



**Draft Minutes of the Strategy Meeting  
held on  
Monday 29 September 2014 at 6.30pm**

**Present:**

Michael Glass (Chair)  
Steven Woolf (Vice Chair)  
Jo Coleman (Chair Discipline)  
David Horowitz (Chair Jewish Ed)  
Richard del Monte (Chair Admissions)  
Neil Harris (Chair F&P)

Jonathan Miller (Head)  
Simon Appleman (Dep.Head)  
Rabbi Mark Kampf (Dep. Head)  
David Harris (Dep. Head)  
Steve Bremner (Dep Head)  
Talia Thoret (Dep Head)

**1. Apologies for Absence**

Karen Benedyk (Chair Curriculum), Deb Mellor (Dep. Head)

**2. Minutes of Last Meeting**

*The minutes of the last meeting were agreed and signed by the Chairman*

**3. School Improvement Plan**

A discussion took place in respect of the revised School Improvement Plan (SIP) and in particular to the revisions made due to the Ofsted Report.

An addition was suggested to the revised SIP relating to the attitude of students to learning. The SIP was amended in order to ensure that lesson observation specifically included low level disruption. The collated results from this inclusion would be reviewed by the Discipline Committee as part of the work being undertaken to review behaviour and discipline.

**4. Review of Governance**

Following the recommendation of the Ofsted Report, the FGB appointed Ann Short to undertake a Review of Governance. Her draft report was made available prior to the commencement of the Strategy Meeting.

MG introduced the report explaining that its purpose was to review the workings of the Governing Body and to make suggestion as to how Governance could be improved.

JM advised that Ofsted will return within 4 to 12 weeks for a monitoring visit. At this visit, the inspectors expect to see what steps have already been implemented to address the issues in the Report and consider the progress that has been made.

SB has already started the process to ensure all information is available.

A lengthy discussion took place in respect of each of the 9 recommendations highlighted by Ms. Short in her report. The discussion involved a careful analysis of each of the recommendations, what action was required to meet the recommendations and who amongst the SLT, the School or governors would be responsible for implementing the recommendations and also how any action can be effectively monitored. In addition to identifying the persons responsible, a target date for implementation was discussed and would be identified and added to the action plan.

JC agreed to prepare the first draft of the Governing Body Action Plan and circulate it amongst the Committee for completion and review. After the comments had been provided the document would go to JM for incorporation to the whole school post Ofsted action plan.

## **5. Action points**

JC to draft Governing body action plan within 7 days

## **6. Meeting Closed at 8.50**



## **JFS SCHOOL**

### **MINUTES OF THE STRATEGY COMMITTEE MEETING HELD ON MONDAY 2<sup>ND</sup> FEBRUARY 2015**

#### **Present:**

<u>Chairman:</u>	Mr Michael Glass	Chairman of the GB
<u>Governors:</u>	Mrs Karen Benedyk	Chairman Curriculum Committee
	Mrs Jo Coleman	Chairman Discipline Committee
	Mr Richard del Monte	Chairman Admissions Committee
	Mr Neil Harris	Chairman Finance & Premises Committee
	Mr David Horowitz	Chairman Jewish Education Committee
	Mr Jonathan Miller	Headteacher
	Mr Steven Woolf	Vice-Chairman of the GB
<u>In attendance:</u>	Mr Simon Appleman	Deputy Headteacher
	Ms Talia Thoret	Deputy Headteacher

**Clerk:** Dr Alan Fox

#### **1. Apologies for Absence**

There were none

#### **2. Appointment of Clerk**

The appointment of Dr Alan Fox was confirmed

#### **3. Minutes of Last Meeting**

The minutes of the last meeting held on 29 September 2014 were approved and signed by the Chairman. There were no matters arising.

#### **4. Review of Post Ofsted Actions**

The Committee took note of the Action Plans as reported to the last meeting of the GB and of further progress made since then.

The Headteacher said that the Plans were living documents. Each was regularly updated and achievements were noted against defined success criteria. Each

required action had an identified leader who would report on progress to the relevant Committee and to the Strategy Committee.

- 4a Teaching & Learning - Mrs Benedyk said that she would be visiting the School on 2<sup>nd</sup> & 4<sup>th</sup> March, to review progress and the action plans for the matters identified by the learning group as requiring further work. She would repeat the process in the Summer Term.

ACTION MRS BENEDYK

- 4b Attendance - In discussion the following points were made:

The Discipline Committee would be meeting the following week and would take detailed stock of progress.

- Attendance figures were improving due in part to an lengthened registration window that reduced the number of pupils on delayed school buses being classified as late
- Whilst the initial emphasis had to be on recording data, this was not simply reactive monitoring but essential to building models and providing benchmarks from which future trends could be determined.
- Data was now being provided regularly to tutors who were enabled to follow up on the day absences that needed questioning. As well as recording the trend in the attendance of individual students, the new MIS should also be able to analyse data by members of the teaching staff.
- Attendance would never reach 100% and the statistics could be distorted adversely by factors such as long-term hospitalisations. However more assiduous attention had brought about dramatic improvement in Sixth Form attendance.
- The Committee recorded its thanks to Mrs Geraldine Fainer for the time and effort she had spent with the School on attendance.

- 4c Behaviour & Safety - In discussion of the Behaviour and Safety Plan the following points were made:

- The Action Plan suggested that considerable progress had already been made. However, this was heavily dependent on SIMS producing the analyses required and much more time and effort lay ahead to ensure that it achieved what was needed. Much depended on the accuracy of data entry by staff who were not all facing an easy transition.
- There were three main interrelated behavioural areas for attention, in school but outside lesson times, low level classroom disruption and learning during teaching.
- Data being collected must show whether and how particular teachers were coping with their classes. Low level disruption was heavily dependent on what was happening at the front of the classroom and in turn affected the learning process.

- It was important that staff fully understood the OFSTED criticisms. There had been an extended staff meeting to discuss behaviour and the next INSET day would be devoted to Teaching for Learning.
- Some new measures had already been introduced, such as students being permitted to enter classrooms on arrival thus improving behaviour by reducing congestion in the corridors.
- More no-notice classroom observations were being made by senior staff and it was important to capture their judgements in such a way that trends could be discerned and, where necessary, retraining and other remedial measures taken. Feedback to staff by email was less effective than face-to-face meetings.
- There was a requirement to ensure that Key Stage 3 students were better informed about homophobic and transgender bullying. This had aspects falling with the purview of a number of committees but it was agreed that governor responsibility for monitoring progress with the Action Plan should rest with Mr Horowitz with Rabbi Kampf taking the SLT lead.

ACTION MR HOROWITZ

4d Governance - In discussion of the Governance Plan the following points were made:

- The major task of governors could be summarised as monitoring that everything that should be done was being done.
- The external review of governance had been undertaken; many of its recommendations had already been acted upon and other of a continuing nature had been commenced.
- Surveys of parental views had been undertaken and there was a danger of respondent fatigue if repeated too frequently. General surveys should not be held more than annually. However, it would be helpful to undertake a survey in the Summer Term of initial parental and student views of the operation of the new Behaviour Policy which would have been in operation for a number of months. In addition, the Parent Open Evening should continue and occasional focus groups might be organised.
- A closer relationship between governors and students might be forged by regular governor liaison with the Student Council, possibly with structured meetings on topics chosen by the Council.

The Committee agreed that Mr Woolf should give a ten minute presentation at the July meeting of the GB.

ACTION MR WOOLF

## 5. **Information Required by Committees**

The Chairman handed out at the meeting illustrative graphical presentations analysing raw data collected on unauthorised absences by Year Groups, ability bands, School House and Year 12 and 13 tutor groups. These demonstrated how the right format could show immediately the areas where further more detailed investigation might be necessary.

In discussion, the following points were made:

- Committees should decide the extent to which presentations of this kind might be of assistance to them and what other analyses they would require to judge whether JFS was achieving its objectives.

ACTION COMMITTEE CHAIRMEN

- There should be as much coordination as possible between the analyses required by the School for management purposes and by Governors in their monitoring role
- Commonality across Committees was to be encouraged.

It was agreed that the Chairman should take the lead in a small working group to design the required outputs from the new MIS.

ACTION CHAIRMAN

## **7. Ethos Policy**

The Committee reviewed the Statement last approved in 1993. The Chairman said that Policy was a misnomer and the text was more a statement of behavioural principles setting out how all sections of the community should interact with each other. These principles should be reflected in the more detailed individual topic policies adopted by the GB.

The Committee approved the statement without amendment and determined that it should be reviewed annually.

ACTION CLERK

## **8. Any other Business**

The Committee requested the Clerk to place the question of the most appropriate forum for governor oversight of PHSCE on the Agenda for its next meeting.

ACTION CLERK

Chairman .....

Date .....



## **JFS SCHOOL**

### **MINUTES OF THE STRATEGY COMMITTEE MEETING HELD ON MONDAY 2<sup>ND</sup> FEBRUARY 2015**

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	Mr Neil Harris	Chairman Finance & Premises Committee
	Mr David Horowitz	Chairman Jewish Education Committee
	Mr Jonathan Miller	Headteacher
	Mr Steven Woolf	Vice-Chairman of the GB
<u>In attendance:</u>	Mr Simon Appleman	Deputy Headteacher
	Ms Talia Thoret	Deputy Headteacher

**Clerk:** Dr Alan Fox

#### **1. Apologies for Absence**

There were none

#### **2. Appointment of Clerk**

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ACTION COMMITTEE CHAIRMEN

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ACTION CLERK

## **8. Any other Business**

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ACTION CLERK

Chairman .....

Date .....



## **JFS SCHOOL**

# **MINUTES OF THE STRATEGY COMMITTEE MEETING HELD ON MONDAY 11<sup>TH</sup> MAY 2015**

### **Present:**

<u>Chairman:</u>	Mr Steven Woolf	Chairman of the GB
<u>Governors:</u>	Mrs Jo Coleman	Chairman Discipline Committee
	Mr Richard del Monte	Chairman Admissions Committee
	Mr Neil Harris	Chairman Finance & Premises Committee
	Mr David Horowitz	Chairman Jewish Education Committee
	Mr Jonathan Miller	Headteacher
	Mrs Ruth Renton	Vice-Chairman of the GB

In attendance: Mr Simon Appleman      Deputy Headteacher

**Clerk:**              Dr Alan Fox

### **1. Apologies for Absence**

Apologies were received from Mrs Karen Benedyk (Chairman Curriculum Committee).

### **2. Declaration of Interests**

No personal interests in the business of the meeting were declared.

### **3. Minutes of Last Meeting**

The minutes of the last meeting held on 11<sup>th</sup> February 2015 were approved and signed by the Chairman.

### **4. Matters Arising from the Minutes**

4a Item 4c - Homophobic Bullying - Mr Horowitz confirmed that the item was on the Agenda for the next meeting of the JE Committee.

ACTION JE COMMITTEE

4b Item 5 - MIS Data Requirements – it was agreed that the School would take the lead in recommending to Committees the data analyses that could be made

available to assist in judging whether JFS was achieving its objectives. Information was already becoming available in the Reports Catalogue.

## **5. Review of Post Ofsted Actions**

It was noted that a few items in the post Ofsted Governance Action Plan had fallen behind, for example enhanced communications with students. These items would be followed up by Mrs Renton. It was also agreed that at the end of the Autumn Term it might be desirable to invite back the consultant who undertook the earlier governance review to judge progress.

ACTION MRS RENTON

## **6. Gift Aid**

Mr Harris said that the Charitable Trusts currently received about £350k in Gift Aid tax refunds annually in respect of parental voluntary contributions. These constituted part of the funds available to the Trustees, the majority of whom were not governors, to make donations to assist the School should they so decide.

This was how JFS and the Trusts had operated for many years, but recently the validity of refund claims of this kind had been called into question, in respect of two other schools, by a charity voucher company that was concerned that parents were gaining more than insignificant benefits from their donations. So far this had not affected JFS specifically and all tax refund requests had been met until the last month, for which repayment was being held up pending an audit.

There were reports that the HMRC had decided that its technical guidance should be amended to stop tax refunds of this kind. The United Synagogue had set up a working party from which it had emerged that, because of their varying practices, divergent views were held by different Jewish schools. Mr Harris' view was that until the technical guidance was formally changed HMRC remained under a duty to follow the existing rules under which refunds had been made for many years.

It was not until published, that it could be determined whether approved changes would affect our Charitable Trusts and, if they did, whether procedures could be modified to remain compliant. If not, then undoubtedly the Trusts would not be in a position to support JFS as much as in the past with significant budgetary consequences. Given that there were other financial pressures on the horizon as well, it might be prudent to advance the 2015/15 budgetary assessment by a few months.

## **7. PSHE**

The GB had referred the to the Committee the question of the most appropriate location for governor oversight of the School's teaching of PSHE. The issue had arisen in the context of redefinition of committee responsibilities under the proposed reconstituted GB.

The Headteacher said that the National Curriculum framework required the promotion of the spiritual, moral, cultural, mental and physical development of pupils and preparation for the opportunities and experience of later life. Responsibility was currently exercised by the JE Committee and some of the

topics had a clear Jewish ethos implication and were being taught in the JS Department. However, this applied less to other areas, for example, Personal Finance, and these might fall more naturally to the Curriculum Committee.

The Strategy Committee agreed that a joint meeting of the two Committees should be arranged this term, led by the JE Committee but with at least two members of the Curriculum Committee present.

ACTION JE AND CURRICULUM COMMITTEES

## **8. Admissions**

Mr Del Monte said that a parental pressure group had been created to try to persuade JFS, JCOSS and Yavneh each to create a bulge class of 30 for entry to Year 7 in September 2015. The reason was a perceived excess of demand for places over supply.

The Headteacher said that, although JFS currently had 174 children on its waiting list, of whom 91 were at Jewish primary schools the excess was illusory. It was indeed tragic that there were Jewish children wanting places at Jewish secondary schools. However, in the next few years the current bulge might well be diminished by demographic trends and by higher recruitment at King Solomon High School following the appointment of a new Headteacher. The situation in the longer term was less clear and pressure might grow given the continuing migration of Jewish families to NW London, the growing number of primary schools and the apparent increasing parental preference for Jewish secondary education.

Desirable as it might be to try to accommodate all applicants, however, there were insuperable physical obstacles to an additional class at JFS. Voluntarily to add a few pupils to existing classes would undermine the School's position at admissions appeals.

## **9. Complaints Procedure**

The Committee approved the draft Complaints Procedure to be submitted to the GB for endorsement subject to some minor editorial changes to be completed by the Chairman.

ACTION CHAIRMAN

Chairman .....

Date .....



## JFS SCHOOL

# MINUTES OF THE STRATEGY COMMITTEE MEETING HELD ON MONDAY 11<sup>TH</sup> OCTOBER 2015

### **Present:**

<u>Chairman:</u>	Mr Steven Woolf	Chairman of the GB
<u>Governors:</u>	Mrs Jo Coleman	Chairman Discipline Committee
	Mr Neil Harris	Chairman Finance & Premises Committee
	Mrs Geraldine Fainer	Chairman Curriculum Committee
	Rabbi Moshe Freedman	Chairman Jewish Education Committee
	Mr Jonathan Miller	Headteacher
	Mrs Ruth Renton	Vice-Chairman of the GB
<u>In attendance:</u>	Mr Richard del Monte	
	Mr Simon Appleman	Deputy Headteacher
	Mr Jamie Peston	Director of Communications & Community Liaison
<u>Clerk:</u>	Dr Alan Fox	

### **1. Membership**

The Chairman welcomed Mrs Fainer to the meeting as the newly appointed Chairman of the Curriculum Committee

### **2. Declaration of Interests**

No personal interests in the business of the meeting were declared.

### **3. Minutes of Last Meeting**

The minutes of the last meeting held on 11<sup>th</sup> May 2015 were approved and signed by the Chairman.

### **4. Matters Arising from the Minutes**

4a Item 4a - Homophobic Bullying - it was confirmed that Ofsted criticisms were being dealt with by the JE Committee and that a separate Action Plan was not judged necessary.

4b Item 8 - Admissions - the Headteacher said that although the number had fallen from the peak of 40 in July there was still a Year 7 waiting list. Some parents were

resorting to home education whilst they waited. He hoped that the appointment of a permanent Headteacher at KSHS might encourage more parents to apply there.

4c Item 5 - Governance Action Plan - Mrs Renton said that the early feedback from the consultant, Ann Short, was that there had been a significant improvement from the time of her earlier visit. Paperwork was now in better shape but more evidence was still required of implementation and positive effect on School attainment. Mr Harris said that, whilst he agreed that completely with the comment, it should also be recognised that corporate governance could have the indemonstrable benefit of preventing unwelcome actions.

## **5. Committee Workplans**

The Committee considered how best to coordinate of the work of all GB Committees. It was recognised that some Committees had to deal with more items of predictable regularity than others that were more driven by events and temporary priorities. It was recognised that most items dealt with by individual committees had a greater or lesser impact elsewhere and improved governance would benefit from closer coordination. It was suggested that it would be very helpful if the Chairman of each Committee, in conjunction with the appropriate members of the SLT, could now draw up and circulate appropriately, and in particular to the Chairman of the Strategy Committee, an Action Plan for the forthcoming year and that, in future, this task should be carried out annually in the Summer Term for the academic year ahead.

ACTION COMMITTEE CHAIRMEN

Concern was expressed that the 30% reduction in the number of governors could lead to loss of expertise in some important areas. Chairmen were invited to consider whether there was now a need for individuals to be co-opted to the GB or as Associate Members of their Committees and, if so, to attempt to identify appropriate persons.

ACTION COMMITTEE CHAIRMEN

## **6. Leadership & Management Self-Evaluation**

The Committee considered the draft document prepared in August. In discussion the following points were made:

- It was recognised that the document's structure had been in use for a number of years and that it was specifically aimed at the recently published OFSTED Common Inspection Framework, which would be employed at the next visit.
- Although this might be what inspectors were looking for, evidencing by reference to Ofsted standards was not actually the same as producing evidence.
- Nevertheless, whilst it was accepted that the quantity of information required dictated the length of the document, a number of members found it difficult to follow and to determine what further actions were required.
- The document might be easier to follow if it started with the summary section and made clearer what now needed to be done.
- Whilst Leadership & Management overall was currently at 3, consideration should be given to whether this judgement might legitimately be changed to 2,

by listing the evidence for those subsections already at 2 and the actions in hand to improve the remainder to this level.

It was agreed that as the Headteacher had a note of the views of the Committee he would together with the SLT revisit the draft taking into account these views and the Committee's discussion. A further draft should then be circulated to the Chairman and Vice-Chairman before coming back to this Committee at the next meeting.

ACTION CHAIRMAN, VICE-CHAIRMAN AND HEADTEACHER

It was further agreed that the Chairmen of Committees should satisfy themselves that their actions and responsibilities could be met and report to the GB at its December meeting.

ACTION COMMITTEE CHAIRMEN

## **7. Data Update**

Mr Appleman said that the Overview Trends Document was now populated with September data and listed the weekly and monthly recipients. For example, Year Managers were now able to identify the attendance records of individual pupils and monitor trends week by week. They would be concentrating initially on those pupils with attendance lower than 88% and Tutors were being tasked with monitoring those in the 88 to 95% bracket.

In discussion the following points were made:

The same weekly reporting system could be replicated concentrating on behaviour and could be analysed by department, subject leader and individual class teachers.

The system had been constructed in such a way that the data could be relied on and inconsistencies flagged up.

There was confidence in the capacity to produce this data for attendance and behaviour, and a further consultancy had been booked with SIMS to deal with achievement.

## **8. Blue Sky Thinking**

It was agreed that this topic should be placed on the agenda for the next meeting. In preparation the Chairman would send an email to all members inviting their views on what they would wish to be done to improve the School if there were no resource constraints.

ACTION CHAIRMAN

## **9. Any Other Business**

9a Fundraising - it was agreed that a fundraising overview should be placed on the agenda for the next meeting.

ACTION CLERK

10b Visits - governors were requested to keep the Headteacher informed of visits to the School.

ACTION GOVERNORS

Chairman .....

Date .....