Heigham Community Federation

Full Governing Body Meeting

MINUTES

Chair – Kate Campbell

19th October 2026 at 5.30 pm held at Recreation Road Infant School

GOVERNING BODY MEMBERS					
Helen Behrens **(HB)**	Co-opted	Present	Daddy Kabuiku **(DK)**	Parent	Present
Michael Bunting **(MB)** *Executive Headteacher*	HT	Present	Judith Mayne **(JM)** Co-Chair	Co-opted	Apologies
Kate Campbell **(KC)** Co-Chair	Co-opted	Present	Laurie McMahon **(LM)**	Co-opted	Present
Maria Conti **(MC)**	LA Appointed*	Apologies	Anish Varkey **(AV)**	Co-opted	Present
Donna Garratt **(DG)**	Co-opted	Present	Awaiting confirmation IB	Co-opted	Present
Laura Harris **(LH)**	Co-opted	Apologies	Vacant	Parent	n/a
			Georgia Knee (GK)	Staff Gov	Present

Present: KC (Co-Chair), MB, AV, DK, DG, GK, HB, LM, MG, GK

Also In Attendance: HP (Governance Professional)

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

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

		Action Points		
Date			**By Whom**	**When**
Actions Outstanding/Deferred as at 19th October 2026				
		Consideration of key governor roles linked to SIDP deferred to the November FGB meeting.	AGENDA ITEM	23/11/26
		Issue of governors seeking pupil and parent voice over	All / GP	23/11/26

		behaviour to be discussed further at October meeting. Deferred until November meeting due to urgent agenda items in October,		
		Climate and Sustainability Action Plan to be deferred to November FGB meeting.	AGENDA ITEM	23/11/26
		Leave and Time Off Policy deferred to the November FGB meeting.	AGENDA ITEM	23/11/26
Actions Agreed at meeting held on 19th October 2026				
	A01	Progress the Parent Governor recruitment process and provide an update on applications received.	Chair / Clerk	Next meeting
	A02	Update the Governing Board's records to reflect the appointment of KC as Whistleblowing Link Governor.	Clerk	Immediate
	A03	Update the Governing Board's records to reflect the appointment of IB as Equality and Inclusion Link Governor.	Clerk	Immediate
	A04	Update the Governing Board's records to reflect the appointment of IB as Children in Care (CiC) and Previously in Care (PiC) Link Governor.	Clerk	Immediate
	A05	Present the revised School Improvement and Development Plan (SIDP) and agree SIDP Link Governor appointments.	Headteacher / Governing Board	Next meeting
	A06	Complete mandatory safeguarding training and update training record on GovHub.	All Governors	23 October
	A07	Complete induction and role-specific training and access relevant resources available through GovHub.	New Governors	As soon as possible
	A08	AV to arrange and facilitate an online governor workshop to review the remaining strategic pillars and coordinate governor feedback for inclusion within the next draft of the Five-Year Strategy.	AV	Next meeting
	A09	Circulate the revised Complaints Policy following completion of the review.	KC	After next committee meeting
	A10	Provide clarification regarding governors' role, responsibilities and liability in relation to staff allegations and disciplinary matters.	SLT	Next meeting

No.	Item
1.	**Welcome, Introductions, Apologies and Quroum**
	Present: KC (Co-Chair), MB, AV, DK, DG, GK, HB, LM, MG **Also In Attendance:** • Denise Mattock, Head of School, Recreation Road Infant School (RRIS) • Mike Hooper, Head of School, Avenue Junior School (AJS) • Jen Carlin, Business Manager, Heigham Community Federation • Observer Isobel Butcher (Co-opted Governor - Awaiting confirmation of DBS) • HP (Governance Professional) **Apologies:** Apologies were received and accepted from LH and MC. The meeting was declared quorate.
2.	**Declarations of Business and Pecuniary Interests** There were no declarations of business and pecuniary interests for any items on this agenda.
3.	**Governance Matters, including training and monitoring** **3.1 Governor Appointments** The Governing Board received an update on progress in filling vacant governor positions. It was reported that three co-opted governor vacancies had now been filled by Maria Conti, Laurie McMahon and Isobel Butchr. The staff governor vacancy had also been filled by Georgia Knee following an election. Governors noted that one Parent Governor vacancy remained. An expression of interest process was due to be launched that evening to support recruitment to the remaining post. **RESOLVED:** The Co-opted and Staff appointments have been confirmed. **Action 1:** Progress the Parent Governor recruitment process and provide an update on applications received. **3.2 Appointment of Link Governors** The Governing Board considered the allocation of link governor responsibilities and agreed the following appointments: • Whistleblowing Link Governor – Kate Campbell • Equality and Inclusion Link Governor – Isobel Butcher • Children in Care (CiC) and Previously in Care (PiC) Link Governor – Isobel Butcher It was agreed that the appointment of School Improvement and Development Plan (SIDP) Link Governors would be deferred until the next meeting, when the revised SIDP would be available for consideration. **RESOLVED:** To approve the link governor appointments as detailed above. **Actions 2-4:** Update the Governing Board's records to reflect the appointment of: KC as Whistleblowing Link Governor. IB as Equality and Inclusion Link Governor. IB as Children in Care (CiC) and Previously in Care (PiC) Link Governor.

	Action 5: Present the revised School Improvement and Development Plan (SIDP) at the next Board meeting and agree SIDP Link Governor appointments. **3.3 Governor Training** Governors were reminded of the requirement to complete safeguarding training by 23 October. It was noted that all newly appointed governors were required to complete both mandatory induction and role-specific training. Governors were advised that a wide range of training and support materials were available through GovHub. Kate also recommended the Ofsted for Governors training as a useful development opportunity for members of the Governing Board. **Action 6:** Complete mandatory safeguarding training by 23rd October 2026 and update training record on GovHub. **Action 7:** Complete induction and role-specific training and access relevant resources available through GovHub. *Mike Hooper and Jen Carlin joined the meeting at 5.40pm.*
4.	**STRATEGIC FIVE-YEAR PLAN** Governors considered the draft Five-Year Strategy, which had been circulated in advance of the meeting. The purpose of the session was to review the proposed strategic priorities, success statements and measures of impact, and to provide feedback to support the further development of the strategy prior to its adoption by the Governing Body. Given the time constraints governors focused their review on the Belong pillar and considered each strand in turn. **4.1 B1 Safety and Trust** Governors agreed with the overall ambition of this section but challenged whether the proposed success measures were sufficiently specific and measurable. Discussion focused on the need for meaningful KPIs supported by robust evidence and clear milestones between the current position and the intended position by 2031. Governors discussed the importance of defining what is meant by safety and trust and noted that evidence should extend beyond safeguarding concerns to include wider indicators such as complaints, exclusions, suspensions and stakeholder confidence in school systems and responses. Governors also highlighted the importance of timely responses to concerns and adherence to agreed timescales, even where investigations remain ongoing. Discussion took place regarding whistleblowing arrangements and the importance of ensuring that clear reporting routes are available to all members of the school community, including routes that bypass the school where appropriate. Governors agreed that future iterations of the strategy should include clearer actions and milestones to demonstrate the path from the current position to the desired outcomes. Governors challenged how leaders would evidence that children and adults genuinely feel safe, trust school systems and feel concerns are addressed effectively. Governors also sought assurance that future KPIs would include meaningful quantitative and qualitative measures. **B1 Actions agreed:** • Strengthen the wording of the success statement and associated measures. • Develop SMART and evidence-based indicators.

• Consider a wider range of evidence sources, including stakeholder feedback, complaints, exclusions and suspensions.
• Define what is meant by safety and trust and how these areas will be evaluated.

4.2 B2 Welcome and Partnership

Governors welcomed the emphasis on partnership working and discussed how the federation could ensure that communication and engagement opportunities remain accessible and inclusive for all families.

Discussion focused on the need to ensure that information is presented in formats which are accessible to all members of the community, including consideration of differing reading abilities and communication preferences. Governors felt that opportunities for parental engagement should be strengthened and that the wording should better reflect the aspiration for meaningful participation.

Governors suggested that the success statement be amended to reflect that families are given ample opportunity to contribute to decisions regarding their child's education and wellbeing. Governors also noted the importance of ensuring that staff are appropriately represented throughout the Belong strand.

Governors agreed that there was value in further discussion of the strategy outside of formal meetings and supported the proposal to continue development through a shared digital platform to allow governors to contribute additional feedback.

Governors challenged how leaders would ensure that communication is accessible to all families and how engagement with under-represented groups would be measured and evaluated.

B2 Actions agreed:
• Review the wording to strengthen expectations regarding family engagement and contribution to decision-making.
• Ensure references to staff are appropriately included throughout the strand.
• Consider accessibility of communications and methods of engagement.
• Continue discussions through a digital collaboration platform to enable further governor input.

4.3 B3 Equitable Participation and Inclusion (Agreed new titled)

Governors discussed the importance of ensuring that all pupils have equitable access to opportunities and that barriers to participation are understood and addressed. Discussion highlighted the distinction between offering opportunities and ensuring that all groups feel able and encouraged to participate.

Governors reflected on examples where participation from minority groups may not fully reflect the diversity of the school community and agreed that further evidence was required before meaningful targets could be established. Governors recognised that the federation does not currently have sufficient information regarding barriers to participation and that gathering this evidence should be the starting point for future work.

Discussion included participation in enrichment activities, musical tuition, performances and wider school experiences. Governors noted that barriers may be practical, financial, cultural or related to confidence and belonging. It was agreed that understanding these barriers would enable resources and support to be targeted more effectively.

Governors proposed amending the title of the section from "Equitable Participation" to "Equitable Participation and Inclusion" to better reflect the intended outcomes.

	Governors challenged how the federation will gather meaningful evidence regarding participation across different pupil groups and how progress will be measured over time. **B3 Actions agreed:** • Amend the title to "Equitable Participation and Inclusion". • Gather baseline information regarding participation across different groups. • Explore barriers to participation through engagement with pupils and families. • Use evidence gathered to inform future priorities and resource allocation. • Continue governor scrutiny of attendance and participation data, including comparison with national data where appropriate. **4.4 B4 Kindness and Shared Responsibility** Governors agreed that kindness, inclusion and stakeholder influence were important components of the federation's culture. Discussion focused on whether this section overlapped with elements of B2 and whether there may be merit in combining aspects of the two strands in future revisions. Governors considered how pupil, family and staff voice can be captured effectively and how stakeholders can demonstrate that their feedback has influenced decision-making. The importance of representative participation and wider engagement opportunities was emphasised. Governors discussed the need for systems that not only collect views but also demonstrate the impact of those contributions. Governors agreed that stakeholders should be able to identify examples of changes and improvements that have resulted from their involvement. Governors challenged how leaders will demonstrate the impact of stakeholder contributions and ensure that engagement opportunities are representative of the wider community. **B4 Actions Agreed** Consider whether elements of B2 and B4 could be merged or better aligned within future revisions of the strategy. **4.5 Summary:** Governors recognised that the time available had allowed for a detailed review of the Belong pillar only and agreed that it was important to apply the same level of scrutiny and discussion to the remaining strategic pillars rather than attempt to complete the review within the remaining meeting time. AV offered to lead a further online workshop for governors to continue development of the strategy and coordinate feedback on the remaining sections of the document. Governors welcomed this approach and agreed that comments and proposed amendments would be collated through the online process and incorporated into a revised draft for subsequent consideration by the Governing Body. **Action 8**: AV to arrange and facilitate an online governor workshop to review the remaining strategic pillars and coordinate governor feedback for inclusion within the next draft of the Five-Year Strategy. Governors thanked MB for the significant work undertaken in developing the strategy to date and agreed that the workshop had provided a valuable opportunity to shape the federation's long-term vision and priorities.
5.	**Co-CHAIRS' REPORT**

	KC reported that a committee was reviewing the Complaints Policy following experience gained from managing complaints during the previous academic year. A revised draft policy will be circulated to governors once the review has been completed. **Action 9**: Circulate the revised Complaints Policy following completion of the review.
6.	**Federation Report** There was no Federation update.
7.	**Premises, Health & Safety, Finance, Staffing** JH reported that the boiler was now operational and planned works had been completed during the half-term period. Governors noted that the latest RAG reports had been uploaded to GovernorHub and that there were no significant changes to report. Governors were advised that a revised budget would be presented in due course. JH also provided an update regarding new Prevent guidance. It was noted that all Designated Safeguarding Leads (DSLs) would be required to complete enhanced Prevent training every two years. Further information will be provided once the guidance becomes operational. Governors noted the updates.
8.	**DOCUMENTS / POLICIES TO APPROVE / REVIEW** **8.1 RSHE Policy** Governors received the RSHE Policy and noted that it met all statutory requirements and included a frequently asked questions section to support understanding and implementation.. **RESOLVED**: The RSHE Policy was approved. **8.2 Annual Safeguarding Report 2025-2026 and SEND Information Report** Governors received the Annual Safeguarding Report and SEND Information Report. During discussion, governors considered the number of staff concerns reported and sought clarification as to whether the figures were considered low or high. Leaders advised that figures should be considered within the context of the reporting culture and that the reporting of concerns demonstrated that procedures were being used appropriately. Governors noted that the number of recorded concerns had reduced in comparison with the previous year. Leaders explained that this was cohort-specific and reflected the lower pupil admission number, whilst referrals to external services remained broadly consistent with previous years. Governors noted that allegations had been raised during the reporting period, however none had been substantiated. Discussion took place regarding the consistency of recording and interpretation of information on CPOMS. Governors highlighted the importance of ensuring a consistent approach to recording across the federation. Governors noted that comparative safeguarding data from the previous year had been uploaded in November and suggested that year-on-year comparator information would be a useful addition to

	future reports. It was noted that the report was based on the standard template provided by Norfolk County Council. The Safeguarding Governors reported that they meet regularly to share knowledge, experience and emerging safeguarding issues. Governors discussed how safeguarding information could best be presented to support effective monitoring and requested consideration of anonymised updates regarding the status of concerns, where appropriate. It was recognised that confidentiality must be maintained to protect both pupils and staff. Governors also discussed the role of governors in relation to staff allegations and disciplinary matters. It was noted that information relating to allegations must remain confidential to ensure governors remain impartial and available to participate in any disciplinary or appeal panels, should this be required. **Action 10**: Governors to provide clarification regarding governors' role, responsibilities and liability in relation to staff allegations and disciplinary matters. **RESOLVED**: The Annual Safeguarding Report 2025-2026 and SEND Information Report were received and noted.
9.	**POLICY CONSULTATION** The Leave and Time Off Policy was deferred until the next meeting.
10.	**MINUTES OF PREVIOUS MEETING, Matters Arising and Actions**
	10.1 Minutes of Meeting The minutes of the meeting held on 21 September 2026 were approved as a true and accurate record. **10.2 Review of Action Log** Governors reviewed progress against the Action Log. It was noted that Action 3 from the July 2026 meeting, relating to governors seeking pupil and parent voice regarding behaviour, was deferred to the November meeting due to the priority strategic agenda item scheduled for this meeting. **The Governing Body noted that the following actions had been completed:** • Action 1: Annual declarations completed on GovernorHub. • Action 3: Acceptable Use Agreement updated on GovernorHub. • Action 4: Governors reminded of the process for signing off confirmations on GovernorHub. • Action 5: Supporting information pack for the strategic planning session prepared by MB and AV. • Action 7: Accessibility Plan approved via GovernorHub. • Action 8: RSHE Policy added to the October agenda. **Governors noted that the following actions remain ongoing:** • Action 2: Consideration of key governor roles linked to SIDP, Whistleblowing and Equality and Inclusion deferred to the November FGB meeting. • Action 3: governors seeking pupil and parent voice regarding behaviour deferred to the November FGB meeting. • Action 6: Climate and Sustainability Action Plan deferred to the November FGB meeting. • Action 9: Leave and Time Off Policy deferred to the November FGB meeting. **10.3 Matters Arising** There were no matters arising.

11.	**Date of next meeting** Monday 23rd November 2026 at 5.30pm at AJS. With no further business, the chair formally closed the meeting at 19.25.