



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON WEDNESDAY 16th JULY 2014

Present

Chairman: Mr Michael Glass

Governors present:

Mrs Florence Asher
Mr Russell Boxer
Ms Vicky Fox
Mr David Horowitz
Mr Richard Martyn
Mr Steven Woolf

Mrs Karen Benedyk
Mr Philip Bunt
Rabbi Moshe Freedman
Mr Michael Lee
Mr Jamie Peston

Mr Zach Bennetts
Mr Richard del-Monte
Mr Neil Harris
Mr Jonathan Miller
Mrs Ruth Renton

SLT present:

Deputy Headteachers
Assistant Headteachers

Mr David Harris
Ms Debra Mellor

Rabbi Mark Kampf
Ms Talia Thoret

Mr Tim Miller

Others present:

Dr Alan Fox

Clerk to the Governors

1. Apologies for Absence

Apologies for absence were received and accepted from Mr Terry Bernstein, Mr Richard Cohen and Mrs Joanne Coleman.

Mr Steve Bremner and Ms Lorraine Tomlinson also sent apologies.

2. Membership

The GB welcomed:

2.1 Rabbi Dr Moshe Freedman, appointed as a Foundation Governor for a three-year term from 23rd May 2014.

2.2 Mr Zach Bennetts elected as a Staff Governor for a three-year term with effect from 12th July 2014.

The GB noted that:

2.3 the term of office of Mrs Jenny Jebreel as a Staff Governor was completed on 11th July 2014.

2.4 the terms of office of Mr Terry Bernstein and Ms Vicky Fox would end on 31st August 2014 and this was their final regular meeting.

2.5 pursuant to his resignation with effect from 31st August, this was Mr Phillip Bunt's final regular meeting as a Foundation Governor.

The Chairman said that the whole GB would wish to join with him in thanking the departing governors for everything they had done for the School during their respective terms of office. In particular, he expressed the governors' gratitude to Mr Philip Bunt who had chaired both the Finance & Premises Committee and the Discipline Committee for a number of years and latterly had been the GB Vice-Chairman.

The GB also noted that:

2.6 the term of office of Mr Michael Lee would end on 31st August 2014 and that he had been re-elected as a Parent Governor for a three year term with effect from 1st September 2014.

2.7 Ms Geraldine Fainer and Mr Lewis Cohen had been elected as Parent Governors for a three-year term with effect from 1st September 2014.

3. Chairmanship

The Chairman said that he wished to give advance notice that he was not proposing to stand for another term of office from the first meeting of the Autumn Term. He said that he had informed the Headteacher and Philip Bunt earlier in the year when he made the decision and also Steven Woolf prior to his election as Vice-Chairman. He would not, however, be standing down as a Foundation Governor for the time being.

4. Declaration of Interests

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

5. Minutes

The draft minutes of the meeting held on 7th May 2014 were approved.

6. Matters Arising

6.1 - Academy Status - the Chairman said that some progress was now being made with the resolution of the land issues delaying the achievement of Academy Status. The necessary actions had been agreed together with those who would now perform them. He would continue to monitor progress.

7. Chairman's Report

The Chairman said that he was pleased to announce that the settlement agreement with KSSL had been signed at last and that, for the first time in 10 years, the School was no longer in dispute with the company. The GB sent its thanks to Graeme Pocock, the Property Manager, for his tireless efforts to achieve this settlement over a very long period.

8. Skills Audit

The Chairman circulated the latest version of the chart indicating the extent of various areas of expertise possessed by governors. It indicated that all of the skills regarded as Essential by the National Governors Association were well represented in the GB, whilst less so for those classified as Useful or Desirable. The NGA had very recently produced a new methodology and he proposed to circulate a fresh questionnaire during the Summer holidays.

ACTION CHAIRMAN

9. No-Notice Ofsted Inspection

The Headteacher said that all governors were aware that Ofsted inspectors had arrived at JFS for an unannounced inspection at 30 minutes notice, which was odd because it was only two days after the organisation had announced that it was going to consultation about this highly disruptive practice. It emerged that the trigger for this inspection had been the receipt of six complaints from parents over an unspecified period of time, none of the details of which had been revealed.

An informal debriefing had been given to him and a few other members of staff at the end of the inspection, but on a strictly confidential basis, so that he was unable to provide the GB with further information at this point. The usual practice was for the lead inspector to draft a report the following day and this was probably being moderated within Ofsted at the moment. The School will then have 24 hours to comment on any factual matters in the report before it was finalised. The final report would be sent to interested parties a week before publication.

The Chairman said that he recommended that there should be an additional GB meeting next term to consider the final Report and an Action Plan to deal with its recommendations.

ACTION HEADTEACHER AND CHAIRMAN

10. Annual Audit and Accounts

Mr Neil Harris gave a brief oral presentation on the documents stemming from the recent voluntary external audit of the School's accounts for the year ending 31st March 2014. He noted that the auditors anticipated issuing an unqualified report once the GB had approved the documents. However they drew the GB's attention to two matters:

- During the audit it had not proved possible to agree the balance between the School and the Development Charitable Trust. However, in the interim these accounts had been reconciled.
- The Auditors had noted that JFS did not maintain a central Risk Register, contrary to the recommended best practice. The Finance & Premises Committee had asked the Auditors to provide samples from other schools

and guidance with a view to putting a risk register in place during the course of the next academic year.

The Governing Body confirmed its approval of the Audit Findings Letter (incorporating the Letter of Management Representation) and the Report and Financial Statements for 2013/14 and authorised signature of the documents presented as appropriate

11. Woodfield Teaching School Alliance

The Headteacher said that JFS had accepted an invitation to become a strategic partner in the Teaching Alliance.

12. School Holiday List 2015/16

The Headteacher invited approval of the draft holiday list posted on Fronter.

Mr Neil Harris said that he was concerned at the proposal that JFS should be closed throughout Succot instead of open Chol Hamoed. He understood that there were organisational problems, but the current practice inconvenienced a large number of parents and, for some students, might remove their only direct experience of the religious side of the Chag.

In discussion, the following points were made:

- Some parents were happy with the arrangement
- The last three years that JFS stayed open for Chol HaMoed a large succah was erected and, each time, was blown down by the wind.
- The longer morning service disrupted the School day
- Some members of staff would feel compromised by being asked to work on Chol HaMoed or to supervise those students who ate in the dining room instead of the succah
- It was difficult to see how attendance during Chol HaMoed would provide a significant religious experience
- Some parents and some members of staff like to visit Israel for Succot. Indeed, some schools were closed for a day before and a day after the Chag to accommodate them
- On the other hand, the School existed to serve the students and not any other stakeholder
- Some other Jewish schools managed to find ways to open
- There was no generally accepted halachic prohibition on opening schools on Chol HaMoed and some governors were aware of very observant Jews who worked on those days.

The Chairman said that, as was regularly demonstrated at the GB, there were divided opinions. The School management had more experience of the operational difficulties than governors, who should therefore accept the advice offered.

The GB approved the proposed Holiday List of 2015/16.

12. COMMITTEES

12.1 Admissions - The GB noted the contents of the minutes of the meetings of the Committee held on 31st March and 7th May.

12.2 Curriculum - The GB noted the contents of the minutes of the meeting of the Committee held on 28th May 2014 and two attachments.

12.3 Other Finance & Premises Matters

(i) The GB noted the contents of the minutes of the meetings of the Committee held on 24th March 2014, 12th May and 30th June.

(ii) The GB approved the Statement of Internal Control as recommended by the Committee.

(iii) The GB approved the Scheme of Delegation as recommended by the Committee.

(iv) The GB approved the updated Charging Policy as recommended by the Committee.

(v) the GB noted that a far reaching audit by Brent was in progress.

12.4 - GSCC The GB noted that the Committee had not met since the previous GB meeting.

12.5 - Jewish Education The GB noted the contents of the minutes of the meeting of the Committee held on 21st May 2014.

12.6 - Strategy The GB noted that the Committee has not met since the last GB meeting. The Chairman agreed that there would be a number of significant issues for it to consider during the next academic year.

ACTION STRATEGY COMMITTEE

12.7 Pay - The GB noted the contents of the minutes of the meeting held on 23rd June.

12.8 Personnel - The GB noted the contents of the minutes of the meetings of the Committee held on 3rd March and 23rd June 2014. Further minutes awaited advice from Stone King and would be made available to the GB at its next meeting.

13. Any Other Business

13.1 - GB and Committee Meetings 2014/15 - The Headteacher explained that the preparation of a proposed meetings schedule had been delayed by the

Ofsted inspection and would be circulated for approval as soon as the additional work that would be required had been established.

ACTION HEADTEACHER

13.2 - Fronter - Mr Lee said that the Fronter experiment had been in progress for two years but the site was still sparsely populated instead of providing a comprehensive library of materials for governors as had been anticipated. Use was not particularly intuitive and discouraged some governors from using it. The Chairman said that he agreed completely and invited Mr Lee to meet him during the Summer holidays for a thorough review.

ACTION CHAIRMAN AND MR LEE

13.3 - Security - Mr Harris said that conflicting advice had been given by the CST on the best way of enhancing security at the start and end of the day when large numbers of students entered and left the school in a short period of time. It had been invited to clarify the position. General advice following the worsening of the security situation in Israel was expected shortly and would be studied carefully as soon as available.

ACTION FINANCE & PREMISES COMMITTEE

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 8th SEPTEMBER 2014

Present

Chairman: Mr Michael Glass

Governors present:

Mrs Karen Benedyk
Mr Lewis Cohen
Mr Richard del-Monte
Mr Michael Lee
Mr Jamie Peston
Mr Steven Woolf

Mr Zach Bennetts
Mr Richard Cohen
Mrs Geraldine Fainer
Mr Richard Martyn
Mrs Ruth Renton

Mr Russell Boxer
Mrs Joanne Coleman
Mr Neil Harris
Mr Jonathan Miller
Mr Stuart Waldman

SLT present:

Mr Steve Bremner
Ms Debra Mellor

Mr David Harris
Ms Talia Thoret

Rabbi Mark Kampf

Others present:

Dr Alan Fox Clerk to the Governors

1. Apologies for Absence

Apologies for absence were received and accepted from Mrs Florence Asher, Rabbi Moshe Freedman and Mr David Horowitz

Ms Lorraine Tomlinson also sent apologies.

2. Membership

The GB welcomed:

2.1 Ms Geraldine Fainer and Mr Lewis Cohen, elected as Parent Governors for a three-year term with effect from 1st September 2014.

2.2 Mr Michael Lee, re-elected for a further term as a Parent Governor with effect from 1st September 2014.

2.3 Mr Stuart Waldman, appointed to replace Mr Philip Bunt as a Foundation Governor with effect from 1st September 2014.

3. Declaration of Interests

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

4. Election of Chairman

Only one nomination having been received, the Clerk declared Mr Michael Glass re-elected as Chairman.

5. Election of Vice-Chairman

Only one nomination having been received, the Clerk declared Mr Steven Woolf re-elected as Vice-Chairman.

6. Minutes

The draft minutes of the meeting held on 18th July 2014 were approved.

7. Matters Arising

7.1 - Item 6.1 - Academy Status - the Chairman said that there had been no progress since the previous term towards the resolution of the land issues delaying the achievement of Academy Status.

7.2 - Item 8 - Skills Audit - the Chairman said that on reflection he had decided that it was not necessary to update the Audit so soon after the previous one but that he would invite new governors to provide a return.

7.3 - Item 13.2 - Fronter – the Chairman reported that he had recently had a productive meeting with Mr Lee, as a result of which some improvements had been agreed.

7.4 - Item 12.8 - Pay and Personnel Committee - the minutes of the final meeting of the Summer Term were still unavailable and would be provided for the next GB meeting

8. No-Notice Ofsted Inspection

The Headteacher said that a confidential draft of the report of the unannounced inspection had been received on the previous working day, simply for the purposes of allowing immediate comment on factual inaccuracies. These comments were now with the Lead Inspector, but in the meantime he was barred from disclosing the report's contents. He could say, however, that the inspection appeared to have been triggered by six complaints from parents over an unspecified period of time, none of the details of which had been revealed. A Freedom of Information request made to obtain the details had been declined.

The final report was likely to be received within the next 48 hours and had to be sent to all parents before it publication a week later. There would thus be a short window for confidential consideration by the GB and it was provisionally agreed

that the GB would have a special meeting on Thursday 11th September for this purpose.

9. Headteacher's Report

The Headteacher introduced his Summer Term report to Governors. In so doing and in response to questions and discussion, the following points were made:

- So far, the new Performance Related Pay system seemed to be working well. Reports would be made to the Personal and Pay Committees later in the term. It was still to be seen whether and to what extent appeals would be launched.
- The public examination results had been pleasing with a slight improvement in GCSE results and a narrowing of the gap between the Pupil Premium and the non-Pupil Premium students. A full analysis would go to the Curriculum Committee later in the term, which would provide an opportunity for consideration how further improvements might be achieved.

ACTION CURRICULUM COMMITTEE

- The new BTEC course in Hospitality and Catering was fully subscribed.
- The School's experience with the Going for Great network had been valuable but this year JFS had instead joined the Partners in Excellence, which would allow the scrutiny of good practice in a different range of schools.
- The reaccreditation process with Investors in People had reached the Gold Award standard in 2014, an achievement shared with very few other institutions in the country.
- A first annual report providing a log of those few complaints that reached the formal Stage 2 (to the Headteacher) and Stage 3 (to the GB) was at Appendix B. Most complaints were resolved very quickly at the less formal Stage 1. The GB requested that the Complaints Procedure should be placed on the JFS website.

ACTION HEADTEACHER

- Appendix C showed a fairly average staff turnover during the year. The final page showed the proposed reallocation of duties previously performed by Tim Miller.
- Appeals to the Independent Review Panel against the decision of the GB to confirm two permanent exclusions were pending and more details would be provided at the next GB meeting. In the meantime, the Discipline Committee would review the format of the termly report on exclusions to the GB.

ACTION DISCIPLINE COMMITTEE

- Each year a number of students were withdrawn in-year and it was important to understand the reasons and to establish whether, in some cases at least, the causes could be avoided.

10. Future Composition of the Governing Body

Mrs Coleman said that new statutory guidance had been issued that would require changes to be made to the composition of the GB by 1st September 2015. The objective was to improve the functioning of governing bodies and the indication was that they should be no larger in size than absolutely necessary to perform their functions. Greater attention should be played to ensuring that the members of the GB had the range of skills required for effective governance.

The GB currently comprised 20 members but only a minimum of 12 would be required at JFS to meet the new regulations. The power would remain to recruit Associate Members particularly to bring the required skills to specialist committees. It was agreed that, because the changes decided upon would have to be approved by the Foundation Body, the local authority and the Office of the Chief Rabbi, the GB should aim to consider and approve them by the end of the current term. This would then allow a revised Instrument of Government to be drawn up and submitted to Brent by March 2015.

Before this could be done, decisions would have to be taken on the right size of governing body for JFS that met the new Guidance and covered all the skills necessary for good governance without being too unwieldy. It was agreed that a small Working Party consisting of the Chairman, Mrs Coleman and Mr Lee should draw up initial proposals, consult the Headteacher and the Vice-Chairman and make recommendations to the December meeting of the GB.

ACTION CHAIRMAN, MRS COLEMAN AND MR LEE

11. Timetable for Review of Policies and Similar Document

The GB approved the allocation of responsibilities and timetable drawn up by the Headteacher giving priority to the GB's statutory responsibilities.

ACTION CHAIRMEN OF COMMITTEES AND THE SLT

12. Committees

The GB:

12.1 provisionally endorsed the existing committee structure with the current terms of reference (ToR). It requested all Committees to review their ToR at their next meetings and to bring any resulting recommendations to the December GB meeting;

ACTION ALL COMMITTEES

12.2 endorsed the draft generic ToR recommended by the Clerk; and

12.3 in addition to the current memberships, approved the new appointments to committees circulated in advance of the meeting together with:

Mr Bennetts to the Curriculum and Admission Committees
Mrs Renton to the Jewish Education Committee

13. Programme of Meetings

The GB approved the proposed programme of meetings for the Autumn Term and requested that the Headteacher should draw up a programme for the remainder of the academic year as soon as possible.

ACTION HEADTEACHER

14. Code of Conduct

The GB adopted the draft Code of Conduct circulated prior to the meeting.

15. Any Other Business

15.1 - Governor Training - the GB approved the appointment of Mrs Renton as the coordinator of Governor training and reminded all governors that a record of all training undertaken should be entered on Fronter.

ACTION ALL GOVERNORS

15.2- Suggestions - the GB requested that a virtual suggestion box should be placed on the JFS website.

ACTION HEADTEACHER

Signed
(Chairman)

Date



MINUTES OF THE SPECIAL MEETING OF THE GOVERNING BODY (GB) HELD ON THURSDAY 11th SEPTEMBER 2014

Chairman: Mr Michael Glass

Governors present:

Mrs Karen Benedyk
Mr Lewis Cohen
Mrs Geraldine Fainer
Mr Michael Lee
Mrs Ruth Renton

Mr Zach Bennetts
Mrs Joanne Coleman
Rabbi Moshe Freedman
Mr Richard Martyn
Mr Stuart Waldman

Mr Russell Boxer
Mr Richard del-Monte
Mr Neil Harris
Mr Jonathan Miller
Mr Steven Woolf

SLT present:

Mr Simon Appleman
Rabbi Mark Kampf

Ms Debra Mellor
Miss Talia Thoret

Mr David Harris

1. Apologies

It was noted that the meeting had been called on short notice following the receipt of the final form of the Ofsted Report. Apologies for absence were received and accepted from Mrs Florence Asher, Mr Richard Cohen, Mr David Horowitz and Mr Jamie Peston.

Apologies were also received from Mr Steve Bremner

2. Papers

In advance of the Meeting the following papers had been circulated to the GB:-

- a. The Ofsted Report (carried out on 8-9 July 2014)
- b. Copies of the Freedom of Information Act requests made to Ofsted;
- c. Letter to Governors dated 11 September 2014;
- d. ParentView Results as at 14 July 2014;

- e. JFS School Improvement Plan Themes and Action Plans 2014/15

3. Agenda

It was noted that because the meeting had been called on short notice, no agenda had been circulated in advance. However the purpose of the meeting was to consider the Ofsted Report, the Actions recommended by Ofsted, and the School's proposed response to the Ofsted Report.

4. Background to the Inspection

The Headteacher explained that no notice inspection had been triggered by complaints made to Ofsted. The Lead Inspector had made clear that six complaints with eight aspects had been made but despite repeated requests for information (including the FOI Requests) Ofsted had disclosed the substance of only four of those complaints. There appeared to be a mismatch between the references made in the Ofsted Report to the nature of the complaints (e.g. concerns with extremism) and the summary of the four complaints that had been disclosed in response to the School's request.

Mr Neil Harris noted that whilst the basis of the investigation was interesting, it should not detract from the substance of the Ofsted Report and the meeting should be more concerned to consider the findings and the recommendations. The Chairman agreed but noted that the context was helpful to later discussions.

Mrs Karen Benedyk noted that what was more important was the learning points for the School about how it deals with parental complaints. Mr David Harris agreed but noted that one complaint in question was made by a parent in difficult circumstances which in all probability would have been made, whatever action the School had taken, but the point was well made.

Miss Talia Thoret explained that JFS spends hours each week investigating and resolving queries, concerns and complaints from parents.

5. The Ofsted Report

The Meeting then proceeded to examine the Report in detail.

Information about the Inspection (page 2)

Rabbi Freedman asked about the evidence underpinning the Ofsted Inspection and whether the School has seen the evidence forms. The Headteacher had not seen the underlying evidence forms but was considering whether to make a FOI Request to see the underlying paperwork.

Information about the School (page 3)

"The school does not report on the ethnicity of its students." Mr Michael Lee asked whether this is information which the School should now be collecting. The Governors discussed the difficulty of collecting any meaningful ethnicity data from amongst the School's student cohort. Mrs Jo Coleman noted that following the JFS

case ethnic monitoring should not be undertaken without first having undertaken legal advice.

The achievement of pupils (page 4)

The Meeting considered each of the 11 bullet points in detail. It was noted that Ofsted had not taken into account the School's recent A-level and GCSE results. It was noticed that the declining trend in GCSE results had reversed in 2014.

There was a general discussion about achievement. It was noted that in some areas, e.g. CACHE, the achievement of students was outstanding.

The Governors questioned Ofsted's findings that the small number of lower ability/SEN students and PP students do not achieve as well as others. There was discussion about the achievement gap and the strategies that the School had put in place and would be putting in place to address that gap.

The quality of teaching (pages 4 and 5)

The GB noted each of the five bullet points in detail. In particular it noted that the quality of teaching was judged good overall and outstanding in part.

The Governors noted Ofsted's comments in bullet point 3 that less able students make slower progress because activities are not always pitched at the correct level for them.

Mr Neil Harris asked whether the SLT agreed with the comment in bullet point 4 that some students "feel unfairly treated by teachers who use formal sanctions too quickly." The Headteacher noted that there were questions that needed to be addressed about the clarity surrounding the use of sanctions in the school and whether they were applied consistently.

Mrs Karen Benedyk asked about differentiation in lessons and how the School will deal with the bottom 20% in ability terms. The Headteacher noted that this was not one of Ofsted's action points. Mr Karen Benedyk noted that nevertheless she thought that this was a challenge that would need to be addressed by the SLT and considered in more detail by the Curriculum Committee.

The Headteacher noted his concerns that the School could become distracted if it tried to focus on too many objectives.

Behaviour and Safety of Pupils (page 5)

The GB noted each of the six bullet points in detail. It expressed its profound surprise at the grading that had been awarded. It questioned what comprised a small number having poor attitudes to learning. The Meeting reviewed in detail the numbers of fixed term and permanent exclusions and noted that although there had been three permanent exclusions in the Summer Term 2014, there had not been any Permanent Exclusions in the three years prior to 2013/14. The rate of growth was therefore misleading.

The meeting considered the finding that “the Behaviour Policy is not applied in a consistent manner throughout the school.” It also noted that the use of sanctions was inconsistent. In addition a disproportionate number of pupil premium children in Year 8 were referred to Room 17. The Meeting questioned whether the SLT had evidence of the inconsistent application of the Behaviour Policy.

Partly the monitoring of the use of sanctions across the school was hampered by the problems associated with Progresso ,the new Management Information System (MIS) which was cloud based and not working effectively. It could not report on the the full range of sanctions and the way in which they were being applied. This was something that the SLT would be working to address as was set out in the SIP.

Miss Talia Thoret had sat with the Inspectors and explained that the Year Managers reviewed the behaviour of all students in their year group on a daily basis and knew all their students. Whilst Ofsted accepted that the Year Managers understood their students they were concerned that there was no trend analysis and considered there was a lack of strategic oversight.

Mr Neil Harris asked why Ofsted was so concerned about the process, if the system was in fact seen to be working.

It was also noted that the Inspectors thought JFS’ Discipline Policy was too strict and that the School over-reacts in certain situations.

Mrs Karen Benedyk asked what more the Governors should have been doing to review the Behaviour and Discipline in the School. This issue would now be considered in detail by the Discipline Committee.

The Meeting considered the attendance issue set out in bullet point 3. It was noted that the School would be examining attendance issues in detail and acting more quickly to intervene where there were unauthorised absences. Mr Neil Harris noted that the GB wanted to know what steps and measures were being taken and how the School’s attendance figures compared to other schools. Mr David Harris had set out the plans on attendance in the SIP. It was agreed by the GB that the progress on attendance would be monitored by the GB but would be reviewed in detail by the Discipline Committee.

Mrs Ruth Renton asked whether the School’s whole policy was considered too draconian and noted that ‘some parents’ had expressed concern that the School’s Behaviour Policy was implemented inconsistently. Mr David Harris said that the primary concern had focused on the inconsistency and the way in which the various sanctions were applied across the School.

Miss Talia Thoret explained that sanctions are always applied depending upon the student in question and the circumstances arising.

Rabbi Freedman noted his frustration at the lack of convincing statistical evidence set out in the Ofsted Report.

The Leadership and Management (page 6)

The GB considered in detail the 11 bullet points set out in this section of the Report. It was noted that senior and middle leaders share high aspirations leading to the good academic attainment of most students who attend the school.

The Meeting considered Ofsted's finding that leaders and governors are not monitoring behaviour systems closely to check that any inequalities are addressed. It also noted Ofsted's finding that the leadership is unable to recognise trends or check what actions are making a difference because information systems are inefficient and sometimes inaccurate. Mr Simon Appleman updated the GB on the implementation of Progresso. Governors expressed concern that the difficulties which had been experienced in rolling out the system had not been shared with the GB. Mrs Jo Coleman noted that in her view this was a fundamental issue which should have been brought to the GB's attention through the Headteacher's Report or (given its importance) as a separate agenda item. Governors could not be expected to have oversight over matters which were not on their radar. There should be a clear expectation that difficulties would be shared with the GB as often as successes were reported.

Ofsted Required Actions (page 3)

The Meeting then considered the three action points which Ofsted has set out in its Report.

1. To improve the behaviour of students – to ensure consistency
2. To improve leadership and management – checking policies, tracking sanctions, monitoring attendance
3. An external review of governance should be undertaken in order to assess how this aspect of leadership and governance may be improved.

The Chairman reported that the review of Governance would take place on Friday 19 September by an external governance expert recommended by Brent

It was resolved that the Strategy Committee should consider the SIP in detail at its next meeting to ensure that all of the Ofsted concerns were being properly addressed in the SIP.

A question was raised over the 'safety' issue. Miss Talia Thoret explained to Governors that this arose as a result of the attendance levels.

6. Reflections on the Ofsted Report

Mr Glass gave a short presentation to the GB setting out some of his reflections on the Ofsted Report. Governors and members of the SLT raised questions and discussed the issues raised.

7. Next Steps – Ofsted

Ofsted would return for a monitoring inspection within 4 to 12 weeks and would be examining whether the School had responded to the findings of the Report.

All Action Plans had been circulated and will be considered in full on the 29 September 2014.

John Gallagan has been invited back in to work with the School to ensure that it is making the necessary improvements.

The GB has already begun to review its composition in order to enable it to meet the DfE new Statutory Guidance for governing bodies of maintained schools. Mrs Jo Coleman has presented a paper to the GB at its meeting on 8 September 2014 and the recommendations of the Governance Review could be built into any revised structure (if necessary).

The Headteacher concluded by stating that the School understands, accepts, can and will respond to the findings of the Ofsted Report. The School accepted the areas of improvement and had already started addressing those areas. Irrespective of the Report, the Headteacher confirmed his belief that the School is a fantastic school and will continue to be so. He also noted that he does not accept that the Report is an accurate reflection of the School.

8. Publication of the Ofsted Report

The Meeting noted that the Report should be sent to parents as soon as possible. Care should be taken to ensure that the situation was carefully explained to parents so that they were clear what had happened but were not alarmed that the School that so many of them regarded as excellent, had suddenly suffered a dramatic fall in standards (which the Report's gradings might suggest).

The Headteacher confirmed that the Letter to Governors would be used as the basis of the letter to parents. Mrs Jo Coleman expressed the view that the letter needed to be redrafted to ensure that it properly explained the position. The Meeting discussed the proposed letter. It was agreed that the letter would be redrafted but that that work would need to be undertaken quickly, as there was a strong desire that the Report should be sent to parents before the weekend. Mr Steven Woolf agreed to prepare a revised draft with support from Mr Lewis Cohen and Mrs Jo Coleman. The Chairman would then make any final changes in the morning.

Governors were also asked to do what they could to discuss the Report with parents to try and allay any concerns they might have.

There was also discussion about how the Report would be presented at the forthcoming Prospective Parents Evening.

9. Close

There being no further business the Meeting closed.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 15th DECEMBER 2014

Present

Chairman: Mr Michael Glass

Governors present:

Mrs Karen Benedyk	Mr Zach Bennetts	Mr Russell Boxer
Mrs Joanne Coleman	Mr Richard del-Monte	Rabbi Moshe Freedman
Mr Neil Harris	Mr David Horowitz	Mr Michael Lee
Mr Richard Martyn	Mr Jonathan Miller	Mr Jamie Peston
Mrs Ruth Renton	Mr Stuart Waldman	Mr Steven Woolf

SLT present:

Mr David Harris	Rabbi Mark Kampf
Ms Debra Mellor	Ms Talia Thoret

Others present:

Dr Alan Fox Clerk to the Governors

1. Apologies for Absence

Apologies for absence were received and accepted from Mr Lewis Cohen, Mr Richard Cohen and Mrs Geraldine Fainer.

Mr Steve Bremner and Ms Lorraine Tomlinson also sent apologies.

2. Membership

The GB noted the resignation for reasons of ill-health of Mrs Florence Asher as a Foundation Governor with effect from 20th October 2014.

3. Declaration of Interests

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

4. Minutes

The draft minutes of the meetings held on 8th and 11th September 2014 were approved.

5. Matters Arising

5.1 - Item 9 – Complaints Procedure - the Headteacher confirmed that the procedure had been published on the website.

5.2 - Item 9 - Format of termly report on exclusions – it was confirmed that the Discipline Committee would be considering this at its next meeting.

ACTION DISCIPLINE COMMITTEE

5.3 - Item 15.2 - Virtual Suggestion Box - the Headteacher confirmed that the Box was now available on the website.

6. Update Report on Inspections

6.1 The Chairman said that all governors had received the five Post Ofsted Action Plans covering Teaching & Learning, Behaviour & Safety, Governance, Attendance and Information on Homophobic & Transgender Bullying, which allocated implementation and monitoring responsibilities. It was vital that the plans were followed through and kept continuously updated to show that they were being taken seriously and that progress could be demonstrated to OFSTED.

A follow-up monitoring inspection had been held on 1st December and the report, very recently received, acknowledged that Governors and the SLT were taking effective action and identified further actions to be taken. A further inspection would follow, probably in about 18 months time.

In response to a number of questions posed by Governors on his statement, the Headteacher:

- confirmed that a letter about the follow-up report would go to all parents on 17th December and the full text would probably be published on the OFSTED website by the end of the week;

ACTION HEADTEACHER

- suggested that Chairmen should ensure that their respective Committees carefully monitored those elements of the Action Plans falling within their areas and reported back on progress regularly to the GB. If dates currently fixed for the regular termly meetings would make the timely monitoring reporting difficult, they would wish to make appropriate alternative to ensure that the process was not delayed;

ACTION COMMITTEE CHAIRMEN

- in addition to action already taken, teaching staff would be further updated about the plans at an early meeting in the Spring Term.

ACTION HEADTEACHER

6.2 The Headteacher said the final report of the Pikuach Inspection should be available very shortly and would be circulated to Governors as soon as received and subsequently to parents. He was confident from the draft seen that it would be more favourable than the OFSTED report but could not comment on the question posed why two inspection bodies, presumably using the same or similar criteria, could arrive at significantly differing conclusions.

ACTION HEADTEACHER

6.3 The GB took note of the letter dated 17th October from OFSTED in response to the Headteacher's complaint in which apologies were offered for the failure to handle four of the complaints it had received in accordance with its own procedures and failing to provide a summary prior to the inspection.

7. Academy Status

The Chairman drew attention to the Headteacher's Discussion Paper proposing that the application for Academy Status be withdrawn. He explained that, although final resolution of the land issues appeared to be in sight, there was still no progress in dealing with the impasse between the Local Authority and the DfE arising from the PFI arrangements and no sign that either organisation had any interest in moving forward and producing the required unique documentation. Moreover the loss of the School's Outstanding grading, militated against Academy status being granted. In the meantime leaving the application in limbo meant that JFS was not eligible for LCVAP funds worth around £200,000 pa.

Mr Martyn said that, as a result of not being able to proceed beyond the making of the initial Academy Order about four years ago, on the basis of financial calculations made at the time JFS had probably lost about £2m saving in expenditure. Whilst he was prepared reluctantly to accept the withdrawal recommendation, at the same time he hoped that the in-house financial calculations could be kept current so that there would be no significant delay in making a fresh decision once the OFSTED status had been improved and the legal issues resolved. The Chairman said that not only was the general Academy background changing but also that in his opinion any academy application would be extremely complicated and time consuming.

The GB approved the withdrawal of the Application.

8. Future GB Composition

Mrs Coleman said that Working Party constituted by the GB in September had intended to bring forward to this meeting firm proposals for reconstitution in accordance with the regulations coming into effect in 2015. Unfortunately, it had been discovered at the last moment that its proposals would not be legal and further work would now be necessary before the GB could take a decision,

The GB requested the Working Party to produce final proposals for its January meeting.

ACTION CHAIRMAN, MRS COLEMAN AND MR LEE

9. GB Calendar

The GB approved the proposed programme of meetings for the Spring and Summer Terms.

10. Committee Membership

The GB appointed:

- Mr Stuart Waldman to the Discipline Committee.
- Mr Michael Lee to the Jewish Education Committee

- Mrs Ruth Renton as Mathematics Link Governor
- Mr Steven Woolf as English Link Governor

It was agreed that the Chairman and Vice-Chairman would review Committee membership in the light of current imbalances and of the proposals of the Reconstitution Working Party.

ACTION CHAIRMAN AND VICE-CHAIRMAN

11. Admissions Committee

11.1 The GB took note of the minutes of the meetings held on 16th July, 8th September and 3rd November.

11.2 Mr Del-Monte said that, as would be seen from the circulated draft, the Committee recommended no change of substance for the Admissions Policy for 2016/17. If accepted by the GB, this would mean that it would not be necessary to go to external consultation.

The GB approved the Admissions Policy for 2016/17 and requested that it be published on the JFS website. It confirmed that its final approval of the policy annually should not be delegated.

ACTION HEADTEACHER

11.3 The Headteacher said that there had been over 700 applications for Year 7 places in September 2015, a similar figure to last year. Within that number the proportion of siblings had increased reflecting the broadening of the definition of those qualifying for priority under this heading.

12. Curriculum Committee

12.1 In taking note of the minutes of the meeting held on 8th December, the GB received a brief explanation from Mr Appleman of academic performance against targets. He said that the outcome of the public examinations could be judged by the raw results, by the value added and by student progress, each of which could present a different picture. Targets should be challenging but at the same time realistic. The way subsequent performance was seen was dependent on that earlier balance.

Not all of the raw 2014/15 targets had been met. With the exception of pupils receiving free school meals, the value added and individual progress figures showed better outcomes than the raw data and JFS had finished in the top 5% of state funded schools in the top eight subjects. Each year cohort would be different and it was noted that although the previous Year 11 was the first entering the school under the new admissions arrangements (without banding), actual attainments had changed very little from earlier cohorts.

12.2 The GB approved the draft Policy on Special Educational Needs & Disability noting the Committee's intention to review it again during Autumn 2015 and probably thereafter biennially.

ACTION CURRICULUM COMMITTEE

13. Discipline Committee

13.1 The GB noted the minutes of the meeting held on 27th October and that the Committee had also met on 19th September and 26th November to consider confidential matters.

13.2 Introducing her updating note on the work of the Committee, Mrs Coleman said that the Committee, which was heavily indebted to Miss Thoret, had been concentrating on the OFSTED concerns that disciplinary sanctions should be applied in a consistent manner by all staff and that students understood what was expected of them. There was no intention of changing the disciplinary process but Behaviour and Discipline Policy (incorporating the previously freestanding Anti-Bullying Policy) had been completely redrafted and a “Ladder of Consequences” introduced with the objective of explaining the policy very clearly and setting the expectations of all students by providing descriptions of good behaviour.

In the process, there had been widespread consultation with parents and students as the draft progressed but only four members of staff had attended a drop-in meeting. The School’s solicitors had provided comments as had an external behaviour consultant.

In discussion the following points were made:

- The SIMS data system would be coming on stream in February and would ultimately be valuable in recording and analysing behaviour patterns
- The main outcome of the consultation with both parents and pupils was a desire for consistency.
- However, whilst consistency was very important, discipline could not be totally mechanistic and penalties for infractions had to take account of the context of an individual breach.
- A very clear definition of bullying was required in the policy.
- It was the intention to write to parents in January, taking the opportunity to thank those who had responded to the consultation, provide a summary of the views received and to publish the new policy.

The GB approved the policy in principle subject to any minor amendments required for clarification that might be introduced in the following weeks. It requested a report at the second GB meeting of the Summer Term on the way in which it was found to be operating

ACTION DISCIPLINE COMMITTEE

14. Finance & Premises Committee

14.1 The GB noted the minutes of the meetings held on 20th October and 17th November. Mr Neil Harris drew attention particularly to the reluctant agreement by the Committee of unbudgeted expenditure to replace the MIS system by SIMS. This was badly needed for effective School management and also by

Governors in order to fulfill their monitoring role. He was most grateful for the offers of assistance from those Governors with substantial experience of introducing new systems. Mr Appleman reported that the early introductory stages were running well.

Mr Harris explained that at its recent meeting the Committee had also approved a request to be made for an additional £15 voluntary contribution from parents to meet some of the costs associated with enhanced security arrangements. Whether or not this would have to become permanent would be considered in the following year.

ACTION FINANCE & PREMISES COMMITTEE

14.2 Noting that its Appendices had been approved at an earlier meeting, the GB approved the recommended Financial Procedures Manual. It agreed that in future the responsibility would be fully delegated to the Committee.

15. GSCC

The GB noted the minutes of the meeting held on 8th December.

16. Jewish Education

The GB noted the minutes of the meeting held on 10th November and that for lack of time the scheduled review of the Kashrut Policy had been postponed until the next meeting.

ACTION CURRICULUM COMMITTEE

17. Pay Committee

The GB noted the minutes of the meeting held on 24th November.

18. Personnel Committee

18.1 The GB noted the minutes of the meeting held on 24th November.

18.2 The Chairman said that the Pay Policy had been revised in line with the latest legislation. The draft was approved by the GB, which also delegated future responsibility for approval to the Personnel Committee. The Committee would review the policy again in July.

18.3 The GB approved the revised Performance Management Policy.

19. Strategy Committee

The GB noted the minutes of the meeting held on 29th September.

20. Safeguarding Audit

20.1 The GB approved the Safeguarding Audit, on which Brent had not commented.

20.2 It was noted that with the resignation of Mrs Asher it would be necessary for another governor to be appointed to the safeguarding role. The Chairman and

Vice-Chairman were requested to make the necessary arrangements that would be retrospectively endorsed by the GB.

ACTION CHAIRMAN AND VICE-CHAIRMAN

21. Governors Allowances

The GB approved the draft policy and delegated future responsibility for so doing to the Finance & Premises Committee.

ACTION FINANCE & PREMISES COMMITTEE

22. Committee Terms of Reference (ToR) 2014/15

A number of recommendations had been received from Committees for changes to their terms of reference. However, consideration was postponed pending decisions on the reconstitution of the GB that would have knock-on effects.

23. Any Other Business

23.1 - Governor Training - Mrs Renton said that she would be recirculating the programme but reminded all new Governors that PAJES would be holding an Induction Course on 10th February. This occasion would be equally suitable for existing governors who might benefit from a refresher.

ACTION ALL GOVERNORS

23.2 - Governor Training - the Chairman said that he would circulate to all Governors passwords for the subscription to the Key Governor Support website made available through the subscription to Brent School Partnership.

ACTION CHAIRMAN

23.3 – Conclusion – the Chairman said that the term now concluding had been particularly challenging for JFS and he wanted to thank the SLT and the governors who had been involved who had worked under extreme pressure to complete all of the necessary documentation.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 19th JANUARY 2015

Present

Chairman: Mr Michael Glass

Governors present:

Mr Zach Bennetts
Mr Richard Cohen
Mrs Geraldine Fainer
Mr Michael Lee
Mr Jamie Peston
Mr Steven Woolf

Mr Russell Boxer
Mrs Joanne Coleman
Mr Neil Harris
Mr Richard Martyn
Mrs Ruth Renton

Mr Lewis Cohen
Mr Richard del-Monte
Mr David Horowitz
Mr Jonathan Miller
Mr Stuart Waldman

SLT present:

Mr Steve Bremner
Ms Debra Mellor

Mr David Harris
Ms Talia Thoret

Rabbi Mark Kampf

Others present:

Dr Alan Fox Clerk to the Governors

1. Apologies for Absence

1.1 - Governors - Apologies for absence were received and accepted from Mrs Karen Benedyk. Rabbi Moshe Freedman was also not present.

1.2 – SLT - Ms Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Minutes

The draft minutes of the meetings held on 15th December 2014 were approved.

4. Matters Arising

4.1 - item 6.1 – Academy Status - the Headteacher confirmed that the JFS application had now been withdrawn. He was awaiting formal acknowledgement.

Mr Cohen added that the legal work related to the proper registration of the School's title that would eventually facilitate the 125-year lease was very nearly completed.

5. Pikuach Inspection

The GB noted the Report previously circulated and offered its thanks to the Jewish Education Department for the way that the inspection had been handled and for the very pleasing outcome.

6. Chairman's Report

The Chairman said that naturally there was a great deal of current concern about security and he confirmed that the School had been working closely with the CST to meet all of its recommendations. Funding had been made available for the enhanced security measures approved earlier and the Property Manager had implementation hand. Whilst there had been no incidents of major concern, the Headteacher had addressed a number of assemblies to ensure that all students were fully aware of and alert to the dangers.

The Headteacher said that with the dedication of additional resources there was now a more visible police presence. At least one additional vehicle and a counterterrorism vehicle were visiting all local Jewish schools three times a day. Regular fire evacuation drills had been arranged in the past been and work was now being undertaken to prepare rehearsals for occasions when an emergency dictated that students and staff should remain in their current positions.

A number of governors expressed critical views about the current level of checks on visitors to the site. Mr Lee said that he was concerned that he had never seen a car searched on entry and that there was no sign of security staff patrolling. He wondered whether the CST was fully aware that the School was used significantly out of hours. Although, of course, they might have been personally recognized, some governors reported that they had not been asked to show security passes on entry including Mr Lewis Cohen who had not removed his motorcycle helmet. The format and the colour of the passes had not been changed for many years.

In discussion, the GB took the view that, although reliance for security advice had always been placed on the CST, which was in turn working in close liaison with the police, it was now desirable additionally to engage an external security consultancy unfamiliar with and independent of JFS, to carry out a one-off survey of all of the security arrangements.

ACTION FINANCE & PREMISES COMMITTEE

7. Headteacher's Report

The Headteacher introduced his Autumn Term Report, which was amplified by a number of appendices providing information on the progress being made with five post-OFSTED Action Plans and the 2014/15 SIP Action Plans. The OFSTED Plans were accompanied by a document summarising the implementation progress made up to the end of November. In response to a number of questions and in discussion the following points were made:

Responsibility for the oversight of attendance was being delegated to the Discipline Committee and the recent data were incorporated in the Action Plans. Attendance at JFS was improving and was higher than the national average, as it should be. There had been a particular improvement in the Sixth Form, which could be ascribed to the operation of a more stringent regime and the active engagement of the attendance officers using better systems.

The Pikuach Inspection having only recently reported, a follow-up Action Plan was not yet available. It was anticipated that this would be a major activity of the Jewish Education Committee in the current Term.

ACTION JEWISH EDUCATION COMMITTEE

The OFSTED Follow-Up inspection report indicated general satisfaction with the manner in which actions were being planned to improve the areas criticized in the Summer. A further inspection would follow, probably in about 18 months time at which, no doubt, the Inspectors would look closely at the progress achieved.

The Autumn been a very difficult term for staff who had all been under considerable pressure. Most, if not all of the staff, were aware of the Action Plans and their particular roles but morale was low in patches. It was important that they should feel that they were being consulted and their views heard by governors, particularly in respect of their capacity for additional work. The governor consultation meeting with support staff on discipline had been very positive. The general view was that similar meetings on other topics could be helpful, provided they did not cut across the normal management chain and responsibility for operational matters.

It was explained that Extended Projects were self-motivated and largely self-directed research projects aimed at outstanding students in Year 12. Fifteen students had participated this year, all of whom had gained a Grade A or Grade A*. Governors were encouraged to attend the presentations next year.

Whilst a lower total than the exceptional last year, 12 students had received provisional Oxbridge offers, evenly split between Oxford and Cambridge. This reflected very well both on the students and on the staff supporting them.

The Discipline Committee would be looking at its next meeting at the format of the exclusion statistics reported on a termly basis to the GB.

ACTION DISCIPLINE COMMITTEE

The updated version of the Policy Review Plan now incorporated target dates for all policies and similar documents. Except for those few cases where there was a statutory requirement to review at set intervals, it was assumed that when a policy was updated a decision would be taken on the next review date. Columns 3 & 4 indicated the current interval proposed in each case. Appropriate documents were placed on the School website and the Clerk was requested to place all policies on Fronter for governor reference purposes.

ACTION CLERK

The circulated documents showing changes in the major areas identified for improvement since the OFSTED inspection in July represented a snapshot on a particular date. They were regularly updated and the colour coding allowed easy identification of the progress being made.

8. Future GB Composition

The Chairman said that, as reported at the previous meeting, further work was necessary before a final proposal could be put to the GB. Mrs Coleman's circulated interim report showed the latest state of thinking with a proposal for a new GB composed of eight Foundation Governors, three Parent Governors, one Staff Governor and one Local Authority Governor which, together with the Headteacher, made a total of 14. There was now a particular emphasis on ensuring that governing bodies possessed all identified necessary skills. Because it was not possible to count on elected governors filling any particular gaps, the Working Party had aimed at a new structure where all essential skills were held by Foundation Governors; this led to a minimum number of eight. Skills brought by the five elected governors would be a bonus.

The Chairman said that too much importance should not be placed at this stage on the composition of committees shown. The table included in the report was provided simply to demonstrate that with the new composition in contemplation, it would be possible to maintain a viable committee structure.

Mrs Renton questioned whether a governing body of only 14, all but one of whom were on a voluntary basis, was sufficient for a school as large as JFS. The Chairman said that enquiries indicated that all governing bodies were being reduced and that the power remained to appoint associate members who possess particular needed skills to committees if required.

The GB requested the Working Party to produce final proposals for its March meeting.

ACTION CHAIRMAN, MRS COLEMAN AND MR LEE

9. Committees

The Chairman said that in the view of the Reconstitution Working Party, there should be some redistribution of work between the Committees. The Chairman and Vice-Chairman were reviewing Committee structure and membership in the light of current imbalances and of the anticipated proposals of the Reconstitution Working Party and would reflect their recommendations in revised Terms of Reference. In particular, they had it in mind that the Discipline Committee should take responsibility for Attendance and the Curriculum Committee for PSHCE.

However, it should be appreciated that the structure was dynamic and if any of the new arrangements proved unsatisfactory there was no reason why after a reasonable trial period there should not be further change. For example, if there were found to be insufficient expertise in any area associate members with the appropriate skills could be appointed.

ACTION CHAIRMAN AND VICE-CHAIRMAN

The GB appointed Mrs Geraldine Fainer to be a member of the Discipline Committee and of the Curriculum Committee:

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Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 23RD MARCH 2015

Present

Chairman: Mr Michael Glass

Governors present:

Mr Zach Bennetts
Mr Richard del-Monte
Mr David Horowitz
Mr Jonathan Miller
Mr Stuart Waldman

Mr Russell Boxer
Mrs Geraldine Fainer
Mr Michael Lee
Mr Jamie Peston
Mr Steven Woolf

Mrs Joanne Coleman
Mr Neil Harris
Mr Richard Martyn
Mrs Ruth Renton

SLT present:

Mr Steve Bremner
Ms Debra Mellor

Mr David Harris
Ms Talia Thoret

Rabbi Mark Kampf

Clerk:

Dr Alan Fox

1. Apologies for absence

Apologies for absence were received and accepted from Mrs Karen Benedyk. Mr Richard Cohen and Rabbi Moshe Freedman.

Ms Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Membership

The Chairman said that he had already advised the GB of his intention to resign both as Chairman and as a Governor immediately after the meeting. He announced that earlier in the day he had also received notice of the immediate resignation of Mr Lewis Cohen.

4. Minutes

The draft minutes of the meeting held on 19th January 2015 were approved.

5. Matters Arising

5.1 - item 4.1 – Academy Status - the Headteacher confirmed receipt of the notice of the withdrawal of the JFS academy status application.

5.2 - Item 6 – Security Consultant – The Chairman said that the Security Sub-Committee of the Finance & Premises Committee had recently considered the GB request for a survey of the security of the JFS site by an independent consultant. The Security Sub-Committee of the Finance & Premises Committee had considered this but did not consider it appropriate because of the possible effect on the relationship with the CST.

6. Chairman's Report

The Chairman said that work flowing from the OFSTED inspection continued and was being monitored by the appropriate GB committees.

7. Budget 2015/16

Mr Neil Harris, Chairman of the Finance & Premises Committee introduced the proposed budget for the coming academic year. In so doing and in subsequent discussion, the following points were made:

- as was required, the Committee's recommendation was for an effectively balanced budget in 2015/16 (with income at £17.777M and expenditure £4000 less).
- meeting this requirement had not been easy. Earlier versions of the budget had shown a significant deficit that had had to be gradually whittled down by finding savings and economies.
- the proposals were supported by a three-year projection as requested by the Local Authority, but with most of the factors outside the School's control it had to be recognised the further into the future the greater the uncertainty.
- with this caveat, the deficit between projected expenditure and anticipated public funding was diminishing over the three-year period, which if accomplished would lead to a reduction on the reliance on charitable donations.
- the principal budgetary assumptions that had been made this year were shown in the PowerPoint presentation
- a continued pressure on public expenditure on education was to be expected and the forthcoming General Election added a greater uncertainty and risk factor than usual.
- whatever else might happen, staff costs would be increasing by at least 3% because of National Insurance changes and it was by no means certain that these would be covered by increased government funding.

- other uncertainties were built in to staffing costs by the everchanging staff profile, performance related pay and the outcome of national negotiations on pay scales. The projections assumed full staffing at all times.
- the Unitary Charge shown for utilities management was largely formulaic and had little flexibility.
- if reductions in expenditure became necessary at short notice, the effects would be likely to be less if carefully thought out contingency plans were available. The Finance & Premises Committee would be giving this some attention.
- there was high confidence that in the current climate the Government Security Grant would continue during the next financial year.
- parental voluntary contributions had held up well during the difficult financial climate and there was confidence that in the gradually improving circumstances the slightly higher sum to be requested of £100 per month would not cause a difficulty
- the reserve carried forward was at a low level and therefore the budget had been drawn up on a conservative basis.

In further discussion, it was explained that possible inadvertent overclaiming of Pupil Premium had recently come to light and had been advised to the Local Authority. For various reasons, it seemed unlikely that there would be any clawback for earlier years but the sum received would certainly be lower this year and in future years. This would not be allowed to affect the provision of free meals for those pupils who met the JFS criteria and the Student Fund would underwrite any shortfall for 12 months. Work was being put in hand to identify those pupils who had a statutory entitlement but had not claimed it.

It was agreed that in future Pupil premium should be shown as a separate line item.

ACTION FINANCE & PREMISES COMMITTEE

In discussion of the degree of confidence that could be placed on the budgetary estimates it was noted that the difference between budget and outturn last year was only 1%. It was not considered that a contingency allowance would be useful and it was likely to lead to an underspend. Should an unforeseen item of expenditure emerge in-year the first step would be to attempt to find compensatory savings. It would also be possible to seek some assistance by way of additional charitable grants.

As proposed by Mr Harris and seconded by the Chairman, the GB approved, without dissent, the draft 2015/16 Budget recommended by the Finance & Premises Committee. The Chairman recorded the GB's thanks to all those responsible for the work leading to this successful conclusion.

8. GB Reconstitution

The Chairman said that, as would be seen from the paper before the GB, the Working Party recommended a new GB structure of 8 Foundation Governors, 3 Parent Governors, 1 Staff Governor and 1 Local Authority Governor which,

together with the Headteacher, made a total of 14. This was consistent with the firm Government guidance that the size of governing bodies should be reduced to the smallest possible compatible with the possession of all identified necessary skills. Because it was not possible to count on elected governors filling any particular gaps, the Working Party had aimed at a new structure where all essential skills were held between the eight Foundation Governors, the minimum number for this purpose. Skills brought by the four elected governors and the LA appointed governor would be a bonus.

The Chairman added that currently there were 11 Foundation Governor positions but currently one vacancy remained. He had already announced his own resignation and Karen Benedyk, Richard Cohen and David Horowitz had indicated that they would not be seeking reappointment when their terms of office expired at the end of August. On the other side of the equation, the US was currently considering two proposals for appointment as Foundation Governors, including Ruth Renton who would resign as a Parent Governor if her nomination were successful. If all went to plan the number of Foundation Governors would thus reduce to eight.

The proposition before the Governing Body would reduce the number of Parent Governors from four to three. The departure of Lewis Cohen and Ruth Renton would require an election for one Parent Governor to be held next term. (There would be no purpose in electing two more Parents in the Summer Term if one would have to resign at the end of the Term). The Chairman said that too much important should not be placed at this stage on the composition of committees shown. The table included in the report was provided simply to demonstrate that with the new composition in contemplation, it would be possible to maintain a viable committee structure.

The new legislation clearly stated that there could be one Staff Governor only (in addition to the Headteacher). There would therefore be a surplus of two Staff Governors that would have to be resolved before 1st September when the new Instrument of Government would take effect.

In discussion the following points were made:

- once the GB had approved the proposals of the reconstitution, the draft Instrument of Government would have to be considered also by the United Synagogue, the School's Foundation Body, which had a particular interest in the incorporated statement of Ethos. Final approval would then be sought from the Local Authority.
- the US had recently produced a new draft Statement of Ethos for the Instruments of Government of all Jewish Schools. This was not considered entirely appropriate for JFS and negotiations on the final wording were being conducted by Mr Steven Woolf.
- governors questioned whether a GB of only 14, 12 of whom would be working on a voluntary basis, was sufficient for a school as large as JFS, particularly when a number of major issues were being dealt with simultaneously. Concern was also expressed whether the reduced numbers left sufficient space for governors with expertise in Jewish Education.

- it was argued on the other hand that the Working Party's proposal took account of the Government guidance that governing bodies should be no bigger than they needed to be to have all of the skills necessary to carry out their functions and in that way were likely to be more cohesive and dynamic and be able to act more decisively. Enquiries indicated that all governing bodies were being reduced in a similar pattern and it should not be forgotten that the power remained to appoint to committees associate members who possessed particular needed skills if initial experience indicated that they were required.

The Governing Body and its Foundation Governor members approved the recommended revised structure for incorporation into the revised Instrument of Government.

Mr Woolf was requested to continue the current negotiations with the US on the final wording of Ethos paragraph in the Instrument of Government and to seek GB approval in due course.

ACTION MR WOOLF

9. Committees

The GB considered the redistribution of work between the Committees that formed part of the rationale for the proposals of the Reconstitution Working Party, and in particular that the suggestion that the Curriculum Committee should take responsibility for PSHE. Mr Horowitz said that he was particularly concerned that PSHE should be led by Jewish values and morals, which were more appropriate to the work of the JE Committee. On the other hand, it was argued that Jewish education was a subject like any other offered at JFS, that the JE Committee was overloaded with responsibilities and that the move to the Curriculum Committee shouldn't in any way exclude Jewish influences from the subject. The necessary staff expertise could be provided to either committee. Rabbi Kampf said if the oversight of PSHE could be carried out effectively in either Committee as had been suggested, keeping it in the JE Committee would be seen as an important statement of the GB's values.

It was noted that the committee structure was not an element of the Instrument of Government and that, since further consideration was clearly required, a decision on the redistribution of responsibilities between committees could be postponed to a later meeting of the GB. It could then be absorbed into the redrafting of the ToR being undertaken by Mrs Coleman.

ACTION CHAIRMAN AND MRS COLEMAN

10. Admissions Committee

Mr Del Monte said that the GB had approved the terms of the Admissions Policy for 2016/17 at its meeting in December. However, as a result of a recent ruling by the Schools Adjudicator it had become clear that this Policy could become subject to challenge on the grounds of the uncertainty caused by its failure to make clear whether or not fostered children should be treated as siblings. Accordingly, the Committee recommended that the Policy should state specifically that sibling priority included a foster relationship between a prospective applicant and an older JFS pupil.

The GB approved the amendment to the Admissions Policy 2016.17 as proposed or as varied as a result of advice from the School's solicitors.

11. Curriculum committee

The GB approved the terms of the following documents as recommended by the Committee:

- (i) the Child Protection Procedures and directed that it should be reviewed annually;
- (ii) the Data Protection Policy and directed that it should be reviewed annually
- (iii) the Use of the Internet Policy and agreed to the recommended biennial review;
- (iv) the Home School Agreement and agreed to the recommended biennial review;
- (v) the Medical Policy (Supporting Students with Medical Conditions) and agreed to the recommended triennial review;

The GB noted that:

- (i) the Sex and Relationship Education Policy requested for this meeting was not yet ready for review.
- (ii) the terms of a separate E-safety Policy would be recommended to the GB in the following term.

12. Finance & Premises Committee

The GB approved the terms of the Schools Financial Value Standard Annual Return. It noted the minutes of the meetings held on 26th January 2015 and the draft minutes of the meeting held on 17th March 2015 and that the Health & Safety Policy and the Risk Assessment document requested for this meeting were not yet available.

13. Jewish Education Committee

The GB noted that the Committee had not met in the Spring Term and that therefore neither the Kashrut Policy nor the Pikuach Action Plan requested for this meeting was available. An additional meeting in the Summer term was planned.

14. Strategy Committee

The GB noted the draft minutes of the meeting held on 2nd February and approved the terms of the 2015 Ethos Policy.

15. Pay Committee

The GB noted the draft minutes of the meeting held on 23rd February.

16. Personnel Committee

The GB approved the terms of the following documents as recommended by the Committee:

- (i) the Leave of Absence Policy and agreed that in future approval power should be fully delegated to the Personnel Committee, following review at intervals not exceeding three years;
- (ii) the Disciplinary & Capability Policy and agreed that in future approval power should be delegated to the Personnel Committee, following review at intervals not exceeding three years.

The GB noted the draft minutes of the meeting held on 23rd February and that the Allegations of Abuse Against Staff Policy requested for this meeting was not yet available.

17. Governor Training

Mrs Renton thanked governors for providing details of training in the first half of the academic year, which would be posted on Fronter in a spreadsheet. She reminded governors who had not already done so that it was necessary to register for the Brent training for which JFS had already paid on a collective basis.

Mrs Renton was requested to place a list of all available governor training resources on Fronter.

ACTION MRS RENTON

18. ANY OTHER BUSINESS

(i) Governor Communications – The Chairman said that he had received very few emails for parents since the last meeting and none were of major or general significance. He had passed one to the School and the matter raised had been resolved.

(ii) Valete – Mr Michael Glass said that he wanted to thank all of the Governors and the SLT for their close co-operation and friendship during his time as a JFS Governor and, in particular, during his years as Chairman of the GB. It had been a privilege to work with such an interesting, intelligent and professional body.

The Headteacher said that only those who had filled the post of Chairman or seen it at close quarters could fully appreciate the pressures and the skills required to successfully though the day-to-day responsibilities interspersed with unpredictable crises. He had very much enjoyed the years he had working in close cooperation with Michael Glass and presented him with a small gift as a token of the gratitude of the whole JFS community.

(iii) Chairmanship – Mr Steven Woolf said that as the elected Vice-Chairman he would act as Chairman until the GB meeting on Monday 27th April when, as governors had already been advised, an election would be held to fill the vacancy.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 27TH APRIL 2015

Present

Acting Chairman: Mr Steven Woolf

Governors present:

Mrs Karen Benedyk	Mr Zach Bennetts	Mr Russell Boxer
Mrs Joanne Coleman	Mr Richard del-Monte	Mrs Geraldine Fainer
Rabbi Moshe Freedman	Mr Neil Harris	Mr David Horowitz
Mr Richard Martyn	Mr Jonathan Miller	Mrs Ruth Renton
Mr Stuart Waldman		

SLT present:

Mr Steve Bremner	Mr David Harris	
Ms Debra Mellor	Mr Neil Stack	Ms Talia Thoret

Acting Clerk:

Ms Louise Fox

1. Apologies for absence

Apologies for absence were received and accepted from Mr Richard Cohen, Mr Michael Lee and Mr Jamie Peston.

Rabbi Mark Kampf and Ms Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Membership

3.1 The GB noted the resignation of Mr Michael Glass as a Foundation Governor and Mr Lewis Cohen as a Parent Governor both with effect from 23rd March 2015.

3.2 The GB noted the resignation of Mrs Ruth Renton as a Parent Governor with effect from 31.3.15 and her appointment as a Foundation Governor for a three-year period from the same date.

3.3 The GB welcomed Mrs Anne Shisler, appointed as a Foundation Governor with effect from 31.3.15.

4. Election of Chairman

Only one nomination having been received, the Clerk declared Mr Steven Woolf elected as Chairman.

5. Election of Vice-Chairman

Only one nomination having been received, the Clerk declared Mrs Ruth Renton elected as Vice-Chairman.

6. Minutes

The draft minutes of the meeting held on 23rd March 2015 were approved.

7. Matters Arising

7.1 - item 4.1 – Academy Status - the Headteacher explained that four packages of land were amalgamated when the site for the school was developed covered by several leases with differing arrangements. One of these was not registered as it should have been at the time and the issue had been hanging over the school since then. Although it could not give full title because an original copy of the lease was unavailable, the Land Registry had now granted a possessory title. The lease would now need to be assigned to the Governing Body.

Mr Miller added that although this hurdle to gaining Academy status would now be overcome, it was not the intention to consider reapplying until after the election.

8. Chairman's Report

Mr Steven Woolf said he was honoured to be elected Chairman and humbled to be working with such a skilled group of governors. He was looking forward to working together with for the good of the School. He also welcomed the appointment of Ruth Renton as Vice Chairman.

9. Reconstitution and Instrument of Government (IoG)

The Chairman said that Brent had confirmed that it needed the final draft IoG in July so that it could be approved and issued by 1st September 2015. This would mean that the GB would be asked to give final agreement to the text at its final scheduled meeting of the year on 13th July, by which time agreement of the US would have to have been achieved.

The main obstacle to agreement with the US was the Ethos statement, which was not a straightforward matter. He had discussed this with Mr Steven Wilson, the Chief Executive of the US. In discussion the following points were made:

- Unless a new IoG were signed by 1st September the Governing Body would cease to have lawful authority. If necessary, as a temporary

measure, Brent might be prepared to accept a version with the existing Ethos Statement in order to allow the GB to continue to act.

- The current Statement was at the strategic level. The new version proposed by the US contained more detail in some areas but not in others. In the School's view, if there were to be a change from the existing Statement, it needed to be made more comprehensive. The worse case scenario would be to be left with an IoG with an unacceptable Statement.
- It would be failure of governance to accept a Statement unsuitable for JFS and the US should be persuaded that one Statement did not fit comfortably with all schools.
- Before a final version of the Statement was brought to the GB it would be fully discussed at a Jewish Education Sub-Committee meeting on 6th July.

In further discussion concern was expressed that because of the shortage of time, the GB might have no choice but to accept any statement presented. It was important that all Governors should be given sufficient time to reflect on the text proposed and the Chairman was requested to ensure that it was circulated in good time before the GB meeting.

ACTION CHAIRMAN

10. Headteacher's Report

Introducing his report on the Spring Term, Mr Miller noted he had re-structured the report in line with the Ofsted recommendation aimed at assisting Governors in their monitoring role. He had added Appendix 6 to make governors aware of visitors to the School.

In discussion of **Attendance** the following points were made:

- If the School could give a coherent rationale for a downward trend in attendance even after recommended measures were put in place this would probably be acceptable to Ofsted, which would, however, be more critical if the School were shown to be unaware of the trend or why it was taking place.
- SIMS data would be used to compare this year's attendance with the previous year to see if there were any discernible patterns or trends.
- It was observed that the attendance records showed that students in Angel was significantly worse than others, and often with parental sanction, but the underlying causes were unknown.
- Year 11 attendance had improved since last year due to hard work by the staff. Although the School's aspiration was 97%, it was proving difficult to exceed the OFSTED target of 95%, because of differences of opinion with parents on illness.

In discussion of **Behaviour and Discipline** the following points were made:

- Since the introduction of the ladder system, inappropriate referrals to the Behaviour Team and to Room 17 had reduced. They had now dropped below 1000 for the year compared with the 1100 target. Similarly, Red Slips had dropped from 338 to 242.
- Detentions had increased for students not doing their homework and for low-level disruption. OFSTED's concern had not been with the number of detentions but the lack of the School's information about them.
- Exclusions had increased but had been applied in a systematic manner using the ladder of consequences.
- The ladder system was very clear and well understood, so that pupils knew precisely the consequences of various actions. At the end of this term a survey would be conducted amongst pupils, staff and parents.
- A small minority of parents were impolite and the GB confirmed that it supported a policy of zero tolerance to rudeness or abusive language towards staff.
- Once the SIMS system was fully operational, more trend information would become available and facilitate a more systematic action plan. It would be possible to establish differences, if any, between pupil premium students and others.

In discussion of **Leadership and Management** the following points were made:

- The majority of schools were facing a recruitment crisis. The greatest difficulties occurred mid-cycle and in retaining staff in short-term appointments. There were particular problems in, mathematics, modern languages and Ivrit.
- Gaps in teaching staff and the use of supply teachers put significant pressure on subject leaders especially for examination classes. They also adversely affected discipline.
- No analysis had been made of disproportionate affects on particular pupils of teaching gaps
- Being situated in London and being a faith school were both unattractive features to some teachers. On the other hand they made JFS more attractive to others.
- JFS had strong links with teacher training colleges and was in the PAJES consortium training JS teachers. The School also recruited newly qualified teachers from previous trainees.
- The School had a strategy of retaining the best teachers by offering development and promotion but some loss was inevitable

In further discussion of the Headteacher's Report the following points were made:

The Chairman and Headteacher would discuss whether a separate document could be produced giving the reasons for any items on the Action Plan marked in red.

ACTION CHAIRMAN AND HEADTEACHER

The School Council was discussing whether a Union Flag should be displayed outside the School.

PIXEL (Partnership in Excellence), an external organisation aimed at improving performance at KS4, provided a range of statistical resources with a proven track record in raising performance.

There was concern whether focusing resources on middle ability pupils had a detrimental effect on top performing students. However, because resources were inevitably limited, it was necessary to focus on where they would have the greatest impact. PIXEL provided the data and evidence to allow extra intervention where it was most likely to raise achievement, e.g. pupils who were borderline for GCSE A - C grades and those who were borderline A Level A Grade.

Ofsted had focused on lack of awareness of homophobic bullying in lower years. The Project "Tip of the Iceberg" had recently visited to improve exposure to the issues and evaluation was taking place.

11. Policies

The Chairman requested the Chairmen of all Committees to check for accuracy the latest version of the Policy Review Plan dated 29.4.15 and circulated as part of the Headteacher's report and, together with the lead SLT member, to ensure that policies due for consideration by the GB this term were available in good time.

ACTION COMMITTEE CHAIRMEN

12. Committee Terms of Reference (ToR)

Mrs Coleman said that her work to bring greater consistency into the ToR and ensure compatibility with the proposed new GB structure was not yet complete. She was requested to provide the final draft to the GB for approval at its next meeting.

ACTION MRS COLEMAN

The Chairman said that no decision made had yet been made on which sub-committee would manage PHSE, since the revised Ethos Statement might have an impact. Responsibility was currently with the Jewish Education Committee but the Curriculum Committee believed that it was better placed to exercise the necessary governor oversight. The JE Committee was content to transfer some aspects of PHSE, such as health and citizenship, but other areas were more contentious. One possible solution was to create a new PHSE Committee meeting only once a year with membership from both the JE and Curriculum Committees.

The Chairman said that he was reluctant for any decision to be taken in the absence of Rabbi Kampf, who had strong views on the matter. However, there

was concern about further delay as late as the next GB meeting because of the forthcoming major changes in membership and experience levels. It was noted that this was an area of particular interest to Ofsted.

It was agreed that the Issue should be placed on the Agenda for the next meeting of the Strategy Committee.

ACTION STRATEGY COMMITTEE

13. Committee Membership

The GB approved the appointment of Mr Steven Woolf as Chairman of the Strategy, Personnel and Pay Committees and of Mrs Ruth Renton to the Strategy Committee

14. Any Other Business

a - Parent Governor Election – The Chairman said an election would be held in time for a new Governor to attend the last meeting of the Summer Term.

b. Admissions - 300 places had been allocated for entry in Year 7 in September 2015.

c. King Solomon High School – it was reported that Mr Matthew Slater had been appointed as the new Headteacher. It was hoped that this would create new stability in the School, which might, in turn, attract a greater number of Jewish pupils thus reducing pressure elsewhere.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 13TH JULY 2015

Present

Chairman: Mr Steven Woolf

Governors present:

Dr Charlotte Benjamin	Mr Zach Bennetts	Mr Richard Cohen
Mrs Joanne Coleman	Mr Richard del-Monte	Mrs Geraldine Fainer
Rabbi Dr Moshe Freedman	Mr Neil Harris	Mr David Horowitz
Mr Michael Lee	Mr Richard Martyn	Mr Jonathan Miller
Mr Jamie Peston	Mrs Ruth Renton	Mrs Anne Shisler

SLT present:

Mr Simon Appleman	Mr Steve Bremner	Mr David Harris
Rabbi Mark Kampf	Ms Debra Mellor	Ms Talia Thoret

Clerk:

Dr Alan Fox

1. Apologies for absence

Apologies for absence were received and accepted from Mrs Karen Benedyk, Mr Russell Boxer and Mr Stuart Waldman

Ms Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Membership

3.1 The GB welcomed Dr Charlotte Benjamin, elected as a Parent Governor for a term of three years with effect from 6th July 2015.

3.2 Noting that the terms of office of Mrs Karen Benedyk, Mr Richard Cohen and Mr David Horowitz as Foundation Governors would be completed on 31st August

2015, the GB thanked them for their work on behalf of the School over many years.

3.3 The GB noted that the current term of office of Mr Richard Martyn as a Local Authority Governor would be completed on 31st August 2015 and that the advice of the Local Authority was being awaited on his reappointment.

3.4 The GB noted the resignations of Mr Russell Boxer and Mr Jamie Peston as Staff Governors with effect from 31st August and thanked them for their work in their dual capacities.

3.5 The GB noted that Mr Zach Bennetts had resigned and had been re-elected as a Staff Governor for a term of three years with effect from 1st September 2015.

4. Minutes

The draft minutes of the meeting held on 27th April 2015 were approved with amendments to the attendance list.

5. Matters Arising

5.1 - Item 7.1 – Academy Status – Mr Cohen said that the final legal formalities for the regularization of the School's title to the lease covering the JFS site had been further delayed by the sloth of the solicitor acting for the US. Pressure was being exerted, but if the matter were not completed by 31st August when he ceased to be a governor he would, nevertheless, see the job through.

5.2 - Item 10 - Documentation of Reasons for Red Items on Action Plan – Mrs Renton said that very few items on the Governance Action Plan remained red.

6. Chairman's Report

The Chairman said that, whilst he had anticipated dealing on a regular basis with standard matters such as chairing meetings, he had also been surprised in his first term by the number of urgent unanticipated matters requiring his immediate attention, such as the May 7th events. He had been grateful for his predecessor's decision to leave a term earlier than previously intended, because it had given him this concentrated experience to carry forward into the new academic year. Primarily because of the OFSTED Report, 2014/15 had been largely reactive, but he hoped that 2015/16 would provide the opportunity for all governors to be proactive in helping to improve the School and the education it provided.

Mr Lee said that it might be helpful for the GB in future to have the Chairman's report in writing. This would allow consideration in advance of a meeting and also provide a more permanent record. In discussion it was pointed out that a record was produced by the minutes of a meeting and doubts were cast on the necessity of a written report on each occasion. The Chairman said that he would consider the matter further in consultation with governors with the possibility of concluding that he should produce a written statement about individual matters of high importance and an annual report for the final meeting of the Summer term.

ACTION CHAIRMAN

7. Instrument of Government (IoG)

The GB approved the terms of the final draft of the new IoG, noting that it had already received the assent of the United Synagogue.

8. Committee Terms of Reference and Membership

The GB approved the draft Terms of Reference for its Committees, subject to the addition of Attainment to the responsibilities of the Strategy Committee together with Risk Assessment, which would be transferring from the Finance & Premises Committee.

The GB noted that some further discussion would be required before the membership of its Committees for 2015/16 could be finalised and that final proposals would be considered at its next meeting on 7th September.

9. Annual Audit and Accounts to 31st March 2015

Mr Neil Harris gave a brief oral presentation on the documents stemming from the recent voluntary external audit of the School's accounts for the year ending 31st March 2015. He was pleased that no accounting misstatements had been found during the audit and that the auditors anticipated issuing an unqualified report once the GB had approved the documents.

Mr Harris drew attention specifically to the excess of expenditure over income of £82,849, a significant reduction on the previous year, but nonetheless unwelcome because of the further reduction in the balance carried forward. Total receipts from public funds had reduced and there was prospect of further reduction over the next few years in real terms. The Finance & Premises Committee had additional fundraising under active review.

The Governing Body confirmed its approval of the Audit Findings Letter (incorporating the Letter of Management Representation) and the Report and Financial Statements for 2013/14 and authorised signature of the documents presented.

10. Statement of Financial Control

The GB approved the Statement of Financial Control.

11. Headteacher's Report

11.1 May 7th – The Headteacher said that his termly report was normally given at the first meeting of the term but that this additional oral report was given to update Governors on a recent incident. He gave a brief outline of the events on 7th May. That there would be problems was apparent in advance and the precaution had been taken of searching some lockers the previous afternoon and removing bags of flour, eggs and paint. On the morning, it was found that amongst other things, honey had been smeared on toilet seats and by break time matters were clearly getting out of hand. It was very clear to him that it was necessary to remove all Year 11 students from the site as quickly as possible. If they had been allowed to

remain until lunchtime there was the likelihood of matters escalating. Inevitably, this caused much distress amongst students and staff.

Subsequently, a number of the ringleaders were identified. Arrangements were made for some to sit their GCSE examinations at Preston Manor School and others were allowed back on the site but sat the examinations segregated from the rest of Year 11. He had subsequently met the parents of those principally concerned. Three sets had withdrawn their children from the School roll and he had discussed with others the conditions under which the students might be allowed to return to JFS in September.

In discussion on the following points were made:

- It was noteworthy how quickly parents contacted the press about the incident. Much of the initial publicity was factually incorrect and unfavourable, despite the efforts of Mr Peston, who spoke regularly to much of the media.
- The first in the field was the Jewish Chronicle, which changed its story three times in the first 24 hours. Unfortunately, it was taken as a source of material by many national and foreign newspapers.
- The Headteacher had received appropriate training and would have been the spokesman if TV interviews had been requested.
- The School had tried to communicate with all parents by email very quickly and followed this up several times.

Subsequently, the publicity improved. The School received floods of letters from parents, the vast majority of which were supportive. In addition, letters and notes had been received from over 100 students.

11.2 Surveys – the Headteacher provided a preview of the recent surveys of the opinions of parents, students and staff. It was the first time that consultation had been so wide and, although the results were still being analysed. It was clear that the responses had provided a vehicle for significant outpourings of frustration. In some cases, it was clear that perceptions differed substantially from reality and this would have to be addressed.

Low morale pervaded all of the answers in the 163 staff responses. There remained much pride and love for JFS but this was lower than two years ago when the last survey was undertaken. There was comment critical of the SLT and of the overload caused by the various initiatives in hand and by the introduction of the new data collection system.

Responses had been received from 483 parents, more than last time. These showed a reduction in the trust placed in the School. Particular concerns were behaviour and inconsistent application of standards, supply teachers and the quality of the data sent home. Parents were more positive about the staff/student relationship and the facilities available at JFS.

Students were generally positive particularly about the opportunities available to them.

The Chairman said that the Strategy Committee had already considered how to address staff concerns. It was very important to respond to the survey and to address the issues raised. Governors had never met staff en masse but the organisation of a joint end of term party had been considered impractical. He was, however, proposing to take the opportunity of the staff meeting on the first day of term to attend and convey the Governing Body's support and appreciation.

There was concern about the changing attitude of parents following the OFSTED report. The fact that parents were now much more inclined to complain, not only through the proper channels but also through social media, indicated the worsening of the relationship and the general reduction of trust in JFS.

Whilst it was not the intention to circulate the lengthy reports to governors, anyone was welcome to come to the School to read them by prior arrangement. In addition, the GB requested that copies of the summaries should be posted on Fronter.

ACTION MR APPLEMAN

12. Admissions Committee

The GB noted the termly report of the Committee and the minutes of the meetings of the Committee held on 23rd March, 11th May, 8th June and 23rd June 2015.

13. Curriculum Committee

The Governing Body:

- (i) noted the draft minutes of the meeting held on 15th June 2015;
- (ii) noted that the Accessibility Plan and the Sex & Relationship Education Policy were still in the course of preparation and not yet ready for review;
- (iii) approved the E-safety Policy, subject to some minor amendments and directed that it should be reviewed annually;
- (iv) approved the Careers & Guidance Policy and directed that it should be reviewed annually; and
- (vi) noted that the Equal Opportunities Policy would be further circulated for agreement ex-Committee

14. Discipline Committee

The Governing Body:

- (i) noted the draft minutes of the meeting held on 10th June 2015;
- (ii) noted the Committee's termly report; and
- (iii) approved the Behaviour Policy (incorporating anti-bullying and drugs) and directed that it should be reviewed annually.

15. Finance & Premises Committee

The Governing Body:

- (i) noted the minutes of the meetings held on 18th May and 23rd June 2015;
- (ii) noted that the Risk Assessment document was still in the course of preparation and not yet ready for review and that responsibility would pass to the Strategy Committee, and
- (iii) approved the Health & Safety Policy.

16. Jewish Education Committee

The Governing Body:

- (i) noted the minutes of the meeting held on 21st May;
- (ii) noted that the Pikuach Action Plan was still in the course of preparation and not yet ready for review and would be presented in September; and
- (iii) noted that the Kashrut Policy requested was still in the course of preparation and not yet ready for review.

17. Strategy Committee

The Governing Body:

- (i) noted the minutes of the meeting held on 11th May, and
- (iii) approved the Complaints Procedure.

18. Pay Committee

The Governing Body noted the minutes of the meeting held on 23rd February.

19. Personnel

The Governing Body:

- (i) noted that the minutes of the meeting held on 23rd February would be sent to all governors;
- (ii) approved the Pay Policy for 2015/16
- (iii) approved the Long Service Award Policy agreed that, in future, review approval should be delegated to the Personnel Committee at intervals not exceeding three years:
- (iv) noted that the Grievance Policy requested for this meeting was still in the course of preparation and not yet ready for review;
- (v) approved the Confidential Reporting Policy and agreed that in future it should be reviewed by the GB triennially;

(vi) approved the Allegations of Abuse Against Staff Policy and agreed that in future it will be reviewed by the GB biennially;

(vii) approved the Private Lessons Policy and agreed that in future approval should be delegated to the Personnel Committee following review at intervals not exceeding three years;

(viii) approved the Staff Bringing Children into School Policy and agreed that in future review approval should be delegated to the Personnel Committee following review at intervals not exceeding three years;

(ix) noted that the Leave of Absence Policy was still in the course of preparation and not yet ready for review;

(x) to noted that the draft Workplace Harassment Policy was still in the course of preparation and not yet ready for review; and

(xi) agreed that responsibility for reviewing the Equal Opportunities Policy should be passed to the Curriculum Committee.

20. School Calendar for 2016/17

The GB approved the proposals circulated.

21. Programme of Meetings for 2015/16

The GB approved the programme as amended to provide a date for the Joint Meeting of the Curriculum and JE Committees.

22. Any Other Business

There was concern that none of the Committees could work optimally without analysed data and governors requested that the SLT should make its provision a high priority.

ACTION SLT

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 7TH SEPTEMBER 2015

Present

Chairman: Mr Steven Woolf

Governors present:

Dr Charlotte Benjamin
Mrs Geraldine Fainer
Mr Jonathan Miller

Mr Zach Bennetts
Rabbi Dr Moshe Freedman
Mrs Ruth Renton

Mrs Joanne Coleman
Mr Michael Lee
Mrs Anne Shisler

Observers

Mr Richard del-Monte

Mr Richard Martyn

SLT present:

Mr Simon Appleman
Mr Anthony Flack
Ms Talia Thoret

Ms Fran Barrett
Rabbi Howard Hirsch

Mr Steve Bremner
Mr Jamie Peston

Clerk:

Dr Alan Fox

1. Apologies for absence

Apologies for absence were received and accepted from Mr Neil Harris and Mr Stuart Waldman.

Ms Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Election of Chairman and Vice-Chairman

Only one nomination having been received for each position, the Clerk declared Mr Steven Woolf re-elected as Chairman and Mrs Ruth Renton re-elected as Vice-Chairman.

4. Minutes

The draft minutes of the meeting held on 13th July 2015 were approved.

5. Matters Arising

5.1 - Item 5.1 – Land Issue (formerly Academy Status) – the Chairman said that despite the continuing efforts of Richard Cohen, including conversations with Steven Wilson, the Chief Executive of the United Synagogue, no discernible action had yet been taken by the solicitor acting for the US to ensure that JFS had good title to the lease of the site. He proposed to email Steven Wilson himself expressing the GB's disappointment in the conduct of the US and its solicitor.

5.2 - Item 5.2 – Posting of Survey Summaries on Fronter - It was confirmed that this action had been taken.

5.3 - Item 7 - Instrument of Government - the Clerk confirmed that the new Instrument had been signed by the London Borough of Brent and had taken effect on 1st September.

6. Chairman's Report

The Chairman said that he had further considered whether he should produce a written report for each meeting of the Governing Body. He had decided that, in most circumstances, it would be appropriate to report orally at the first meeting of each term and to provide a written report for the second. There were three matters that he wished to cover in this oral report.

First, a skills audit had been delayed until the GB had been reconstituted but it was now appropriate to take stock again in this way and he would shortly be circulating a standard questionnaire for all governors to complete.

ACTION CHAIRMAN

Secondly, following the requirement of the last Ofsted report, the external consultant, Anne Short, had conducted a review of Governance. It had been arranged that she would return to JFS on 12th October to check on progress and to update her earlier report, thus. Her Plan of Action would be circulated as soon as received.

Thirdly, the Chairman said that he had addressed all the staff at a meeting on the previous Wednesday. He had taken the opportunity of making clear the appreciation of governors for everything that had been done in difficult circumstances since the Ofsted inspection and that the GB would fully support staff in the joint endeavour to improve attainment in the coming year.

7. Headteacher's Report

The Headteacher introduced his Summer Term Report together with its 15 supporting Appendices.

He said that the whole of 2014/15 had been dominated by the adverse Ofsted report received at its beginning. Very much had been done to address the criticisms with detailed Action Plans drawn up in relevant fields. Doubtless, each

Plan, regularly updated, would be scrutinised carefully and guidance given by the appropriate GB Committee, as it was by the SLT. Despite the effect on staff morale, substantial progress had been made in most areas but it would be vital both to continue and be able to demonstrate the improvement to the next Inspection, likely to take place in the second half of 2015/16 or right at the beginning of 2016/17.

JFS was already a long way ahead of where it was a year ago and he had no doubt that positive trend would continue over the next few terms. It was only in the Summer Term that management had ready access to analysed data through the new introduced SIMS. This was vital to show clearly the remaining weaknesses and to pinpoint the particular areas which required more intensive management time and effort.

In discussion of the Report and in response to questions, the following points were made:

- The School was still stretched on data management. The key was interpretation of reports to identify trends. The kind of information that could be provided had already been shared with Committees and account taken of comments. Individual Link Governors and Committee Chairmen were also able to discuss reports and the information they provided during their meetings with members of the SLT.
- By the end of September there would be sets of monthly reports available for review which would be placed on the agenda for the meeting of the Strategy Committee on 12 October.
- The acknowledged problem of data consistency was being tackled and had recently been the subject of an INSET session.
- Concern was expressed about the recent disappointing GCSE examination results, notwithstanding previous SLT's optimistic forecasts and, in particular, the downward trend in the proportion of students obtaining five or more A* - C grades (including English and Maths).
- Judgements should not necessarily be made on the raw results alone and it was important to measure the value added and to allow for the ability of the cohort. Nevertheless, there was a downward trend over the last few years in comparison with other schools.
- GCSE results should almost certainly be better in Summer 2016, given the abilities of the incoming Year 11 and from the decision to create an Achievement Intervention Team for Key Stage 4 and to start individual interventions almost immediately where underachievement had been identified based on PiXL predictions. This was a term ahead of last year.
- It was necessary to look at the results for individual subjects. There was particular concern amongst parents about the results for GCSE English particularly given its importance as a subject and its contribution to key examination statistics. It was agreed that additional SLT monitoring should be detecting and addressing the problem areas.

- Staffing was better than at a similar stage last year. Deborah Mellor had been granted extended parental leave and the GB asked the chairman to pass on its congratulations.
- The Appendices showed the full picture on the Policy Review Plan with past achievements and the actions required this year. Individual Committee Chairman would no doubt be discussing how these would be implemented with the associated SLT member.

9. Any Other Business

The GB agreed that a Union Flag should be displayed in the entrance hall along with the Israeli flag.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 14TH DECEMBER 2015

Present

Chairman: Mr Steven Woolf

Governors present:

Dr Charlotte Benjamin
Mr Richard del-Monte
Mr Michael Lee
Mrs Ruth Renton

Mr Zach Bennetts
Mrs Geraldine Fainer
Mr Richard Martyn
Mrs Anne Shisler

Mrs Joanne Coleman
Mr Neil Harris
Mr Jonathan Miller
Mr Stuart Waldman

Associate Member: Mrs Vanessa Kushner

SLT present:

Mr Simon Appleman
Mr Anthony Flack
Ms Talia Thoret

Ms Fran Barrett
Rabbi Howard Hirsch

Mr Steve Bremner
Mr Jamie Peston

Clerk:

Dr Alan Fox

1. Apologies for absence

Mrs Lorraine Tomlinson sent apologies.

2. Declaration of Interests

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

3. Membership

- 3.1 The GB considered the recommendation of the London Borough of Brent and appointed Mr Richard Martyn as an Local Authority Governor for a period of three years ending on 13th December 2018.
- 3.2 The GB noted, with regret, the resignation of Rabbi Moshe Freedman as a Foundation Governor with effect from 15th October 2015.

3.3 The GB noted the re-appointment of Mr Richard Del Monte by the United Synagogue as a Foundation Governor for a term of three years with effect from 27th October 2015.

3.4 The GB approved the appointment of Mrs Vanessa Kushner as an Associate Member of the Governing Body to be a voting member of the Curriculum Committee for an initial period ending on 31 August 2016.

4. Election of an Additional Vice-Chairman

The GB approved the appointment of a second Vice-Chairman to cope with the large volume of business arising from the introduction of improvements to meet OFSTED criticisms. Only one nomination having been received, the Clerk declared Mrs Joanne Coleman elected as elected as a Vice-Chairman.

5. Minutes

The draft minutes of the meeting held on 7th September 2015 were approved.

6. Matters Arising

6.1 - Item 7.1 – Land Issues - The Chairman said that the only matter now holding up completion of the new lease was agreement on the allocation of responsibility for ensuring compliance with the repairing covenants at the expiry of the term. He was confident that this would happen soon and would advise Governors as soon as it took place.

ACTION CHAIRMAN

6.2 - Item 6 – Skills Audit - the Chairman said that the documents he had circulated illustrated those areas of expertise where the new reduced size GB included a number of governors with extensive experience and those where there was a noticeable shortage. For example, there was a need for more expert knowledge of teaching and special educational needs and the GB had already identified a requirement for more individuals trained in finance. It was open to the GB to appoint more Associate Governors if appropriate persons could be identified, as had just been done for the Curriculum Committee.

6.3 - Item 6 - Follow-up Government Review - the GB noted the further report provided by Ann Short. Mrs Renton said that, for the purposes of the forthcoming OFSTED re-inspection, it would be important to be clear what corrective actions had already been completed, which were currently in hand and what remained to be done.

7. Chairman's Report

The Chairman said that he had judged that this was an appropriate time to produce his first written report for the Governing Body. It had helped him to clarify the actions he had taken during the term and, in particular, to establish what remained incomplete. He hoped would that it would be of interest to all governors and he would welcome any views on the contents.

8. Admissions Committee

The GB noted the minutes of the meetings of the Admissions Committee held on 7th September, 2nd November and 24th November, 2105 and its termly report. Mr Del Monte said that, although Yavneh and JCOS were making well-publicised changes to their admissions policies in respect of feeder schools, the Committee did not consider that any changes to the JFS Policy were needed this year, save for the substitution of appropriate dates. The GB approved the policy as presented.

9. Curriculum Committee

The GB noted the draft minutes of the meetings of the Curriculum Committee held on 30th November, 2105 and of its joint meeting with the Jewish Education committee held on 3rd December and the Committee's termly report.

The GB approved the recommended Accessibility Policy.

The Sex & Relationship Education Policy was also approved. It would be the subject of parental consultation and further reviewed during the Spring Term and thereafter at annual intervals. The Child Protection Policy was approved, but needed review in the light of legislative changes and would also be further examined in the Spring Term.

ACIION CURRICULUM COMMITTEE

The GB approved the SEND Policy for annual review.

10. Discipline & Attendance Committee

The GB noted the draft minutes of the meeting of the Discipline & Attendance Committee held on 19th October 2015 and the Committee's termly report.

Mrs Coleman said that she had attended a number of the student consultation sessions on behaviour that had been more positive than the last round: she had been impressed by the perceptive comments. The main low level behavioural problems arose at lunchtime and further consideration would have to be given to supervision outside formal class times. Students were very happy about the introduction of open classrooms but these were being used for socialising as much as for quiet study and reading as had been intended. Discipline consistency continued to be criticised and It would be necessary to keep a close eye on this next Term because a record number of staff were about leave and be replaced by teachers who would need training in the JFS system and standards

The date of the Spring Term meeting was changed to 3rd February 2015.

11. Finance & Premises Committee

The GB noted the draft minutes of the meeting of the Finance & Premises Committee held on 27th October 2015 and the draft minutes of the meeting held on 7th December.

Mr Neil Harris said that during the term, at its request, the Committee had received an early indication 2016/17 Budget. This had enabled it to give

guidance to the School at an earlier stage in preparation than previously. As required this Budget was balanced but only due to a number of risky assumptions about income. Although the Government had announced that the total education budget would be protected in real terms, there might still be reallocation between schools and it could be some months before the situation was clarified.

Considerable financial uncertainty had been introduced by the HMRC challenge on Gift Aid tax refunds affecting all Jewish schools. Although JFS was in a different position from others because parental donations were made to an independent Charitable Trust which then made grants to improve education generally and the School had a unified budget, it could be some time before this dispute was resolved.

The Committee had created two Sub-Committees to deal with Security and Health & Safety. Detailed discussions of the former were kept confidential but the major issues considered could be found recorded in the minutes of Committee. The Health & Safety Policy having recently been reapproved, the second Sub-Committee would monitor how it was implemented.

The GB approved the Scheme of Delegation and noted that the Financial Authority and Procedures Manual had been amended and approved by the Committee under delegated authority.

12. Jewish Education Committee

The GB noted the draft minutes of the meeting of the Jewish Education Committee held on 9th November 2015 and the Committee's termly report.

The GB approved the Kashrut Policy and confirmed that it should be reviewed triennially.

13. Pay Committee

The GB noted the draft minutes of the meeting of the Pay Committee held on 24th November 2015 and the Committee's termly report.

14. Personnel Committee

The GB noted the draft minutes of the meeting of the Personnel Committee held on 24th November 2015 and the Committee's termly report.

The GB approved the Grievance Policy and noted that the Code of Practice and the Absence Management Policy were still in course of preparation and would not yet be ready for review until the Spring Term.

ACTION PERSONNEL COMMITTEE

Mrs Renton was delegated authority to approve on behalf of the GB, the Workplace Harassment Policy and the Staff Equal Opportunities Policy incorporating amendments proposed by the Unions and any recommendations received from Stone King to satisfy the requirements of new legislation.

ACTION MRS RENTON

15. Strategy Committee

The GB noted the draft minutes of the meeting of the Strategy Committee held on 11th October 2015 and the Committee's termly report.

16. Governor Training

Mrs Renton advised governors that subscriptions had now been paid to the National Governors Association and the Key, from which much relevant information could be obtained pertinent to their responsibilities. She listed four possible topics for training sessions at the School during the Spring Term,

17. Link Governors

The GB confirmed the following link governor appointments:

Attendance	Mrs Geraldine Fainer
Mathematics	Dr Charlotte Benjamin
Pupil Premium	Mrs Geraldine Fainer
Safeguarding	Mrs Anne Shisler
SEND	Mrs Anne Shisler
Training	Mrs Ruth Renton

18. Any Other Business

18.1 - Deputy Headteacher Recruitment – the Headteacher advised Governors of the process for the selection of a Deputy Headteacher to replace Rabbi Kampf. The post would be advertised early in January. The Selection Panel of five would comprise three governors, the Headteacher and a member of the SLT. The GB approved the appointment of Mr Woolf, Mrs Renton and the Headteacher to the Panel and any Governor who wished to be considered for inclusion was invited to let the Chairman know.

18.2 – SIMS – the Headteacher said that a major piece of work had been completed and parents were about to be given access to the analyses of their child's progress data.

18.3 – School Trips – It was confirmed that students were advised that it would be necessary to catch up on lessons missed when on School trips and that staff took account of trips when planning their lessons.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 18TH JANUARY 2016

Present

Chairman: Mr Steven Woolf

Governors present:

Dr Charlotte Benjamin
Mr Richard del-Monte
Mr Richard Martyn
Mrs Anne Shisler

Mr Zach Bennetts
Mrs Geraldine Fainer
Mr Jonathan Miller
Mr Stuart Waldman

Mrs Joanne Coleman
Mr Neil Harris
Mrs Ruth Renton

Associate Member: Mrs Vanessa Kushner

SLT present:

Mr Simon Appleman
Mr Anthony Flack
Ms Talia Thoret

Ms Fran Barrett
Rabbi Howard Hirsch

Mr Steve Bremner
Mr Jamie Peston

Clerk:

Dr Alan Fox

1. Apologies for absence

Apologies for absence were received and accepted from Mr Michael Lee. Ms Fran Barrett and Mrs Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Minutes

The draft minutes of the meeting held on 14th December 2015 were approved.

4. Matters Arising

4.1 - Item 4.1 – Land Issues - The Chairman reported that all of the matters that had been holding up completion of the new lease had now been agreed and signature was expected shortly.

The GB expressed its deep appreciation of the efforts of Mr Richard Cohen over a period of years to reach this satisfactory conclusion.

5. Chairman's Report

5.1 - Safeguarding - The Chairman said the Safeguarding training undertaken by most Governors in the previous week had been very satisfactory. All attendees had received the associated paperwork and this would also be passed to those who could not be present. A further special meeting of some governors would be held shortly to approve a timed programme of work to complete all required measures.

5.2 - Associate Members - since the last meeting an advertisement had been placed seeking further Associate Members with particular skills and had resulted in several expressions of interest. These would be considered at a special meeting in the following week and was likely to lead to further recommendations to the GB later in the term.

5.3 - Year 7 Admissions 2016 - the Chairman had attended a meeting with governors of other Jewish Schools to prepare material for the Press in anticipation of an adverse reaction to the first round of offers to be made on 1st March.

6. Governance Action Plan

The GB noted the latest version of the Plan that had been made available prior to the meeting.

7. Deputy Headteacher Recruitment

The GB approved the composition of the Selection Panel as follows: Steven Woolf, Ruth Renton, Charlotte Benjamin, Jonathan Miller and Simon Appleman, with Joanne Coleman as a reserve should any member have to fall out. The recommendation of the Committee would be considered at a special meeting to be held at 5:30 PM on Monday 21st March, prior to the scheduled meeting of the Finance & Premises Committee.

8. Gift Aid

Gift Aid payments in respect of voluntary parental contributions made to Jewish and other faith Schools remained suspended by HMRC. Because reference to a Tribunal would take more than a year, the issue was unlikely to be resolved quickly. The Chairman and Mr Davies had attended a recent briefing at BDO Stoy Hayward, the accountancy firm providing pro bono advice on the eligibility challenge and the Press had now been briefed.

In the meantime, given the potential loss of income, in the context of the forthcoming Budget consideration, the Finance & Premises Committee would be considering whether it would be necessary to recommend a further increase in JFS voluntary contributions.

9. Headteacher's Report

The Headteacher introduced his Autumn Term Report together with its eight supporting Appendices covering a number of the areas on which it was expected that the next OFSTED Inspection might concentrate.

9.1 - Attendance - the Headteacher said that the School had made significant advances in data collection and monitoring. Staff received weekly information and were concentrating for action on specific groups. Careful interpretation of the raw data was necessary; for example, Sixth Form attendance took an apparent dip during the period that students were away at Oxford or Cambridge for extended interviews. In addition to the data being available, the Inspectors' main concern would be to ensure that the reasons for attendance fluctuations were understood. For the first time data was also available to parents through the Learning Gateway.

9.2 - Behaviour - data collection was continuing to improve but monitoring and interpretation was more difficult than for attendance because it was multi-dimensional. Students were either present in School or not present but behavioural issues were relatively numerous as was the response to them. For example, there were a number of possible outcomes to referral to Room 17 where recording was still manual and required later data processing.

In discussion, Governors questioned the extent to which the School was confident that an inspection at the end of March would satisfy OFSTED Inspectors that their previous criticisms had been fully addressed and whether there was yet sufficient resource available to deal with remaining issues. It could be argued that with an organisation the size of JFS and all the regulatory and reporting requirements justified a totally dedicated manager at senior level. The Headteacher said that allocated staff had been doubled. Whilst it would always be possible to draft in further external assistance, there was a difficult balance to achieve bearing in mind the additional cost in a challenging budgetary situation.

9.3 – Curriculum – the Headteacher referred to the number of significant changes being introduced in the current academic year, particularly in respect of the marking of GCSE examinations and the phased introduction of new A Levels.

The School had been following up vigorously on Government's priorities, such as commitment to British Values, within safeguarding duties the protection of children from the risk of radicalisation and reporting of concerns about Female Genital Mutilation.

9.4 - Educational Highlights - Oxbridge offers for entry this autumn had reached 21, the best year ever. Viewings of the JFS YouTube Channel had passed the 200,000 mark showing its wide appeal.

9.5 - Exclusions - the Autumn Term schedule, which would be circulated to governors shortly, would show only three pupils excluded during the Autumn Term. A single term's figures should never by themselves be regarded as significant but the pleasing reduction reflected in part the effort to introduce greater consistency.

9.6 - Policy Review - the GB approved the updated review plan.

9.7 - Freedom of Information Requests - the GB noted the schedule of Fol requests, which also appeared on Fronter.

10. Committees

The GB approved the appointment of Steven Woolf to the Discipline, Jewish Education and Admissions Committees.

11. Dates of Meetings

The GB approved the following additions and amendments to the dates of meetings for the remainder of the academic year:

- an additional meeting of the Curriculum Committee on 31st May.
- Pay & Personnel Committee moves from 29th February to 1st March.
- a joint JE/Curriculum meeting will be held on 9th March.
- the GSCC is to be moved from 29th February to a date to be arranged.
- the Discipline Committee moves from 25th June to 15th June.

12. Ladder of Consequences

It was resolved that the GB approved the proposed amendments to the Ladder of Consequences and that parents, student and staff should be notified of the changes as soon as possible. It was further resolved that that GB delegated subsequent small amendments to the Ladder of Consequences to address inconsistencies arising to the Headteacher, Chairman of Governors and Chairman of the Discipline & Attendance Committee provided that any such changes were reported to the full GB at its next meeting.

13. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 1ST MARCH 2016

Present

Chairman: Mr Steven Woolf

Governors present:

Mr Zach Bennetts
Mr Neil Harris
Mr Jonathan Miller
Mr Stuart Waldman

Mr Richard del-Monte
Mr Michael Lee
Mrs Ruth Renton

Mrs Geraldine Fainer
Mr Richard Martyn
Mrs Anne Shisler

Associate Member:

SLT present:

Mr Simon Appleman
Mr Anthony Flack

Ms Fran Barrett
Mr Jamie Peston

Mr Steve Bremner

Clerk:

Dr Alan Fox

1. Apologies for absence

Apologies for absence were received and accepted from Dr Charlotte Benjamin and Mrs Joanne Coleman. Mrs Vanessa Kushner was not present and Ms Fran Barrett, Rabbi Howard Hirsch, Ms Talia Thoret and Mrs Lorraine Tomlinson also sent apologies.

2. Declaration of Interests

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

3. Update on Ofsted Status

The Chairman said that the Ofsted re-inspection could take place any time onwards and this special meeting had been called to give governors the opportunity to take stock of the current position and of any further work judged necessary to move from "In need of Improvement" to "Good" status. To this end a

number of documents had been circulated or re-circulated, the most recent of which was the summary produced by Simon Appleman of the findings of the Brent Review of Progress on the previous day. It was important to note that overall the Review Team, which would be returning on 11th April, judged that, disregarding Safeguarding, JFS was now on the cusp of a Good rating. It had noted especially as improved areas Attendance, Governance, Data and Behaviour for Learning together with the behaviour of students moving around the school generally and at lunchtime. Nevertheless, if only one of the Ofsted judgment criteria remained at "In Need of Improvement" the overall classification would stay at this level.

Whilst the Review Team had concluded that there had been significant improvement in a number of areas compared to its previous visit and at the time of the last Ofsted report, it had also judged that further improvement was still required in three areas:

- Impact - that is describing and demonstrating the outcomes of remedial actions
- Removal of the inconsistencies still apparent in a number of areas, e.g. marking, feedback and behaviour; and
- Safeguarding, which was not yet compliant.

In respect of these issues, the following points were made in discussion:

- It was important that at the next inspection, both staff and governors should be able to present a coherent and consistent picture of the actions taken and their outcome, the detail of which needed to be known by all. Some staff still needed training to perform this role.
- At the time of the last Ofsted inspection there had been little data available on the use and outcomes of exclusions and referrals to Room 17 and their impact. The statistics were now becoming increasingly available and would help to establish the extent of consistency across the school. The figures were examined at subject leaders' fortnightly meetings with members of the SLT.
- Mr Bremner was taking the SLT lead on Safeguarding and had just circulated an updated Action Plan. Further assistance had been offered by Debbie Lipkin of the Brent team this. Action was being taken to put all the paperwork straight.

The Headteacher said that, whilst in some ways the Brent report was disappointing, there was nevertheless nothing that could not be put right with continuing consistent effort. School improvement did not take place overnight and was a long haul journey.

In further detailed discussion the following main points were made:

- Ofsted was sometimes criticised for being procedure rather than outcome

based and it was perfectly true that educational standards being achieved at JFS were good and likely to improve further. This did not mean, however, that the inspectors' criticisms were invalid; it was clear that they needed to be fully addressed so that the School and the Governing body could show sustainable improvement. The unfortunate frequent changes in Ofsted criteria were unhelpful but nevertheless a fact of life that had to be lived with.

- it was acknowledged that the members of the SLT had made huge efforts to address the OFSTED criticisms over the previous 18 months and the evidence of continuing improvement was clear, but there was concern that in some areas this had been insufficient as yet to overcome the problems.
- There was doubt whether there was sufficient and consistent communication of information to Governors, thus inhibiting their effectiveness both to support the School and to hold it properly to account. This was likely to inhibit governors' capability to articulate the GB's activity and impact to Ofsted as and when be required. The recommendations of the governance consultant had been accepted but there was still some doubt whether the inspectors would be satisfied with the GB's performance.
- The SLT had recently spent a fortnight observing all teaching staff. Where appropriate, help was given to those graded as needing improvement by means such as giving feedback, explaining issues and observing other teachers and schools. The expectation was that these teachers would progress to good in the following term. Those graded as inadequate over a period would probably not remain at JFS very long.
- There was some doubt whether the 30% reduction in the size of the GB had been beneficial and whether there was a need for a further reorganization of the Committee structure. However, there was a consensus that there should be no further change for the time being.
- The introduction of SIMS was beginning to have a major impact but the collection and use of data was still not consistent throughout the School. There remained a hearts and minds exercise in some areas. Governors had been provided with the further data consultancy report and consideration was now being given to the creation of a Data Manager post (for which a job description had been drafted) at a sufficient level of seniority. It was important to appreciate that collection of data by itself was valueless unless properly analysed and understood and led to appropriate action and demonstrable improvements.

Summing up the discussion, the chairman said that the GB fully appreciated the efforts made by the School over the previous 18 months and would do all in its power to provide the support necessary to continue the improvement. He and the Headteacher would take matters forward with the assistance of an Ofsted Task Force including the Vice-Chairman, Mrs Fainer and Mrs Schissler and Mr Stuart Waldman.

4. Recruitment of Deputy Headteacher

The Chairman reported that the recruitment programme was well in hand and three candidates would be interviewed on the following Tuesday.

5. Dates of Meetings

The Headteacher was asked to circulate a list of possible new dates for meetings of Committees that have been postponed previous few weeks.

6. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 4TH APRIL 2016

Present

Chairman: Mr Steven Woolf

Governors present:

Mr Zach Bennetts
Mr Richard del-Monte
Mr Michael Lee
Mrs Ruth Renton

Dr Charlotte Benjamin
Mrs Geraldine Fainer
Mr Richard Martyn
Mrs Anne Shisler

Mrs Joanne Coleman
Mr Neil Harris
Mr Jonathan Miller
Mr Stuart Waldman

Associate Member:

Mrs Vanessa Kushner

SLT present:

Mr Simon Appleman
Mr Anthony Flack
Ms Talia Thoret

Ms Fran Barrett
Rabbi Howard Hirsch

Mr Steve Bremner
Mr Jamie Peston

Clerk:

Dr Alan Fox

1. Apologies for absence

Apologies for absence were received from Mrs Lorraine Tomlinson.

2. Declaration of Interests

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

3. Election of Vice-Chairman

Both Mrs Joanne Coleman and Mrs Ruth Renton having resigned as Vice-Chairmen and only one nomination having been received, the Clerk declared Mr Stuart Waldman elected as Vice-Chairman.

4. Minutes

The draft minutes of the meetings held on 18th January and 1st March 2016 were approved.

5. Matters Arising from Minutes of 18th January

5.1 - Item 4.1 – Land Issues - the Chairman said that all the details having been settled the only obtaining valuation for stamp duty purposes was now holding up registration of the new lease was, even though because of the charitable status no stamp duty would actually be payable. This was being pursued by Mr Richard Cohen who would negotiate as low a valuation fee as low as possible.

5.2 - Item 5.2 - Associate Members - the Chairman said that a number of parents had expressed an interest in becoming Associate Members of the GB. Mr Neil Harris' appointment as a Foundation governor ended in June and it would be desirable to replace his professional accounting skills. Mr Woolf had recently interviewed Mr Andrew Moss who was coming to the end of his appointment as Chairman Governors of a small primary school, where he also had safeguarding responsibilities and had earlier chaired the Finance & Resources Committee. In his professional life Mr Moss was a solicitor running a specialist management and strategic consultancy firm where he lead on business development, project management as well as sports media rights. Whilst he was not an accountant he was comfortable with budgets, spreadsheets and financial management.

The GB approved the Chairman's recommendation that Mr Moss should be appointed as an Associate Member for the Summer Term, attending both the Finance & Premises Committee (without voting rights) and the GB.

5.3 - Item 7 - Deputy Headteacher Recruitment - the Chairman said that the Selection Panel had decided on behalf of the GB not to proceed with the current recruitment until the next academic year.

6. Matters Arising from Minutes of 1st March

6.1 - Item 3 - Senior Data Manager - Mr Appleman confirmed that the Headteacher and the SIMS consultant were currently considering the second draft of a job description for the proposed new post. The GB requested that recruitment should be started as soon as possible leading to an early appointment in the Summer Term.

ACTION HEADTEACHER

6.2 - Survey Results - the Clerk was requested to ensure that the results of the recent surveys were placed on the agenda for the May meeting of the GB.

ACTION CLERK

7. Chairman's Report

The Chairman said that numerous meetings had taken place in recent weeks in preparation for the awaited OFSTED re-inspection.

8. Budget 2016/17

Mr Neil Harris, Chairman of the Finance & Premises Committee introduced the proposed budget for the coming academic year. He said that to achieve a balanced budget as was required had been particularly difficult and the figures

now presented to the GB represented the ninth iteration. Members of the Committee had been closely involved with the Director of Finance & Administration and judged that the budget had been well constructed and that the figures were as reliable as they could be in the current circumstances.

The principal budgetary assumptions were shown in the PowerPoint presentation, which showed that, even ignoring inflation, the School's income was declining whilst its costs were increasing. The major factors that had to be taken into account were:

- staff costs accounted for approximately two thirds of expenditure. They could be controlled to a limited degree of control by the number and level of new appointments. However, the end of contracting out and the move to unitary pensions meant that there was to be an unavoidable increase in employers' national insurance contributions of 3.4%.
- Contributions towards support staff pensions had risen and there was likely to be a similar increase for teachers' pensions in three years time
- Occupancy costs were written into the PFI contract and could not be changed so any major savings had to be concentrated on the balance described as "other". Within this category, the easiest sector to reduce was capital expenditure, but unless the GB looked after the school infrastructure it would deteriorate and become less suitable for a modern expenditure.
- The problem caused by the cessation of Gift Aid tax refunds to the General Development Trust would not be resolved quickly. Pro bono advice was being given to Jewish schools by BDO Stoy Hayward and leading tax counsel but a test case was unlikely to reach a Tribunal for more than a year. In the meantime, the Trust was suggesting to parents that their voluntary contributions should be increased by 20% to compensate for the loss of income.
- The changes in Government SEN financing arrangements meant that the first £6k per student would have to be funded from the Schools main budget.
- The financial impact of a change to Academy status was currently unclear.
- Some governors felt that it was difficult to make a judgement based on the information contained in the PowerPoint presentation, but it was pointed out that very substantial detail was available in the papers for the Finance & Princess Committee available on Fronter.
- Each year a certain number of Year 12 students did not move onto Year 13. Because funding was based on the numbers in the previous year this provided a financially beneficial effect in the short-term.
- In theory, the contractor should hand over the School in perfect condition at the end of PFI. In practice, it would be prudent to start making financial provision to cover the cost of irrecoverable remedial works.

- The difficult financial position could be ameliorated by fundraising on a sufficient scale. One of the Charitable Trusts had agreed to support the appointment of a Fundraising Manager for a limited period and recruitment was now in progress. The budget assumed fundraising income of £180,000 in the next financial year, which was a relatively small sum for a school the size of JFS.

Mr Harris explained that the School currently received significant financial aid from the Development General Trust which raised its funds from the voluntary parental contributions and from the diminishing capital and income of the JFS Discretionary Trust, originally funded by the surplus achieved on the sale of the Camden site. The Secretary of the Development General Trust had recently written seeking the views of the GB on the level of grants that it would seek from 2017/18 onwards, pointing out that, if the current annual level of £0.6m was continued, the reserves would be depleted by 2020/2021. Alternatively, it was suggested if grants were restricted to a lower level, support could be continued for a longer period. This would be considered at the next meeting of the Finance & Premises Committee and recommendations made to the Governing Body.

ACTION FINANCE & PREMISES COMMITTEE

There was general agreement that there should be a close relationship between budgetary provision and the priorities set by the GB in the SEF, but that this was rendered difficult in the short-term by the inherent inflexibilities in the expenditure pattern. It was important that the GB was able to monitor the achievement of its priorities against the budget as decided operationally by the School leadership but it had to be recognised that significant shifts of resources could not be willed overnight.

As proposed by Mr Harris and seconded by the Chairman, the GB approved, without dissent the draft 2016/17 Budget recommended by the Finance & Premises Committee. The Chairman recorded the GB's thanks to all those responsible for the work leading to this successful conclusion.

9. Admissions Committee

The GB noted the minutes of the meeting of the Admissions Committee held on 11th January (those of 7th March not yet being available).

Mr Del Monte said that the second tranche of offers of places had been made for entry to Year 7 in September 2016 but the outcome was not yet known. In response to a request he said that the Committee would arrange for the letter sent to parents after acceptance of a place to specify the person to whom any request should be made for special arrangements for the admission examination.

ACTION ADMISSIONS COMMITTEE

10. Curriculum & Attainment Committee

The GB noted the minutes of the meetings of the Curriculum & Attainment Committee held on 7th February 2016 and the draft minutes of the meeting held on 14th March.

Mrs Fainer said that the Committee's workload was such that it was now meeting twice a term and she wished to pay tribute to Ms Fran Barrett and Mr Steve Bremner for the support that they had provided. She was concerned that the last joint meeting with the JE Committee had been cancelled and that a new date had still not been established. The joint meeting should consider the draft Educational Visits Policy recently seen by the Curriculum Committee and make a recommendation for the review frequency. In addition, the Committee urgently needed a permanent Clerk.

(Clerk's Afternote: Subsequently, it was agreed that the next JE/Curriculum joint meeting would be scheduled for Wednesday 18th May. The Committee was recommended to approve the appointment of Ms Louise Fox as its Clerk).

ACTION CURRICULUM & JE COMMITTEES

Mrs Fainer said there were continuing concerns about the arrangements for Safeguarding and more needed to be done to ensure that all pupils understood the process. Mr Bremner said that posters were being placed in prominent positions around the School where pupils and visitors would see them and sessions with pupils to ensure better understanding were being planned.

Finally, Mrs Fainer said that the Curriculum Committee had considered the draft Data Protection Policy and whilst it was content with the contents, it needed to be considered also by the Personnel Committee. There should be a JFS Data Protection Officer whose name should be known to all. The GB approved the Data Protection Policy, noting that the Personnel Committee might subsequently wish to recommend further amendments.

The GB approved the recommended Medical and E-Safety Policies.

11. Discipline & Attendance Committee

The GB noted the draft minutes of the meeting of the Discipline & Attendance Committee held on 3rd February 2016.

12. Finance & Premises Committee

The GB noted the draft minutes of the meeting of the Finance & Premises Committee held on 25 January 2016 and the draft minutes of its meeting held on 21st March.

The GB approved the recommended Schools Financial Value Standard Annual Return, noting that it contained only minor changes from the previous year.

13. GSCC

The GB noted that the Consultative Committee had not met during the Spring Term but that its members had recently received the draft Code of Conduct and other documents for consultation.

14. Jewish Education Committee

The GB noted the Spring Term regular meeting of the JE Committee and its joint

meeting with the Curriculum Committee had been cancelled. For this reason neither the Collective Worship Policy nor the Sex & Relationships Policy were yet available, but it was planned to place them before the GB at its meeting in July.

ACTION JE COMMITTEE

15. Pay Committee

The GB noted the draft minutes of the meeting of the Pay Committee held on 24th November 2015. The draft minutes of the meeting held on 29th March were not yet available but Mrs Renton reported that the Committee had examined five anonymised cases showing the operation of the link between performance management and pay recommendations. The Committee had continued the delegation to the Headteacher of the responsibility for determining recruitment and retention allowances subject to an annual report. Finally, the Committee had also noted that the Headteacher's performance management appraisal had been completed.

16. Personnel Committee

The GB noted the draft minutes of the meeting of the Personnel Committee held on 24th November 2015 were subject to further review by the Committee and that the draft minutes of the meeting held on 29th March were not yet available.

The GB approved the Absence Management Policy, the Performance Management Policy. The GB also approved provisionally both the Pay Policy 2016/17 and the Code of Conduct, subject to the outcome of current staff consultation. Mr Zach Bennetts requested that his objection to these provisional approvals should be formally noted.

17. Strategy Committee

The GB noted the draft minutes of the meeting of the Strategy Committee held on 1st February 2016.

18. Committee Appointment

The GB appointed Dr Charlotte Benjamin as Chairman of the Jewish Education Committee.

19. Governor Training

Mrs Renton reported that training records had been updated. Training on Data, on the Revised OFSTED Framework and Safer Recruitment Part 2 training would be arranged during the Summer Term on dates to be notified.

ACTION MRS RENTON

20. Ofsted Inspection Preparation

The Chairman drew attention to the three external reports that had been circulated to all governors for this meeting, namely:

- the SEND audit dated 24th February 2016
- the School Effectiveness Review dated 29th February 2006
- the Brent Effectiveness Report dated 22nd March 2016

In brief discussion of these documents, the following points were made:

- Debbie Lipkin, Brent School Effectiveness Associate, was now kindly spending two days a week at the School to assist with improvement of Safeguarding and the documentation was being entirely rewritten.
- The draft SEND Audit contained a variety of Action Points, and would be discussed at a RIG meeting the following week.
- The Audit provided a number of insights on behaviour concentrating on strategies for dealing with students, both those Statemented and others, for whom following the Ladder of Consequences was ineffective and inappropriate. Whilst the School was now more sensitive to the need for clearer identification and intervention, there was little or no written material to guide teachers on the alternatives to punishment.
- Amongst other matters, the Brent report noted both that SIMS was currently less capable of providing clear data on behavioural issues than others and that that students continue to perceive that the application of discipline was inconsistent. These matters, therefore, needed to be considered also by the Attendance & Behaviour Committee and might well give rise to changes to the Behaviour Policy.

ACTION ATTENDANCE & BEHAVIOUR COMMITTEE

20. Link Governors

Because of the lateness of the hour discussion was postponed until the following meeting.

21. Report of Brent Senior Officers Meeting

Because of the lateness of the hour discussion was postponed until the following meeting.

22. Any Other Business

There was none.

Signed
(Chairman)

Date