circulation. - No terms of office expiring in academic year. **3.5** Confirmation of governor roles / responsibilities - Safeguarding = DK and Donna Garratt (when appointment approved) - Attendance = HB - Finance / SFVS = LH and AV - SEND = MC and Donna Garratt. MB suggested they oversight Benedict's Law. - Health & Safety = JM - EHTPM = KC and JM - Critical Incidents = JM and AV - Curriculum = KC at AJS and Laurie McMahon at RRIS (when appointment approved.) - Cyber Security & GDPR = DK - Pupil Premium = HB - Website = LH - Wellbeing = Laurie McMahon - Equality and Inclusion / EAL – Vacancy - Whistleblowing - Vacancy Action 2: Look at key roles against SIDP, Whistleblowing and Equality and Inclusion at October meeting.

	3.6 Governors to sign Acceptable Use Agreement on Governor Hub This is a new agreement to sign on Governor Hub. Action 3: GP to update version of Acceptable Use Agreement on Governor Hub. **3.7** Governors to sign Code of Conduct 2026 on Governor Hub Action 4: GP to remind governors how to sign off confirmations on Governor Hub. **3.8** Annual Safeguarding training arrangements for governors. All existing governors have been signposted to Safeguarding refresher training. New governors, when fully appointed, will be informed of training needs. **3.9** Executive Headteacher Performance Management arrangements The process of review and the setting of new objectives as been undertaken and completed in line with policy and procedure. Review dates to be set. **3.10** Monitoring Plan It was agreed t defer this until after October meeting apart from Safeguarding. DK has completed SCR for AJS and will arrange to visit RRIS shortly. **3.11** Review of NCC Governance Audit. The audit was noted.
4.	**HEAD TEACHERS' REPORT AND SAFEGUARDING UPDATE** **4.1 Verbal HT Report** **RRIS** Roll is 309 which is under the Published Admission Number (PAN). Reception is full. There are 15 places available in Year 1, and 6 in Year 2. A few new pupils have arrived. The school was reported to be settled and calm. A small number of pupils with complex needs required additional time and support. Established routines had been revisited, with new routines due to be introduced on 5 October. The Reception team had been working on the Reception Baseline Assessment, including both government and in-school requirements. Key Stage 1 pupils had been baselined at the beginning of the academic year, with judgements agreed between current and former teachers. All staff and volunteers had completed safeguarding training, with further sessions booked for volunteers and new starters.

Time had been allocated for medical needs training, which was now available through the National College.

A positive SEND INSET day had taken place, followed by VNET adaptive teaching training on the second day. The strategies introduced had already had a positive impact.

Positive feedback had been received regarding the Puffin Room. Three groups were now receiving one hour each, focusing specifically on their EHCP targets.

Overall attendance stood at 97.2%, with Year 2 having the lowest attendance. The Family Engagement Officer had been involved where appropriate. It was acknowledged that attendance data could appear skewed at this early stage of the academic year.

A high number of Operation Encompass reports had been received.

Reflection days had taken place with a focus on writing and geography.

A Meet the Team event had been held the previous week, providing parents with an opportunity to meet teachers and visit their children's classrooms.

A new Cover Supervisor is due to start in early October.

Staff had expressed apprehension regarding proposed reductions in support staff, particularly in relation to the potential impact on children.

RRIS had updated its "50 Things" programme.

Staff were thanked for their continued work and commitment.

AJS

The Published Admission Number (PAN) was 120 per year group. There were 100 pupils on roll in Year 3, with approximately 33 pupils per class.

Pupils had settled well, although a small number of children had required additional support. School routines had continued to be reviewed.

Year 6 SATs data had been shared with teaching staff, and appropriate actions had been identified.

Safeguarding training had been delivered during the INSET day. Two members of staff still required catch-up training, together with relevant volunteers.

Two PGCE students had joined the school during the year and had also completed safeguarding training.

Staff had attended SEND training during the INSET day.

The ceiling works had been completed. JC was thanked for their contribution to this work. LED lighting had also been installed.

Attendance stood at 97.6%, with two pupils on part-time timetables.

Reflection days were to be agreed. This had been delayed due to changes in staff responsibilities.

Parental visits to classes had been scheduled.

New staff appointments were noted. Support staff were now focusing on targeted interventions.

PGCE Students -

MB added that one PGCE student had been placed at RRIS, while AJS's PGCE student had been visiting classes at RRIS.

MB described the PGCE programme, which had included allocated preparation time.

Both schools had felt that they had sufficient capacity during the year to mentor and support the students.

It was noted that the mentoring experience had provided valuable continuing professional development (CPD) for existing staff, who had also received training as part of the programme.

Q: Was any funding received for supporting PGCE students?

A: It was confirmed that a small reimbursement had been received.

4.2 AJS Data scrutiny

Year 6 SATs results were discussed. Attainment in Reading was described as exceptional, while attainment in Writing was broadly in line with national outcomes. Mathematics was slightly below the national figure.

Progress measures had not been considered recently due to the absence of Key Stage 1 data. The progress measures for Writing and Mathematics were low, while the progress measure for Reading was 0.1. It was noted that progress data would be presented in the following year.

LH reported that the school's results were very close to national figures and compared very favourably with outcomes across Norfolk.

MH highlighted the importance of considering the Year 3 starting points, which had been significantly below average.

MB advised that there were areas which required further consideration in relation to internal assessment measures across the lower year groups.

A significant improvement in SPaG was also noted.

Year 3: Gender Gap in Writing

	DK raised the gap between boys' and girls' attainment in Year 3, noting that the girls had not demonstrated the same movement in Writing. A: There had been a 14% gap. It was explained that the boys and girls had entered the year group from different starting points. The boys had subsequently made good progress and had begun to close the gap, while the girls had made expected progress. A significant number of pupils had been close to the threshold for achieving the expected standard. Year 5 Mathematics **Q: Were targets set for Year 5 Mathematics, and were these considered realistic?** A: The targets had been higher than the outcomes actually achieved. It was explained that targets had been set at approximately October and had intentionally been ambitious, reflecting what might have been achievable if all factors had progressed favourably. The targets had primarily been intended to support teachers in monitoring and driving pupil achievement. For Reading and Mathematics, the assessment process had subsequently produced a Scaled Score Indicator, which provided an additional measure. KC commented that this information would be helpful when Learning was considered later in the meeting. <u>Key Points</u> Year 6 Reading attainment had been particularly strong. Writing had been broadly in line with national outcomes. Mathematics had been slightly below the national figure. Reading progress had been recorded at 0.1. Progress information would be presented in the following year. The lower starting points of the Year 3 cohort were highlighted as important context. The Year 3 gender gap in Writing was discussed, with boys having made good progress. SPaG outcomes had shown significant improvement. Targets had been deliberately ambitious and were primarily used to support teachers in driving improvement.
5.	**Co-CHAIRS' REPORT** Verbal update to FGB on any urgent actions they've had to take on the board's behalf since the last meeting. No urgent action taken but working on governor recruitment.
6.	**Strategic Business**
	• **Five-Year Strategic Priorities and One-Year Goals**

Five-Year Strategic Plan

The papers had been made available on Governor Hub. It was reported that the Federation had worked collaboratively to develop a five-year strategic plan, structured around the following five principles:

- **Belong**
- **Learn**
- **Grow**
- **Achieve**
- **Sustain**

Members of the Senior Leadership Team (SLT) and governors had been asked to identify the key priorities for the first year under each of these headings. It was explained that these priorities would inform the School Improvement and Development Plan (SIDP).

It was noted that eight members of staff and six governors had responded to the survey.

Belong

The key priority identified under Belong had been to secure inclusive practice for pupils with SEND. MB outlined the provision available, including the specialist class and Puffins.

The importance of developing strong partnerships and relationships with families had also emerged as a priority.

Learn

There had been unanimous agreement regarding the importance of securing consistently high-quality teaching. The development of coherent professional working practices across the Federation had also been identified as a priority.

Grow

The provision of equitable access to a rich range of experiences for all pupils had been identified as a key priority. This reflected the focus on equity of experience within the Ofsted framework.

The development of pupils' confidence and resilience had also been highlighted.

Achieve

Priorities under Achieve had included improving attendance and addressing gaps in pupil progress and attainment.

The importance of securing progress for pupils with SEND, relative to their individual starting points, had also been identified.

Raising attainment in Mathematics and Writing had been highlighted as a further priority.

HB noted that the SLT's perspective on Achieve had differed from that of governors. It was suggested that this might have reflected the significant level of support being provided by staff for pupils with SEND.

Sustain

The development of a sustainable medium-term financial and staffing plan had been identified as a priority.

It was noted that staff wished to have as much clarity as possible regarding future arrangements and the longer-term direction of the Federation.

MB read aloud the proposed statements and invited governors to review the document and provide comments as appropriate.

Q: KC asked whether the consideration of alternative funding streams had been incorporated within the Sustain priority.

A: It was confirmed that this had been included and would require further work.

Q: It was asked whether Sustain would also encompass resilience in relation to staffing.

A: It was confirmed that staffing resilience would need to be considered as part of this work.

Next Steps

It was reported that future reports would be streamlined around the five strategic principles.

Governors would have a further opportunity to discuss the strategic plan at the next meeting in October. The priorities would be broken down into achievable targets, and dedicated meeting time would be provided to enable further detailed discussion.

The importance of effective communication across all stakeholder groups was emphasised. It was also recognised that bringing all stakeholders on the strategic journey would help to strengthen accountability.

It was confirmed that a supporting information pack would be provided for the next meeting.

Action 5: MB and AV to create supporting information pack for the strategic plan for October meeting.

Key Actions / Follow-up

- The five strategic priorities would be used to inform the SIDP.
- The priorities would be developed into achievable targets.
- Alternative funding streams would be explored as part of **Sustain**.
- Staffing resilience would be considered within the **Sustain** priority.
- Future reports would be streamlined around **Belong, Learn, Grow, Achieve and Sustain**.

	• Dedicated time would be allocated at the October meeting for further discussion. • A supporting information pack would be provided for the next meeting. • **Climate and Sustainability Action Plan** Action 6: Climate and Sustainability Action Plan to be deferred to November FGB meeting. • **Accessibility Plan** To approve via Governor Hub by Sunday 27th September. Governors to look at yellow highlights. Action 7: Governors to approve the Accessibility Plan on GHub by 27th September
7.	**Premises, Health & Safety, Finance, Staffing**
	7.1 SFVS Preparation LH agreed to work on the SFVS which is due for submission in February 2027. **7.2 Budget Updates** It was reported that the budget position had remained routine, with BR2 scheduled for November. Work relating to the new digital strategies was noted. Ceiling works had been completed, with some further development work having taken place with the site team. The catering tender process was underway, with three potential suppliers having been identified. A meeting had taken place with Norse to assess the suitability of the site for a potential catering kitchen. It was noted that the feasibility of this would depend upon the available energy supply, particularly if air conditioning were also being considered. In relation to the boilers, it was reported that NCC had approved funding for the installation of new gas boilers. It was acknowledged that this was not the most environmentally sustainable option; however, alternative options had continued to be kept under consideration in relation to RRIS. Discussions regarding a potential rebuild had also continued. It was reported that the NCC local authority reorganisation had been cancelled, which could potentially have presented further opportunities. A finance audit had been scheduled for 5 and 6 October. This had been triggered by a number of red ratings within the RAG assessment.

	It was confirmed that the teachers' pay rise had been fully funded.
8.	**POLICIES TO APPROVE / REVIEW** *1. Policies for separate consideration* These reflect significant current statutory guidance and may warrant a brief individual introduction: • Safeguarding Policy -LA model policy with school contexts added. • Attendance Policy – largely model feedback, Added in trauma informed practice. Softened wording on attendance, as they are not responsible for their attendance. **Q: DK: The policies are very long, can we have a shortcut?** A: We ae expected to read all of the policies but when it is up for review, the yellow highlights ae useful. • RSHE Policy deferred to the next meeting in October Action 8: GP to add RSHS Policy to the October FGB meeting agenda. *2. Safeguarding and professional-conduct policy suite* These have recently been reviewed together to improve alignment across the federation. It is suggested presenting them under one agenda item, supported by a short overview of the principal changes, and approving them collectively unless a governor asks for a particular policy to be considered separately: • Online Safety Policy - • Whistleblowing Policy – rewritten against new KCSIE • Staff Code of Conduct • Intimate Care Policy **Q: Could it be stronger on same sex support?** A: It follows equality laws and is not practical in school • Low-Level Concerns Policy – concerns not at a level to meet threshold. Governors approved the policies listed above.
9.	**POLICY CONSULTATION** • Leave and Time Off Policy Approval was deferred to have more time to go into details and balance decisions. MB said that the schools were giving more time off than was statutory. Currently, staff can have up to 5 paid days, which is not needed. Senior leaders are looking closely at NCC policies. **Q: Is the leave permitted relating to Carers leave?** A: We wish to follow LA policy. Govs to look at this for next meeting before it goes out to staff. Action 9: Leave and Time Off Policy to be added to October agenda.

10. DOCUMENTS AND POLICIES TO NOTE

- **Acceptable Use Agreements**

There are versions for staff and for governors and volunteers.

- **Admissions Policy**

This is a LA policy as we are maintained schools. The policy will be on the website

11. MINUTES OF PREVIOUS MEETING, Matters arising and Actions

11.1 To approve the minutes of the meeting held 13th July 2026

The minutes of the meeting held 13th July 2026 were approved as a true and accurate record.

- Actions

Item	Details
3	Action 1: KC agreed to look at CV's and put on GHub. **Completed.**
3	Action 2; SLS to approach Gov Services regarding having parent governors as co-opted governors. **Completed.**
4	Action 3: Issue of governors seeking pupil and parent voice over behaviour to be discussed further at October meeting.
4	Action 4: LH to provide link to the recent VNET governor training. **Completed**
7	Action 5: JC to send AV the Condition Survey. **Outstanding**
8.1	Action 6: Whistleblowing Policy to be added to September agenda. **Completed.**
8.2	Action 7: Governance Audit to be added to September agenda. **Completed.**
10	Action 8: Climate and Sustainability Plan to be presented in September**. Presented but discussion deferred to October meeting.**

- Matters arising
  There were no matters arising.

11.2 To approve the Confidential Minutes of the meeting held 13th July 2026

The confidential minutes of the meeting held 13th July 2026 were approved as a true and accurate record.

- Actions
  There were no actions noted.

- Matters Arising
  There were no matters arising.

12.	**AOB** • Vijay Surianarayna was thanked for his contribution as a governor. • RRIS has sent out a newsletter with dates of events that governors are welcome to attend. AJS dates will follow. MB to look into sharing school digital calendars with governors. • It was suggested that there are Subject Lead presentations from teachers at FGB meetings.
13.	**Date of next meeting –** **Monday 19th October 2025 at 5.30pm at RRIS** **With no further business, the meeting closed at 19:27**