

CONTENTS PAGE

Minutes Governing Body

1. 19th September 2016 – Part 1 p2
2. 19th September 2016 – Part 2 p10
3. 12th December 2016 p14
4. 9th January 2017 – p19
5. 27th February 2017 – Part 2 (no part 1 minutes) p25

Minutes Admissions Committee

6. 10th October 2016 –p30
7. 30th January 2017 – part 1 p33
8. 30th January 2017 – part 2 p39

Minutes Curriculum, Student Welfare & Behaviour

9. 26th September 2016 p41
10. 12th December 2016 p50

Minutes Jewish Education

11. 14th June 2016 p53

Minutes Finance & Premises

12. 31st October 2016 p60
13. 5th December 2016 p64
14. 19th January 2017 p67

Minutes Joint JE/Curriculum

15. 18th June 2016 p71

Minutes of Pay

16. 25th July 2016 p78

Minutes of Personnel

17. 27th June 2016 p81

Minutes Joint Personnel & Finance

18. 27th June 2016 p85

Minutes Governing Body

19. 18 July 2016 – Part 2 p87
20. 12 December 2016 - Part 2 p88

Minutes Finances and Premises Committee

21. 5th December 2016 – Part 2 p92
22. 19 January 2017 – Part 2 p95

Minutes Personnel and Pay Committee

23. 1st December 2016 – Part 2 p97



MINUTES OF THE PART I MEETING OF THE GOVERNING BODY HELD ON MONDAY 19TH SEPTEMBER 2016

Present:

Chairman Items (1 - 3): Mr Arnold Wagner
Chairman (Items 4 - 19): Mrs Ruth Renton

Governors:

Mr Simon Appleman	Dr Charlotte Benjamin	Mrs Joanne Coleman
Mr John Cooper	Ms Geraldine Fainer	Rabbi Daniel Epstein
Mr Michael Lee	Mr David Lerner	Ms Debby Lipkin
Mr Richard Martyn	Miss Rosie Scallon	Mrs Anne Shisler
Mr Stuart Waldman		

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

SLT

Mrs Sheri Berg	Mr Dharmesh Chauban	Mr Andy de Angelis
Mr Anthony Flack	Mr Ben Martin	Mr Geoff Peddie
Mr Jamie Peston	Ms Talia Thoret	Mrs Lorraine Tomlinson

Observer: Mr Michael Goldmeier

Clerk: Dr Alan Fox

1. Apologies for absence

Apologies for absence were received from Mrs Vanessa Kushner.

2. Declaration of Interests

Mr Richard Martyn declared a potential personal interest in Item 14. No other interests were declared.

3. Membership

The Governing Body:

3.1 welcomed new Foundation Governors, namely Mr John Cooper, Rabbi Daniel Epstein and Mr David Lerner appointed for three-year periods, respectively with effect from 19th July, 11th August and 19th August 2016;

3.2 noted with regret the resignation of Mr Arnold Wagner as a Foundation Governor with effect from the end of the meeting;

3.3 noted the imminent appointment of Mr Michael Goldmeier as a Foundation Governor with effect from 20th September for a three-year period;

3.4 appointed Rabbi Dr Raphael Zarum as an Associate Member and a non-voting member of the Curriculum and Student Welfare, Attendance & Behaviour Committee (see Item 10) for the period to 31st August 2017; and

3.5 welcomed the new members of the Senior Leadership Team, who introduced themselves.

4. Election of Chairman and Vice-Chairman

Only one nomination having been received for the post, the Clerk declared Mrs Ruth Renton elected as Chairman until the regular election at the first meeting of the Autumn Term 2017.

Mr Wagner said that he wanted to thank everyone who had supported him so courteously and responsively during the short period of his second chairmanship. In particular, he was grateful to Mr Stuart Waldman who had been an invaluable source of help, support and insight and who had previously been Vice-Chairman and acted as Chairman for a short period.

Mrs Renton said that the occasion could not be left to pass without offering the GB's special thanks to Mr Wagner who had stepped in a couple of months earlier temporarily to fill the gap left by the departure of the previous Chairman, Mr Steven Woolf. He had worked tirelessly throughout the holidays to move the School and organisation forward and she very much hoped that, although not as a Governor, he would be able to provide continued support and wisdom.

Mrs Renton thanked the GB for electing her. As all governors knew she was dedicated to JFS, the jewel in the crown of Anglo-Jewry, and she would work hard to put its Vision into practice.

5. Election of Vice-Chairman

Only one nomination having been received the Clerk declared Mrs Geraldine Fainer elected as Vice-Chairman until the regular election at the first meeting of the Autumn Term 2017.

6. Minutes

The GB confirmed the draft minutes of Part I of the meeting held on 18th July, 2016.

7. Matters Arising from Part I Minutes of Meeting of 9th May

Item 10 – Consequences of adding 15 more places in Year 7 - Mrs Lipkin said that she had already confirmed that adding the places would require further resources. The detail would be further considered during the current timetabling review and she would report further.

8. Chairman's Report

Mr Wagner said that the GB would wish to know that Mr Jonathan Miller, the former Headteacher, had recently been appointed as Executive Director of LSJS and to wish him well in this new post. Mr Miller had agreed to have his portrait placed alongside other previous headteachers.

9. Acting Headteacher's Report

Mr Appleman introduced his report covering three main topics:

9.1 - School Leadership and Management Structure - Recruitment was in progress to fill some of the posts shown in a series of charts provided, including the vacancies for the Deputy Headteacher Jewish Life & Learning and the Deputy Headteacher, Teaching, Learning and Curriculum, advertisements for both of which would appear on the next Friday. Pending the filling of these vacancies, cover was currently being provided from other parts of line management.

One chart was devoted to the Faculty Structure introduced for the first time in 2016/17. The grouping of departments should prompt closer working relationships and the sharing of best practice.

9.2 - School Roll & Attendance - Mr Appleman explained that the number on the School Roll had dropped from 1997 at the end of the Summer Term to 1971 as at 12th September and at the date of the meeting down further to 1952. Part of the reduction was due to the lower number of Year 11 students joining the Sixth Form in 2015/16 leading to a lower Year 13 in 2016/17, and a reduction in new joiners in Year 12.

In response to questions from governors, Mr Appleman said that the Year 11 leavers had moved on to a wide variety of institutions. Only one, West Herts College, which offered a more vocational syllabus, had received more than two JFS students. As reported to the last meeting of the Governing Body, students generally left JFS for a very wide range of reasons, amongst which geographical relocation featured highly, as was to be expected in an international school like JFS.

Governors were encouraged to note the 2015/16 attendance figures showed an improvement in Years 7-11 to 95.2%, that is higher than the national target and also a reduction in both unauthorised and persistent absences. Years 12 & 13 attendance had also improved significantly reflecting the close and immediate attention being given to absences. There had been no exclusions since the last meeting.

9.3 – Staffing – the GB noted that an unusually large number of new staff had joined JFS to fill vacancies and newly created posts. Some existing staff had relocated to posts of higher priority. There had been two resignations of non-teaching staff since the beginning of term.

One of the resignations was of a Data Manager who had now been replaced. Adequate Data Management staffing remained a high priority with the School as well as with the GB and a Senior Data Manager had also been recruited to start on 1st October with the assistance of Mr Dharmesh Chauban.

In response to questions, Mr Appleman said that the Subject Leaders for English, Mathematics and Jewish Studies were all Acting but it was hoped to make permanent appointments for 2017.

In further discussion and in response to Governors' questions, the following points were made:

- ☐ The members of the new SLT were working very closely together and had spent the second day of term discussing leadership and management, facilitated by the consultants Q5.
- ☐ Since the last meeting of the GB, training for other staff had continued at an intensive level and three consultants would be working at JFS during the term to provide bespoke sessions for individuals and groups. Behaviour management training took place for all staff on the first day of term and where appropriate bespoke sessions were being arranged for individuals identified by the Behaviour Team.
- ☐ There had been several FoI requests, with one currently in progress.
- ☐ The introduction of packed lunches had gone smoothly and was popular with students. All members of the SLT were on duty during the lunch period and there had been little evidence of litter.
- ☐ As shown in the report, there were a number of meetings and trips for students, including overseas, during the Autumn Term. These included intervention meetings where judged necessary for Year 11 students.

9.4 - GCSE Examination Results Analysis - following discussion of the Headteacher's' Report, Mr Appleman circulated an analysis of the 2016 GCSE results, which he said were the best for five years; JFS was the third highest ranking totally non-selective school for GCSEs. He stressed that as well as achievement, rates of progress were particularly important. He was pleased to note that attainment was higher than in 2015 and progress, measured by comparing results with those previously expected was noticeably good. However, detailed examination of the data showed that the grades achieved by girls were almost half a level higher than boys. Results for SEN students were not satisfactory and together with those for boys and particular subjects where progress did not match others would be followed up in more detail. The A-level analysis should be available later in the week

8.5 - Governors Guidance Document - Mr Appleman also handed to all governors a new document providing the key information, of which they should be aware. It covered the latest Self-Evaluation against the OFSTED framework, the areas for development and the School Improvement Plan, together with detailed supporting information. He drew attention to the Key Headlines and the sections dealing with GB responsibilities and achievements.

9. Self Evaluation and Improvement Plan updates

The Executive Headteacher gave the GB a PowerPoint presentation entitled "The Way Forward: Steps", a copy of which is annexed to these minutes. This consisted of 18 slides, covering proposed ways forward in the following categories:

- ☐ Vision and Values
- ☐ Leadership
- ☐ Finance
- ☐ Students
- ☐ Staffing
- ☐ Parents

The presentation listed the Improvement Priorities for the Autumn Term and concluded with a summary of fundraising efforts, [REDACTED]

Exemption FOIA Section 43(2), commercial

The presentation was supported by the September 2016 Self-Evaluation circulated prior to the meeting which reflected Mrs Lipkin's judgment that JFS was now making rapid and robust improvements due to effective leadership. This was inspiring teachers and staff to raise standards and achieve outstanding outcomes. In it she assessed that the School could now be considered to be good overall with some outstanding features.

The GB noted that in support of the overall assessment, the detailed evaluation concentrated on the key issues identified by Ofsted inspectors in July 2014 and the follow-up monitoring visit in December 2014. It showed the actions taken in response to each identified improvement area and their subsequent impact, quantified wherever measurable. The third Section of the presentation set out judgments of the current position and the evidence in support of the impact assessments and the Autumn Term priorities for improvement.

The GB also had before it the School Improvement plan for the year to April 2017, updated since its July meeting, which set out 29 Key Improvement Points that could be monitored and would be reported on at each of its meetings.

The GB also noted the reassurance of the recent A-level and GCSE examination results that demonstrated that JFS was amongst the top performing schools in the country. Accordingly, it approved the Executive Headteacher's assessments and the priorities specified. Governors offered their congratulations to the two Headteachers and the entire staff on the achievements to date and thanked all concerned for the devoted effort to continue the improvements.

10. Future Committee Structure

Mr Wagner introduced the paper containing his recommendations for the future GB Committee structure based on the Q5 report and the subsequent extensive consultation with governors, both in a Working Group and individually.

Mr Wagner said that there were currently nine committees, some of which met very regularly and others which convened only when there was a specific need and that he was recommending that, grouping some of the GB's responsibilities this should be reduced to four, namely Admissions, Curriculum and Students Well-being, Attendance & Behaviour (CSWAB), Finance & Premises and Pay & Personnel. Governors/Staff consultation would now take place in a subgroup reporting to Pay & Personnel. The work of the Jewish Education Committee would be absorbed into a special section of each Governing Body meeting and concerns that this might give the incorrect impression that the importance of the subject matter was being downgraded should be reviewed in 12 months time.

The number of meetings would, of course, depend on the changing needs as time progressed, but he recommended that, in the first instance, the Governing Body should meet twice in the Autumn and Spring Terms and once in the Summer Term. Finance & Premises needed two meetings a term with an ad hoc premises working group as required and CSWAB once a term, but with two meetings in Autumn Term 2016.

The GB approved Mr Wagner's recommendations for the restructuring of its committees and the frequency of meetings as laid out in his paper of 4th September 2016. The GB requested, all committees, at their first meetings, to consider their terms of reference in the light of these decisions and make recommendations to the second GB meeting of the term.

ACTION ALL COMMITTEES

11. Committee Membership And Chairmanship

Having approved the Committee restructuring proposals, with the addition of Rabbi Zarum to membership of the CSWAB, the GB also approved the associated membership and chairmanship proposals contained in Mr Wagner's paper dated 9th September 2016, produced following widespread consultation with all concerned.

12. Link Governors

The GB appointed Mrs Joanne Coleman and Mrs Anne Shisler to be the Link Governors for Attendance & Behaviour and for SEN respectively.

The GB noted the Executive Headteacher's recommendation that link governors were unnecessary for individual academic subjects. However, it requested the appointment of Link Governors for Health & Safety, Security and for Premises and all Committees to consider what further appointments might be of assistance to the School. Governors who wished to act in a Link capacity should contact Mrs Renton in the first instance.

ACTION ALL COMMITTEES AND GOVERNORS

13. Schedule of GB and Committee Meetings

The GB requested the Acting Headteacher to update the schedule of meeting dates in the light of the restructuring of committees previously agreed, the change in dates already requested by some governors, the requirement for a fixed date for the Admissions Committee in the current term and to take account of other governor responsibilities, e.g. meetings of trustees.

14. Code of Conduct for Governors

The Code prepared by Mrs Renton was approved by the GB. Some comments that had been made on the draft would now be studied and consequential amendments proposed to the Code where appropriate. The updated version of the Code would then be circulated by email as soon as possible for further approval.

ACTION CHAIRMAN

15. Visits Protocol

The protocol recommended by the Brent Governor Support Services was approved by the GB.

17. Minutes Of Previous Meeting Of The Jewish Education Committee

The work of the Jewish Education Committee having been subsumed by the GB, the minutes of the meeting of the meeting of the Committee held on 14th June were approved. Dr Benjamin confirmed that all matters arising had been actioned.

18. Jewish Studies Working Party (JSWP)

Dr Benjamin gave a brief summary of the activity of the Working Party to date. It had so far met twice with membership from the Jewish Studies Department assisted by Rabbis Epstein, Pollak and Zarum and Mr Charles Landau. The JSWP was reviewing the current JS curriculum and hoping to roll out elements of good practice, culled from national and international examples, across the School, creating cross curriculum links with other subjects, e.g. history. The study of the entire curriculum was a major task and the WP was therefore concentrating in the first instance on Year 7. A start was also being made with a pupil questionnaire in the Sixth Form and on those areas where rapid progress could be made, including a crash Hebrew reading course and a Jewish heritage module.

Rabbi Zarum, a member of the Working Party, said that dealing only with elements of the curriculum would never be totally satisfactory and the current commitments of existing teachers made it difficult for them to invest significant amounts of time into the project. For proper change and creativity it would be necessary to invest in the right people and a full review and possible reform of the JS curriculum would require the allocation of sufficient finance. Together with Rabbi Jonathan Solomons he was going to submit a proposal to consider whether investing in external support would allow much wider and more effective curriculum redesign.

19. Jewish Education Policies

Mrs Lipkin confirmed that the Sex & Relationships Education Policy had been reviewed after consultation with parents in the Spring and reapproved by the GB. The Collective Worship Policy was not yet available for GB consideration.

20. Vice-Presidents Of JFS

The GB approved the proposal by the President, Lord Levy, that it should appoint Mr Michael Glass and Mr Arnold Wagner as Vice Presidents of JFS, to mark the special contribution that they had made to the wellbeing of the School over many years and in anticipation of their continued support in the future.

21. School Calendar for 2017/18

The GB approved the 2017 Calendar, as proposed by the Acting Headteacher following full staff consultation.

22. Governor Training

Consideration was postponed until the next meeting, pending appointment of a new training governor.

23. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY HELD ON MONDAY 19TH SEPTEMBER 2016

Present:

Chairman: Mrs Ruth Renton

Governors:

Mr Simon Appleman (Items 1 - 3 only)	Dr Charlotte Benjamin	
Mrs Joanne Coleman	Mr John Cooper	Mrs Geraldine Fainer
Rabbi Daniel Epstein	Mr Michael Lee	Mr David Lerner
Ms Debby Lipkin	Mr Richard Martyn	Mrs Anne Shisler
Mr Stuart Waldman	Mr Arnold Wagner	

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

Observer: Mr Michael Goldmeier

Clerk: Dr Alan Fox

1. Minutes

The GB confirmed the draft minutes of the Part II meeting held on 18th July 2016.

2. Kashrut

Mr Appleman said that there had recently been concern about the potential for a breach of kashrut in the Food Technology Department. [REDACTED]

Exemption FOIA Section 43(2), commercial

3. Proposal for Association with [REDACTED]

The Chairman reminded the GB that in the Summer Term an approach had been made by [REDACTED] with a view to exploring the creation of an all-through School or alternatively a Multi-Academy Trust (MAT) together with other US primary schools that currently fed JFS. After a brief discussion, taking account of the initiatives being taken by PaJeS to establish the

requirement for and provision of additional Jewish secondary education in London, the GB had requested advice [REDACTED], who was engaged in the study of the benefits of Multi-Academy Trusts for PaJeS. In the meantime, [REDACTED] was told that a substantive reply would not be sent until the Autumn Term.

[REDACTED]. In this presentation he explained that the Jewish school landscape was currently complex and volatile and Government policy was in flux. There was currently shortage of places that was forecast to increase to around 120 over the next few years, but because there were so many unknowns, no forecast could really be relied on as the basis for major capital expenditure. Nevertheless, there was without doubt current pressure on places and two separate groups were currently planning the opening of new schools, one as early as September 2017.

The community had a range of options be adopted from doing nothing to expanding existing schools or opening a new school. Whichever was taken, there would be impact to a lesser or greater extent on JFS, which also had a wide range of possible responses including doing nothing, re-targeting admissions and/or educational direction and creating a MAT [REDACTED].

In discussion, Governors felt that it was important that JFS should not stand outside of any co-operative process and that a do-nothing option was not viable. The curriculum was already being changed to take account of changing needs in the community and further consideration was needed whether to target both more modern Orthodox parents and those typically choosing private schools. In addition, although it was recognised [REDACTED] a joint working party should now be set up with the school to look at all the ramifications, positive and negative of closer associations on the current site including the creation of a MAT.

Governors were concerned whether the School and the GB had all of the necessary skills to understand the complexities of the creation and organization of a MAT, particularly because of the existing PFI structure. The Chairman was invited to form a Working Party to give further consideration and governors were requested to inform her if they felt they could offer useful assistance. At an appropriate stage the Working Party could enter into discussion [REDACTED] to consider matters such as:

Exemption FOIA Section 43(2), commercial

- Structure
- Admissions
- Financial Benefits
- Education Benefits
- Organisational Benefits
- Legal Issues
- Involvement of Other Schools.

The GB thanked Mr Glass for all of his work and his presentation and invited the Chairman to make the necessary preliminary arrangements accordingly.

ACTION CHAIRMAN

4. Headteacher Recruitment

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

ACTION SELECTION COMMITTEE

5. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY HELD ON MONDAY 12TH DECEMBER 2016

Present:

Chairman: Mrs Ruth Renton

Governors:

Mr Simon Appleman	Mrs Joanne Coleman	Mr John Cooper
Rabbi Daniel Epstein	Ms Geraldine Fainer	Mr Michael Goldmeier
Mr Michael Lee	Mr David Lerner	Ms Debby Lipkin
Mr Richard Martyn	Miss Rosie Scallon	Mr Stuart Waldman

Associate Member: Rabbi Dr Raphael Zarum

SLT: Mr Jamie Peston

Clerk: Dr Alan Fox

1. Apologies for absence

Apologies for absence were received from Dr Charlotte Benjamin, Mr Andrew Moss and Mrs Anne Shisler.

2. Declaration of Interests

Mr David Lerner advised the meeting that he had a child working at the School.

3. Membership

The Governing Body noted with regret the resignation of Mrs Vanessa Kushner as an Associate Member with effect from 4th December 2016 and the Chairman said she had written to thank her assistance and contribution over the past year.

4. Minutes of Previous Meeting

The GB confirmed the draft minutes of the meeting held on 19th September 2016.

5. Matters Arising from the Minutes of the Previous

5.1 Item 18 - Jewish Studies Working Party - Mr Lee said that he was concerned that Jewish Education had not been placed as a standing item on the Agenda. This had been agreed earlier to ensure that, with the demise of the

Jewish Education Committee, the subject received proper attention and to avoid the inadvertent impression given that it was being downgraded in importance.

The Chairman said that the premise of the Wagner recommendation approved by the GB was to ensure that therein the absence of a Committee was a forum for discussion of significant Jewish Dimension matters. In any case the JSWP, was on the agenda for an interim report. It had also been agreed that the need for a separate JE Committee would be reviewed after one year.

6. Headteachers' Report

6.1 Routine Report - In introducing the Report, Mr Appleman explained that the report followed the same format as previously and had been circulated in advance so that Governors could raise any points they wished. In discussion and in response to Governors' questions, the following points were made:

- ☐ Eighteen pupils had joined the Roll and eleven had left during the term whereas the total shown differed by only six. This was because all the numbers were changing regularly.
- ☐ Staffing was improving and the performance of the new teachers and teachers new to role was encouraging. Three consultants had worked with the School during the Autumn Term providing bespoke training for individual members of staff.
- ☐ However, staffing in the English Department, where a number of teachers were leaving at the end of term, continued to be a problem. Nevertheless, replacements including a new Head of the English Faculty had been successful recruited.
- ☐ The loss of the new Senior Data Manager after only one week had been very disappointing but a new appointment had been made to start in January.
- ☐ The SLT had been extremely heavily loaded and much care would be needed to ensure the continuing welfare and and maintenance of the morale of its members.

Exemption FOIA Section 43(2), commercial

- ☐ The Health Hut was now operational and was being staffed by external nurses on Thursdays. Much emphasis was placed on student welfare and support and Governors stressed the need for this to be based on a continuing basis, particularly in the case of the loss of parent.

6.2 A-level Analysis - Continuing, Mr Appleman said that a number of important external data reports had recently been received that reflected the School's own internal analysis of the A-level results. He drew attention to the sample chart contained in the written report showing the JFS Progress 8 and Attainment 8 scores relative to the national picture. A full analysis had been provided for the CSWAB Committee.

6.3 Ofsted - The Executive Headteacher said that the Ofsted report following the November inspection was still awaited. She hoped that it would be available for publication before the end of term and was confident that it would be significantly more positive than its predecessor, particularly in respect of Leadership and Management and Teaching and Learning. She hoped it would indicate that Personal Development and Safeguarding were now satisfactory.

A Press plan was being developed and in anticipation of a favourable report and the Chairman had agreed that the School could close early on the last day of term, when a special meeting would be held with all Staff to thank them for their exceptional efforts.

6.4 Communications – There had been a number of changes leading to much better communication and interaction with parents at all levels. Information was now being sent to parents much more frequently. They were also being given written information about their child's performance with appropriate contextual comparisons on arrival at Parents Evenings and physical changes had been made so that they could talk to staff on these occasions with a greater degree of privacy. Form Tutors were also available at these Evenings for the first time. The Governor's surgery was working well and was much appreciated and no parent had to wait more than a few days to see a Headteacher if they wanted

7. School Improvement Plan (SIP)

The Executive Headteacher introduced review a paper showing the SIP in the required five categories running for 12 months from May 2016. For ease of reference the actions taken and their impact during the previous term were shown in blue and those in the current term to date in red. She said that it showed clearly that, whilst there had been considerable success, in some areas there was more to be done to complete the original plan. Additional new themes would be recommended to the GB meeting in January.

ACTION EXECUTIVE HEADTEACHER

In discussion, it was explained that although the judgements were essentially internal assessments, they benefited from the views of the independent consultants working in school, by the quality control activities of the Local Authority and by comparisons with other schools with which JFS shared expertise.

8. Jewish Studies Working Party

The Executive Headteacher explained that further course planning work by the Working Party had been postponed whilst Daniel Marcus, the new Jewish Dimension Deputy Headteacher who came with much very experience in curriculum planning, was appointed. This was to give him the opportunity consulting interested governors and other Jewish Studies Departments, both in the UK and overseas, before costed action plans were drawn up.

In the meantime, Rabbi Zarum had been continuing his work on Vision & Values and funding had been obtained to start small group text studies in the Sixth Form, where the Jewish Education was recognised to be insufficient.

9. Committee Terms of Reference

The GB approved the generic Terms of Reference for all committees and the recommendations made by the Admissions Committee, the Finance & Premises Committee and of the Curriculum and Student Welfare & Behaviour Committee, the last with an addition to confirm responsibility for oversight of the Jewish Studies curriculum.

Consideration of the Terms of Reference of the Pay & Personal Committee was postponed until the following meeting.

ACTION PAY & PERSONNEL COMMITTEE

10. Committee Reports

10.1 Admissions Committee - the GB noted the draft minutes of the meeting of the Committee held on 10th October and gave further directions for completion of the draft Admissions Policy 2018/19 for external consultation.

10.2 Curriculum and Student Welfare & Behaviour Committee – the GB noted the minutes of the meeting held on 26th September that had been approved immediately prior to the GB meeting.

10.3 Finance & Premises Committee – the GB noted the minutes of the meeting held on 31st October and that at its recent meeting held on 5th December the Committee had given preliminary consideration to the 2017/18 Budget, which was presenting some difficulty and which would be examined in more detail at the first meeting of the Spring Term.

10.4 Pay & Personnel Committee – the GB noted that the Committee had met on 1st December.

11. Freedom Of Information (Fol)

[REDACTED]

Exemption FOIA Section 43(2), commercial

Advice had been taken and the School had recently received some the recommended Fol Protocol from Browne Jacobson Solicitors that had been circulated to all Governors. This set out the suggested approach to GB minute-taking, documentation and confidentiality and a proposed School Publication Scheme. Its first appendix was a model publication scheme provided by the Office of the information Commissioner and the second the ICO guidance specific to schools regarding disclosable information.

The GB adopted the Protocol and Publication Scheme recommended by the solicitors. [REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

12. Policies

In view of the review currently being undertaken by the Headteacher, the GB deferred consideration of its the schedule of its policies and the review timetable until the next meeting.

13. Schedule of GB and Committee Meetings

The GB approved the circulated revised schedule of meeting dates, noting that a number of major issues were moving rapidly and that further changes might be required later.

14. Governor Training

Consideration was postponed until the next meeting.

15. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY HELD ON MONDAY 9TH JANUARY 2017

Present:

Chairman: Mrs Ruth Renton

Governors:

Mr Simon Appleman	Dr Charlotte Benjamin	Mrs Joanne Coleman
Mr John Cooper	Rabbi Daniel Epstein	Ms Geraldine Fainer
Mr Michael Goldmeier	Mr Michael Lee	Mr David Lerner
Ms Debby Lipkin	Mr Richard Martyn	Mrs Anne Shisler
Mr Stuart Waldman		

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

Observer: Mr Richard Cohen (Items 1 - 3)

SLT: Mr Daniel Marcus Mr David Wragg

Clerk: Dr Alan Fox

1. Apologies for absence

Apologies for absence were received from Miss Rosie Scallon.

2. Declaration of Interests

Mr David Lerner advised the meeting that he had a child working at the School.

3. Introduction of New SLT Members

The Executive Headteacher introduced Mr Daniel Marcus, the new Deputy Headteacher, Jewish Life & Learning and Mr David Wragg, the new Deputy Headteacher Teaching, Learning & Curriculum.

4. Land Ownership

The Chairman introduced Mr Richard Cohen, formerly a Foundation Governor, who, after his term of office had been completed in summer 2015, had continued to follow up the resolution of the complicated land ownership issues that had delayed the progress of the earlier application for Academy Status in 2013/14. Mrs

Mrs Renton said that before a new Academy application could be made, it would be essential for the Governing Body to have and be able to demonstrate the right of tenure of the site on which JFS had been constructed.

Mr Cohen said that, after protracted negotiations, the key terms of an agreement had been reached. These were set out in the paper he had provided for governors.

[REDACTED]

Exemption FOIA Section 43(2), commercial

In discussion and in response to questions from governors, the following points were made:

[REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

- ☐ A formal valuation had been carried out but no stamp duty would in any case be payable because of the School's charitable status.
- ☐ Following the settlement of the land issues, a new £25k grant might be available on application for Academy Status.

[REDACTED]

Exemption FOIA Section 43(2), commercial

The Governing Body approved expenditure up to £10,000 and gave agreement to the terms negotiated by Mr Cohen, subject to a final review of the documentation by the Chairman.

ACTION CHAIRMAN

The GB expressed its sincere thanks to Mr Cohen for all the work he had done as a governor and for the 18 months thereafter in bringing this difficult issue to completion.

5. Headteachers' Report

The Chairman explained that the meeting would not deal the routine items that

were normally included in the Report and these would be postponed until later in the term. The meeting had been called so close to the beginning of term because the Ofsted report had been received and, in addition, there were a number of major on-going issues, progress on which needed to be reported to governors.

Introducing the review, the Executive Headteacher said that she was very conscious that since her appointment many changes had necessarily been introduced at great speed and that governors had been asked to take many decisions at a shorter notice than was desirable. She was very grateful for their understanding and cooperation. Whilst more developments were in the pipeline, Mrs Lipkin hoped that following the re-inspection there would be time to consider them and their implications as a more measured pace.

Mrs Lipkin said that all governors had played their part in the run-up to the re-inspection but she wished to thank particularly Mrs Shisler who was almost single-handedly responsible for bringing the School's safeguarding procedures and practices up to acceptable standards and who had also insisted on the SEN audit that led to a roadmap to improvement.

Mrs Fainer had spent many hours reviewing all policies and particularly Pupil Premium in full detail and Mrs Coleman had provided vital input on behaviour. Mrs Renton had spent endless hours reading all documentation and improving training and governance standards.

6. Chairman's Report

6.1 - Communications - Mrs Renton said that two Governors' Surgeries had been held recently with a third scheduled for the following week. This, together with the Parents Forum meetings, provided a key element in improving communications with parents, who were becoming more familiar with the appropriate channels for passing their views and discussing their issues with the School. A number of common themes were appearing and these were being translated into action by the SLT.

In response to a question from Mrs Fainer, Mrs Renton said that she recognised the danger of creating too high expectations of governors but that a rota was being created that should assist in spreading the load a little. The chosen dates were being placed on an expanded calendar.

6.2 – Gesher - it was known that there was a current Gesher meeting to prepare its formal proposal to JFS and a joint meeting would shortly take place to open negotiations. Gesher had been advised that the JFS GB would be meeting on 22nd January to consider its plans and guarantees.

6.3 - Jewish Secondary Schools - a meeting of the chairmen of governing bodies had been arranged by PaJes to take matters forward in the light of the recent DfE refusal of applications to open two new secondary schools.

6.4 - Freedom of Information - a further FoI request had been received and legal advice was being taken. Compared to its predecessors, the request appeared to be aimed at obtaining commercial information.

7. Pupil Numbers, Multi-Academy Trusts and Pathways & Provision

The Chairman said that all of these topics were of major current significance. The GB noted with approval her intention, following discussion with governors outside the meeting, to set up a series of small working parties with delegated authority from the GB to take them forward.

8. Review of Ofsted Report

The Executive Headteacher introduced a review of the Report of the inspection visit on 8th/9th November 2016 sent to her on 13th December. She noted that in the interim period since the 2014 inspection, the Ofsted standards, as defined in its Handbooks, had changed several times and had raised the bar significantly to the point where it could be said that what was now judged as Good might well have previously achieved an Outstanding rating. Mrs Lipkin noted also that Ofsted inspectors could only take account of validated data; had the visit been one week later when new validated data had become available, some of the judgements of individual elements might well have risen to Outstanding.

The Report was nevertheless very positive and demonstrated that there had been rapid changes in the right directions. Not surprisingly, it also showed that there were a number of areas where further development was required. However, these were already known internally and being actioned. The documentation provided for the GB showed the areas picked out by the Inspectors for development and in a series of bullet points, the action being taken by the School management. These included:

- ☐ more effective tracking, marking and feedback at KS3
- ☐ improving the quality of teaching in English specifically at KS3
- ☐ more sophisticated development of pupils reading
- ☐ embedding of all the recommendations from the SEN review; and
- ☐ further development of middle leadership

In further discussion and in response to questions from governors, the following points were made:

- ☐ Improvements in English specifically and literacy would be driven by the recent recruitment of six new members of staff, having between them decades of experience.
- ☐ "Accelerated Reader" had been introduced starting at Year 7 and was now starting in Year 8. Reading books were being recommended too pupils and progress and comprehension monitored.
- ☐ Staff were being trained to teach Islam and Christianity for GCSE and interfaith visits were now a regular feature. The JFS approach to diversity and topics such as lesbian, gay, transgender and bisexual issues had been discussed with the Chief Rabbi.

- The overall effect of the Report on staff morale had been positive. However, some members of long-standing were still having difficulty in coming to terms with the rapid changes and the slightly slower pace now required should make adaptation easier.
- Staff would be identifying lack of individual pupil progress at an earlier stage. Every student was assigned an aspirational grade and it was confidently expected that improvements would be half the grade higher than the national average. All of the information was being shared with parents.
- Introduction of BTEC and other vocational activities was in accord with the government's approach on the greater use of apprenticeships.
- Working in cooperation with JAMI and assisted by Rabbi Epstein, there was now greater awareness of mental health problems. Sixth formers were being taught how to cope with stress and counselling was also being made available for staff as required.

In summary, Mrs Lipkin said that the Key Improvement Themes were contained in a living document that was constantly updated as the academic year progressed. The latest version that had been circulated to governors took account of progress made during the year and had and had also been updated in the light of the OFSTED findings.

The Chairman said how appreciative the Governing Body was of the immense efforts of the Executive Headteacher and the entire SLT in achieving the turnaround, now recognised by Ofsted. JFS now had a much firmer basis for the developments to come.

9. Jewish Dimension

Mr Daniel Marcus, the new Jewish Dimension Deputy Headteacher introduced himself to the GB and said that in the short time since his appointment he had taken the opportunity of consulting widely both inside JFS and in the wider community. Whilst he had much more work to do, he was beginning to formulate his Vision for Jewish Life and Learning at JFS and his priority Areas for Development, as set out in the short Powerpoint presentation (*a copy of which is available on Fronter*). Based on the Governing Body's Vision, he hoped to be able to develop his ideas further during the term, but amongst the main themes he was pursuing were:

- The launch of a new Key Stage 3 Jewish Studies Curriculum with a focus on knowledge, skills and inspiration and gradually being introduced from September 2018 onwards.
- Wider prayer opportunities in the School
- The introduction of an advanced textual learning track, probably with a smaller uptake than the current Text Programme
- A new sixth form JS programme covering key areas of Jewish life in

conjunction with external experts

- ☐ Review and enhancement of the current JIEP programme.

Rabbi Zarum said that he very much welcomed Mr Marcus's approach that fitted in well with work of the current Vision & Values Working Party. Some of the new developments under consideration could well attract significant external funding to support them.

The Chairman said that the GB was grateful to Mr Marcus for exposing his exciting concepts at this early stage and looked forward to considering them further and in more detail as soon as he was ready.

10. Any Other Business

The GB noted:

10.1 there were currently two staff discipline appeals awaiting adjudication by a panel of governors.

10.2 the reported security issues at Jewish schools earlier in the day had not affected JFS

Signed
(Chairman)

Date



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY HELD ON MONDAY 27TH FEBRUARY 2017

Present:

Acting Chairman: Ms Geraldine Fainer

Governors:

Mr Simon Appleman	Dr Charlotte Benjamin	Mr John Cooper
Mr David Lerner	Mrs Debby Lipkin	Mr Richard Martyn
Miss Rosie Scallon	Mrs Anne Shisler	Mr Stuart Waldman
Mr Michael Goldmeier	(by telephone)	

Associate Members: Rabbi Dr Raphael Zarum

Clerk: Dr Alan Fox

1. Apologies for absence

Apologies for absence were received from Mrs Joanne Coleman, Rabbi Daniel Epstein, Mr Michael Lee, Mr Andrew Moss and Mrs Ruth Renton.

2. Business Case for Proposed Restructure

Introducing a Briefing Note for the GB on the proposed restructuring programme, the Executive Headteacher said that earlier in the financial year the School had been charged with the production of a Financial Action Plan to rectify the serious budgetary problems that had grown over the previous few years. These had been caused by minimal fundraising, organisational inefficiencies and reductions in Sixth Form numbers, and without urgent action would be further exacerbated by reductions in government and general fiscal measures, such as the increase in pension charges. The annual deficit had grown [REDACTED] before grants from the Charitable Trusts that were no longer possible because of the depletion in their capital funds.

Exemption FOIA Section 43(2), commercial

In its preparation of the Business Case, both the Finance & Premises and Pay & Personnel Committees had been closely consulted and many ideas had been explored in a very thorough line-by-line review of the entire budget. For example, a costing of the replacement of the entire finance team with the function completely outsourced had been undertaken. However, this had proved too expensive and the

issue had been deferred pending a further consultancy review that would look at existing practices and process and was scheduled in a couple of weeks time to recommend the most appropriate future structure.

An earlier review undertaken by G5 of non-teaching staff tasks had shown that rationalisation might achieve significant savings and lead to an overall improvement in efficiency. However, savings from this source alone would be insufficient. Given the PFI arrangements, further savings on the scale necessary could only be achieved from the staff budget and by looking beyond pure administration to pupil facing staff. Hence, teaching staff were being asked to increase their load by three more classes every two weeks. Following a detailed curriculum review by Mr Appleman, due to DFE changes to A level study, the number of A-levels studied in the Sixth Form was to be reduced from four to three, other than in exceptional circumstances.

As the business case had evolved iteratively in recent weeks through at least three draft budgets, they had been subject to several layers of quality assurance, including externally by Stone King and an HR consultant as well as in-house, drawing on the professional experience of some governors. Mrs Lipkin was confident that, to the extent possible, this had reduced, if not eliminated, earlier errors but the eventual outcome would depend on upon the decisions yet to be taken by individuals.

[REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

In discussion the following points were made:

- The estimates of income were based on the latest knowledge of government funding which indicated a nett cut of about 2.5%. JFS came badly out of the latest formula because of its relatively small proportion of students who could claim free school meals or with low entry attainments.
- The Trustees had met recently and were very supportive of the business case now being presented to governors. However, because of the depletion of Trust funds in recent years, in future grants could be no higher than accrued interest plus voluntary donations and other fundraising.
- The scale of compulsory redundancy was uncertain. Staff reductions would first be made by the natural expiry of fixed term contracts and reduction in the use of supply teachers and it was possible also that voluntary redundancy would be attractive to some current members of staff. Others might well be content to accept new contracts based on term time employment only.
- A better assessment would be available following meetings with the Unions, staffing groups and individual members of staff on a one-to-one basis, all of which would take place in an orderly progression as soon as possible after GB approval.

- [REDACTED]
- [REDACTED] Lower staff levels would inevitably have an effect on the School facilities, for example a reduction in LRC opening hours, but to some extent could be offset by the efficiencies inherent in the new structure.

Exemption FOIA Section 43(2), commercial

- When making decisions on compulsory redundancy and on appointments to new posts, care would have to be taken to ensure to avoid any suggestion of age discrimination.
- The detailed business case included an assessment of risks, a timeline, job descriptions and person specifications for all posts involved and a communication plan for the important stakeholders, namely parents, staff and donors, all of whom would have to be handled consistently.
- The sooner the go-ahead was given, the greater the savings in the current year. There was just sufficient time to complete the statutory consultation processes to permit final redundancy decisions before the end of term, thus avoiding uncertainty for staff over the holidays. It was planned that if major issues were to arise at any stage during this process, governors would be informed and further consulted.
- A restructuring programme of this size might well have taken much longer to prepare; any errors that might emerge during the process in the figure work currently available should be seen in the light of the urgency.

In further discussion, the GB took the view that there was little option but to accept the proposals that had emerged from the huge amount of work carried out by the School in consultation with the Committees most concerned and which appeared to be moving strategically in the right direction to put the finances on an even keel. Although, without grants, the budget would remain in deficit in 2017/18, they could well be eliminated thereafter.

Accordingly, the Governing Body noted the proposals circulated by the Clerk and the further information and explanations provided by the Executive Headteacher during the meeting (including those relating to the inherent risks and to the due diligence undertaken) and resolved that the proposals were in the best interests of the School. It therefore authorised the Executive Headteacher to implement the proposals and to report progress to the Chairman of the Finance & Premises and the Pay & Personnel Committees at regular intervals.

3. Multi-Academy Trust Update

Mrs Lipkin introduced briefing material and a PowerPoint presentation updating governors on the latest stage of negotiation with parties with an interest in the creation of a MAT in which JFS would play a principal role and answered governors' questions.

In discussion the following points were made:

- There was a growing need for schools to work collaboratively. There were several ways in which this could be done but there was strong political preference for all schools to become academies within MATs.
- A variety of approaches were being adopted within the Jewish community. PAJES had decided to offer support rather than try to establish its own MAT.

Exemption FOIA Section 43(2), commercial

- Other considerations included geography and diversity and the opportunities that would be created for School improvement and mutual support.
- Several options remained open to the GB. These were doing nothing, entering a hard Federation (in which two or more schools remained separate legal entities but shared a governing body), conversion to academy status as a single school or several schools converting to academy status under one Trust. Each had their own advantages and disadvantages.
- Since the last report to the GB, there had been meetings with the Regional Schools Commissioner, with most US and OCR schools to explore their levels of interest and meetings of Headteachers to explore mutual interest in moving forward.
- JFS had set up its own MAT working party, chaired by Arnold Wagner, to look at the range of options.
- There remained a number of issues to be resolved before a firm proposal could be put to the GB. Since no further grant would be available from the DFE, a source of funding for the conversion would have to be found, possibly the Trust.
- It would be a necessary prerequisite for JFS and other schools entering a MAT to accept that on occasions there would be a need to subsume their own interests for the good of the combined whole.
- Any decision on future organisational structure was quite independent of admission arrangements that would have to be resolved separately.

In further discussion the Governing Body noted that no binding commitment could be made until an application had been approved and all terms formally settled. On this understanding, the Governing Body authorised the School to move forward and commit in principle to becoming part of a MAT.

Mrs Lipkin invited any governor who, on reflection, had any questions to contact her directly.

4. Gesher Update

Mr Appleman reminded the GB that Gesher, an independent primary school providing a specialist environment for children with Special Educational Needs, had originally intended to base itself within Sinai. This had not come to fruition but the school had now approached JFS directly for a co-location arrangement. Gesher had appointed a Headteacher and had recruited its first cohort that would initially be based at the Norwood Hope Centre. The proposal was to take over and convert the JFS sports changing room and to replace that facility with a new changing room or possibly the extension of another facility.

Discussion in recent months had established that this proposal was acceptable to the United Synagogue and 1440 as well as to JFS. An initial approach had also been made to Brent to obtain its blessing. Lawyers for all concerned had recently agreed the terms of guarantees that would underwrite all JFS costs.

The GB was advised that the Gesher proposal was financially neutral from JFS point of view. It agreed that the project had good potential for JFS and the whole community and approved continuation of the negotiations to bring it to fruition.

5. Any Other Business

The GB offered its congratulations to Mrs Simons, who was the winner of the PaJeS Secondary Hebrew Teacher of the Year award, and to Miss Thoret, who was one of the three finalists in the Secondary Assistant Head/Deputy Head category

Signed
(Chairman)

Date



ADMISSIONS COMMITTEE

MINUTES OF A MEETING HELD ON

MONDAY 10 OCTOBER 2016 – 6.30 pm

Present: Michael Goldmeier (Chair of Admissions)
Simon Appleman (Headteacher)

Michael Lee
Jo Coleman
Anne Shisler
Jamie Peston

In attendance: Talia Thoret
Maxine Ratnarajah

1. Introductions

MG welcomed the new Admissions Committee.

2. Membership of the Committee

Members of the new Admissions Committee introduced themselves to each other and this was formally recorded.

3. Apologies

Geraldine Fainer, Ruth Renton, Debby Lipkin.

4. Draft Minutes of the meeting held on 20 June 2016

Minutes were already approved and signed by Richard Del Monte.

5. Matters arising

MG formally thanked outgoing Chair of Admissions – Richard Del Monte for his contribution over the last 5 years. SA to send a thank you letter to RDM.

JP gave an overview of the French Jewish community and it was noted that the Sixth Form had more European students than the previous years. Head of MFL to help translate marketing documentation specifically targeting the Jewish French community.

TT to front an Open Morning for the French Jewish community.

Review accelerated French in Year 7

JP to keep leading on French Jewish community and to present a report of progress in January 2017.

A possibility of approaching the Russian Jewish community – JP to explore.

Continued

6. Review of Terms of Reference

TOR was amended (updated version attached)

7. Random Allocation Process

The Committee had before it a short letter dated 5/2/2016 (attached) from Brent Council. This letter had given rise to an investigation of possible alternative random allocation procedures including the retention of the Electoral Reform Society (ERS). It was agreed that arrangements on an experimental basis might be made with ERS. In the longer term a possible solution might be to find a truly independent scrutineer such as a local vicar.

POST MEETING NOTE:

A longer letter from Brent Council dated 5 February 2016 (attached) has now come to light which provides further information and assists in the clarification of the position. In view of this letter it is intended to give further consideration to an appropriate random selection process. This is with a view to putting a revised proposal before the Committee for consideration.

8. Review of Admissions Policy 2018/19

At present the current policy requires the school to admit at least 35 external students. Having reviewed the background SA explained the SLT recommend that the policy be amended to reflect a requirement for the school to admit at least 20 students who were not already pupils at the school. The Committee agreed to this proposal.

POST MEETING NOTE:

There may be further suggested changes to the policy in which case the Committee will be asked to reconvene.

9. Report on Prospective Parents Evening

JP informed the committee that based on parental feedback PPE was better this year than last. He also mentioned that there was an improved level of Governor turnout so staff were happy. The pupils who acted as ambassadors enjoyed themselves and were proud to promote the school.

10. Mid-Term Applications

The Committee considered 2 mid-term applications - two applications for Year 9. Since the Years are full, it was felt that there was no reason to warrant anything other than declining to proceed with their application and invite the family to join the waiting list and/or submit an appeal.



Exemption FOIA Section 40(2), Personal data

Continued

11. 11+ Statistics for 2016 Admissions

The Committee reviewed the statistics which were tabled and agreed on the statistics.

12. Sixth Form Statistics 2016 (presented by Anthony Flack)

AF informed the committee that 82 applications were received from external students. 52 offers were made and 25 applications were accepted = 30.5%

13. Report on SEN Offers 11+ 2016

SA informed the committee that we received 10 applications and we accepted 8 applications.

14. Update on Second and Third Tranche Offer Dates for 11+2017

Second Tranche date is 31 March 2017 and Third Tranche offer date is 26 May 2017.

15. Geraldine Fainer correspondence regarding CRP

The committee reviewed GF's comments regarding the content of the CRP. The Committee considered that the more religiously orientated but restrictive approach suggested by GF might result in a significant overall reduction in applications to the school. For the moment the Committee decided that the status quo regarding the CRP should be maintained

POST MEETING NOTES:

At GF's request this issue will come back to the committee. GF is producing a paper.

16. Report on Appeals for 11+2016

[REDACTED]

Exemption FOIA Section 40(2), Personal data

17. Any Other Business

None

18. DATE OF NEXT MEETING

The next main Admissions Committee meeting will be held at the School in January 2017 TBC.

_____ (Chair) _____ (Date)



Admissions Committee Part I.

Minutes of meeting held on 30th January 2017 at 6:30 PM.

Chairman: Michael Goldmeier (MG)

Members present: Jo Coleman (JC)
Geraldine Finer (GF)
Ruth Renton (RR)

Others present: Simon Appleman (SA)
Talia Thoret (TT)
Maxine Ratnarajah (MR).

1. Apologies for absence

Apologies were received from Michael Lee, Anne Shisler, Debbie Lipkin, Jamie Peston and Anthony Flack.

The committee offered its condolences to Anne and her family on the loss of her mother.

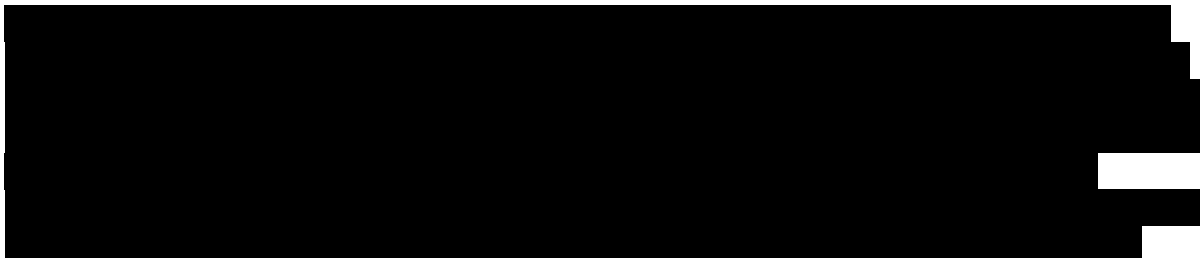
2. Draft minutes of the meetings held on 10th October 2016.

One amendment from GF will be dealt with as part of Matters Arising.

Jamie Peston's name was added in manuscript to the minutes as he was at that meeting.

The minutes were then approved.

3. Matters Arising.



[REDACTED]

[REDACTED]

[REDACTED]

Exemption FOIA Section 43, Commercial Interests

3.2 RR said that staff members have asked if children of staff members could gain priority for admissions. This is a legally valid criterion. The CRP would not come into play. It would raise issues with regards to equity for Jewish and non-Jewish staff members.

3.3 MG said the earliest any changes could be implemented would be for 2019 intake, possibly linked in with any changes brought about by Academy status. TT said the deadline to make changes to the 2019 admissions process would be 1 year from now.

Action Point: GF in the first instance, to draft a paper on both issues and circulate to the committee in advance of the next meeting prior to presentation at FGB for discussion.

4. Strategies to maximize 6th Form numbers Report – (see Appendix 1).

SA presented a paper produced by AF.

4.1 SA said applications to 6th Form have dropped with 72 pupils leaving in 2016, mainly to take up vocational courses elsewhere such as BTECs in business and Arts programmes. Therefore this is the area JFS is focusing on to retain this group of students.

4.2 JFS is developing a BTEC pathway which has been presented at open days for existing pupils and prospective applicants. This includes level 2 and 3 Business studies BTEC courses, an extended Art and Design diploma (equivalent of 3 A 'levels) and bespoke apprenticeships.

4.3 With the current year 11, staff will be embedding a culture change of 'transferring' to 6th Form' rather than 'applying' to 6th form' to make it feel like a more natural progression. They are being offered taster sessions in 6th Form classes as well.

Questions:

GF asked how the apprenticeships would be funded – SA said he doesn't have this

information currently. The school would get some funding as well as the pupils.

RR asked how the new BTECs and Art course would be resourced – SA said the Art programme will slot in with the current Art A 'level course.

MG said that marketing the new programmes was key and asked how this would happen – SA said that a press release was sent out with the open day information and using social media. There was a discussion about coverage or an advert in the Jewish Chronicle but the cost was thought to be prohibitive and press coverage unlikely to produce any significant benefit.

RR asked if pupils were leaving 6th Form mid-year – SA said there are always a small number who realize the 6th Form approach or course is not for them and transfer to a 6th form college.

JC asked why many pupils start taking 4 A' levels and then drop one in year 13 and whether this may be putting pupils off – SA said they discuss this with students on an individual basis if they feel they should drop a subject. He said that this year, students are still taking AS levels but this will change in the next couple of years and students are more likely to start year 12 with just 3 A' level subjects.

JC asked if the 6th Form uniform policy was putting off some students – SA said it is frequently discussed by SLT and is an ongoing issue not just in JFS but this was a difficult one to tackle in terms of ethos of the school.

SA was thanked for his presentation.

5. Children of French and other overseas communities in London – presented by SA.

5.1 JP has been working on this strategy and the following have been put in place;

- ☐ JFS recruitment literature has been translated into French and Italian
- ☐ JP is in contact with the Head and governors NW Jewish Primary school which has a number of French pupils in years 3 and 4.

5.2 It was noted that not all of these families stay in the UK for secondary school and of those that do, many attend the Lycées in Wembley or Chelsea as they want to do the French baccalaureate. Many families return to France or move to Israel where the educational systems are different.

5.3 The following points were suggested;

- ☐ That JP contacts Steven Wilson at the United Synagogue to add information about JFS to the webpages they have specifically for French Jews moving to London.
- ☐ JP to contact the Spanish and Portuguese and other relevant communities to make contact with French families in London.

- To consider exchange programmes with Jewish schools or communities abroad which will get JFS known to those communities.

6. 2018/19 Admissions Policy Consultation Discussion.

6.1 MG explained there were two proposed changes to the Admissions policy which are, to have an independent random selection procedure for managing in-year applications (the previous process was, other than for Year 7 entry, managed by the local authority) and to change the minimum number of pupils from other schools coming for 6th form from 35 places to 20.

MR said there were no objections raised, so the Policy can go to FGB on 21st February 2017 for approval and then to Brent on 28th February 2017.

7. 11+ Statistics for 2016 – presented by MR.

7.1 MR explained that application figures have fallen this year. This can be explained partly by lower numbers of children in the 11+ age group this year which was anticipated. SA noted that in the last 2-3 years the number of pupils coming from non-Jewish primary schools has dropped but this may be due to the increase in number of pupils coming from Jewish primary schools.

7.2 MR presented a Summary of Applicants and Acceptances at 11+ 2013-17.

██████████ has the highest number of applicants from a non-Jewish primary school. This is the first year the school has had applications from ██████████ as their first class has reached year 7. JC noted that in 2016, ██████████ had 30 applicants but no acceptances. MR explained that ██████████ is now a feeder school for ██████████ and JFS wasn't put down as their first choice.

Exemption FOIA Section 36(b), Further exemption

SA noted that only 12 children with the CRP came from Brent as the Jewish population in the borough is decreasing.

RR said that the removal of the accelerated stream for year 7 had worked well for pupils. This was reflected in the higher number of children in the top Maths sets and drop in numbers in the top English sets. She asked if the school was still full comprehensive due to the increase in pupils from Jewish primary schools which generally come at a higher ability level to the national average. TT said that this has always been the case for JFS.

8. Mid-term applications.

There have been two mid-term applications.

8.1 SA explained that there are 300 pupils in Year 7 which is the maximum capacity

for this year group and so no further pupils can be accommodated currently. The maximum figure is based on the physical resources (classrooms, facilities, hall space) and teaching resources available.

MG asked the committee to consider the applications with this background information in mind.

8.2 [REDACTED] - The committee decided in light of the fact that year 7 is at full capacity that this application is declined.

Exemption FOIA Section 40(2), Personal data

8.3 [REDACTED] – This is the second application made to the committee.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED] The committee decided they could not offer [REDACTED] a place as year 7 is at capacity and therefore he cannot be accommodated.

Exemption FOIA Section 40(2), Personal data

Action point: MR to write to both families explaining the committee's decisions and their rights of appeal.

9. Any other business

9.1 GF asked that a note is added to the JFS website section on Admissions to say that the application process is free and there is no need to pay someone to help complete the application form, CRP or SIF. She said she is aware that someone has been advertising their services to assist people in making applications for a fee and appears to be targeting families from abroad.

10. Date of next meeting – to be decided.

Signed:_____

Date:_____



Admissions Committee Part II.

Minutes of meeting held on 30th January 2017 at 6:30 PM.

Chairman: Michael Goldmeier (MG)

Members present: Jo Coleman (JC)
Geraldine Finer (GF)
Ruth Renton (RR)

Others present: Simon Appleman (SA)
Talia Thoret (TT)
Maxine Ratnarajah (MR).

1. Apologies for absence

Apologies were received from Michael Lee, Anne Shisler, Debbie Lipkin, Jamie Peston and Anthony Flack.

2. Draft minutes of the meetings held on 10th October 2016.

Jamie Peston's name was added in manuscript to the minutes as he was at that meeting.

The minutes were then approved.

3. 11+ Offers for September 2017 – first tranche

MR presented the data for the first tranche of 11+ offers. [REDACTED] 2 children with statements of SEND have been offered places.

Exemption FOIA Section 40(2), Personal data

Action point: MR will update the committee by email with an overview on 28th February 2017 prior to the first offers going out on 1st March.

RR gave an update on the Round table meeting at Pajes. JCROSS has governor approval for a bulge class this year. [REDACTED] is developing a new site which may be ready 2019/20 but they have said that due to over demand currently they will only be able to offer an additional 30 places across the boys' and girls' sites. [REDACTED] has no extra capacity because it is now accommodating the new Year 6 children. [REDACTED] has not offered any extra places this year.

Barnet turned down two new free school applications. One reason was because they felt there was sufficient provision and suggested the two schools joined up to make one

application.

[REDACTED] expressed concern that additional provision in NW London would impact negatively on their applications. However the free bus service provided 2 years ago to encourage pupils living in NW London to go to King Solomon was unsuccessful and did not attract any applications from this area so it appears there is no demand for places from families in NW London.

[REDACTED]

Exemption FOIA Section 36(b), Further exemption

here is a press release being issued stating that JCOSS will offer an additional 30 places this year and JFS is offering to assist (in the form of a bulge class) if the need arises. This will be subject to funding availability. Pajes are seeking DFE and communal funding. More information will be known in March and there is no decision to be made before then.

SA said that JFS has to be central to any communal response. The possibility of more free schools could be detrimental to JFS so the school needs to respond positively to the challenge of insufficient places in Jewish schools. If funding is available that could take the form of a bulge class. The local authority has given permission for some flexibility on numbers and the DFE has agreed flexibility in terms of numbers in each year as long as within total agreed numbers overall.

RR said that if JFS did offer a bulge class in 2017, it would be made clear this does not set a precedent and Pajes and other schools would need to support this position.

There was a discussion about the possible impact on appeals if a bulge class was made available. The school would not be able to decline an application on the basis that the year group was at capacity and any additional pupils would have a negative effect on teaching and facilities, if they have created a bulge year in the past and managed an additional 30 pupils. Parents could make a case for another bulge class.

Governors' questions:

1. Will the press release cause any difficulties? – The press release doesn't commit JFS to a bulge class so the school does not anticipate any problems.
2. If the school decides on a bulge class will this decision be brought to the Admissions committee, CSWAB committee or FGB? - SA said it will be brought to whichever meeting the governors think is appropriate.
3. When are the offer dates? – First tranche is 1st March 2017 and second is 26th March 2017.

4. Any other business.

None.

Signed: _____

Date: _____



JFS School Curriculum and Student Welfare Committee, Attendance & Behaviour (CSWAB) Committee

Minutes of meeting held on 26th September 2016 at 6:30 PM.

Chairman: Ms Geraldine Fainer

Members present: Dr Charlotte Benjamin
Mrs Ruth Renton
Ms Rosie Scallon
Mrs Anne Shisler
Rabbi Dr Raphael Zarum

Others present: Mr Simon Appleman
Mr Andy de Angelis
Mr Dharmesh Chauhan
Ms Debby Lipkin
Ms Talia Thoret

1. Apologies for absence

Apologies were received from Mrs Joanne Coleman, Mr John Cooper and Mrs Vanessa Kushner.

2. Membership

The Chairman explained that Mr David Lerner had resigned as a member of the Committee

3. Minutes of the Curriculum & Attainment Committee meeting held on 11th July 2016

As the successor Committee to the Curriculum & Attainment Committee, the CSWAB approved the draft minutes of the meeting held on 11th July.

4. Matters Arising from Item 3

4.1 – E-safety lead - The Committee was advised that, following the departure of Mr Bremner, the lead was now being taken by Mr Steve West under the supervision of Ms Thoret.

4. 2 – A – A* predictions - Mr Appleman confirmed that the figures had been emailed to governors but since they had not been received by all he would send

them again.

4.3 - Guidance on Link Governor Role – Mrs Lipkin confirmed that the guidance had been circulated as requested.

4.4 - Confidential Notes by Health Hut - the Committee was advised that pupils who self referred to the forthcoming weekly nurse visits would be aware that appropriate information might be released to the School

4.5 - Accessibility Plans - Mrs Lipkin said that detailed plans, as advised by Brent, were now being discussed with 1440. There was no set time frame but she hoped that all would be completed by the end of the year.

4.6 - Policy Cross-referencing - it was confirmed that all the required cross-referencing had been completed.

5. Minutes of the Attendance & Discipline Committee held on 15th June 2016

No current governor present had attended the meeting on 15th June 2016, but Mr Stuart Waldman had advised that the record was accurate. Accordingly, as the successor Committee to the Attendance & Discipline Committee, the CSWAB approved the draft minutes of the meeting held on 15th June.

[Afternote: The accuracy was confirmed also by Mr Richard Del Monte after the meeting]

6. Matters Arising from Item 5

6.1 - Communication with Parents about Attendance – Ms Thoret said that the communication arrangements now incorporated in the Attendance Policy.

7. Examination Results Analysis

7.1 GCSE 2016 Results

Mr Appleman distributed a document entitled “The Key Stage 4 Analysis for Summer 2016”. Although the result data were still incomplete, he had made the assumption that the Committee would nevertheless still prefer information now rather than at the second meeting of the term, by which time the results of all re-markings would be known and the official comparison results would have been published.

7.2 Attainment Data

Introducing the figures in detail, Mr Chauhan said that governors would have the greatest interest in attainment and progress. The key points from the attainment data were:

- ☐ The 2016 outcomes were strong and the best for JFS in five years.
- ☐ The attainments were significantly higher than the national averages in 2015 and, according to The Times, JFS ranked as the third highest totally

non-selective school for GCSE's.

- Although no longer an accountability measure, the previous measure of the percentage of students achieving five A* - C grades, including English and Mathematics, at 83% was 6% higher than in 2015
- 83% of the 64% of students entered for the English Baccalaureate (EBacc) passed, meaning that 53% of JFS students achieved the EBacc; this compared very favourably with 24% nationally in 2015.
- There were two new accountability measures in 2016. Attainment 8 measured students' average points achievement across eight subjects, counting both English and Mathematics as double.
- The associated Progress 8 score was determined by deducting the expected Attainment 8 score from the actual Attainment 8 Score and dividing the points by 10. Thus a positive score represented greater progress than nationally and a negative figure less progress.

Question - Mr Chauhan was asked how the new measures were explained to parents and he confirmed that the School was providing a booklet for all parents and that further explanations would be provided at parents' evenings.

Turning to the more detailed analysis of attainment, Mr Chauhan said that it showed up starkly the differences in attainment between some groups. In particular:

- Girls outperformed boys in all indicators and this was most pronounced in English and to a lesser extent in English and mathematics.
- Whilst attainment was higher across the board than the 2015 national figures, the low attainer group lagged behind the middle and high categories.
- The gap between disadvantaged students and others was smaller than last year and was much better than the 2015 national average, but it was still noticeable.
- The number of SEN S students was too small to provide statistically significant results, but attainment was better than the 2015 national average and the gap against the main cohorts was smaller.
- Attainment 8 was higher than for non-EAL students, which was to be expected as their language skills improved.

Question Accepting that the continued improvement shown by this analysis was very satisfactory, governors nevertheless wondered what consequential actions were planned.

Ms Lipkin said that the figures gave clear pointers to the priority areas for further thinking and effort both to effect improvement overall in the coming year and to eliminate the obvious disparities. It was interesting to note that, admittedly because the number was small, it had been possible to devise the personalised programmes for pupil premium students that had produced higher attainment levels.

Continuing, Ms Lipkin said there were a number of actions in hand this term that she was confident would continue attainment improvement where currently below average:

- the complete restructuring of Year 7 into three Bands had helped by allowing better nurturing of Band 3 students, previously partly lost in mixed ability classes. The current Year 7 comprises six top sets. In previous years, with the accelerated system only the top 40% were eligible. This outcome, in turn, gave confidence in the planned restructuring and reconfiguration of Year 8 in a more flexible manner than hitherto. A consultation paper had been sent all Year 8 parents, explaining the learning objectives at each level with a deadline for feedback in the following week.
- the expansion of the facilities of the inclusion room, now manned on a permanent basis, allowed individual personalised programmes for each student, partly in the room itself and partly back in mainstream classes as appropriate. This was particularly valuable to those with additional needs. In addition, each subject had a nominated SEN link available to advise teachers.
- A definitive list of EAL students had been drawn up, each categorised by degree of fluency, so that the appropriate degree of special intervention could be planned and provided.
- The only area requiring development for which there were no immediate plans was that of gender inequality. However, Mr Appleman added that, in any case, boys tended to catch up in Years 12 & 13.

In thanking Ms Lipkin for this further clarification, the Committee requested that she should provide an update on the areas being developed at future meetings.

ACTION EXECUTIVE HEADTEACHER

7.3 Progress Data

Mr Appleman said that Progress 8 was a key indicator for all schools, measuring the average progress made by all students against their given starting point at KS2, whenever this was known. For all progress measures, using the 2015 data methodology (the 2016 figures had not yet been released), there had been an improvement on the previous year. In particular, the percentages of students making both their expected process and more than expected progress in English were higher than in the previous year and the outcome even greater in mathematics. All subject leaders were being asked to produce detailed analyses in their areas.

Progress 8 indicated what value a school was adding and could be high even though attainment was low provided that progress was sufficiently high enough. This was particularly noticeable, for example, with EAL students where progress could be rapid as language fluency increased. Although the final figures would not be available until RAISE was published later in the year, the overall Progress 8 outcome was roughly as in 2015 but the English and Mathematics results stood out.

To put figures into context, if all students just reached their expected levels, the overall figure would be zero. An outcome of - 0.50 would be bad enough to trigger an inspection whereas in contrast at 1.00 it would be unlikely that OFSTED would

consider any inspection necessary. Although the system was new and not yet precisely defined, +0.50 was likely to be considered very good with +0.80 or more bordering on outstanding.

The table provided showed that for all JFS students, Progress 8 (using the 2015 data methodology) was +0.52. In more detail:

- ☐ The score was +0.80 for girls but +0.21 for boys and the gender gap was apparent in all headline measures.
- ☐ English was +0.21 whereas EBacc averaged out at +0.86.
- ☐ With the caveat that there were only the statistically insignificant number of 5 SEN S students, the group had a Progress 8 score of - 0.42. However, this outcome was badly skewed by one of the five being hospitalised and not sitting any GCSEs.
- ☐ Disadvantaged students averaged out at +0.8 thus showing better progress than non-disadvantaged students.
- ☐ The progress of EAL students was also outstanding at +0.8

Question - Mr Appleman was asked to what extent parents had access to progress measures and he said that these were provided at parents' evenings. All parents should be aware of the progress their child should be making.

Question - the Chairman asked to what extent OFSTED inspectors would expect Governors to have all of these statistics at their fingertips. Mrs. Lipkin said that inspectors could reasonably assume that Governors knew which groupings were doing well and which were not and what the School was doing about each category, including the areas proposed for further development. Anything more would be a bonus

Mr Chauhan said that a further programme was being put in place which would show progression by grade on a scale of 1 to 9 for each Year Group, based on comprehension of the syllabus. Grade 9 meant understanding everything in the syllabus for a particular year; it would therefore be important all parents to understand, for example, that a Year 7 Grade 9 represented less knowledge than a Year 8 Grade 9. Staying at the same Grade from year to year represented progress.

7.4 Internal Targets

Mr Appleman said that he had drawn up some proposed targets for 2016/17, which he had included with the Key Stage 4 Analysis and were shared with the Committee at this stage on a very provisional basis. The targets had not yet been discussed with the SLT and were likely to be revised.

Questions:

In response to a question from Dr Benjamin, Mr Appleman said that analyses by teacher were produced, as well as by class and by subject. They were used,

however, only for internal management processes and not published.

Mrs Renton said that it was known last year that there were problems in the English Department and so the current examination results were not unexpected. She asked to what extent the internal analyses were used in personnel management and Mrs Lipkin said that they provided one indicator of where teachers required appropriate interventions such as mentoring and additional training.

Dr Benjamin asked whether, if the School identified that individual teachers needed support of this kind, additional support was also provided for the pupils involved. Mr Appleman confirmed that, in consultation with parents, intervention teams also put support plans in place for students in Years 10 and 11 for English and Mathematics. These arrangements had been very well received by parents at meetings but those who did not attend were followed up in other ways. Similar arrangements would be put in place for other subjects.

The Chairman asked how the School established which were the most effective intervention methods. Mr Appleman said that this was difficult to measure but reasonable subjective judgments could be made by seeking the views of both students and staff independently at the start and finish of the interventions

[Afternote: the 2016 methodology has since been published and the School will be reissuing a revised analysis as soon as possible]

7.5 AS and A2

A brief summary of 2016 A level results had been provided and Mr Appleman said that it was his intention to provide for the Committee as soon as available a detailed analysis on the same lines as for GCSE.

8. Action Plans Review

8.1 Behaviour

Introducing the Behaviour Action Plan, Miss Thoret said that the embedding of consistency would be a major concentration throughout the whole academic year. All staff were being trained to work closely with the Behaviour Team and to consider the whole child rather than behaviour independently of academic achievement and other factors. This would be made easier by the transfer of behaviour records onto SIMS.

There had been further Inset day training sessions for all staff and the Behaviour Team would be following up cases with teachers who appeared to be inconsistent in their enforcement of discipline, for example by not using the Ladder of Consequences properly. More targeted training would be given to members of staff who appeared to have behaviour management problems.

The new Reward system was now ready to launch and prizes had been identified for varying levels of achievement points. In addition, a prize lottery ticket without points to be drawn in assemblies was available and a one-off reward.

It was hoped that student behaviour and well-being would be improved by the opening up of playgrounds, starting with Years 10 and 11. The necessary work was supposed to have been carried out during the summer holidays but would now

planned for Succot. This work would allow students to shelter from the rain outside.

Questions:

In response to a question Ms Thoret said that there was currently only one member of staff supervising each playground, which was insufficient. She was hoping that there would be more volunteers but accepted that she would have to think again if ultimately there were insufficient.

Mrs Renton asked about behaviour in corridors, which Ms Thoret judged as generally good and certainly much improved in recent months. There was still some problem in the four classrooms per corridor open at lunchtime and some staff complained about the way these were sometimes left by students, despite the doors being left open and staff dropping in from time to time. The possibility of allowing students to bring in and work on their own personal laptops was being evaluated.

Mrs Renton also asked whether permitting packed lunches had produced any kashrut problems and Mrs Lipkin explained that where non-kosher food was found it was confiscated. If it was a one off event, that was the end of the matter,

8.2 Safeguarding

Introducing the Action Plan, Mrs Lipkin said that she now judged Safeguarding to be effective and that she would like to work in the coming months towards making it highly effective. This would require more training of staff and informing parents and this task would be taken on by the safeguarding team. The safeguarding policies needed to be reviewed again to bring them up to date and to ensure consistency with the September 2016 statutory guidance (Keeping Children Safe in Education).

Safeguarding training was compulsory for Governors. The Local Authority was running introductory safeguarding courses but attending the staff training courses would be regarded as sufficient. Amongst other actions planned or in hand was inclusion of a safeguarding update in the weekly staff newsletter and the development of material on safeguarding issues for use during assemblies and tutor periods.

As already advised, one out of a pool of three nurses would be visiting weekly after Succot. There was a website on which pupils could ask questions and they could also self refer to the nurse sessions. It was understood that safeguarding issues arose during these sessions might be reported to the School. Generalised feedback would also be given about common problems arising.

8.3 Attendance

Ms Thoret said that attendance had started at a good level this September. Clearer messages about the importance of high attendance were being given to parents and fewer requests for approved absences were being agreed.

8.4 PSHE

Ms Thoret said that there was plenty of material available but much of it needed to be adapted for use in tutorials and assemblies; it was hoped that this work would be completed by the end of September. There was an ongoing programme

of enhancement of the PSHE curriculum and training of all the staff concerned. In parallel, students' consultative focus groups for Years 8 upwards would be launched, which, it was hoped, would assist in increasing student knowledge and understanding of the issues and prevention strategies, as well as providing greater insight about student perspectives

Question: In response to a question, Ms Lipkin confirmed that parents could withdraw their child from sex education, which was a small part of PSHE. To provide the opportunity, parents would be advised of the programme once it was planned.

9. Attendance Policy

Some minor amendments were agreed to the draft policy circulated prior to the meeting and the Committee delegated the authority to its Chairman to approve the final text for submission to the Governing Body.

10. Attendance Targets

Because it was difficult to make a final determination before the RAISE figures were published, the committee agreed to increase the target for 2016/17 from 94.8% to 95% on a provisional basis.

11. Timetable Review

Mr Appleman said that in the current year he would be leading a review of the time given to each subject, taking into account factors such as the new curriculums, the balance between English and Mathematics and the needs of Jewish Studies and of PSHE. He confirmed that the current one-hour lunchtime break was also being reviewed, as was ending at 1:30 PM on Fridays.

12. Link Governors

Mrs Renton said that since the GB meeting on 19th September she had been consulting all governors and had agreed the following list on a provisional basis, subject to the approval of the GB at its next meeting:

Attendance & Behaviour	Mrs Joanne Coleman
Pupil Premium	Mr Stuart Waldman
SEN	Mrs Anne Shisler
Safeguarding	Dr Charlotte Benjamin & Mr Andrew Moss
Security	Mr Michael Lee
Training	Mr John Cooper

13. Terms of Reference (ToR)

The Committee considered draft ToR, combining those of the former Curriculum & Attainment Committee and the Discipline & Attendance Committee.

It was agreed the incorporation of an additional duty, defined as "to review, publish and monitor and evaluate Equality Objectives"

There was some uncertainty whether, in approving the new governance structure, the GB had allocated to the Committee the curriculum aspects of Jewish Studies or whether it had decided to deal with this directly itself. The Chairman of the GB was requested to provide clarification.

ACTION CHAIRMAN GB

14. Any Other Business

Mr Stuart Waldman, on behalf of a number of parents, had asked by email that the Committee should consider the current JFS policy not to count Further Mathematics A level towards the group of four subjects that most students were expected to offer. The effect was that if they wished to take this A-level, they faced the challenge of studying for five in total.

Mr Appleman said that he was aware of the issue. The rationale was to ensure that students studied a sufficient breadth of subjects for A-level and that choosing Further Mathematics would effectively mean making the decision to narrow down their range in Year 11, which in the School's view was too soon. Moreover, it might be that some universities did not accept A level Further Mathematics as an additional subject but that he would seek further information for the Committee.

ACTION ACTING HEADTEACHER

Signed: _____
(Chairman)

Date: _



JFS School Curriculum and Student Welfare Committee, Attendance & Behaviour (CSWAB) Committee

Minutes of meeting held on 12th December 2016 at 5:45 PM.

Chairman: Ms Geraldine Fainer

Members present: Mrs Joanne Coleman
Mr John Cooper
Ms Rosie Scallon

Associate Member (Non- Voting): Rabbi Dr Raphael Zarum

Others present: Mr Simon Appleman
Mr Anthony Flack
Ms Debby Lipkin (Item
Ms Talia Thoret

1. Apologies for absence

Apologies were received from Dr Charlotte Benjamin, Mrs Ruth Renton and Mrs Anne Shisler.

2. Membership

The Chairman confirmed that Mrs Vanessa Kushner had resigned as an Associate Member of the GB and as a member of the Committee.

3. Minutes of the Joint Jewish Education/Curriculum & Attainment Committee held on 18th May 2006

The Chairman explained that the Joint Committee had not met following 18th May and confirmation of its minutes had previously been overlooked. The Committee approved these minutes for signature by the Chairman.

4. Minutes of the previous meeting of the Curriculum and Student Welfare and Behaviour Committee

The draft minutes of the meeting held on 26th this September 2016 were approved.

5. Matters Arising from Item 4

5.1 – Item 7.2 - Attainment Data – Mr Appleman said that the 2016 KS2 to KS4

Raise Report had just become available. The Progress 8 score had dropped from 0.5 to 0.45 but this mirrored the experience of a number of other schools from 2015 to 2016 and he did not judge this to be particularly significant and. The School was in the process of preparing a commentary on the Report which would be circulated to governors.

More generally, the School was looking at the prediction of minimum expected grades and was working on a guide for parents which would be included in the next Newsletter.

5.2 – Item 13 – Terms of Reference – the draft Terms would be considered by the GB with clarification from Mrs Renton on the inclusion of Jewish Education.

5.3 - Item 14 - Further Mathematics - Mr Appleman explained that current practice had been to offer four A-level subjects in Year 12 with a reduction to three for most students at for Year 13. The Year 11 cohort would have mock examinations in January and express their Sixth Form preferences. Having had some taster lessons they then changed or confirmed their preferences for four subjects, the fourth of which could be Further Mathematics.

However, the new Mathematics A-level course was more challenging and additional classes would be scheduled at the expense of free time. Consideration was being given to restricting most students to three A-levels from the beginning, although room would always have to be found for those continuing to take four A - levels.

Mr Appleman confirmed that a full explanation of the process would be given to parents including the timing.

6. A-level results analysis

Mr Flack introduced a paper containing analysis of the KS5 Outcomes. He said that the nationally produced dashboard had some inaccuracies and were being corrected. Nevertheless, it was clear that there were some major strengths to record. Value-added was significantly above average, including by recipients of free school meals. Academic value added was significantly above average for learners with prior attainments grades A to C and A-level value-added significantly above average in more than a quarter of the subjects.

In discussion and in response to questions from governors, the following points were made:

The Level 3 value added was +0.24 for A-level qualifications

The value added for CACHE was the extraordinarily extraordinarily high figure of 1.09 vocational qualifications.

The BTEC Diploma Level III However, the figure was -0.29 but based on y one student only because of an incorrect classification whereas there had been 20. This was one of the corrections being dealt with.

19 out of the 27 individual subjects showed value-added above-average.

The A Level Prediction Service (ALPS) quality calculations showed the school as Grade 2, that is within the Outstanding Band. It was not completely comprehensive because there was no national comparison dataset for Modern Hebrew.

ALPS also showed that nearly all of the departments made accurate in year predictions. The predictions were made by more than one member of staff in 22 of the subjects taught. An anonymized report showing the areas of shortcoming would be produced for the next meeting.

This On average middle and low attainment ability band pupils made relatively the most progress in the Sixth Form

As shown by SISRA, Statemented, pupil premium and free school meal are also made excellent progress.

Finally, Mr Flack listed the following Action Points drawn from the analysis which would now be followed up:

1. Extend work of Achievement Intervention Team to KS3
2. Improve in-year analysis.
3. Improve monitoring of groups of students – boys, middle attainers, PP and SEN.
4. Improve data literacy across the school for staff, students and parents.
5. Embed Progress Tracking Meetings
6. Moderation of grades: Quality Assurance

ACTION POINTS 16-19

1. Improve the conversion of our HAP students converting A's to A**s.
2. Improve consistency across all departments to move towards all showing progress above the national average.
3. In-year data have proved accurate across the which would now be followed up

Signed: _____
(Chairman)

Date: _



JFS School

Jewish Education Committee

Minutes of meeting held on Tuesday 14th June 2016 at 6.30pm

Governors present: Dr Charlotte Benjamin (Chairperson) (CB)
Mrs Anne Shisler (AS)
Mr Michael Lee (ML)
Mrs Ruth Renton (RR)
Ms Geraldine Fainer (observer from Curriculum committee) (GF)

Others present: Ms Debbie Lipman (DL)
Rabbi Howard Hirsch (HH)
Mr Simon Rinkoff (SR)
Ms Talia Thoret (TT).

1. Apologies for absence.

Apologies were received from Mr Steven Woolf (SW), Mr Jamie Peston and Mr Simon Appleman. SW submitted his comments for the meeting to CB to present.

2. Minutes of the last meeting – 9th November 2015.

The minutes were accepted and signed by CB as an accurate record of the meeting.

3. Matters arising.

ML asked for the Governors to be updated on all matters raised in the November 9th meeting minutes due to the long gap between meetings. He said this was only the 2nd meeting of the JS Committee in 12 months and this was not acceptable. CB said other governors agreed and said this was due to the committee not having a chairperson since January 2016. A new United Synagogue (US) Rabbi is being approached to join the governing body and CB is the new chairperson for the JS committee.

- ☐ 2.2 Israel Education – Shinishim participants (Israelis participating in national service, as part of JIEP) are in school, increased awareness of Israel education, Yom events, no formal curriculum yet but in development.

- ☐ Funding streams – JP is talking to other organisations to come in to school, looking at social action co-ordinator role, Chaplaincy may become involved, RR and CB in discussions with Mizrahi. More work will be covered by the JE working party.
- ☐ 4.4 Drop in text stream update – HH said numbers are up from 79 students this year to 109 students for next September choosing the text stream and for EJS in September 59 students up from 39 students this year. DL said text stream and EJS will be promoted at the new parents evening in July as well.
- ☐ 3.1 and 3.2 Ivrit GCSE and A Level – the government has decided to retain GCSE and A level Ivrit and the new syllabus will start in 2018.
- ☐ 9 TOR – HH and JP did review the TOR for the February meeting which was cancelled. They may need to be updated in light of the changes since then. RR said the role of the committee will be dealt with in Matt Keane's review.
- ☐ Other items were covered through the main meeting agenda.

4. Update on RS GCSE – SR / HH.

- 4.1** SR has written the paper 'New RS GCSE' presented to the meeting and is leading the department in preparing for the new RS curriculum, which was discussed at the last meeting. The Chief Rabbi identified that Islam should be the second religion to be taught in United Synagogue (US) schools.
- 4.2** Since then the requirement to teach a Christian element in thematic studies has come to light. There is a lack of clarity from AQA currently about how in-depth Christianity needs to be studied, but Old Testament sources can be used. The AQA exam board was chosen as it allows for the most Judaism to be taught (3/4's) compared with other boards.
- 4.3** The syllabus will be taught as a checker board interspersing Jewish and Islamic topics every few weeks. For Islam the curriculum requires teaching on the difference between Shia and Sunni Islam.

Questions

- ☐ RR asked if specialist teachers would be brought in to teach other religions until JFS staff were up to speed on the new curriculum – HH said the JE staff will teach other religions but speakers will be brought in as part of the enrichment opportunities.
- ☐ CB asked if the materials on other religions would be cross checked for accuracy – SR said most resources are from text books and he will ensure materials are cross checked externally for accuracy.
- ☐ GF asked if students in the text stream could take the RS GCSE early as they would know most of the Judaism syllabus already and then study JS as a higher level – HH said they

stopped doing RS early for practical reasons impacting on AS levels. DL said the JE curriculum working party will look at all the options and issues to find the best approach.

- ☐ ML asked if other JFS staff had specialist knowledge in other religions that could be utilized – DL said it would depend if they were coming from subject teaching perspective or personal faith perspective.
- ☐ RR said there is significant cross over between the PHSE working party and the JE curriculum work. Will some of the partially and not yet met objectives be addressed by PHSE – HH said some issues like gender will be flagged with PHSE but JE will continue to have input and work in a complementary way together.
- ☐ RR asked if SEN students will need more support with the new RS GCSE – HH said results among SEN students tend to be good and there are a lot of differentiated resources available.
- ☐ CB asked how the JE staff have responded to the new curriculum--- SR said staff are generally positive and have been very professional in their response working hard to create new resources.
- ☐ RR asked if students will need to visit a mosque – SR said the Chief Rabbi is not in favour of this and a CD rom has been developed to look at a mosque and answer questions.

CB thanked HH, SR and the JE department on behalf of the committee for their hard work in preparing the new curriculum in a time of uncertainty.

SR left the meeting.

5. Update on Kashrut Drive – TT

Minutes of the working party meeting 7.6.16 were distributed.

- ☐ Education for students and staff and meetings, assemblies and tutorials will start next week followed up with JS lessons on kashrut.
- ☐ Engaging parents who will need to sign the packed lunch agreement.
- ☐ Possibly a kosher food fair to educate families.
- ☐ Promotion of kosher app.
- ☐ Preparing process if rules are broken
- ☐ Semi---permanent marquee in the top playground as a designated pack lunch area
- ☐ Students will need to commit for ½ term at a time if having packed lunch so Cater Link can plan
- ☐ Later huts in school grounds selling drinks and kosher snacks to relieve pressure on the dining room.
- ☐ The school will continue to be a nut free zone and students will be reminded of this.

There was a discussion about the message received by parents at the meeting on 2nd June. CB and RR said they had received a number of concerns from parents (particularly kosher families) about how the kashrut policy will be enforced. DL clarified that pupils' adherence to the kashrut policy will be policed by the school. DL said she did not want to alienate any non---kosher families so emphasized the trust element involved rather than enforcement but when parents receive the letters the procedure for

enforcement will be clear. DL said she has also had emails from 12 parents and she has invited them to meet with her individually to discuss their concerns.

Action point: Governors to pass on contact details of any parents with concerns to DL and she is happy to contact them to discuss issues either in person or by telephone.

Questions

- ☐ GF asked what arrangements are in place to inform the incoming year 7 – TT said the new programme will be discussed at the parents' evening in July and at the students' induction in September.
- ☐ GF asked about level of inspection – TT said staff will be supervising in the designated packed lunch areas and will confiscate anything non--kosher. Staff will be educated about the Beth Din Kashrut list.
- ☐ GF asked why the issue of students eating non--kosher food at school had not been dealt with before –TT said it was happening in secret in the field so difficult for staff to respond.
- ☐ ML asked if the impact on Cater Link had been considered – TT said there have been discussions with Cater Link and currently seem to be ok. There has been a reduction in students buying lunch anyway and although there will be an initial drop TT thought this would even out over time.

The committee thanked the JE department and other staff for responding so quickly to the new Kashrut policy in addition to managing the changes to the JE curriculum.

GF and TT left the meeting.

6. JE Curriculum Working Party / Jewish Values in the JE curriculum – DL.

The document 'Developing the JFS JE Vision' was circulated. There were many common themes in the Governors' priorities for the JE curriculum. CB will lead the JE Curriculum working party. The group will need to develop the scope and learn from good practice in other schools. DL said there needs to be a core curriculum which will equip JFS students with key skills and knowledge to provide a solid grounding in Jewish education. All pathways in JE need to be looked at including JIEP and informal education and needs to be as inclusive as possible to work for students from different backgrounds.

6.1 Membership – CB will lead the working party. Rabbi Zarum has agreed to be a member. DL suggested inviting Michael Pollack from PAJEs and Charles Landau. The new head of JE (once appointed) will be a member along with other representatives from the JE department. ML suggested Ronnie Fraser.

Action point: ML to find out what expertise Ronnie Fraser could bring to the working party and liaise with CB.

Questions:

- ☐ CB asked if there has been a change of outside providers of informal JE – DL said she has met recently with Rabbi Daniel Rowe from AISH and there is a good relationship and no plans to change providers. HH said JLE continue to be involved with 6th Form and Chazak run Sephardi lunch and learn.

- ☐ CB asked what the timeframe is for the working party action plan – DL said she anticipated the Jewish Vision can be completed soon but the whole programme could take at least a year to complete. However some items can be rolled out such as fast track teaching of Ivrit to pupils unable to read Ivrit.
- ☐ ML asked if the trip to Odessa could be re---instated – HH said it stopped due to security issues but the working party could look at alternative trips.
- ☐ CB asked if the state of flux with the JE curriculum could hinder recruitment of the deputy head for Jewish Dimension – DL said she would be happy to talk to candidates if they have concerns
- ☐ RR asked if text stream students coming into Year 7 will still be grouped in certain tutor groups if the accelerated stream is changed to subject setting – HH said they will be.

7. Freeflow Dance Performances.

Currently only women are allowed to attend the Freeflow dance performances. DL said she was asked this year if fathers could also attend. The committee decided not to because Freeflow is part of the school curriculum and therefore not optional. Some female students may not feel able to participate if they had to dance in front of a mixed audience.

Other school performances which do allow mixed audiences, such as the school play are extra---curricular and therefore students have a choice whether to participate.

8. Staffing –HH



Exemption FOIA Section 43, Commercial Interests

8.2 DL said there is an advert out for JS subject lead with a view to someone starting in September. The role of Deputy Head for Jewish Dimension should be advertised next spring. It can be difficult to find someone who can relate to the broad spectrum of Jewish and religious diversity in the school. In the meantime someone from the JE department will act as interim subject lead. There is also an advert out for a 6th Form JS co---ordinator.

Questions

- ☐ RR asked if all staff teach mixed classes and single sex classes – HH said only the text stream classes are taught separately usually by the same sex teacher but occasionally a male teacher has taught a girls' class. He felt the girls benefited and valued being taught separately more than the boys' group.
- ☐ ML asked if the School Direct recruitment programme had helped – HH said JFS is part of the pathway programme to train JS teachers but it's quite challenging to train people with no teaching experience. Attempts to recruit from Israel has also not been very successful.

- ☐ CB asked if headhunting was useful – DL said the US and the Office of the Chief Rabbi are very supportive in helping find suitable people and have suggested international candidates as well.
- ☐ CB asked if JIEP is also short---staffed – DL said funds are available but someone needs to be recruited.

The committee joined DL in expressing their sadness that HH is leaving JFS and recognised and thanked him for his extensive contribution to the school.

8.3 Ivrit Staffing

6 full time staff are needed to cover the timetable for Ivrit and currently there are only 4. JP is investigating recruiting 2 staff members via School Direct.

Questions

- ☐ CB asked if the policy was that Ivrit staff need to orthodox--- HH confirmed not.

9. Any other business

9.1 RR said she had noticed at the Sports Awards and Year 11 leaver's presentation that many of the boys were not wearing kippot, particularly in the 6th Form. DL said the school will follow this up.

9.2 DL said she would like to introduce an intensive Hebrew reading course for non---Hebrew readers as part of the JE curriculum.

9.3 HH said 190 students are going on the ATOI trip this year and there were more than 60 applications for the Lavi trip this year with a waiting list for the first time. It was agreed for an update on trips at the next JE committee meeting.

The meeting ended at 8.45pm.

Next meeting date: tbc.

Signed: _
(Chairperson)

Date: _

Addendum to the Minutes.

Update from Mr Jamie Peston for the JE Committee on 15th June 2016.

1) Joint Venture with Tribe and Chaplaincy:

We have been working on this for some time and are delighted that it is moving forward. The aim is to expand our provision of informal education by increasing the budget by 50% -- this has been achieved via a donor (who wishes to remain private) who has pledged [REDACTED]

Exemption FOIA Section 40, Personal Data

In practice we will be increasing the number of informal educators from 2 to 3 and enhancing the team with a Rabbinic couple (chaplaincy focussed) to work with the Sixth Form. This will directly link community, school and campus.

We are about to advertise for Informal Educators and once the formalities are complete (hopefully within the next two weeks) we will begin to recruit for the rabbinic couple and share the positive news communally.

2) Social Action Coordinator:

Earlier this year we received a 3 year grant towards a Social Action coordinator, as was reported to previous JE and Finance Committees. We appointed a very competent person who has started preparing a very exciting and wide---ranging programme of social action related educational and interactive activities. She is currently formalising these plans and we will share them in more detail later in the term. It would be hoped that she can present the 3 year strategy to the JE committee next term.

3) JS Recruitment:

Whilst in Israel next week I will be meeting with a number of institutions and individuals with a view to filling the JS vacancies we have. This will be a longer term exercise in tandem with the United Synagogue.



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 31ST OCTOBER 2016

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Richard Martyn
Mrs Ruth Renton (Items 5 - 11)

In attendance:

Mr Simon Appleman (Headteacher) (Items 5 - 11)
Ms Debby Lipkin (Executive Headteacher) (Items 6 - 11)
Mr Jamie Peston (Head of Communications and Community Liaison) (Items 6 - 11)
Mr Graeme Pocock (Estate Manager) (Items 1 - 7)
Mrs Lorraine Tomlinson (Director of Finance)

Clerk: Dr Alan Fox

1. APOLOGIES

Apologies were received from Mr Michael Lee, Mr David Lerner and Mr Andrew Moss

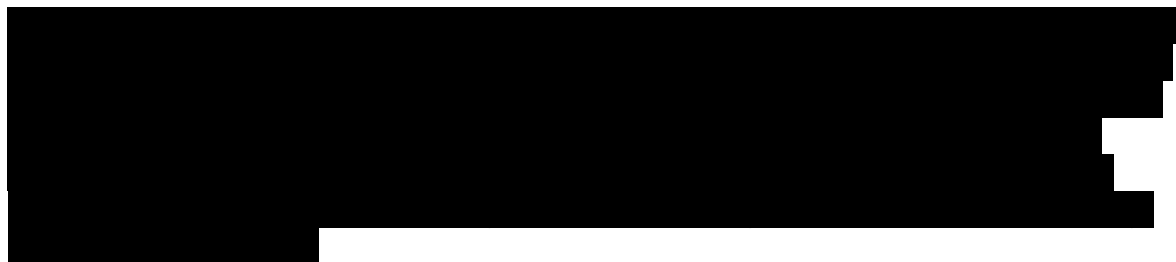
2. DECLARATION OF INTERESTS

No declarations were made.

3. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the previous meeting held on 4th July 2016.

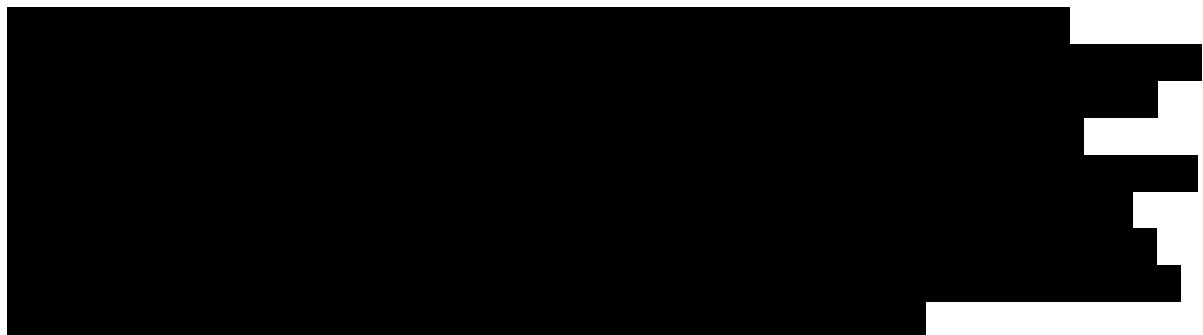
4. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS



5. PREMISES UPDATE

The Committee took note of the updating text and traffic light reports provided by Mr Pocock. In discussion the following points were made:

- ☐ The only settlement agreement items now remaining were those added to the snagging programme but for which the School was financially responsible. These would be started once funds became available but should not hold up the completion of the settlement agreement. The Committee confirmed that the regular traffic light report was no longer necessary.
- ☐ There was confidence that the LCVAP capital projects work, including the creation of a recreational space behind the dining hall and provision of a specialist Media BTEC classroom would be completed by the end of 2016/17.
- ☐ The utilities consumption information for the year to 31st August 2016 was awaited. It was noted that the increased forecast spend on utilities for the current year (as covered in agenda item 11) was due to a further increase in costs relating to the prior year as the previously provided invoices has been mis-understood and VAT had erroneously been excluded. It was hoped that the recent work on the boilers would improve consumption figures.
- ☐ The 2015/16 accident record included a window falling off its hinges and all similar windows had been subsequently examined. It was confirmed that the record provided to governors included all but two of the incidents noted in the Science Department's local records.



Exemption FOIA Section 43, Commercial Interests

ACTION CHAIRMAN

6. HEALTH & SAFETY

Mr Appleman confirmed that, whilst the PFI contractor was ultimately responsible for Health & Safety matters on the site, together with Mr Pocock (who was identifying some appropriate CPD training in this area), he was taking the lead on behalf of the SLT in regular liaison and management of those day-to-day issues under the control of the School.

In response to questions from governors, Mr Pocock said that there should be a regular review of all areas where problems might arise but there were simply too many to cover on an annual basis and it would be better to organise rolling programmes for each element over appropriate periods. He believed that 1440 had responsibility for a number of the ongoing Health & Safety issues at the school

(under the PFI arrangement) including an annual audit and, if so, it would be useful be very helpful to receive a copy of the report and to leverage this work without the need for repetition. However, the Committee requested that the School should develop an annual programme of tasks (that would include tasks undertaken by both 1440 and the School) so that a formal record of the work required and completed could be identified. This would also include consideration of whether the School needed to make use of the services of an outside expert to conduct its own audit (including possible an annual fire safety audit). The committee requested that this programme was presented at the next committee meeting.

ACTION HEADTEACHER & ESTATE MANAGER

7. SECURITY

The Committee noted with approval the security enhancement resulting from the changes during the holidays to the access arrangements in the main foyer and those likely to derive from other proposals made by the Executive Headteacher in response to the completion of a security inspection and audit from CST.

8. TERMS OF REFERENCE

Subject to a review on the extent to which governors should monitor and provide oversight of fundraising activities, the Committee approved the updated Terms of Reference for consideration by the GB.

9. FINANCIAL AUTHORITY AND PROCEDURES MANUAL

The Committee approved the Updated Manual as recommended by the Director of Finance.

10. FUNDRAISING

The Head of Communications and Community Liaison gave the Committee a report on recent fundraising activities, and in particular the Gala Dinner that had proved highly successful not only financially but also in social and public relations terms. The Committee noted that as the Gala Dinner had been organised by the Trust both the income and the costs from this event would fall to the Trust. The Committee further noted the employment of a full time fundraising manager to help boost income from this activity.

It was agreed that both the strategy and management structure for any future fundraising should be considered outside the meeting and concluded as soon as possible and certainly before the next Committee and Trust meetings in December. In the meantime, the Committee confirmed that it would have no objection to limited expenditure by the School, at its discretion, to upgrade its fundraising database in support of an approved strategy. However, it asked the School to circulate a summary business case paper to Committee members so that formal approval of the requested expenditure could be given.

11. MANAGEMENT ACCOUNTS AND BUDGET FOR 2016/17

The Committee noted the Management Accounts to end August and a revised forecast for the year provided by the Director of Finance. Mrs Tomlinson had accompanied these documents with a summary indicating the balance required to

eliminate the forecast 2016/17 forecast deficit arising both from the changes and additional services approved in May 2016 and a number of further variances listed in the Management Accounts.

As requested, a number of Governors had commented on these figures in advance of the meeting and had asked a series of detailed questions. Answers to these questions would likewise be circulated to the Committee after the meeting.



Exemption FOIA Section 43, Commercial Interests

In further discussion the following points were made:

- ☐ Notwithstanding recent fundraising, the balances in the Trusts were not unlimited and, unless the School's nett position improved in the short and medium term through cost efficiencies or further sustained fund-raising and other income generating activities, there might have to be both redundancies and a reduction in non-core activities.
- ☐ Ms Lipkin hoped to be able to provide a spend to save business plan for non-teaching staff to the upcoming Pay & Personnel Committee and that the net impact of this plan was not include din the revised forecast for 2016/17 yet.
- ☐ Although it was already known that revenue would drop in 2017/18 due to reduced student numbers this year, expenditure in the current year had been raised by a number of one off items that should not be repeated.

The Committee requested that both a finalised forecast for 2016/17 (including the impact of any non-teaching staff restructure) and an advance 2017/18 budget should be provided with the papers for its December meeting showing separately the 2016/17 expenditures that would not be repeated.

ACTION DIRECTOR OF FINANCE

10. MANDATE CHANGES

The Committee approved the amendment of the bank mandates to add new members of the SLT.

11. ANY OTHER BUSINESS

There was none.

Signed: _____

Date: _____

(Chairman)



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 5TH DECEMBER 2016

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee Mr David Lerner
Mr Richard Martyn Mrs Ruth Renton (Items 7 - 9)

Associate Member: Mr Andrew Moss

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mr Graeme Pocock (Estate Manager) (Items 1 - 7)
Mrs Lorraine Tomlinson (Director of Finance & Administration) (DFA)

Clerk:

Dr Alan Fox

1. DECLARATION OF INTERESTS

No declarations were made.

2. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the previous meeting held on 21st October 2016.

3. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS



Exemption FOIA Section 43, Commercial Interests

ACTION CHAIRMAN

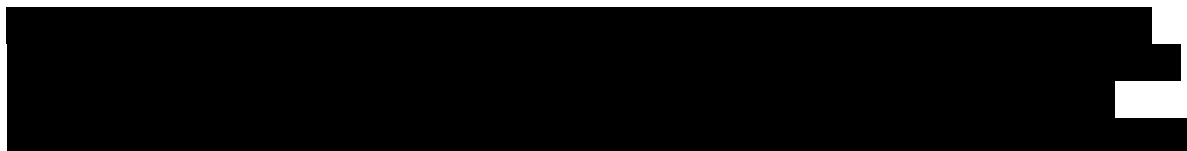
4. PREMISES UPDATE

The Estate Manager distributed his written report to the Committee. In discussion and in response to questions from Governors the following points were made:

- ☐ A review had taken place with Semperian of the poor quality of service from KSSL/1440 and it had been agreed that improvements had been made in respect of cleaning and the positive attitude of staff. The Contract Manager had left in the previous week and Mrs Lipkin had expressed her major concerns to Compass. The company was now making interim arrangements pending a new recruitment.
- ☐ The School had received the utilities consumption information for the last academic year and Compass had agreed to negotiate a contract amendment permitting the School to deal directly with utilities companies and to pay them directly. This would avoid the frustrating delayed receipt of bills experienced in recent years and consideration was being given to the various contracting possibilities.
- ☐ Various options were under consideration for the construction of new changing rooms to be ready for September 2017 and thus freeing up the current external changing room to permit conversion into a stand-alone independent junior school for SEN pupils, subject to approval by the Governing Body.
- ☐ The LCVAP funded capital projects had been delayed by the late appointment of a contractor but they had now commenced and Mr Pocock was still confident that they would be completed within the financial year.

In further discussion, there was concern that some parents might question the apparent priority being given to expenditure on capital works over needed day-to-day running costs and the Headteacher was requested to find a suitable opportunity to explain in the weekly newsletter that the systems were different and that the funding for each was not transferable.

5. HEALTH & SAFETY



Exemption FOIA Section 43, Commercial Interests

ACTION MESSRS APPLEMAN & POCOCK

The Committee requested Mr Pocock and Mr Appleman to produce this programme and for Mr Appleman to ascertain and report to the next meeting whether the current programme of School staff firefighting training and the ratio of trained first aiders to staff and students met current legal requirements.

ACTION MR APPLEMAN

6. SECURITY

Mr Pocock reported that [REDACTED] had been ill since the previous security liaison meeting and was only just returning to work and so there was relatively little to report. He was a 1440 employee and we would have to hold the company to account.

Exemption FOIA Section 40, Personal Data

[REDACTED]

Exemption FOIA Section 43, Commercial Interests

7. BENCHMARKING

The Chairman explained that it was not possible to repeat his previous benchmarking exercise as the DoFE no longer published the information on other schools in the same manner, but PAJES would be carrying out something similar in February covering all Jewish schools and it might be possible that something useful would emerge from this.

8. OCTOBER MANAGEMENT ACCOUNTS AND ADVANCED 2017/18 BUDGET

The Committee considered the Management Accounts up to the end of October, the revised forecast for the year ending March 2017 and had a further discussion on them and the probable knock-on effects for the 2017/18 Budget. The Budget would be considered in more detail at the January Meeting of the Committee and in the meantime he would provide an oral briefing to the Governing Body, which was meeting the following week.

9. ANY OTHER BUSINESS

9.1 - Fundraising - Mr Peston provided a brief oral report on Fundraising and the various initiatives in progress.

Signed: _____

Date: _____

(Chairman)



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON THURSDAY, 19TH JANUARY 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr Michael Lee Mr David Lerner
Mr Richard Martyn Mrs Ruth Renton

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mr Graeme Pocock (Estates Manager) (Items 1 - 7)
Mrs Lorraine Tomlinson (Director of Finance & Administration) (DFA)

Clerk:

Dr Alan Fox

1. APOLOGIES

Apologies for absence were received from Mr John Cooper and Mr Andrew Moss.

2. DECLARATION OF INTERESTS

No declarations were made.

3. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the previous meeting held on 5th December 2016.

[REDACTED]

[REDACTED]

Exemption FOIA Section 43, Commercial Interests

5. PREMISES

Mr Pocock introduced his January update report and answered questions raised by the Committee. In addition to the items minuted separately, the following points were made:

- ☐ The Settlement Agreement was now complete save for the financial reconciliation during the coming summer.
- ☐ ICT refresh had been delayed and the absence of a full-time replacement Contract Manager was making it more difficult to achieve progress, even though funds were budgeted for many required items. KSSL had made no apparent progress in preparing a benchmark proposal to apply from April 2017, mainly because the staff was not available. It was understood that the company would now outsource the work.
- ☐ The Reprographic Services were failing for want of proper replacement photocopiers. Provided that the contract had not yet been placed, the time had come to review whether the current systems were optimal and the school were to recommend a new way forward.
- ☐ [REDACTED] work on the Recreation Space near the Dining Hall had been further delayed putting the 2016/17 LCVap funding at risk. However, the work had restarted and the School reiterated the belief that it would be completed in time to achieve the required deadline.

Exemption FOIA Section 43, Commercial Interests

- ☐ Hearing loops will not be operational until half term.

6. SECURITY

The Link Governor for Security gave a verbal report.

7. HEALTH & SAFETY

7.1 - Systems Audit - Mr Pocock confirmed that he had only just obtained a copy of the 1440 annual audit report and associated documentation following the company's review of safety management systems. This had assisted in the production of a JFS rolling audit plan as described in a report to be placed on Fronter (*post meeting note: document now available on Fronter*) and a schedule showing a rolling cyclical quarterly programme starting immediately enabling all matters to be audited at least once a year. This should allow continuous improvement of the process, to take account of organisational changes and to identify deterioration in any of the systems elements and provide comfort to governors that their responsibilities were being met.

The intention was that following the internal audit a quarterly meeting should also be held with the contractors Compliance Manager. The Committee suggested that

following the completion of the first annual set of quarterly audits, it might be appropriate to appoint an external consultant to audit the work completed and to review the whole process (in January 2018).

7.2 - Fire Training - Mr Appleman said that fire marshals were trained as required but advice had been received that in the event of a fire on site, the School's responsibility would be to evacuate all students and staff and to leave firefighting to professionals. Some concern was expressed, however, that this basic responsibility should not prevent individuals from dealing immediately with small-scale outbreaks if within their capability for example by use of a fire extinguisher. The Committee requested that independent advice on this point should be obtained from the Fire Brigade and a report made to the next meeting.

ACTION HEADTEACHER

7.3 - First Aid - Mr Appleman reported that 29 members of staff had appropriate first aid training, which was in excess of the HSE recommendation. In addition, a further 12 were currently being trained.

8. NOVEMBER MANAGEMENT ACCOUNTS AND ADVANCED 2017/18 BUDGET

The Committee considered briefly the Management Accounts to the end of November and the revised forecast for the year ending March 2017. The Director of Finance said that the forecast showed 2016/17 now largely back in balance,

Exemption FOIA Section 43, Commercial Interests

In response to questions it was confirmed that in respect of the forecast of voluntary income, with the exception of sums pledged by those already paying regularly on a monthly basis, no other had been included anticipating fundraising receipts had been included.

The Committee noted that the detailed examination of the elements of the 2017/18 Budget had resulted in significant savings. However, on a conservative basis the Budget for the following year was not yet fully balanced and that further consideration was required, prior to the Committee's meeting in March to finalise the figures for the endorsement of the Governing Body.

9. FUNDRAISING

Mr Peston provided a brief report on Fundraising and the various initiatives in progress.

10. FINANCIAL PROCEDURES MANUAL

With a few updating amendments to reflect the current management structure, the Committee approved the Scheme of Delegation and Best Value statement as incorporated in the Finance and Procedures Manual, subject to final review at its next meeting.

11. AUDIT ENGAGEMENT LETTER

The Committee took note of terms of the Engagement Letter and approved PKF

Littlejohn's proposed Terms of Business for the 2016/17 voluntary audit of the school accounts, subject to a final review by the Chairman.

12. SFVS (SCHOOLS FINANCIAL VALUE STANDARD)

The Committee requested all members to consider the draft 2017 response to the SFVS questionnaire provided by The Director of Finance and to pass to her any suggested amendments, prior to final review at its next meeting.

ACTION ALL MEMBERS

13. AGENDA STRUCTURE

The Committee considered the draft annual agenda plan and agreed a number of updating amendments. The Clerk was requested to circulate a final version.

ACTION CLERK

14. ANY OTHER URGENT BUSINESS

There was none.

Signed: _____

Date: _____

(Chairman)



Minutes of the Joint Meeting of the JE and Curriculum Committees on 18th May 2016 at 6.30pm.

Governors present: Mrs Geraldine Fainer –chairperson (GF)
Dr Charlotte Benjamin (CB)
Ms Debby Lipkin (DL)
Mr Simon Appleman (SA)
Mrs Ruth Renton (RR)
Mr Richard Martyn (RM)
Mr Zak Bennetts (ZB).

Also present: Rabbi Howard Hirsch - SLT (RH)
Mrs Vanessa Kushner – co-opted to Curriculum
Committee (VK)

1. Apologies for absence.

Apologies were received from Mrs Anne Shisler.

2. Appointment of Clerk

Louise Fox was appointed as Clerk to the JE committee.

3. Minutes of the meeting held on 3rd December 2015.

GF explained that Mr Steven Woolf chaired for a short period at the start of the meeting as noted in the minutes and she chaired the rest of the meeting.

The minutes were accepted.

4. **Matters Arising – Personal Social and Health Education (PSHE)**

GF said that this meeting was to reconcile the views of an orthodox United Synagogue school with statutory requirements for PSHE.

ZB said the Sex and Relationships Education Policy (SREpolicy) was about more than the statutory requirements and needs to cover how the school prepares pupils to go out into the world. He said he feels the policy is not integrated enough into the school timetable and there should be dedicated regular lessons to give students the information they need.

DL said the PSHE is high on several agendas and the school does have to comply with statutory requirements. Deb Mellor is returning at the end of term to chair a PSHE working party which will bring together all the issues under PSHE under one curriculum. Students will be part of the working group and RR suggested a governor should be involved as well. CB offered to join the working group as did ZB.

Action point: CB to arrange for governor involvement in the PSHE working group.

DL said the working group will set up a schedule of work and then she will advertise for a PSHE lead. There may not be dedicated PSHE lessons but there will be many forums to cover the issues including workshops, assemblies and lesson 4 can be used for PHSE.

DL said that the school can retain its Jewish ethos and meet the statutory requirements, by noting the difference between 'informing' and 'promoting' different lifestyles. For example information will be given and questions answered about same sex relationships and different types of families but that is different to promoting those lifestyles.

DL said she was approached by two girls [REDACTED]
[REDACTED]

Exemption FOIA Section 40, Personal Data

DL said that the school will sign post students to get support and advice but

she feels a support group that would actively promote same sex relationships would be inappropriate. She said any pupil that feels bullied or discriminated against will be supported via existing systems within the school.

DL said she is meeting with the Chief Rabbi on 19th May to seek his opinion on where the line should be drawn on LGBT issues. She noted that both parents and students said in the surveys they wanted more information about these issues.

Questions:

- CB asked how the school will decide what is informing and what is promoting. DL said that the JE department will set the 'red line' and advise if they feel it is being crossed.
- CB asked after the meeting tomorrow with the Chief Rabbi, how will future issues be raised. DL said she hoped the meeting will be more frequent occurrences.
- CB asked where would the Chief Rabbi's decisions and opinions be recorded – DL said the meeting will be minuted and shared with governors at the JE committee.

5. JFS SRE Audit

GF said the policy was approved at the last meeting subject to feedback from the parent survey and student focus groups. At this meeting it was decided that no changes are required. It can be reviewed if there are changes in practice or changes that come out of the working party.

DL said she would like the policy and all other school policies to be prefaced with a reference to the relevant Jewish law that applies. Governors supported this decision.

6. Parent Response to the SRE Policy

There was a low response from parents to the SRE survey with only 31 responses. Generally parents were in favour of the policy. SA said its possible that most parents were happy with the policy otherwise more might have responded.

6.1 Parental right to withdraw – RR said the right to withdraw is explained on the email to parents. SA said no parents have asked to withdraw their children.

7. Student consultation summary results – discussed within point 4 Matters Arising – PSHE.

8. Kashrut issues

GF said kashrut issues came up in the Outings Policy highlighting the difficulties staff had ensuring pupils brought only kosher food on trips. She said she felt the policy was unworkable and if it was more relaxed it may be better adhered to.

DL said that the proposal is to replace the requirement for food to be certified kosher to food having to be on the KLBD list. She is also proposing to allow pupils to bring a milky packed lunch to school. This will be supervised in two or three dining pods, separate from the main dining room. This will also reduce the number of complaints about food provided in school. GF noted it may also help with lunch time queues.

CB said that the United Synagogue should be consulted as JFS is a US school and asked DL to feedback their response to governors.

Pupils and their parents must sign to say they will comply with the Kashrut policy before they bring in a packed lunch. If they breach this agreement they will be stopped from bringing a packed lunch for 6 months and will have to use Caterlink for meals. Staff will check that the packed lunches comply with the kashrut policy.

Questions:

- RH asked which staff will be responsible for checking the kashrut of packed lunches. DL said it will be staff from the JE department. RH noted that some foods will be impossible to identify as kosher or not such as bread. DL accepted this and said pupils will be advised which products are acceptable and on the KLBD list.
- RR asked if there would be any change to the policy of what can be brought in for break times (currently water, fruit and vegetables). DL said she would have to think about this.
- ZB said he thought this was a good idea as there were many complaints from students about Caterlink. He asked if there would be any contractual issues with Caterlink. DL said they employed via the PFI contract. [REDACTED]

Exemption FOIA Section 43, Commercial Interests

- RR asked about staff bringing non-kosher food onto school premises. SA said there are a number of kitchens that are deliberately non-kosher for staff. The kosher areas are clearly listed in the policy (dining room, mezzanine, board room).
- CB said that the Hospitality and catering food tech rooms need to be listed as kosher in the policy as well.
- RH noted that there had been some issues around kashrut in the 6th Form hospitality BTEC and oversight of this has transferred to Esther Bazaria to ensure all food prepared meets the kashrut requirements.

Action point 1: DL will arrange consultations with staff, parents and pupils on the change to the kashrut policy.

Action point 2: DL will contact the US about the possible change of the kashrut policy and feedback to CB.

9. Future Plans

- 9.1** DL said she was surprised that JFS only provides 3 JE lessons /week. Other schools have 50 lessons over two weeks and JFS has 48 due to the early closing on Fridays both summer and winter. 2 lessons / fortnight are lost. The reasons appear to be historic and could be reviewed. If this is to be changed the decision needs to be made quickly because September's time table is being written now.

SA said there are two issues, firstly can the time table be changed to accommodate the extra lessons and secondly can the extra lessons be staffed.

- 9.2** GF suggested that GF suggested that students who are on the text programme should be offered the chance of sitting the RS GCSE in year 9 (in the same way as Ivrit is offered early to those proficient in Ivrit). That would then free up time in years 10 and 11 for those students to pursue more detailed "text" not to gain another GCSE but to enhance their Jewish learning.

- 9.3** DL said she has discussed with RH different programming and processes for JS, with different pathways for different students. She said the text stream is not for everyone, but all pupils need the skills, knowledge and understanding in Jewish studies by the time they leave JFS and she doesn't think this is happening.

RR said she has met with Mizrahi who are talking about a new text based programme and 6th Form leadership programme.

ZB said the school needs to be careful not to alienate less religious students.

CB said changes could be made via the Enrichment programme so this will not alienate less religious pupils.

10. A.O.B

- ZB said the school needs to think about the impact of the large number of changes being imposed in a short time frame.

The meeting finished at 7.30pm.

Next meeting: tbc.

Signed: _____

Date: _____

(chairperson)



JFS SCHOOL

MINUTES OF PAY COMMITTEE MEETING HELD ON MONDAY 25TH JULY 2016

Chairman Mrs Ruth Renton

Present: Mr Richard Del Monte
 Mr Steven Waldman

In attendance Mr Simon Appleman
Clerk: Dr Alan Fox

1. Apologies for Absence

Apologies were received from Ms Debbie Lipkin.

2. Minutes of the Previous Meeting

The draft minutes of the meeting held on 29th March 2016 were approved.

3. Matters Arising

Consideration of the matters arising from the meeting in March 2016 namely:

- ☐ case studies of pay recommendations for teaching and non-teaching staff across various grades evidencing the application of performance management policy, and
- ☐ the first annual report of TLR allowance payment

were postponed until the Autumn Term.

4. Performance Management

Mr Appleman provided the Committee with a written report explaining the Performance Management 2015/16 arrangements. [REDACTED]

[REDACTED]

Exemption FOIA, Section 40, Personal Information

Line Managers had completed the staff reviews of the 2015/16 Performance Management Objectives and he and Talia Thoret were checking their recommendations, particularly in respect of pay progression. Where straightforward, recommendations were being agreed, although some were subject to Summer examination results. Where the decisions were not straightforward, further discussions would be arranged with Ms Lipkin, as Executive Headteacher. If necessary, appeals would be heard in October. In response to questions Mr Appleman confirmed that any changes resulting from appeals would be backdated to September but that none had been notified as yet. There had similarly been no appeals in the previous two years.

Continuing, Mr Appleman outlined the methodology he and Ms Lipkin proposed to adopt for 2016/17. Objectives would be tied more closely to the SIP than hitherto and all staff would receive a mid-year review. Broadly speaking each would have three targets, the first relating to meeting Teaching Standards with a particular emphasis on the quality of marking. The second target would require all students to meet at least the expected level of progress with a percentage achieving more and the third target would relate specifically to professional development and leadership.

The Committee agreed that it would be necessary to meet in the Autumn Term to review the objectives set for the SLT and a random sample of those set for a range of other members of staff. In so doing, members would find it helpful to have an indication, on a suitably amended form, of the degree of challenge represented by the objectives, noting that it might still remain a significant overall achievement if circumstances prevented all from being fully met. The aim of the Committee itself should be to ensure that the process was robust and not to amend individual objectives unless they appeared totally anomalous, in which case the Headteacher would be asked to reconsider.

In response to a further question Mr Appleman confirmed that it would not be possible to change the retention allowances already awarded to existing staff since they they had achieved contractual status, but for staff new to JFS more rigorous standards would be applied.

5. SLT Performance Management - Individuals

[REDACTED]

[REDACTED]

5. Any Other Business

There was none.

Signed_____ Date_____

(Chairman)



JFS SCHOOL

Minutes Of Personnel Committee Meeting Held On Tuesday 27th June 2016

Chairman: Mrs Ruth Renton

Present: Mr Zach Bennetts
Mr Stuart Waldman
Mr Steven Woolf

Governor Observer: Mr Richard Martyn

In Attendance: Ms Debby Lipkin
Mr Simon Appleman
Ms Lorraine Tomlinson

Clerk: Dr Alan Fox

{Note: because of the commonality of interest, a number of agenda items were held over for discussion at the joint meeting with the Finance & Premises Committee immediately following }.

1. Apologies

Apologies were received from, Mr Neil Harris and Mr Richard Del Monte.

2. Minutes of meeting held on 24th November 2015

The draft minutes of the meeting were approved.

3. Minutes of meeting held on 29th March 2016

The draft minutes of the Part I & II meetings were approved.

4. Matters arising from Minutes of Meetings held on 29th of March covered by substantive agenda items

There were none.

5. Performance Management/Appraisals

The Headteachers reported that most teaching staff annual appraisals as required under the School Performance Management Policy were complete, the remaining few to be completed within this month.

In response to governors' questions, regarding:

- ☐ the existing appraisal documents used under the School performance management policy;
- ☐ SMART objective setting and alignment to School SIP; and
- ☐ evidence of review of targets through mini - review points within the annual year

Ms Lipkin stated that these were areas for development in the following academic year. Their intention was to ensure the current performance management cycle for teaching staff would be completed in the usual course, in accordance with the terms of the School's 2015 Performance Management Policy. The decision was based on the near-completion of the school's performance management cycle for this academic year, where:

- ☐ objectives were set in the previous academic year;
- ☐ the majority of the performance management period related to a period upon which the headteachers were not yet in post; and
- ☐ staff had followed an approved process

Ms Lipkin decided it best for staff to complete the performance management cycle for this year, based on their previously set objectives without amendment.

However, in the meantime, Ms Lipkin confirmed that she had explained to all staff that their performance management was a process that took account of achievements over an annual cycle and was not linked to a single lesson observation- as previously perceived by teaching staff. She had therefore clarified this with all teaching staff in recent weeks. All staff now understood the need for continuous review. They also understood that where such observations indicated the need for improvement, support in various forms was offered to the teachers concerned whether through the new Staff Observation team and including informal support through the Teacher Development & Improvement Process.

Once all appraisals were complete in this academic year, the headteachers would look at pay recommendations and report back to Pay committee on 27th July.

The headteachers confirmed that over the summer/next academic year they would be undertaking a review to create a more rigorous performance management process for all staff (teaching and non-teaching) with:

- regular interim performance reviews within the annual performance management cycle;
- staff objectives which will tie into School Improvement Plan and the School Self –Evaluation Plan; and
- improved appraisal documents of the performance management process/appraisal documents which would also incorporate the discussed governor comments.

This would then be introduced to and consulted upon with staff and provided to governors in the Autumn term.

ACTION: HEADTEACHERS

6. Staffing Update

6a - Recruitment - Mr Appleman drew attention to the table he had prepared for the Committee showing the stage reached in recruitment for currently vacant posts and anticipated vacancies. This showed a significant planned expansion of capacity at the senior staff levels and it was hoped that between 17 and 20 new teachers would be attending an induction session arranged for the following day. There remained some vacancies in areas of national shortage and no applications had been made for the advertised new post of Senior Data Manager.

The nature and responsibilities of some posts, e.g. Heads of Year and Directors of Studies were being reorganised and internal application for some of these was being encouraged. In the main one-year appointments were being made, in anticipation of more leisurely but full-scale recruitment programme in 2016/17, where further structural changes were anticipated.

6b - Staff Absence - Mr Appleman provided a summary indicating that there had been a reduction in total number of days of both total staff absence and the sickness element in comparison with the previous year. Five members of staff accounted for more than half of the staff sickness absence.

No further information was provided to the committee regarding the evaluation of the new absence reporting procedure, launched in the previous term, particularly the new absence recording method.

ACTION: FEEDBACK/UPDATE ON NEW ABSENCE RECORDING TO BE PROVIDED AT NEXT PERSONNEL MEETING

6c - Staff Morale - there was an impression that notwithstanding the staff survey results, with the recent changes introduced morale was improving but there was still considerable anxiety and concern about the future. Ms Lipkin said that she and Mr Appleman were making major efforts to meet and talk to all members of staff.

The governors requested an update to be provided at next Personnel Committee on morale and SLT proposals for improvement.

ACTION: HEADTEACHER

7. Personnel Policies

It was explained that other than the Staff Code of Conduct and Safeguarding policies, most of the new HR/personnel approved by the Personnel Committee within the past year not yet been fully launched with to staff. The governors reminded the headteachers of the School's inability to utilise an unlaunched policy. The Headteachers confirmed that these policies would be introduced with appropriate training in September.

The re-naming of the School's Confidential Reporting Policy to Whistleblowing Policy was proposed and approved by the Committee.

The committee agreed to postpone the proposed review and approval of the personnel components of the School's Data Protection Policy to the next term. The newly appointed School HR manager will review and insert any relevant amendments. these policies had no effect and could not be relied upon as part of an HR process.

Review of unlaunched but approved HR policies and update to be provided to Personnel Committee next term.

ACTION:HEADTEACHER/HR MANAGER

8. Any Other Business

There was none other than for the item held over for the Part II meeting.

Signed_____ Date_____

(Chairman)



JFS SCHOOL

Minutes Of Joint Meeting of Personnel and Finance & Premises Committees Held On Tuesday 27th June 2016

Chairman: Mrs Ruth Renton

Present: Mr Zach Bennetts
Mr Stuart Waldman
Mr Steven Woolf
Mr Richard Martyn

In Attendance: Ms Debby Lipkin
Mr Simon Appleman
Ms Lorraine Tomlinson

Clerk: Dr Alan Fox

1. Apologies

Apologies were received from Mrs Jo Coleman, Mr Neil Harris and Mr Richard Del Monte.

2. SLT Structure - 2016/17

Introducing the new plans, Ms Lipkin explained that the RIG had been concerned that there had not been adequate succession planning and, with staff leavers, there remained insufficient management resource to put new initiatives into effect and to ensure the alignment of the SIP with the Budget.

The current programme of staff structure rationalisation afforded the opportunity to provide meaningful and relevant line management at all levels. Consideration was now also being given to grouping the current 20 departments, the smallest of which had only one member of staff. The Headteachers had been trying to encourage internal applications to fill vacancies and would put detailed planning in hand for future successions.

Whereas there were previously five Deputy Headteachers, under the new plans, it was now proposed that for 2016/17 there should be only four. Whilst Mr Appleman remained as the Acting Headteacher, he would double up as Deputy Headteacher (Achievement & Progress) and more support would be provided for him. A new Assistant Headteacher for Teaching & Learning had been appointed.

The remit of the Director of Communications was to be expanded to supervise the new Human Resources Manager. The two new posts of Director of Key Stage 3 and Director of Key Stage 4 were being created and each would manage Year Managers, Year Tutors and Pastoral Support Officers

Plans for the structure at lower levels were currently in course of preparation and the Committee would be advised as soon as possible.

3. Non-Teaching Staff

The Committees considered a paper produced by Ms Tomlinson following the Q5 support staff study recommending that a non-teaching staff pay scale should be introduced and job descriptions rewritten, if necessary, and evaluated so that staff were properly paid for the work they do. This had been recommended by the 2014 Brent Internal Audit but rejected by the Pay Committee at the time because of the cost implications. However, the recent Q5 study had indicated that adoption of the recommendation would greatly increase staff morale. Together with the creation of several new Administration posts, such as an HR Manager and a Senior Data Manager allied to optimisation of the current structure, this was confidently expected to result in long-term savings.

Ms Lipkin envisaged that more capable use of resources following appropriate training and evaluation of posts would permit reduction in the number of Administration staff, whilst retaining a high quality service suitable for supporting the changing needs of the School. Whilst additional costs would be incurred in the short term, as indicated by Ms Tomlinson's paper, savings would be introduced in the longer term together with increased efficiency and staff satisfaction.

Governors gave approval in principle to the introduction of a new non-teaching staff pay structure from 1st September 2016, subject to confirmation at the meeting of the Finance & Premises Committee the following week at which the affordability within the 2016/17 budget would be examined.

4. Part-time working

Ms Lipkin said that there were an increasing number of requests to move to part-time working. The Committees agreed that in future requests should be refused in cases where there would be an adverse effect on the running of the School.

5. Sabbaticals

The Committees endorsed the practice that had been adopted in the past year of refusing applications for sabbaticals.

Signed.....

Date.....

(Chairman)

MINUTES OF THE PART II MEETING OF THE GOVERNING BODY HELD ON MONDAY 18TH JULY 2016

Present

Chairman Mr Arnold Wagner

Governors:

Mr Simon Appleman	Mr Zach Bennetts	Dr
Charlotte Benjamin	Mrs Joanne Coleman	Mrs
Geraldine Fainer	Mr Michael Lee	Ms Debby
Lipkin	Mr Richard Martyn	Mrs Anne
Shisler		

Observer: Miss Rosie Scallon

Clerk: Dr Alan Fox

1. Minutes

With the addition of the items removed earlier from the draft minutes of the Part I meeting held on 9th May, the minutes of the Part II meeting were approved.

2. Exit RIG Minutes

The GB noted from the draft minutes of the meeting of the Rapid Improvement Group held on 6 June 2016 that the Local Authority was confident that there was sufficient leadership capacity in place to exit the RIG process and that a LA review would be undertaken in the Autumn Term.

3. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY HELD ON MONDAY 12TH DECEMBER 2016

Present:

Chairman: Mrs Ruth Renton

Governors:

Mr Simon Appleman (Items 1 – 7)	Mrs Joanne Coleman	Mr John Cooper
Rabbi Daniel Epstein	Ms Geraldine Fainer	Mr Michael Goldmeier
Mr Michael Lee	Mr David Lerner	Mrs Debby Lipkin (Items 1 – 7)
Mr Richard Martyn	Miss Rosie Scallon (Items 1 – 6)	
Mr Stuart Waldman (Items 1 – 6)		

Associate Member: Rabbi Dr Raphael Zarum

SLT: Mr Jamie Peston (Items 1 – 6)

Clerk: Dr Alan Fox

1. Minutes of Previous Meeting

Consideration of the draft minutes of the Part II meeting held on 19th September, 2016 was postponed until the following meeting.

2. Bulge Class

The Executive Headteacher reported that discussions were continuing on how to meet the increased demand for places at Jewish secondary schools. Two groups had separately made applications to open a new secondary school in North West London. If one received approval there would be an adverse knock-on effect on all existing schools and PaJeS had asked all schools to consider, as an alternative, whether they could provide additional places. Rabbi Meyer had estimated that two or three more Year 7 classes in September 2017 should be sufficient and it was believed that Hasmonean had already decided to provide one of these.

The Governing Body noted that, although in the past it had been suggested that increasing demand was only of a short-term nature, in recent years the number places provided and filled had expanded dramatically, as illustrated by the report recently published by the Institute for Jewish Policy Research. There was, as yet, no sign of a turndown and the IJPR had recommended professional forecasting of future demand. In these circumstances, the GB considered that it was important that JFS should be seen to be sympathetic to the community desire to provide additional facilities and, with other

existing schools, to show that it was possible to meet the probable short term demand without opening new schools, possibly leading to over-provision, damage to existing schools and financial waste.

[REDACTED]

Exemption FOIA Section 43(2), commercial

3. Admissions Policy

Mr Goldmeier said that the Admissions Committee had debated at some length the most appropriate policy for entry in September 2018 and had finally decided to recommend to the Governing Body that the Policy should omit the overriding principle statement in the draft circulated earlier to the Governing Body. Mr Goldmeier provided amended drafts and, in further explanation, drew attention to the proposed reduction from 35 to 20 of the minimum number of students to be admitted to the Sixth Form who were not already students at JFS.

There was also a change in the oversubscription arrangements for admissions other than to Year 7 or Year 12 because Brent would no longer scrutinise the random allocation arrangement. The Committee therefore recommended that the Headteacher of another school in the area should be appointed in this capacity.

The Governing Body requested the Headteacher to be guided by the final recommendations of the Admissions Committee in completing the version of the Admissions Policy to be provided for the external consultation stage.

ACTION HEADTEACHER

4. Gesher

The Chairman summarised the progress being made with the Gesher proposals. The next step was the preparation of a guarantee underwriting all potential costs and of Heads of Terms, for review by the School and external legal advisers and subsequent approval by the GB, followed by discussions with Semperian/1440.

5. Multi-Academy Trusts (MAT)

The Chairman said that a number of meetings of interested parties had taken place recently. Following the earlier general expression of interest in working more closely together, the Chairmen of Governors of all United Synagogue Foundation Schools and other feeder schools in the London area had been invited to a meeting at JFS the following evening (13th December). The meeting would be addressed by the Chief Rabbi and by US representatives and the intention was further to explore better working relationships and resource sharing in MAT's or soft federations.

Although it would continue to provide resources and advice, since the earlier meeting in November PaJeS had decided to abandon its own MAT plans. [REDACTED]

[REDACTED] The US was examining more detail what it would require to protect its ethos and vision and how to handle various questions of land ownership.

Exemption FOIA Section 43(2), commercial

In discussion, the Governing Body noted that the DfE was offering additional grants for MATS formed from five or more schools and with more than 3000 pupils in total. It judged that the best way of ensuring that JFS could remain in control of its own destiny

was by recognising the political imperatives and taking the lead in MAT or federation formation and authorised the Chairman to continue to explore the practical possibilities.
ACTION CHAIRMAN

6. Financial Outturn 2016/17 and Budget for 2017/18

[REDACTED]

Exemption FOIA Section 43(2), commercial

The Committee had also requested an early "first cut" budget for 2017/18 so the governors could understand the likely position. [REDACTED]

[REDACTED] The income forecast assumed lower grants from the Trust, continued lack of gift aid and reduced government funding and voluntary contributions due to a lower number of students on the roll. On the other hand, costs were increasing because of the increased SLT capacity, the apprenticeship levy, inflation, and the move of non-teaching staff to pay scales.

Exemption FOIA Section 43(2), commercial

Mr Waldman stressed that, as the GB would be aware, this was not a tenable position and, moreover, that there was not an easy single solution. A number of actions were necessary. Immediate steps should be taken to boost income through increasing the number of students and continuing to enhance fundraising and particularly by paring back the cost base.

The Executive Headteacher said that she had started a detailed line-by-line examination of expenditure plans and was aiming to provide a plan for consideration by the GB in January. [REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

Mr Lerner said that, whilst cost savings should be vigorously pursued, the one thing which individual governors could do immediately was to approach those of their friends and acquaintances who they knew were in a position to assist financially both with donations and in further fundraising and put them in touch with Mrs Lipkin or Mr Peston. Between 15 and 20% of London Jews had been to JFS and many others had family connections. Just a small number of these would be sufficient to deal with the short-term problem whilst the finances were put on a proper stable basis.

The Chairman said that the GB was agreed that the Executive Headteacher should pursue her examination vigorously and was empowered to seek such external professional assistance as she judged necessary. A report should be made in January.

ACTION EXECUTIVE HEADTEACHER

7. Staff Morale



Exemption FOIA Section 43(2), commercial

Now that it was clear that there would have to be redundancies, even though the proper processes would be followed, the remainder of the staff would inevitably be very uncomfortable with a further deterioration in morale. Hopefully, a favourable OFSTED report would help to counterbalance the position and every opportunity should be taken to stress that the exceptional staff dedication and efforts were largely responsible for the improvement and that this was known and appreciated by the other stakeholders.

8. Headteacher recruitment

Consideration was postponed until the next meeting.

9. Any other Business

There was none.

Signed
(Chairman)

Date



JFS SCHOOL

PART II MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 5TH DECEMBER 2016

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee Mr David Lerner Mr
Richard Martyn Mrs Ruth Renton

Associate Member: Mr Andrew Moss

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mr Graeme Pocock (Estate Manager) (Item 1 only).
Mrs Lorraine Tomlinson (Director of Finance & Administration) (DFA)

Clerk:

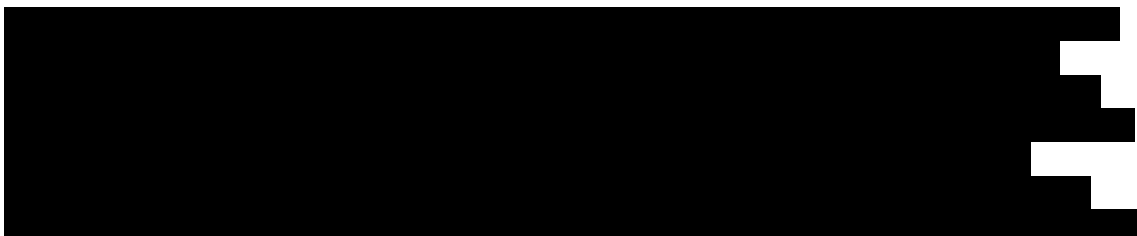
Dr Alan Fox

1. SECURITY



Exemption FOIA Section 43(2), commercial

2. OCTOBER MANAGEMENT ACCOUNTS AND ADVANCED 2017/18 BUDGET



[REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

[REDACTED]

Exemption FOIA Section 43(2), commercial

Mrs Tomlinson said that because of the PFI arrangements, JFS had inflexible costs that did not affect other schools. Savings should, however, accrue from the efficiencies that were being introduced into the School's support arrangements. Mr Appleman added that about one third of the teaching staff were on the top of their pay scales, a much higher proportion than elsewhere and this added to the budgetary inflexibility. Previously the SLT had been unaware of the financial problems but these were now dominating the current timetable and curriculum review.

The Committee agreed that an urgent forensic analysis of the current accounts and budgetary projections was now necessary leading to proposals for GB consideration of the areas where cuts should be introduced. Whilst it was to be expected that much of this work could be carried out internally by those with detailed knowledge, if necessary the School should be provided with external assistance from a specialist with educational financial background. Mrs Renton said that action should be put in hand immediately and it was essential that a viable plan should be put to the Committee early in the New Year.

The Committee considered the most appropriate area for driving the necessary major fundraising (with any combination of the school, the Governors and the Trustees). This had not previously been regarded as the responsibility of the Trustees and would undoubtedly mean a change in their previous role if this was required of them; this would have to be discussed with them at their forthcoming meeting. In the meantime Mrs Renton expressed concern that the new fundraising staff were acting more as organisers than rainmakers, but Mr Peston said that there was a large amount of administration involved and it was necessary to be realistic about what individuals acting alone could achieve even with the improved fundraising software.

Mr Lerner said that not only were significant cuts in expenditure required, but also there should be fundraising on a scale proper for a school of JFS's size. Receipts from parental contributions were already as high as could be expected and unfortunately their value had been badly affected for the time being, by the Gift Aid dispute. [REDACTED]

Every governor would have a range of personal contacts, and the most useful thing the GB could be doing would be to concentrate on drawing these individuals into the fundraising circle. There were three kinds of person to consider, those who had good connections, those who had skills in organising events and those who could write letters; all must be recruited.

Exemption FOIA Section 43(2), commercial

Mr Cooper said that most parents would be unaware of the financial problem and care would have been taken in its presentation. It would be counter-productive to try to represent JFS as a special case needing more funds than similar institutions. Equally, seeking assistance to help out in a crisis would be less effective than explaining that governors were anxious to provide the best possible for all pupils and with the austerity measures of the last few years there was a funding problem for the entire charitable sector including education.

An action plan was requested for review ASAP and for further discussion at the next F&PC meeting in January

ACTION FULL COMMITTEE

Signed: _____ Date: _____

(Chairman)



JFS SCHOOL

PART II MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON THURSDAY, 19TH JANUARY 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr Michael Lee Mr David Lerner
Mr Richard Martyn Mrs Ruth Renton

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mr Graeme Pocock (Estates Manager) (Item 1 only).
Mrs Lorraine Tomlinson (Director of Finance)

Clerk:

Dr Alan Fox

1. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of Part II of the meeting held on 5th December 2016.

2. SECURITY



[REDACTED]

Exemption FOIA Section 43(2), commercial

ACTION MR LEE AND ESTATES MANAGER

2. FUNDRAISING

Mr Peston introduced a fundraising progress report and in discussion and in response to questions from governors the following points were made:

- Preparation for the implementation of the new database was well advanced.
- A number of major donations were being pledged by individuals and Charitable Trusts.
- Efforts were being made to tap the potentially substantial parent, alumni and grandparent bases. It was being stressed that volunteer time and effort could be as valuable as pure monetary donation.
- The next email to parents would contain an explanation of the current financial stringencies and the way in which they might be able to help.

3. NOVEMBER MANAGEMENT ACCOUNTS AND ADVANCED 2017/18 BUDGET

The Chairman said that the latest draft budget prepared by the Director of Finance showed a significant improvement from that seen before the holidays, for which the Committee was most grateful. He had a number of detailed questions but would put these to her separately over the next few days.

ACTION CHAIRMAN

Mrs Lipkin said that since the Committee's last meeting every line of the budget had been carefully studied to identify potential areas for saving, taking into account particularly Mr Appleman's parallel in-depth study of the timetable and the available curriculum options. She believed that further savings could also be achieved by the introduction of more efficient working methods as were already being introduced in the support services. Beyond this, it was inevitable that the size and composition of the teaching staff and their terms and conditions would need to be looked at closely.

[REDACTED] The figures had been drawn up on a conservative basis, for example without any assumption of support from the Trusts, but the gap would nevertheless have to be bridged in the next phase of work. The Committee agreed to take its examination forward on a line-by-line basis with the School through a small informal working group, in the hope that it would be possible to recommend a balanced Budget for 2017/18 to the Committee and thence to the GB at their March meetings.

Exemption FOIA Section 43(2), commercial

ACTION CHAIRMAN

Signed: _____ Date: _____

(Chairman)



Personnel and Pay Committee Part II.

Minutes of meeting held on 1st December 2016 at 6:30 PM.

Chairman: Mrs. Ruth Renton (RR)

Members present: Mr. Michael Goldmeier (MG)
Mr. Richard Martyn (RM)
Mr. Stuart Waldman (SW)
Mr. Arnold Wagner (AW)

Others present: Mr. Simon Appleman (SA)
Ms. Debby Lipkin (DL)
Mr. Jamie Peston (JP)
Ms. Lorraine Tomlinson (LT)

1. Apologies for absence

None received.

2. Minutes of Personnel Committee meeting Part II held on 27th June 2016.

Approved.

3. Pay

SA provided a brief verbal report/background on the performance management process/pay review process from last year and pay recommendations from line managers. SA confirmed that in the case of all successful pay recommendations, a letter is sent to the staff member explaining what the expectations are and any additional responsibilities that are required to obtain and maintain the pay increase. The objectives set for teaching staff are,

- Compliant with Teaching Standards
- Related to progress in exam results.

Staff objectives are quality assured and will go back to line managers if they are not robust enough.

SA also provided the committee with 2-3 anonymised case studies to reflect the process. The third case study was an example when the staff member had inserted additional information and asked for the recommendation to be reconsidered – which in light of new information was allowed. Reminder to the Committee this was based on previous performance objectives – new objectives were more SMART and matched department targets. The committee members raised various questions.

The Committee were informed:

- No appeals had been raised by staff on refused pay decisions.
- Some staff did not apply for pay review even though eligible to do so; This was probably because they were aware they were not ready to meet the new descriptors/objectives.
- Following reviews, one third of the staff are on the highest spine point. Some

from the old process having been in post many years and others based on the new system, where pay increases are linked to performance management.

There was some debate about the role of governors in relation to the policy and following reference to the Pay Policy it was confirmed that the Head Teacher makes the final decision and governors are notified of changes and quality assure the process.

SA confirmed pay review changes came into effect on 31.10.16 and will be backdated to the end of Sept 2016. [REDACTED]

Exemption FOIA Section 43(2), commercial

Action point: Governors to be told the total salary figure at the Finance & Premises meeting on 8.12.16.

4. Non- Teaching Staff Restructuring

The business case for re-structuring was discussed. DL/JP provided a brief summary of the background of this matter – e.g. Q5 audit of admin staff and need to reduce duplication within the admin team and create greater efficiencies/more streamlined process.

Key points

- The process started with benchmarking auditing of non-teaching staff tasks. DL/JP explained that over the summer/past few months since the Q5 audit each member of the admin staff had provided details of their roles/responsibilities (some covering many pages). DL/JP and HR had then reviewed the responsibilities to identify duplication and roles that were required. Following that review, new job descriptions for the new roles had been written by JP/DL as well as looking at other costs savings e.g. potential term-time working. This was a complex task and Q5 were invited in again to assist with mapping the tasks as they wrote the original report.
- The type and number of posts required have been identified. The cost of redundancies and possible early retirement payments were factored in to the cost.
- There are different recommendations based on whether the priority is cost savings or efficacy. The school therefore needed guidance from the GB regarding the best strategic approach.

[REDACTED]

[REDACTED]

Exemption FOIA Section 43(2), commercial

Potential savings.

[REDACTED]

Exemption FOIA Section 43(2), commercial

The committee explained that there was a mis-conception. It was possible to go through a redundancy and a restructuring at the same time, in which new roles were identified for application, with enhanced skills requirements and with potentially new terms and conditions requiring staff consultation. The Committee also explained the different types of statutory consultation where combination of circumstances eg individual and collective redundancy consultation and collective consultation following introduction of new terms and conditions.

The governors referred to the need for the SLT to seek professional advice on the best process, communications and full quantification of potential claims and damages, the cost of which should be considered part of the restructure costs. All the governors recommended an overall approach rather than a piecemeal approach which may severely impact staff morale, increase staff stress and lead to absence of good teachers. The following was also particularly discussed at the meeting:

Risks

It was discussed that there are several risks not identified in the business case document including: equal pay differentials; potential constructive dismissal claims caused by the change to term time only contracts (this will be considered to be a contractual change requiring consent. Staff could refuse to sign the new contracts and claims could arise). Also, the need for ensuring compliant consultation in combined circumstances was discussed earlier. All these risks and quantification of liabilities needed to be outlined to governors, albeit in separate document.

Communications

The communications process is a very important part of ensuring any consultation process is carried out correctly. Good communications need to be in place before consultation and need to happen with all staff, those who will be affected and those who will not be directly affected.

[REDACTED]. The 'payback' would take 12 months. There would be a major improvement in efficiency but not cost. Usually payback is a maximum 6-9 months.

Exemption FOIA Section 43(2), commercial

The business case is based on the minimum number of staff necessary to maintain an acceptable level of cover.

5. Recruitment and Retention Allowances.

The pay policy states that recruitment and retention (R&R) allowances should run for 3 years but many staff have been receiving R&R allowances ongoing for many years as part of their salary. This may have been to compensate for the loss of the inner London weighting when the school moved from the borough of Camden (inner London) to Brent. [REDACTED]

Exemption FOIA Section 43(2), commercial

Discussion points;

- Whether the costs of removing the allowances (including possible legal challenge and impact on staff morale) outweigh the savings and benefits of restoring of equity of pay
- Options :
 - Whether to enforce the policy from now to allow R&R allowances for period of 3 years only as outlined in Pay Policy;
 - Amend the Pay policy to impose a maximum cap/limit in amount of R&R awards for existing long term R&Rs and remove automatic annual increase.
- Risk of staff leaving if the allowances are removed (thought unlikely because pay scales at JFS for experienced teachers is still higher than neighbouring schools)
- Impact of maintaining R&R awards at this level: That the cost of the allowances continuing may lead to making teachers redundant
- Whether to consult with staff about the risks of the allowances continuing and possible solutions. Whether the need for stability and current staff morale as such currently that it may be in the school's best interests to live with it for another year or two, rather than immediately remove/phase out.
- That the highest outgoing/expense of the school is salaries at approximately £11 million/year and this is the only real area of flexibility to reduce costs.

Action point: 1. R&R awards to be kept under review and monitored as part of monitoring of Pay Policy; and
 2. Next year's Pay Policy to be reviewed and potentially amended - further discussion required within committee and with union representatives.

Date of Next Meeting: 27th February 2017.

Signed: _____ Date: _____