
































FOI REQUEST – GOVERNORS’ MINUTES

CONTENTS

	2017 02 06 CSWAB.docx
	2017 03 27 F & P Part II.docx
	2017 03 27 F & P.docx
	2017 04 03 Admissions Part II.docx
	2017 04 03 Admissions.docx
	2017 04 03 FGB Part II.docx
	2017 04 03 FGB.docx
	2017 05 22 F & P Part II.docx
	2017 05 22 F & P.docx
	2017 06 19 CSWAB.docx
	2017 06 24 P&P Part II.docx
	2017 07 03 F & P Part II.docx
	2017 07 03 F & P.docx
	2017 07 17 FGB Part II.docx
	2017 07 17 FGB.docx
	2017 09 11 FGB Part II.docx
	2017 09 11 FGB.docx
	2017 10 16 F & P.docx
	2017 10 16 P & P Part II.docx
	2017 10 16 P & P.docx
	2017 10 23 Admissions .docx
	2017 11 13 CSWAB.docx
	2017 11 20 P & P.docx
	2017 11 27 F & P.docx
	2017 12 12 FGB Part II.docx
	2017 12 12 FGB.docx
	2018 01 15 FGB.docx
	2018 01 29 Admissions.docx
	2018 02 19 F & P.docx
	2018 03 26 FGB Part II.docx
	2018 03 26 FGB.docx



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

Minutes of meeting held on 6th February 2017 at 6.30 PM.

Chairman: Ms Geraldine Fainer (GF)

Members present: Mrs Joanne Coleman (JC)
Mr. John Cooper (JCo)
Ms Rosie Scallon (RS)
Dr. Charlotte Benjamin (CB)

Others present: Mr. Simon Appleman (SA)
Mr. Anthony Flack (AF)
Mr. Andy De Angelis (AdA)
Ms Talia Thoret (TT)
Mr. David Wragg (DW)
Mr. Daniel Marcus (DM)
Mr. Dharmesh Chauhan (DC).

1. Apologies for absence

Apologies were received from Mrs Ruth Renton, Mrs Anne Shisler and Rabbi Dr Raphael Zarum.

2. Minutes of the Curriculum and Student Welfare, Attendance and Behaviour Committee (CSWAB) meeting 12th December 2016.

The minutes were approved.

3. Matters Arising

3.1 Item 3 – the minutes of the Joint Curriculum and JE committee meeting on 18th May 2016 were approved but due to a technical error were not available on Fronter at that time. They are now available on Fronter.

Action point: GF to send a signed copy to SA.

3.2 Item 7.2 Attainment Data – A commentary of the KS2 to KS4 Raise Report was circulated to the governors as requested.

3.3. Item 5.3 Explanation of process for further mathematics at A' level.

This has been emailed out today to parents to explain that in future most students will only

take 3 A 'level subjects and only in exceptional circumstances (which will include students doing Further Mathematics) will students take 4 A' levels.

3.4 Item 6 – AF presented an anonymised report showing the areas of less accurate predictions for A 'level subjects as requested.

4. Behaviour Report – TT

4.1 TT presented the Behaviour Report to the committee. Governors had requested that the data be streamlined for this committee. Following a discussion TT concluded that more narrative was required about progress; including the support offered, successful outcomes and information regarding those that did not respond to support.

4.2 TT said the report identifies the teachers and departments which give the most behaviour points. Almost all of those teachers have received support from the external consultant Mrs Wilson-Brown, who suggested strategies for improvements. There has been improvement in the JS and Ivrit departments. TT said there are a number of factors to consider in addition to the teacher's intervention such as class dynamics which can be complex.

4.3 TT noted the spike in issues in November and attributed this to a possible reaction by both teachers and pupils to the Ofsted visit. Year 9 was raising more issues in January and there is a plan in place to get them back on track. Issues in Years 8 and 9 are more connected to problems with teaching and the curriculum in the lower school and are part of the Ofsted action plan.

4.4 TT said staff did a Behaviour and Learning walk last week, pairing up members of the Behaviour Team with SLT and subject leaders. Overall behaviour was good and there are areas which can be tightened up and actions to improve outcomes such as checking students are not hanging around in the toilets during lessons and not dismissing students early or late from class.

Action points;

1. TT to circulate the findings report to governors by email.
2. TT to invite governors to the next Behaviour and Learning walk.

4.5 Governors' questions

Q - At what point the performance management process is engaged for teachers?

A - SA said this occurs when there isn't sufficient improvement after support is provided and a support plan is put in place. He said there is a definite overlap between staff identified as needing support to manage behaviour and those with performance management objectives regarding classroom management.

Q – What impact the new lunchtime arrangements (pupils not allowed to stay in classrooms) had on behaviour?

A - TT said there haven't been many incidences and teachers are happier because the classrooms stay clean. The pupils are still adjusting. Years 10 and 11 in particular wanted to have access to a classroom so they have been offered the Conference Centre to use at lunchtime. Years 7 and 8 use the theatre and Year 9 use the small gym. The disadvantage is that these rooms are no longer available for lunchtime activities.

Q- Will community service would be more widely used in future?

A - TT said it will. Currently 2 pupils have done community service (cleaning tasks around the school). TT said this often has the best outcomes but the difficulty is covering the supervision required. SA said that there has been a decrease in pupils being sent to the reflection room which previously was the default sanction and now other sanctions are being used.

5. Attendance - SA

5.1 SA presented the Attendance Report. He said attendance was not quite as strong as last year but better than 2 years ago and still above the 95% target set by the government and adopted by Governors.

The SEN support students (K) had the lowest % of attendance and they are receiving support by the SEND and monitoring by tutors has improved data collection but there hasn't been much change in the figures.

There are a few cases of persistent absence for medical or other reasons and these can have a big impact on the overall figures. Some cases are dealt with as safeguarding issues and referrals are made to Social Services.

5.2 Governors' questions

Q - What impact the intervention had with SEN students and when would the local authority become involved?

A - SA said that many cases are complex but the school continues to work with students on their attendance and the local authority becomes involved if attendance falls below 80%. TT explained that the narrative is important to understand the reasons for poor attendance. Often the Education Welfare Officer (EWO) will get involved before it reaches that level of a problem.

Q – Re: requests for leave of absence, are parents are escalating the reasons for their requests in order to gain permission?

A - SA said that the school wants to be caring and considerate but also fair in authorizing absences. There is a risk if authorization is refused that the child will not attend and be reported as 'ill'.

Q - If the child's attendance is over 90% whether the school can refuse requests and does input from the EWO help?

A - SA said that the involvement of the EWO does add authority and having an external body write to parents and call them in for a meeting does make a difference.

Q - How quickly can attendance data can be produced?

A – SA said it hasn't been fast enough but now the data manager is in place this will improve and the school should receive data by the end of each month and this will also be sent to Jo Coleman (governor).

6. Timetable review – verbal update from SA.

6.1 SA reported that the Timetable Working Party have been looking at the Curriculum model.

Key changes would be;

1. Expanding from 48 to 50 lessons / fortnight,
2. Re-allocation of time for some subjects will provide time for dedicated PHSE classes and additional English and Maths classes.
3. CTAM and MFL for Years 8 and 9 will be slightly reduced and Ivrit will reduce from 4 classes a fortnight to 3.

6.2 Governors' Questions

Q – How will a reduction in Ivrit classes will improve Hebrew reading?

A - SA said responsibility for Ivrit will also be shared with the JS department. Additional Ivrit may be provided via drop down days.

Q - What will happen to the accelerated Ivrit GCSE class if classes drop to 3 / fortnight and the GCSE has got harder?

A – SA said that this group will go up to 5 lessons/week in year 9.

SA noted that in future, KS4 may start in Year 9 to provide 3 years at this level rather than 2 years as currently provided. He said it was important to note that although KS4 will start in Year 9 the GCSE syllabuses will not start until Year 10. The government is discouraging pupils from sitting GCSEs early.

A concern was raised that Ivrit will become marginalized as currently it is compulsory until the end of Year 9 but pupils would be able to stop in year 8 under the new system.

A – DM said there aren't sufficient teachers to provide good quality teaching so better for the motivated students to be in well-resourced classes than trying to provide cover for all students many of whom may not want to be learning Ivrit.

Q - The JS Working Party had been hoping for an additional JS lesson in the new timetable, will this be possible?

A - SA said that originally they were looking at a 56 lesson fortnight that would provide extra classes in many subjects but the problem is with teaching capacity as extra classes need to be planned, provided and marked significantly increasing workloads.

Q - Will the times for Fridays would change?

A – SA said the school has decided to keep the start and end times the same for Fridays.

Q – Will these changes require a consultation?

A – SA said that they will have consulted with staff about the move to 50 lessons / fortnight via the Leadership Forum and the increase in teacher loadings has been shared at GSCF and the unions asked to consult with members. SLT will speak to the departments effected once the model is signed off.

SA said the report is work in progress and decisions will need to be made by the end of March when the timetable for September will start to be built.

7. Literacy Plan

Action point: Comments should be sent by email to RS.

8. Progress Update: Autumn Term

a) KS3 Progress update

b) KS4 Progress update

DC presented the Progress update

8.1 Year 11 – the school measures have changed to Progress 8 and Attainment 8 for English, Maths, EBAC, Humanities and Computing.

All subject assessments are now scored from 1-9 (see p49) so the data is now presented in this way rather than A*-C grades. The figures may look very negative because they are based on last year's cohort and last year's grades are worth less points this year. For Maths and English there is no benchmark for each grade.

For the Intervention groups in year 11, all departments are being monitored and actions plans are in place if they are getting a negative number.

SA said it is very difficult to know what a 6 is and this will only become clear once this year's national results come out. Predictions this year can only be based on professional judgement.

The prediction for this year is 5.89 which is higher than the national attainment level because JFS came in higher than the national level last year.

Subject summary for year 11 – majority of predictions are for level 5 or above. Year 10 predictions are similar but slightly lower because they are predicting for the whole course. All subjects except Ivrit are now predicted with the new 9-1 scale.

For other Year Groups the scores are similar 4,5,6s in all subjects. They will start seeing scores moving through from Year 7 onwards.

This is the first term that teachers have received feedback broken down by individual classes and groups so they can identify where to target interventions. This could potentially feel threatening for teachers but it is not for performance management but help identify areas of weakness even down to assessing outcomes for specific topics so they can pinpoint the issues.

8.2 Questions

Q - Are the levels based on teachers' predictions and if so can they see if teachers are over predicting?

A – DC said yes and constant moderation of assessments will help improve consistency.

Q –Parents have expressed concern that the arrangements have been chaotic in English and it's and to have confidence in the predictions, what is the school's view?

A – SA said he thought the predictions of 5.9 at 95% was an over estimation. He said the new English team in place are doing well but need time to settle in. They have identified extra revision days and workshops. The school has overstaffed the English department with one extra member to provide extra capacity and support.

- AF said that he has good communication with the English department and is being made aware of any issues. Interventions have increased at lunch times to give Year 11 more time and AIT in period 4 is providing some year 11 students with 1:1 support. In addition when any Year 11 teachers are available they are joining English classes to provide 2 teachers which is making a significant difference. In other year groups they are now doing only 2 different texts so pupils needing to change groups can do so.

Q – How were the GCSE re-take results?

A – AF said that there was +1.5 improvement in grades for Maths and English. 4 pupils did not get C or above in Maths and English.

Q – Were these results good enough?

A – SA said it wasn't as the school aims for all pupils to attain an A-C grade in Maths and English. The only caveat is knowing the individual circumstances of each child.

-AF said there has been a lack of motivation for some pupils re-taking GCSEs in 6th Form because UCAS has said they will take students without a C in Maths GCSE. C = a level 2 pass. DC is looking at equivalent qualifications that will be easier for these students. Maths and English is a national issue. 2% of 6th Form have grades significantly lower than the national average. This % may increase when more vocational courses start running in the 6th Form.

DC was thanked for the report.

8.3 c) KS5 Progress Report – AF

AF explained that last year they were able to track data through the 6th Form and generally the predictions were very accurate. The Year 13 mock exams finished last week so the results are not yet available. The school uses and external company Alps for student predictions. They predicted 84% A*-B grades and the teacher predictions were 85.2%. If teachers are only out by 1% the results should be good. There will be a full analysis once the mock exam results are known.

8.4 Questions

Q – How were this year's university offers?

A – AF said that offers can be made up until end of March so they are not all in but so far they have been very good. There have been 14 Oxbridge offers and 2 for medicine at Oxbridge which has never happened before.

9. JS Curriculum Update - DM

DM has attended FGB to give an outline of the curriculum update and presented further information to this committee at the meeting.

9.1 Informal Jewish Education- JIEP

DM has been reviewing the JIEP department. The remit is to make Judaism come alive and be the heartbeat of the school outside of the classroom. Previously there has been limited line management and little opportunity to develop innovative practice. Majority of programmes have targeted those already interested and connected to Jewish practice. The aim is to engage students from all backgrounds as well as catering for the more orthodox students. There needs to be bigger projects to involve the whole school to widen the

appeal.

9.2 Formal Jewish Education

- 6th Form – a more sophisticated JS programme called 'Me and my Judaism' is being developed. This will be text based and is compulsory for 2 hrs./week. DM is working with Yavneh College to write the programme together.
- Year 7 from Sept 2017 – all JS will have a textual dimension. This will also be developed for years 8 and 9 later on but may be more challenging if they haven't developed the foundation skills in year 7).
- The new GCSE for RS has very important topics for teenagers even if it is not heavily text based. Once the GCSE syllabus has been embedded the department can look at increasing the JS elements for the higher ability classes.

DM is working on an action plan which will be discussed with Debbie Lipkin at the end of February.

9.3 Governors' questions

Q – Will the external providers for JIEP are being reviewed?

A – DM said this is being reviewed and looking for modern orthodox providers however there are less around than those provided by more traditional groups. They won't be discounted as long as they respect the school ethos. Talks are being held with Tribe and Andrew Shaw from Mizrachi.

Should the JS classes be called RS?

A – Religious studies or JS, Jewish studies – DM said it should be RS on the timetable.

10. Policies

a) Teaching and Learning

ADA gave a presentation on the Teaching and Learning Policy. The aims are;

- To improve clarity of roles and responsibilities
- Combine a number of policies together
- Identify the core principles that form the basis of the policy that will endure over time. Guidance will be developed that can be updated regularly.

There was a discussion about section 2 Governors' Responsibilities regarding the responsibility for "for arranging collective worship "in accordance with the trust deed or religious designation of the school". The school does not have a trust deed. GF also noted that JS (Jewish Studies) should be called RS (Religious Studies). The policy was broadly approved with a number of actions outlined below.

Action points:

1. AdA to get clarification on what is meant by a trust deed or religious designation.
2. JS to be changed to RS.
3. Carers need to be added where ever Parents are mentioned.

4. SA to amend and circulate to governors by email for further comment.

10b) Staff Development – SA

This policy has been superseded by the CPD policy which has been approved.

10c) Home School Agreement –SA

There have been some changes including a new section about expectations of students. It is signed by the student, parents and school prior to starting in year 7. It is no longer signed every year as this was found to have no impact. JC suggested section 2k) which talks about treating staff with courtesy and respect should include treating peers in the same way.

11. Any other business

11.1 Maternity cover for 6th Form History

SA reported that in response to a 6th Form History teacher going on maternity leave, the timetable is being changed to ensure an experienced JFS teacher will teach Years 11-13. They will try and arrange this for Year 10 classes as far as possible but the priority has to be for the exam classes. A supply teacher will be brought in to cover the maternity leave for other classes.

11.2 KS4 – Higher and Foundation Papers for Science and Maths

SA reported that in the new exams science and maths will still have higher and foundation papers. It will not be possible to do both because the exams are at the same time so a decision will need to be made in January of Year 11 who will sit higher or foundation papers. It will be clear for high ability and lower ability classes but a more difficult decision for the middle groups.

Date of Next Meeting: Monday 19th June 2017, 6.30pm.

Signed: _____

Date: _____

CONFIDENTIAL



JFS SCHOOL

MINUTES OF PART II MEETING OF FINANCE & PREMISES COMMITTEE HELD ON MONDAY, 27TH MARCH 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee
Mr Richard Martyn Mr Andrew Moss

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston

1. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the Part II meeting held on 19th January, 2107

2. SECURITY

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

3. FINANCIAL CONSULTANTS PROCESS REVIEW

The Executive Headteacher said that Landau Baker had been commissioned to review the Finance Department and the systems it employed. While some processes and the software used had been given a clean bill of health, the firm had concluded that there were duplications in responsibility and that staff were not always used effectively. It concluded that, if managed effectively and working productively, a team consisting of the School Accountant and three other full-time staff would suffice. With some of the Director of Finance's functions performed by the Accountant and others moved upwards, there would no longer be a need for that senior level post.

The Committee approved the Executive Headteacher's proposal to employ Landau Baker further to oversee restructuring and set up new systems required, the cost being allocated to the restructuring heading. It requested a further report when this work was complete.

ACTION MR PESTON

4. ANY OTHER BUSINESS

There was none

Signed: _____

Date: _____

(Chairman



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 27TH MARCH 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee
Mr Richard Martyn Mr Andrew Moss

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mrs Mary Nithy
Mr Graeme Pocock (Estates Manager) (Items 1 - 7)

Clerk:

Dr Alan Fox

1. APOLOGIES

Apologies for absence were received from and Mr David Lerner and Mrs Ruth Renton.

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 19th January, 2107

4. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

4.1 - Item 4.1 – Sinking Fund – Mr Pocock said that he had established that there was a sinking fund to finance the final refurbishment before the PFI contract was completed but there was no useful information about its size.

4.2 – Item 7.2 - Fire Training - Mr Appleman said that he had established that there was no formal legal requirement for all staff to have fire extinguisher training. It was nevertheless desirable in certain specialist areas, for example in laboratories and when the support staff restructuring had settled down he would arrange this with 1440.

4.3 – Item 11 - Audit Engagement Letter – the Chairman said that he had reviewed and approved the terms of the letter. He asked Mrs Nithy to check that it had been duly dispatched.

ACTION MRS NITHY

5. PREMISES

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

- For the benefit of successors who would be dealing with the winding up of the PFI contract it was important that the full detail of the Settlement Agreement should be permanently captured before those involved in the recent negotiations left.
- KSSL has carried out its review of safety management systems on-site at JFS and shared the final version of the report with the School. The review concluded that safety control measures of functioning as intended. The review concluded that KSSL “is not considered to be at risk”, although minor changes are required to various processes to make the environment more effective.
- The School was not able to look behind the KSSL review of safety management systems but Mr Pocock would examine the company’s review report in detail and raise any points of concern.

ACTION MR POCOCK

- Following the finding of a low count of legionella bacteria in a tap in a laboratory, 1440 was taking the appropriate steps and would continue until the matter was resolved. Systematic checks elsewhere had not established any other cases. There was no need to inform parents but the Committee requested that arrangements should be made for 1440 to confirm this in writing and continue to report testing outcomes.

ACTION MR POCOCK

- Concern was expressed about the absence of benchmarking prices that were needed as a budgetary input. 1440 should be requested to advise when they would be available.

• ACTION MR POCOCK

- The Committee was concerned to learn of the Semperian management changes that could lead to a loss of corporate knowledge. This strengthened the case for the continued examination of services that the School might economically take over from the PFI contractor.

ACTION MR POCOCK

- The remaining legal fees required to resolve the outstanding land issues had been paid and Pinsents were chasing LBJRE for the signed underlease and new long lease.
- The School's financial position would be protected by payment of Gesher's contractors on site via an escrow account.
- The delays in producing additional outside recreations spaces had been caught up.
- The Wolfson Trust had committed to Phase 1 of the Technology Project. Further phases were being planned to permit the teaching of a range of new subjects and vocational skills. Consideration would be given to cooperating more closely with ORT schools and it was also possible that, as a revenue generating scheme, the JFS facilities could be used in the future as a hub for other schools in the area.

6. INSURANCE POLICY REVIEW

Since the School's policy benefited from three-year terms, the Clerk was requested to place this item on the Agenda in 18 months time.

ACTION CLERK

7. SECURITY

The Link Governor for Security and the Executive Headteacher and the Headteacher gave verbal reports.

8. FEBRUARY MANAGEMENT ACCOUNTS AND 2017/18 BUDGET

The Chairman reminded the Committee that a number of detailed questions posed by members had been answered prior to the meeting and the Committee considered briefly the Management Accounts to the end of February and the revised forecast for the year ending March 2017. In response to further questions it was confirmed that redundancy costs would be posted to the salaries ledger heading in the 2016/17 accounts (and not 2017/18) and would be covered by the grant already agreed by the Trust.

The Chairman said that the final draft Budget resulted from repeated re-examination of its elements resulting in significant savings. There would, therefore, be no value in a further detailed scrutiny by the Committee but it should be noted that any redundancy costs aside there remained a shortfall. Coincidentally, this figure corresponded reasonably well with the Trust's investment income and the Trustees had agreed to underwrite the figure should it in the event prove necessary. The 2018/19 and 2019/20 figures did not yet show a balance but, with the inevitable uncertainties of projecting so far ahead, were sufficiently close at this stage not give rise to the same kind of concern as previously.

The Committee judged that although there were risks and challenges in the proposed Budget, it would be achievable and therefore gave approval for its submission to the FGB.

9. FINANCIAL PROCEDURES MANUAL

The Committee approved the final draft of the Scheme of Delegation and Best Value Statement for confirmation by the Governing Body and incorporation in the Finance & Procedures Manual.

10. SFVS (SCHOOLS FINANCIAL VALUE STANDARD)

The Committee approved the draft 2017 response to the SFVS questionnaire for confirmation by the Governing Body.

11. CHARGING POLICY

The Committee approved updated Charging Policy for confirmation by the Governing Body and subsequent triennial reviews.

14. ANY OTHER URGENT BUSINESS

There was none.

Signed: _____

Date: _____

(Chairman)



Admissions Committee

Minutes of Meeting held on 3rd April 2017 at 5:30 PM.

Chairman: Mr Michael Goldmeier

Members present: Mrs Geraldine Fainer
Mr Michael Lee
Mrs Anne Shisler

Observer: Rabbi Raphael Zarum

Others present: Mr Simon Appleman
Mrs Debby Lipkin
Ms Talia Thoret
Ms Maxine Ratnarajah

Acting Clerk: Dr Alan Fox

1. Apologies for Absence

Apologies were received from Mrs Joanne Coleman and Mrs Ruth Renton.

2. Minutes of Previous Meetings

The draft minutes of the meetings held on 30th January, 2107 were approved.

3. Matter Arising

There were none.

4. Mid-term Applications

Ms Ratnarajah reported that the School was full in Years 7, 8 and 9 and the Committee agreed that three applicants should be added to the waiting list.

5. September 2017 Year 7 Entry

Mr Appleman reported that a second tranche of 63 offers of Year 7 places had been made on 31st March. This was 10 more than current vacancies and if there were

more than 53 acceptances Year 7 would start with more than 300 pupils. This was, however, unlikely and Brent was also content provided that the total capacity of the whole School was not exceeded. Parents had until 7th April to respond and if necessary a third tranche of offers, probably about 10, would be made after Pesach.

It was noted that following satisfactory negotiations with Brent, additional offers after the first tranche had been made earlier than the previous year. This reduced the stress for parents who now wouldn't have to wait so long for certainty at the same as increasing confidence that all 300 places would be filled.

6. September 2017 Sixth Form Entry

The Committee examined the list of 61 external applicants for entry to the Sixth Form in September. There were many reasons given, including the provision of Jewish education, the wide range of A-level subjects and the high reputation of the Sixth Form. Whilst noting that there were fewer applicants than in previous years, the SLT judged that a higher percentage would take up offers made.

It was also the view of the SLT that the key to maintaining a large Sixth Form was to retain a higher proportion of Year 11 pupils. Interviews and fewer requests for references indicated that this was likely to be the case in 2017, partly because of the extension of the range of vocational courses, of which Business Studies and Media Studies appeared to be the most popular. It appeared possible that the Sixth Form in 2017/18 would be 20 pupils larger than in the current year.

It was agreed that the procedure for dealing with acceptance of Sixth Form applications would be finalised by discussion between MG and GF, with Committee ratification at the next meeting.

7. 2017 Bulge Class

It was agreed that a report would be made directly to the Governing Body meeting later in the evening.

8. 2019/20 Admissions Policy Proposal

The Chairman invited Mrs Fainer and Rabbi Zarum to introduce the proposition, circulated in advance, to alter the admissions criteria to reserve a limited number of places, probably up to 30, for those pupils who by some definition were "more observant". It was suggested that priority should be given to those who qualified for a "Certificate of Higher Religious Practice", which would require 24 synagogue attendances, prior formal Jewish education for minimum of two years and regular voluntary engagement or parental engagement in Jewish communal, charitable or welfare activity.

Rabbi Zarum said that there was some evidence that more applications were now beginning to be received from pupils in the more religious primary schools, indicating that parents had confidence that their children could be comfortable and not isolated. JFS was not just another community school and had a specifically Jewish ethos that it was desirable to enhance. Unfortunately, at the moment, many of the more

religious pupils were not able to obtain places and the proposal or some variation of it could assist in strengthening the ethos. The addition of 20 to 30 more pupils with a Higher Certificate would not change the JFS image to the extent that it would deter the less observant from applying.

Mrs Fainer said that there were still some more observant parents who were reluctant to apply in case the random selection process resulted in their children being left as one of the very few practicing orthodox pupils. This proposal would give them greater assurance that there would always be a reasonably sized cohort. The requirement for a Certificate of Religious Practice was well established and the proposal would simply build on what was already there.

In discussion, a number of issues were raised:

- The School already had a significant minority of pupils whose families were more observant and the additional 20 or 30 might not make much difference to perceptions.
- The Jewish Education curriculum was being changed so that all teaching would be text based with the addition of the equivalent of a yeshiva stream; this, in itself, should provide reassurance to more orthodox families
- Care would have to be taken to ensure that a change in the policy of this kind could be achieved legally.
- Whilst it was necessary to reach out to the more observant part of the community, this change could give the wrong message and damage the JFS image by signaling that children were being placed in different categories and not all being given the same learning opportunities.
- The change could have the unintended consequence of making the less observant parents feel that the chances of obtaining a place were diminished.

The Chairman said that clearly there was a wide variety of views within the Committee and he invited Mrs Fainer and Rabbi Zarum to reflect carefully on them and, in particular, those expressed by the SLT, possibly discuss the issues with the Deputy Headteacher for Jewish Life & Learning, and then bring back their proposal to the Committee should they wish.

8. Any other Business

Mr Lee said that there was some parental concern about the position of those who wished to change their first choice to JFS but believe they could not do so until after the start of the Autumn Term. The Chairman invited him to discuss this further with Ms Ratnarajah outside the meeting.

Signed: _____

Date: _____



Admissions Committee

Minutes of Meeting held on 3rd April 2017 at 5:30 PM.

Chairman: Mr Michael Goldmeier

Members present: Mrs Geraldine Fainer
Mr Michael Lee
Mrs Anne Shisler

Observer: Rabbi Raphael Zarum

Others present: Mr Simon Appleman
Mrs Debby Lipkin
Ms Talia Thoret
Ms Maxine Ratnarajah

Acting Clerk: Dr Alan Fox

1. Apologies for Absence

Apologies were received from Mrs Joanne Coleman and Mrs Ruth Renton.

2. Minutes of Previous Meetings

The draft minutes of the meetings held on 30th January, 2107 were approved.

3. Matter Arising

There were none.

4. Mid-term Applications

Ms Ratnarajah reported that the School was full in Years 7, 8 and 9 and the Committee agreed that three applicants should be added to the waiting list.

5. September 2017 Year 7 Entry

Mr Appleman reported that a second tranche of 63 offers of Year 7 places had been made on 31st March. This was 10 more than current vacancies and if there were

more than 53 acceptances Year 7 would start with more than 300 pupils. This was, however, unlikely and Brent was also content provided that the total capacity of the whole School was not exceeded. Parents had until 7th April to respond and if necessary a third tranche of offers, probably about 10, would be made after Pesach.

It was noted that following satisfactory negotiations with Brent, additional offers after the first tranche had been made earlier than the previous year. This reduced the stress for parents who now wouldn't have to wait so long for certainty at the same as increasing confidence that all 300 places would be filled.

6. September 2017 Sixth Form Entry

The Committee examined the list of 61 external applicants for entry to the Sixth Form in September. There were many reasons given, including the provision of Jewish education, the wide range of A-level subjects and the high reputation of the Sixth Form. Whilst noting that there were fewer applicants than in previous years, the SLT judged that a higher percentage would take up offers made.

It was also the view of the SLT that the key to maintaining a large Sixth Form was to retain a higher proportion of Year 11 pupils. Interviews and fewer requests for references indicated that this was likely to be the case in 2017, partly because of the extension of the range of vocational courses, of which Business Studies and Media Studies appeared to be the most popular. It appeared possible that the Sixth Form in 2017/18 would be 20 pupils larger than in the current year.

It was agreed that the procedure for dealing with acceptance of Sixth Form applications would be finalised by discussion between MG and GF, with Committee ratification at the next meeting.

7. 2017 Bulge Class

It was agreed that a report would be made directly to the Governing Body meeting later in the evening.

8. 2019/20 Admissions Policy Proposal

The Chairman invited Mrs Fainer and Rabbi Zarum to introduce the proposition, circulated in advance, to alter the admissions criteria to reserve a limited number of places, probably up to 30, for those pupils who by some definition were "more observant". It was suggested that priority should be given to those who qualified for a "Certificate of Higher Religious Practice", which would require 24 synagogue attendances, prior formal Jewish education for minimum of two years and regular voluntary engagement or parental engagement in Jewish communal, charitable or welfare activity.

Rabbi Zarum said that there was some evidence that more applications were now beginning to be received from pupils in the more religious primary schools, indicating that parents had confidence that their children could be comfortable and not isolated. JFS was not just another community school and had a specifically Jewish ethos that it was desirable to enhance. Unfortunately, at the moment, many of the more

religious pupils were not able to obtain places and the proposal or some variation of it could assist in strengthening the ethos. The addition of 20 to 30 more pupils with a Higher Certificate would not change the JFS image to the extent that it would deter the less observant from applying.

Mrs Fainer said that there were still some more observant parents who were reluctant to apply in case the random selection process resulted in their children being left as one of the very few practicing orthodox pupils. This proposal would give them greater assurance that there would always be a reasonably sized cohort. The requirement for a Certificate of Religious Practice was well established and the proposal would simply build on what was already there.

In discussion, a number of issues were raised:

- The School already had a significant minority of pupils whose families were more observant and the additional 20 or 30 might not make much difference to perceptions.
- The Jewish Education curriculum was being changed so that all teaching would be text based with the addition of the equivalent of a yeshiva stream; this, in itself, should provide reassurance to more orthodox families
- Care would have to be taken to ensure that a change in the policy of this kind could be achieved legally.
- Whilst it was necessary to reach out to the more observant part of the community, this change could give the wrong message and damage the JFS image by signaling that children were being placed in different categories and not all being given the same learning opportunities.
- The change could have the unintended consequence of making the less observant parents feel that the chances of obtaining a place were diminished.

The Chairman said that clearly there was a wide variety of views within the Committee and he invited Mrs Fainer and Rabbi Zarum to reflect carefully on them and, in particular, those expressed by the SLT, possibly discuss the issues with the Deputy Headteacher for Jewish Life & Learning, and then bring back their proposal to the Committee should they wish.

8. Any other Business

Mr Lee said that there was some parental concern about the position of those who wished to change their first choice to JFS but believe they could not do so until after the start of the Autumn Term. The Chairman invited him to discuss this further with Ms Ratnarajah outside the meeting.

Signed: _____

Date: _____

CONFIDENTIAL



**MINUTES OF THE PART II MEETING OF THE GOVERNING
BODY HELD ON MONDAY 3RD APRIL 2017**

Present:

Acting Chairman: Ms Geraldine Fainer

Governors:

Mr Simon Appleman (Items 1 – 6)	Mrs Joanne Coleman
Mr John Cooper	Rabbi Daniel Epstein
Mr Michael Goldmeier	Mr Michael Lee
Mr David Lerner	Ms Debby Lipkin (Items 1 – 6)
Mr Richard Martyn	Mrs Anne Shisler
Mr Stuart Waldman	

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

SLT: Mr Jamie Peston (Items 1 – 6)

Clerk: Dr Alan Fox

1. Minutes of Previous Meetings

The GB approved the draft minutes of the Part II meetings held on 12th December 2016 and 27th February 2017.

2. Gesher

Mr Appleman reminded the GB that Gesher was a new independent Jewish special primary school. Progress continued to be made with the request, already approved by governors in principle, for Gesher to move onto the JFS site, taking over some sports facilities and buildings having replaced them with new ones at no cost to JFS. A formal undertaking to meet all initial costs had now been received.

3. Multi-Academy Trust (MAT)

The Executive Headteacher said that since the last report to the GB there had been another meeting at the United Synagogue with other schools that felt comfortable moving forward to a possible MAT with JFS towards. However,

CONFIDENTIAL

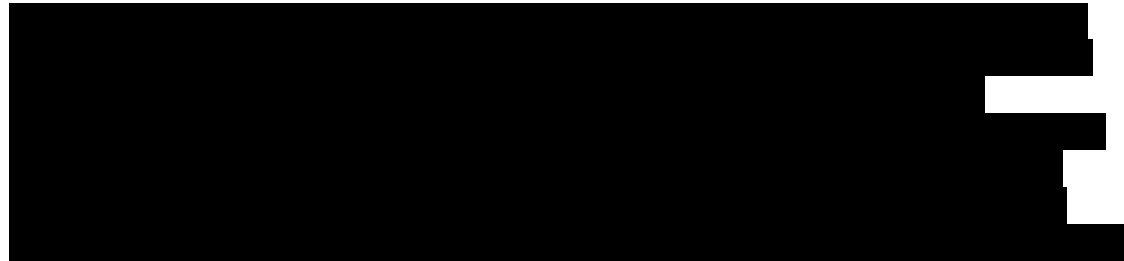
subsequently, the last-minute question by the US about the arrangements for ownership of JFS site, had the potential to hold everything up.

It had also been disclosed that in any new MAT, the US wished to have control over all appointments and dismissals and admissions, conditions that would probably be problematical for JFS and the other schools concerned.

If the proposed Multi-Academy Trust did not proceed for these or other reasons, JFS was probably large enough to become an Academy Trust in its own right, but this would run counter to Government policy.

4. Business Restructure

The Executive Headteacher reported that the restructuring programme had been largely successful and was nearly completed. There had been problems with the Trade Unions but since it had been possible, in the event, to avoid any compulsory redundancies, they had been unable to persuade staff to ballot for strike action.



Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

The GB offered its thanks and congratulations to Mrs Lipkin and her staff for the successful conclusion of this difficult but vital exercise.

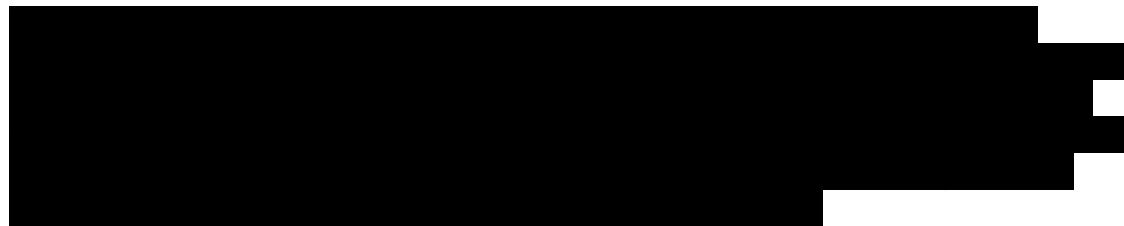
5. Committee Reports

The GB noted:

5.1 the minutes of the Part II meeting of the Admissions Committee held on 30th January 2017

5.2 the summary report of the Finance & Premises Committee

6. Any Other Business



Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

CONFIDENTIAL

7. Leadership

At this stage of the meeting Mrs Lipkin and Messrs Appleman and Peston left the meeting and the GB considered outstanding School leadership issues. It was agreed that Mr Appleman's current appointment should be extended.

8. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 3RD APRIL 2017

Present:

Acting Chairman: Ms Geraldine Fainer

Governors:

Mr Simon Appleman
Rabbi Daniel Epstein
Mr David Lerner
Mrs Anne Shisler

Mrs Joanne Coleman
Mr Michael Goldmeier
Ms Debby Lipkin
Mr Stuart Waldman

Mr John Cooper
Mr Michael Lee
Mr Richard Martyn

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

Observer: Mr James Lake

SLT: Mr Daniel Marcus Mr Jamie Peston
Mr David Wragg Miss Talia Thoret

Clerk: Dr Alan Fox

1. Apologies for absence

Apologies for absence were received from Dr Charlotte Benjamin and Miss Rosie Scallon.

2. Chairman

A letter of resignation sent by Mrs Ruth Renton was received and noted.

As Vice-Chairman, Mrs Geraldine Fainer, took the Chair for the remainder of the meeting and agreed to continue to act until an election could be held during the Summer Term. The Clerk to the Governors was asked to circulate an email inviting those who were prepared to act as Vice-Chairman to reply to him.

3. Declaration of Interests

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

3.2 Rabbi Daniel Epstein advised that he was an employee of the United Synagogue.

4. Membership

The GB expressed its gratitude to Ms Rosie Scallon, whose term of office expired at the end of term, and welcomed her successor as the Staff Governor, Mr James Lake, who had been elected to replace her for a three-year period from 6th April 2017.

5. Minutes of Previous Meetings

The GB approved the draft minutes of the meetings held on 12th December 2016 and 9th January 2017.

6. Matters Arising - Land Ownership

The Executive Headteacher said that at the last moment a further obstacle had arisen to the granting of the new 125-year lease that would give JFS a sufficient long-term interest in the premises to satisfy the requirements for moving to Academy Trust status. Notwithstanding the negotiations over several years, the United Synagogue (US) had now indicated that it disagreed with the proposed 125 year lease and wondered why it was necessary to make any changes now when a review would be necessary when an Academy Trust was formed. Mrs Lipkin had arranged to see the CEO of US the following day to find out what the problem really was.

7. JEWISH LIFE AND LEARNING

Mr Daniel Marcus, the Deputy Headteacher Jewish Life & Learning, introduced three reports on elements of Jewish Studies he had been reviewing since his appointment.

7.1 - JiEP Review

Mr Marcus said that the JiEP Department had been without dedicated SLT guidance since the departure of Rabbis Kampf and Hirsch. In this time period it had achieved a significant amount within the current framework but with limited impact. There was now a need for the development of a JiEP vision and ethos more aligned with those of the School as a whole and a clarification of roles and responsibilities, particularly with third party programme providers. There were a number of budgetary issues calling for cost benefit analysis and management of its programmes with sustainability in mind. .

7.2 Kibbutz Lavi Review

Mr Marcus reported that a review of the JFS long programme at Kibbutz Lavi had been undertaken. Most participants found it a very positive experience, although the time spent in Israel led to a lag in the students' secular education, and this gave rise to some mixed views about the educational value of the programme.

With the increasing cost in recent times exacerbated by the worsening of the sterling/shekel exchange rate, the time had now come to consider carefully whether it was appropriate to continue to offer this option that could now be afforded by only a small minority of parents. The scheme was also very costly in terms of staff resources.

7.3 Jewish Studies KS3 Curriculum Planning

Mr Marcus said that since he had last reported to the GB his work on curriculum development had continued and progress had been made with the reconstruction of the programme and the provision of materials for Year 7.

The 2017 Taste of Israel trip had been successful and was likely to become more popular if the Lavi programme shrunk or was discontinued. However, a number of changes were required, including review of the suitability of the current programme operator.

The term had seen some important Jewish events. The previous level of spending on the Purim celebrations being unsustainable, a number of changes had been made. The fun of the day had remained but Purim 2017 was self-funding and indeed made a profit for charity.

One of the highlights of the term had been a small number of Year 7 pupils working with three women who attend Jewish Care's Brenner Community Centre in Stamford Hill, helping them to celebrate belated batmitzvot. This had culminated in a widely reported event hosted at JFS last week.

Mr Gabor Lacko, a Holocaust survivor, had sponsored a contest for students on the Poland Trip, which resulted in outstanding pieces of work in a variety of media. The shortlisted entries had been presented to Mr Lacko and the winners would be presented with their prizes on the last day term.

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

- With the new curriculum, the JS Programme for all Year 7 pupils would now be text based and the enhanced level curriculum that normally attracted up to one third of the entry would study in greater depth.
- At the moment the JiEP program was not working for all JFS students. In future, greater account would be taken of the School's modern, orthodox ethos.
- Bursaries no longer being sufficient to assist some students, to continue the Lavi programme for only the wealthy families would be to foster an undesirable elitism.

8. Headteacher's Report

Mr Appleman introduced his Headteacher's Report. In discussion and in response to questions from governors, the following points were made:

- Two Deputy Teachers and a Senior Data Manager had been recruited but there had also been a number of resignations with effect from the end the current term and at the end of the academic year. Ten members of staff in total were leaving at the end of term, eight from the support staff and two teachers.
- The Science Department had been disproportionately affected by resignations. This could have been coincidental but there had been some

concern about the reduction in the number of technicians in the recent support staff review.

- The Curriculum Review had led to a number of changes from September 2017, including an increase in teacher loadings and an alteration in some school day timings.
- Movements in and out of school had not differed greatly from previous years. Whilst having dropped a little from 2015/16, attendance was still better than two years ago and remained significantly higher than the national average. Efforts were being made to follow up each absence.
- Until very recently exclusion levels had been very low but there had been four separate incidents in the last week that had changed the picture for the term. Future reports to the GB would distinguish between number of individual pupils and numbers of days.
- It was sometimes very difficult to handle requests for authorised absences from School and to distinguish those where the reasons for being absent were genuine.
- It was probable that Sixth Form numbers would increase in September. Applications from external candidates were slightly down on previous years but it was anticipated that a higher proportion would take up the places. Additionally, more of this year's Year 11 was likely to stay for Years 12 and 13.

9. School Improvement Plan

Based on an extensive PowerPoint presentation, the Executive Headteacher introduced the previously circulated updated Improvement Plan for the remainder of the academic year. The presentation is attached as an appendix to these minutes.

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

- The role of governors in regard to Improvement Programmes was to assist in setting goals and holding the School management to account in their achievement.
- Amongst the current principal concerns for the Spring Term had been a focus on KS3, improving and embedding the processes for assessment and curriculum development.
- A decision had been taken not to introduce a three-year Key Stage 4 because it reduced access to a broad and balanced curriculum during Key Stage 3.
- Whereas there had previously been a concentration on the effect of teaching and learning on attainment, there would in future be a focus on progress.

- Because of the current concentration on Key Stage 3, Mr David Wragg, the new Deputy Headteacher Teaching, Learning & Curriculum had taken over as Director KS3 for the short term and was initiating leadership reviews to ensure consistency of practice.
- The February Inset had been focused on literacy. The "accelerated reader" programme was taking longer than had been hoped to be extended to Year 8
- There had also been concentration on homework, support for SEN and EAL pupils in class and the completion of the Curriculum and Timetable Reviews.

Mrs Lipkin explained that the February Inset had also looked at the initiatives that been taken to improve relationships with parents. However, there was considerable staff concern about the volume of communication generated, some of it couched in inappropriate terms of response expectation, tone and language. Governors confirmed that the GB was ready, if required, to make it clear that abuse of the new arrangements was unacceptable and would support any proportionate anti-abuse restrictions introduced. Any detailed arrangements would be reviewed by the Pay & Personal Committee.

10. Admissions and Possible Bulge Class

It was reported that the first tranche of offers for Year 7 entry in September resulted in 247 acceptances. By agreement with Brent 63 places were offered in a second tranche on 31st March, that is earlier than in previous years, and, if necessary, further offer dates would be similarly advanced. Current indications were that there would be insufficient applicants on the eventual waiting list to justify a bulge class, although the School might accommodate a few more pupils.

11. Safeguarding

The GB noted the detailed safeguarding report by Miss Thoret, the Deputy Headteacher for Student Wellbeing, Behaviour and Attendance. The report incorporated detailed analyses of safeguarding and child protection cases at JFS with an overview of referrals made to social care and the levels of intervention as well as the updated 2016/17 Action Plan.

12. Budget 2017/18

The GB had before it the summary of the draft Budget for 2017/18 recommended by the Finance & Premises Committee and supporting projections for the following two years and with the main assumptions incorporated in a PowerPoint presentation.

Introducing the figures, Mr Waldman said that as reported earlier the preliminary budget assessment last autumn had indicated a deficit [REDACTED].

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Since then a great deal of time had been devoted by the staff to a line-by-line scrutiny and the budget had passed through a number of iterations. It had been possible to find savings in discretionary spending but the size of the deficit was much too large to be eliminated in this way. It was necessary also to engage on

the current restructuring exercise, which was in any case required to improve efficiency. the as the best means to find savings of the right magnitude. [REDACTED]

[REDACTED] Work was still continuing with some known minor amendments to be introduced but these would not affect the overall figures, and, and at a recent meeting the Trustees had recently agreed to cover those sums, so that the 2017/18 budget could be balanced. The budget have been prepared on a very conservative basis; the redundancy costs might be lower [REDACTED] and the income raised by fundraising might well be higher than the current projection that had been based only on known pledges.

At the moment Years 2 and 3 required balancing income from the Trusts [REDACTED] [REDACTED] respectively. However, these needs would be diminished to the extent that the School Roll and fundraising increased, assumptions with which the Finance & Premises Committee was comfortable.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

In discussion, the following points were made:

- Whilst other state schools did not receive grants from Charitable Trusts, they nevertheless sought voluntary contributions and had fundraising programmes.
- The percentage of JFS students who qualified for pupil premium payments was much lower than the national average.
- Whilst efforts were being to change the approach made to parents, the Trust was concerned that increasing the rate of Voluntary Contribution would have an adverse effect on the total sum collected.
- There were some 200 families who made no voluntary contributions whatsoever.

As proposed by Mr Waldman and seconded by the Chairman, the GB approved the draft 2017/18 Budget as recommended by the Finance & Premises Committee and with the minor amendments referred to during the meeting. The Chairman offered the GB's thanks to all those responsible for the work leading to this successful conclusion.

13. Best Value Statement

The GB took note of the 2017 Best Value Statement prepared by the Finance & Premises Committee.

14. Scheme of Financial Delegation

The GB approved the 2017 Scheme of Financial Delegation recommended by the Finance & Premises Committee.

15. Schools Financial Value Standard

The GB approved the 2017 SFVS self-assessment as recommended by the

16. Pathways and Provision

The GB received a presentation from Mr David Wragg, the Deputy Headteacher for Teaching, Learning and Curriculum. Illustrated by a set of PowerPoint slides provided with the meeting papers, he explained the planned alternative pathways developed for JFS pupils both potentially leading to university education or employment. Following the broad curriculum studied for three years at Key Stage 3, from September 2017 the pathway would provide pupils with a credible alternative to the academic English Baccalaureate (EBacc) route via GCSE and A level to university.

EBacc was a suite of GCSE examinations in English, mathematics, history or geography, sciences and a language and was not to be confused with the European Baccalaureate. Successful completion allowed pupils to move either to studying for A-level qualifications or Level 3 or Level 4 Apprenticeships, either of which could lead to university or directly to employment. Both of these endpoints could also be approached via the non-EBacc route, which led after Key Stage 3 to Level 2 or Level 3 Vocational Qualifications (A level equivalent) or various levels of Apprenticeship.

This represented a major change and meant that every student, regardless of GCSE results, could stay at JFS following a vocational or apprenticeship route, both of which would still retain Jewish Studies. No other secondary school offered such a wide range of options and it might be possible to negotiate arrangements for other schools in the area to benefit from the courses from the new pathways on a repayment basis.

In September 2018 vocationally based technical qualifications would be offered at Key Stages 3 & 4 in both the EBacc and non-EBacc streams. JFS would still offer the very high number of 22 A-level choices. This overall widening of the JFS curriculum might require additional buildings and the practical possibilities and funding were all under consideration.

The GB thanked Mr Wragg for his presentation and for the immense amount of work that lay behind it.

17. Committee Reports

The GB noted:

17.1 the summary report of the Admissions Committee and the minutes of its meeting held on 30th January 2017;

17.2 the summary report of the Curriculum and Student Welfare & Behaviour Committee and the draft minutes of its meeting held on 6th February 2017; and

17.3 the draft minutes of the meeting of the Finance & Premises Committee held on 6th February 2017.

No report of the Pay & Personnel Committee was provided to this meeting of the GB.

18. Terms of Reference

The GB approved terms of reference for the Pay & Personnel Committee.

19. Reviewed Policies

The GB approved the updated Charging Policy as recommended by the Finance & Premises Committee and the Confidentiality Policy as recommended by the CSWAB Committee.

20. Policy Schedule

The GB took note of the schedule of policies updated by the Mr Appleman, indicating the date of approval, the date for review and the reviewing authority.

21. Skills Audit

The GB noted the outcome of the Autumn Term skills audit, covering 42 areas of expertise and which identified those where the levels were lower than desirable.

22. Any Other Business

There was none.

Signed
(Chairman)

Date



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE PART II MEETING HELD ON MONDAY, 22ND MAY 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee
Mr David Lerner Mr Richard Martyn

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mrs Mary Nithiy
Mr Graeme Pocock (Estates Manager) (Items 1 - 6)

Clerk:

Dr Alan Fox

1. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the previous Part II meeting held on 27th March, 2017.

2. PFI CONTRACT

Mrs Lipkin reported that she had been approached by Mr Harvey Bard, formerly the Chairman of Jarvis, seeking initially to explore the how he might assist with the improvement of the services received by JFS under the PFI contract.

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

3. SECURITY

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Signed: _____

Date: _____

(Chairman)



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 22ND MAY 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee
Mr David Lerner Mr Richard Martyn

In Attendance:

Mr Simon Appleman (Headteacher)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mrs Mary Nithiy
Mr Graeme Pocock (Estates Manager) (Items 1 - 6)

Clerk:

Dr Alan Fox

1. APOLOGIES

Apologies for absence were received from 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 27th March 2017

4. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

4.1 - Item 4.3 - Audit Engagement Letter – the Chairman confirmed that the letter in the terms approved had been duly dispatched.

4.2 – Item 5 – Legionella - The Estates Manager confirmed that checks were being carried out satisfactorily.

5. PREMISES

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

- There were continuing concerns about the quality of service from KSSL that would be raised at a meeting the following day with the Semperian Regional Director. The shortcomings were illustrated by the lack of utilities consumption information since August 2015 and failure to provide proposed benchmark prices to apply from April 2017. There remained differences of interpretation of Service Level Agreements, exacerbated by turnovers in the contractor's staff. The Estates Manager was asked to report the outcome to the following meeting.

ACTION MR POCOCK

- The potential desirability and economic viability of taking over some services from the PFI contractor continued to be examined.
- It had just been confirmed that LCVAP funding applications for four projects had been approved by Brent. As usual significant efforts would have to be made to ensure that expenditure on each of the projects was committed by next January.
- There had been a meeting with the United Synagogue about the ongoing land issues.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

- There had been a misunderstanding about the number of changing rooms to be provided as part of the Gesher School Project about. Resolution had caused reconsideration of the costings and Gesher now wished to create a new building, as opposed to extending existing facilities. As negotiations continued, decisions might be required at relatively short notice and it would be cumbersome to have to revert regularly to the Governing Body. The Chairman would discuss with the Chairman of the GB the possibility of delegation to the Committee or to a Sub- Committee.

ACTION CHAIRMAN

- Discussions continued with the Wolfson Trust about further phases of the Technology Project. In the meantime, the School's architect was preparing a "Pre-Application" to precede the submission of a full Planning Application. A difficulty was foreseen in persuading the LA Planning Department that new space should be employed instead of redesigning and refurbishing existing buildings.

6. SECURITY

The Link Governor for Security and the Headteacher gave verbal reports.

7. MARCH MANAGEMENT ACCOUNTS AND 2017/18 BUDGET

The Committee considered the Income and Expenditure Account for the year ended March 2017, noting that it remained largely as previously forecast. The latest forecast costs of the restructuring exercise, including fees for external assistance and all statutory and voluntary payments, were lower than predicted but the exercise was not yet complete. The drawdown from the Charitable Trust was correspondingly lower. In addition, there had been an increase in teaching relating costs, which related to additional supply to cover sickness.

There had been a drop in voluntary contributions and a major exercise was about to start to contact individually two key groups of parents. First, there were a number of parents of Year 13 pupils who had stopped their regular standing order or direct debit payments before the end of the year. In addition, there remained 63 Year 7 pupils whose parents had not notified the school of any financial hardship but had not started making any contribution.

It was noted that there had not yet been any resolution of the Gift Aid tax refund issue 12 months after a major submission had been made to HMRC and extreme care should be taken in approaches to parents to avoid prejudicing the case. Before any further action was taken the School was requested to check the language to be used with BDO, the accountancy firm acting pro bono for Jewish schools. Care should also be taken to avoid any implication of providing tax advice to parents.

ACTION MR PESTON

The Committee also took note of the 2017/18 Budget and projected budgets for the following two years. The latest current year budget showed the very substantial savings that had been made since the initial version seen by the Committee in the Autumn Term and the Chairman requested that, together with the previous full-year forecast, it be taken as the baseline for all future comparisons provided to inform the Committee.

8. FINANCE TEAM

Mr Peston reported on the completion of the reorganisation of the Finance Team, which was now preparing the Audit that would start in two weeks time. Mrs Nithiy had been trained on Exchequer Live reporting software and this was being cascaded down to the whole team. It was hoped that, time permitting, the system would go live by the end of the month.

In the meantime, Landau Baker, the consultants who had recently advised on the Team's size and structure, had arranged for Mazars to provide a member of staff to be present in the Team for four weeks to audit and advise on the Team's processes and working practices.

9. HEALTH & SAFETY POLICY

It was agreed that the policy would be reviewed by the Committee at its next meeting.

10. LOCAL GOVERNMENT PENSION SCHEME DISCRETIONS

It was agreed that the policy would be reviewed by the Committee at its next

meeting.

11. STATEMENT OF INTERNAL CONTROL

It was agreed that the statement would be reviewed by the Committee at its next meeting.

12. ANY OTHER URGENT BUSINESS

There was none.

Signed: _____

Date: _____

(Chairman)



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

Minutes of meeting held on 19th June 2017 at 6.30 PM.

Chairperson: Ms Geraldine Fainer (GF)

Members present: Mrs Joanne Coleman (JC)
Mr. John Cooper (JCo)
Dr. Charlotte Benjamin (CB)
Mr. James Lake (JL) – Staff
governor
Mrs Anne Shisler (AS)

Others present: Mr. Simon Appleman (SA)
Ms Debby Lipkin (DL)
Dr. Rabbi Raphael Zarum (RZ)
Ms Talia Thoret (TT)
Mr. David Wragg (DW)
Mr. Dharmesh Chauhan (DC).

1. Apologies for absence

None.

2. Minutes of the Curriculum and Student Welfare, Attendance and Behaviour Committee (CSWAB) meeting 6th February 2017.

The minutes were approved.

3. Matters Arising

3a – Item 4.4 Findings of February Behaviour and Learning Walk and Governor participation in following walk – covered in Agenda item 4 – Behaviour.

3b – Item 6.1 See Timetable Review (3b) below.

3c Item 7 – Literacy Plan – Rosie Scallon who was the literacy coordinator has now left JFS. Part of the role is being covered by Liz Cotterall and Matt Marks who is a newly appointed English teacher will take on the full role in September.

3d – Item 9.2 Formal Jewish Education Action Plan – a decision was made for this to be a standing item at FGB rather than discussed initially at CSWAB because it is considered so important that all governors should be involved in all discussions. However a concern was raised that it could lead to long discussions and prolong FGB. Some governors thought it

would be useful for a working group to discuss issues to be presented to FGB. Daniel Marcus has now taken over the working party lead previously by CB.

Action point: GF to ask FGB if they want the Jewish Education Plan to be dealt with by CSWAB initially or just FGB in future.

3b. Timetable Review – SA.

Outcomes from September 2017;

- 50 lessons / fortnight up from 48
- More lessons allocated to Maths and English at KS4
- PSHE lesson 1/ fortnight for years 7-11.
- Maths and English for year 10 reduced to 2 / fortnight down from 3.
- Teacher loadings in line with other schools and budgetary requirements
- In 6th Form, 3 A' level subjects to be taken rather than 4.

Questions;

Q – Were the staff and Unions consulted?

A- Yes it was discussed at leadership forums and other staff meetings. There is a general acceptance and staff can see the rationale behind it but it was not a popular decision. The national agreement is for 10% protected time and at JFS staff will be teaching for a maximum of 84% of the time so there was no issue for the Unions.

JL said that although most staff accepted it, heads of year expressed their concerns that they were already over-burdened with 32 lessons increasing to 34 lessons.

It was noted that each year group now has a full-time pastoral care officer, year 7 has a transition coordinator and year 11 has an assistant head of year. These are all non-teaching posts. TT explained that this meant parents could be contacted during the day rather than after teaching addressing issues more quickly. There are also new posts – directors of KS3 and KS4 with the aim of creating smaller schools within the school.

Q- What has been the impact on Ivrit and JS lessons?

A- Ivrit has been maintained at 4 lessons / week but an additional JS lesson cannot be staffed at present. RZ asked if this could be reviewed when staffing issues have been resolved. DL said there will be additional drop down days in JS.

4. Attendance – Report presented by SA.

Key points;

- Year 7 attendance has mirrored the pattern of the last 2-3 years.
- There has been a big improvement in 6th Form attendance.
- The national average for attendance is 95% and JFS average is 95.25%.
- Lateness in years 7-11 is becoming a problem. It may be only 5-10 minutes late for roll call but it has reached a level now that requires action. It will be addressed generally in tutor base and individually via tutors.
- After Pesach, 6th Form attendance drops as many students choose to work independently at home.
- Timely data is now available down to individual student level and is being acted upon.

It was noted that Jo Coleman who has been the link governor for attendance ends her term of office this August and so a new governor has to be appointed to take on this

role.

Questions:

Q- Is 6th form attendance recorded in second half of the summer term when they are on study leave?

A – Figures are not collected nationally for this period for 6th form.

Q – Should 6th form be given more study leave if pupils are taking it anyway?

A – JFS position is that it is better for them to attend the specialist workshops and support made available to students during this period.

Q – How quickly is attendance data available?

A- Monthly reports are provided to staff. Governors would like the attendance data at the same time as it is provided to staff.

5. Progress Update – Report presented by DC.

Year 13 – Last year grade predictions were very accurate and if this year is the same, there will be very good outcomes. Increase in A-A* predictions 56% up from 49% last year and A*-C grade predictions up by 1%. Key subjects for increases are computing, theatre studies, further maths and sport. Drop in predictions for fine art and media. Staff are using the progress data on each student now in a systematic way.

Year 12 – Some subjects are still doing the AS level but many are not. The grades in the report are ‘working at’ grades, not predictions so should go up.

Year 11 – 2017 Spring term GCSE predictions for A-G now converted to 9-1 grades. The new grades are based on progress expected so staff can compare students to the national average and identify the lowest cohort to focus intervention.

Maths and English are new courses so the predictions are very conservative and cannot be compared to previous years.

SEN K, S and E are not making as much progress as other students. In addition the high attainers in Maths are not showing as much progress. The government expectations for this group increased while it was reduced for all other cohorts. It was noted that it is more difficult to show progress at the top of the scale and maintaining a level 8 or 9 should be considered progress.

Year 10 – Grades are looking promising but they are all new curriculums (except for Ivrit and IT) on the 9-1 scale with nothing to compare to currently.

DL stated that the new data system is almost fully embedded and wanted it acknowledged how valuable the work of the data team has been in making this progress. Staff meet regularly with the data team to analyze data.

DC said that after the data drop, staff develop intervention plans for underperforming groups. Not all plans are robust enough and some departments require development work on this. Some are better at differentiating work for SEN students, some plans detail support down to individual students and others provide more generic information for whole groups.

Questions;

Q – How does the school know if they are doing well based on the progress scores?

A- Positive numbers are good. Last year a grade '5' was comparable to a GCSE 'C'. This year, a '5' = '4.5' last year, so the numbers are not comparable.

Q- How was Maths GCSE this year?

A – Students found 2 out of the 3 papers good and one very difficult.

Q- How does the data help with the quality of teaching?

A – Heads of Year get a summary to identify key groups that require additional support and they meet with the data team and the SENCO to discuss interventions. Staff can track by class therefore can see any patterns and can inform performance management actions. It was noted however that caution is required when teachers share classes.

Q – Has the Accelerated Reading Programme had an impact this year?

A- It hasn't been fully embedded yet and the literacy coordinator has left so an impact assessment will be completed once the new coordinator is in place.

Q- Should the improvement in progress be part of the school's PR, not just focusing on attainment and grades?

A – Unfortunately most people don't understand Progress 8 enough to focus on this but information is provided in the newsletter.

DC was thanked for his work and that of the data team.

6. Behaviour – Report presented by TT

Key Points:

- Overall drop in referrals to the behaviour room since February
- SEN K still higher than expected behaviour issues, although incidences down by 26% from last year.
- Year 8 and 9 particular issues
- Improving communication with parents / guardians
- Aiming to establish an automatic letter to parents/guardians when behaviour points hit 40+
- SLT on-call, now replaced with SLT on hourly duty rota, visiting classes with behaviour issues, checking corridors/toilets and supporting teachers if incidents occur.
- Subject leads to be more involved at early stages rather than immediate referrals to the behaviour team.
- Ongoing training for teachers on behaviour management.
- New post from September – Behaviour Co-coordinator, non-teaching role and will be available full time.
- Educational Psychologist – once/fortnight
- Working with Norwood to locate a family worker in the school
- Aim to create a multi-disciplinary team on site.
- Culture change in managing behaviour from fear to mutual respect between staff and students – this will take time to embed.

Questions;

Q – There is a perception that behaviour is deteriorating and some teachers feel restorative justice always falls in the favour of the student which may result in them no longer referring.

A – Some teachers need training in restorative justice and how to respond to students who express themselves inappropriately. Issues can still be resolved but need to be managed in

the right way to ensure respect for teachers and students having a voice.

Q – Is the rewards system money well spent?

A – Yes. Some students have the maturity to find satisfaction in achievement and good behaviour alone. Others still require outside validation to motivate them, which the reward system provides. It's very popular.

Q- Is there a different threshold for SEN Students for referrals to the behaviour team?

A – Yes. For example students with ADHD find it more difficult to settle down. Teachers need to be aware that they should not apply the behaviour policy the same way for all students regardless of their needs. It has helped having SEN students in the departments and the Head of Inclusion post will also help.

7. Safeguarding Update – TT.

There has been a lot of issues this term after the death of a 6th Form pupil and an ex-pupil. Support was put in place for all students affected including input from the educational psychologist, Grief Encounter and the Health Hut. Grief Encounter will come into school weekly to the Health Hut and will target students who have suffered loss or bereavement. There was also an Inset day for staff on Loss and Bereavement.

In the lower school there has been some anxieties about events in the news and students with vulnerabilities will be identified and supported.

The Safeguarding team meet every 2-3 weeks in addition to meetings with Heads of Year to discuss individual students to ensure no one falls through the net. The team use a risk assessment to see if a student meets the threshold for intervention. The school has a number of children supported by Social Services as Children in Need (CIN) and two Child Protection (CP) cases.

The next stage is to switch from paper to electronic folders. Someone is being employed to scan all the documents and extra data security is being put in place to ensure data protection. CB visited the Safeguarding team this term as the new Safeguarding Governor.

Questions;

Q- Do the staff feel secure in light of recent events?

A – No concerns have been raised. It is clear the security and entry systems have been tightened up.

Q- Are all evacuation plans and fire drills up to date?

A – Yes these were discussed by staff today.

8. SEN Update

AS had a telephone meeting with the SENCO who is working on the report. This will be covered in FGB.

9. Policies

9.1 a – Continuing Professional Development – This has not been reviewed as it is now covered in the Teaching and Learning Policy and performance management covers this.

9.1b – Careers, Education and Information, Advice and Guidance – DC noted that Young Enterprise is not mentioned in the policy.

Policy approved subject to inclusion of Young Enterprise.

Action point: SA to include Young Enterprise in the policy.

9.1c – Behaviour (incorporating school response to drugs) - Approved.

9.1d – Special Educational Needs & Disability – This requires significant changes and will be reviewed at FGB in July.

9.2 – Wi-Fi

Current Wi-Fi provision covers 30-40% of the school. It was only set up for approximately 100 users not the whole school and not for students or guests. Costs to upgrade the Wi-Fi are high due to the PPI agreement. It is deemed a capital project, not an extension. If funding is found it will be installed during the summer holidays.

10. Any Other Business.

JL (staff governor) made a request that exit interviews, which are conducted as a matter of good practice, should be offered to staff that are leaving, with a governor present. JL also requested a staff survey.

Date of Next Meeting: TBC.

Signed: _____ Date: _____



Personnel and Pay Committee Part II.

Minutes of meeting held on 24th June 2017 at 6:30 PM.

Members present: Mrs Geraldine Fainer (GF) Acting Chairman
Mr. Michael Goldmeier (MG)
Mr. Richard Martyn (RM)

Others present: Mr. Simon Appleman (SA)
Ms. Debby Lipkin (DL)
Mr. Jamie Peston (JP)
Mr. Andrew Moss (AM).

1. Apologies for absence

Apologies received from Stuart Waldman.

2. Minutes of Personnel and Pay Committee meetings Part II held on 1st December 2016 and February 7th 2017.

2.1 1st December 2016 – Approved

2.2 7th February 2017 – Approved subject to the following amendments;

- Meeting title date to be changed to 2017 from 2016.
- All references to JP to be replaced with 'a member of SLT'
- In section **2.4 Way Ahead** - removal of incorrect phrase 'the Executive Headteacher's last day at school (8 February)'
- In section **3. Senior Posts** - removal of the sentence 'Including pension, this was remunerated with...'

3. Matters Arising

Pay (1st December 2016 minutes) – Governors to be told the total salary figure at the Finance and Premises meeting on 8.12.16 – action completed.

4. Review of Pay Policy with regard to R & R Payments.

From September 2017, 60¹ members of staff will be receiving R&R payments. Only 6 people have the recruitment award. [REDACTED]

Section 40 (1) – the request is for the applicants personal data.

The current Pay Policy is not being adhered to in relation to R & R payments, in that the payments are being made as ongoing and not being reviewed as stated in the contracts. When this was first discussed it was felt that the impact on morale would be too great if the

¹ To be confirmed by Debbie Lipkin.

policy was implemented at the time, so the review was postponed until now. SLT asked the governors whether now is the time to freeze R & R payments or allow them to continue increasing year on year. This would be discussed with the Unions prior to any changes. The Governors agreed in principle to a freeze, subject to Union responses and legal advice regarding whether the current situation would fall under 'Custom and Practice' i.e. as these payments have been made for several years unchallenged, do they now constitute a contractual obligation?.

Questions:

Q – What is the role of the governing body in agreeing R & R payments?

A – R & R payments are at the discretion of the Headteacher but the Governors have a duty to review annually.

Q – Why do some teachers receive two payments?

A – Some staff received one and also had a TLR. Others can receive one award from the school and one from governors.

Q – Does the Governor's award still exist as it isn't mentioned in the policy?

A – No, there is now, no Governor's award.

Action point:

- SLT to circulate number of R & R awards to governors.
- SLT to discuss the issue of a freeze with the Unions and report back to the committee.

5. Restructuring and Further Developments

The Chair noted an external report prepared by SLT.

The Executive Headteacher asked for it noted that members of SLT should be credited with producing an excellent business case and completing successful negotiations with the Unions during a difficult time for the school. This was highlighted by the external consultant's report. The report described JFS's process as 'a model redundancy process'. There were high risks involved that caused concern for governors and the SLT team with support from external advisers demonstrated a high level of competency in managing the re-structure.

Michael Goldmeier said he was reassured by the comments in Andy Pott's report and congratulated the SLT on the steps they had taken which had avoided strike action.

The final costs and savings varied slightly from that forecast originally with the cost of the restructure being lower than the forecast. The timeline for the process changed and not all information was available at the time. The only outstanding issue in the report is the possibility of one constructive dismissal claim that is still within the time frame for application.

6. Any other business

None.

Date of Next Meeting: tbc

Signed: _____

Date: _____



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE PART II MEETING HELD ON MONDAY, 3RD JULY 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee
Mr Richard Martyn

In Attendance:

Mr Simon Appleman (Headteacher) (Items 1 - 2)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mrs Mary Nithiy (Items 1 - 3)

Clerk:

Dr Alan Fox

1. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the previous Part II meeting held on 22nd May 2017.

2. SECURITY

Reminding the Committee of the history of the reduction in the security grant,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]


[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

3. GIFT AID

[REDACTED]

[REDACTED]



Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

4. FINANCE TEAM

As requested Landau Baker had provided a consultant who had been working alongside the Finance Team to assist in the improvement of processes and procedures and to provide a better reporting system.

Signed: _____

Date: _____

(Chairman)



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 3RD JULY 2017

Present:

Chairman: Mr Stuart Waldman

Governors: Mr John Cooper Mr Michael Lee
Mr Richard Martyn

In Attendance:

Mr Simon Appleman (Headteacher) (Items 1 – 4)
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mrs Mary Nithiy

Clerk:

Dr Alan Fox

1. APOLOGIES

Apologies for absence were received from Mr David Lerner, Mr Andrew Moss and Mr Graeme Pocock.

2. DECLARATION OF INTERESTS

No declarations were made.

3. SECURITY

The Headteacher gave a verbal report on recent discussions with the CST.

4. MINUTES OF THE PREVIOUS MEETING

The Committee approved the minutes of the previous meeting held on 22nd May 2017

5. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

5.1 Item 5 – Meeting with Semperian - The Executive Headteacher reported on a meeting held on 23rd May to discuss a number of service deliveries shortcomings, the Agenda for which she subsequently circulated to members and appended to

these minutes. Whilst the firm readily acknowledged its shortcomings, she had gained little confidence that they would be speedily rectified.



Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

5.2 – Item 5 - Gesher - The Chairman confirmed that, as requested, he had raised with the Chairman of the GB the possibility of delegation to the Committee or to a Sub-Committee powers to make on going decisions required during negotiation. In the meantime, there had been no further approach to JFS whilst Gesher's architect looked at different build options.

5.3 - Item 5 - Technology Project - An SLT member reported that the School had received an invitation from the Wolfson Trust to apply by 28th July for a second phase of the Technology Project.

5.4 - Item 5 – Fundraising - An SLT member provided the Committee with a Gift Aid Report.

6. PREMISES

In the absence of Mr Pocock there was no Premises Report.

7. MANAGEMENT ACCOUNTS AND 2017/18 BUDGET

The Committee considered the latest Management Accounts noting that the deficit now forecast for 2107/18 was largely caused by the reduced income from the CST for the provision of security. In discussion and in response to questions, the following points were made:

- The Unitary Grant had been increased in line with the CPI Index but the additional sum would become due to the PFI contractor.
- The per capita income for students was lower because the number on the Roll was down to 1921 and because of the Brent charge deducted of £15 each. However, with a planned small bulge in Year 7 the numbers were expected to be in excess of 1950 in September.
- UJIA was making a grant to JFS in support of Israel related projects and the United Synagogue was providing funding in support of Jewish Studies.
- Fundraising at the first grandparents' tea had proved very successful and the gross income from the James Lakeland fashion show later in the week would be donated to the School.

The Committee expressed its gratitude to Mrs Nithy who had managed to provide the Accounts in time for the meeting despite a family bereavement.

8. ACCOUNTS FOR THE YEAR ENDING 31ST MARCH 2017

The Committee was unable to consider and approve the draft Report and Audited Accounts and associated documents for the year ended 31st March 2016 as planned because they had not been completed in time by the Auditors.

9. PFI ANNUAL REVIEW

In the absence of Mr Lerner and the Estates Manager, the Chairman asked the Clerk to contact them to say that he very much hoped that they would be able to complete the review before the end of term, so that it could be discussed with Joanne Coleman, joint author of the original report, before she left the GB.

10. HEALTH & SAFETY POLICY

It was reported that the policy was not yet available for review by the Committee and it was agreed that it would be circulated by email as soon as possible.

11. LOCAL GOVERNMENT PENSION SCHEME DISCRETIONS POLICY

The policy was approved by the Committee for review by the Governing Body.

12. STATEMENT OF INTERNAL CONTROL

Consideration of the Statement of Internal Control was postponed pending receipt of the Draft Accounts and Audit Report.

13. ANY OTHER URGENT BUSINESS

The Chairman said that this would be the last regular meeting of the Committee that Michael Lee and he would be attending, since their terms of office as governors expired shortly. On behalf of the School, the Executive Headteacher expressed her gratitude to both for the years of service they had given to JFS both on the GB and particularly on this Committee.

Signed: _____

Date: _____

(Chairman)

JFS School
Meeting with KSSL to discuss shortcomings in Service Delivery
23 May 2017

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 17TH JULY 2017

Present:

Acting Chairman: Ms Geraldine Fainer

Governors:

Mr Simon Appleman (Item 1 only)	Dr Charlotte Benjamin	Mrs Joanne Coleman
Mr John Cooper	Rabbi Daniel Epstein	Mr Michael Goldmeier
Mr James Lake	Mr Michael Lee	Mr David Lerner (Item 1 only)
Ms Debby Lipkin (Item 1 only)	Mr Richard Martyn	Mrs Anne Shisler
Mr Stuart Waldman		

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

<u>SLT</u> (Item 1 only)	Mr Anthony Flack	Mr Daniel Marcus
	Mr Jamie Peston	Mr David Wragg
	Miss Talia Thoret	

Clerk: Dr Alan Fox

In Attendance: Mr Jonny Criven (CST Head of Security, London and SE England)
(Item 1 only)

1. Security

Mr Goldmeier said that unfortunately JFS, just like other Jewish schools and communal organisations, required security arrangements of a higher standard than their non-Jewish counterparts. In recognition of this, some years ago the Home Office had provided a grant that was administered by the Community Security Trust (CST).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

2. Leadership

Although the advice received by the Acting Chairman and Acting Vice-Chairman from Karen Thomas at Brent was that the staff governor was entitled to remain for discussions concerning the appointment of a headteacher, the staff governor voluntarily left the meeting. Mrs Lipkin wished to have her objection noted should the staff governor have chosen to remain. At this stage of the meeting Mrs Lipkin and Mr Appleman and all remaining members of the SLT left the meeting and the GB considered outstanding School leadership issues. It was agreed that informal planning should continue during the Summer holidays and that a selection Committee should not be appointed until the September meeting.

It was also agreed that Mr Appleman's current appointment should be extended.

3. Any Other Business

There was none.

Signed
(Chairman)

Date



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD at 6.00 PM ON MONDAY 17TH JULY 2017

Present:

Acting Chairman: Ms Geraldine Fainer

Governors:

Mr Simon Appleman	Dr Charlotte Benjamin	Mrs Joanne Coleman
Mr John Cooper	Rabbi Daniel Epstein	Mr Michael Goldmeier
Mr James Lake	Mr Michael Lee	Mr D Lerner (6.00 – 7.15)
Ms Debby Lipkin	Mr Richard Martyn	Mrs Anne Shisler
Mr Stuart Waldman		

Associate Members: Mr Andrew Moss Rabbi Dr Raphael Zarum

<u>SLT:</u>	Mr Anthony Flack	Mr Daniel Marcus
	Mr Jamie Peston	Mr David Wragg
	Miss Talia Thoret	

Clerk: Dr Alan Fox

1. Apologies for absence

No apologies for absence were received.

2. Declaration of Interests

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

3. Membership

3.1 Parent Governors - The Governing Body noted that the terms of office of Ms Geraldine Fainer and Mr Michael Lee as Parent Governors would end on 31st August 2017 and that an election to choose their successors was in progress.

3.2 Foundation Governors - The Governing Body noted that the terms of office of Mrs Joanne Coleman and Mr Stuart Waldman as Foundation Governors would end on 31st August and that the United Synagogue was considering fresh appointments.

3.3 Associate Members - The Governing Body noted that the appointments of Mr Andrew Moss and Rabbi Dr Raphael Zarum as Associate Members would

end on 31st August 2017 and reappointed them for a further year to 31st August 2018. Mr Moss would be appointed to sit as a member of the Finance & Premises Committee and of the Pay & Personnel Committee. Rabbi Zarum would be appointed to sit as a member of the Admissions committee and of the CSWAB Committee.

3.4 Valete - presentations were made to Mrs Coleman, Mr Lee and Mr Waldman who would not be returning in the Autumn Term and as a token of the School's appreciation for their major contributions to its welfare and improvement as governors.

4. SCHOOL CALENDAR FOR 2018/19

The GB approved the 2018/19 Calendar, as proposed by the Acting Headteacher following full staff consultation. The GB also delegated to Mr Appleman the power to change the dates of the Spring half term holiday to coincide with the Local Authority dates when published.

5. SCHEDULE OF GB AND COMMITTEE MEETING DATES

The GB adopted the programme of dates for meetings of the GB and its Committees in 2017/18 recommended by the Acting Headteacher, subject to the addition of a second meeting of the GB in the Summer Term on Monday 4th June, 2018

6. PAY & PERSONNEL COMMITTEE POLICIES

The Governing Body approved the following policies as reviewed and recommended by the Pay & Personnel Committee:

- 6.1 Allegations of Abuse Against Staff
- 6.2 Equal Opportunities & Equality Objectives
- 6.3 Pay 2017/18
- 6.4 Performance Management
- 6.5 Confidentiality
- 6.6 Code of Conduct for Employees

7. CSWAB COMMITTEE POLICIES

The GB approved the following policies as reviewed and recommended by the CSWAB Committee:

- 7.1 Behaviour Policy
- 7.2 Careers Education, Information Advice & Guidance
- 7.3 Sex and Relationships Education

7.4 The GB also approved the Committee's recommendation that there should no longer be a Continuing Professional Development Policy because the subject matter was already included elsewhere.

8. FINANCE & PREMISES COMMITTEE POLICIES

8.1 The GB approved the Local Government Pension Scheme Discretions Policy as reviewed and recommended by the Finance & Premises Committee.

8.2 The GB also noted that the Statement of Internal Control could not be provided for consideration by the GB until the Accounts Audit process had been completed.

9. GOVERNING BODY POLICIES

9.1 The GB approved the Data Protection Policy, whilst noting that amendments would be proposed in the Autumn Term to take account of new regulations due to come into force in March 2018.

9.2 The GB also approved the Freedom of Information Publication Scheme.

9.3 The GB noted that a number of policies scheduled for review at this meeting were not yet ready available and were being dealt with as follows:

9.3.1 - Collective Worship Policy - currently being drafted by Mr Daniel Marcus, the Deputy Headteacher Jewish Life & Learning, and would be available in the Autumn Term.

ACTION MR MARCUS

9.3.2 - Complaints Procedure - amendments proposed by the Clerk were currently being considered by the Executive Headteacher who would provide a draft for the GB at the second meeting of the Autumn Term.

ACTION EXECUTIVE HEADTEACHER

9.3.3 - Discipline & Capability Policy - the Executive Headteacher was in the process of separating the two elements of this policy and would be consulting staff in the first half of the Autumn Term with a view to providing a draft for the GB at the second meeting.

ACTION EXECUTIVE HEADTEACHER

9.3.4 - Health & Safety Policy - this policy was under consideration by the Acting Headteacher and the Estates Manager with the objective of providing a draft for the GB at the second meeting of the Autumn Term.

ACTION ACTING HEADTEACHER

9.3.5 - Risk Policy - a first draft would be reviewed by the Acting Headteacher and the Estates Manager during the coming holidays with the objective of providing a draft for the GB at the second meeting of the Autumn Term.

ACTION ACTING HEADTEACHER & ESTATES MANAGER

9.3.6 - Special Educational Needs & Disability Policy - a draft would be ready for the GB at its first meeting in the Autumn Term.

9.3.7 - Use of Internet and School Network Policy - this was being drafted by Mr David Wragg, the Deputy Headteacher for Teaching Learning & Curriculum with

the objective of providing a draft for the GB at the second meeting of the Autumn Term.

ACTION MR WRAGG

9.4 - The GB invited the Executive Headteacher to update the circulated Policy Review Plan in line with the decisions taken earlier in the meeting.

ACTION HEADTEACHER

10. Minutes of Previous Meetings

The GB approved the draft minutes of the meetings held on 3rd April 2017.

11. Election of Chairman and Vice-Chairman

Given the instability arising from the changes in the current year, the GB considered it important that a Chairman and Vice-Chairman should be identified as soon as possible. However, there being no nominations for these posts the Governing Body extended the appointments of Ms Geraldine Fainer and Mr Michael Goldmeier, the current acting officers, with the intention that an election should be held, preferably at the first meeting the GB in the Autumn Term, but no later than the second meeting.

For the interim period any Governor willing to assist with some of the Chairman's responsibilities was invited to let her know as soon as possible

ACTION GOVERNORS

12. Composition of Governing Body

The Governing Body reviewed its current size and composition. It was unanimously agreed that the reduction of size from 20 to 14 enshrined in the current Instrument of Government had left insufficient members properly to fulfil all of the governance roles and to provide stability and continuity of experience when personnel changes took place. This should assist in filling scarce skill requirements. Accordingly, Ms Fainer proposed and Mr Goldmeier seconded the following proposition:

"That the approval of the United Synagogue, the Foundation Body, should be sought to an increase in the number of governors to 16, by the appointment of two additional Foundation Governors and that the London Borough of Brent should be requested to make a new Instrument of Government accordingly."

The proposition was carried unanimously and the Clerk was requested to convey its terms to the United Synagogue (US). At the same time the Chairman proposed to advise the United Synagogue of the key skills required by the GB both for the impending three Foundation Governor vacancies and for the further two that would exist following adoption of the recommended increase in numbers.

ACTION CHAIRMAN AND CLERK

13. Chairman's Report

Ms Fainer said that she had found that the responsibilities of Chairman were extremely time-consuming. As an illustration of the pressure of work, she noted that she had not had the time available to produce written reports for the GB of her activities or to summarise the proceedings of the CSWAB Committee and the Pay & Personnel Committee. The expansion in numbers now proposed by the GB should make it easier to spread the workload and she hoped would obviate the need for the GB Chairman and Vice-Chairman to double up as Chairmen of Committees. She was also grateful for the earlier agreement to the suggestion that there should be an additional GB meeting and wondered whether it might be more effective also to have more Committee meetings than in the current year. She appreciated that this could place a heavier attendance load on the SLT, but it might be possible to minimise the time taken by more selective turnout.

In her short period as Acting Chairman there were a number of matters that had struck her forcibly. Amongst these were the time taken up in dealing with parental complaints and in this regard she was particularly grateful to Rabbi Epstein who had recently dealt with a particularly difficult case and to Mrs Shisler who had an investigation on going.

Ms Fainer reported that following discussion at the CSWAB Committee, governors were on this occasion attending as observers staff exit interviews where staff had requested governor presence. The themes arising from these interviews would be collated and presented to the GB at its first meeting in the Autumn Term.

Mr Andrew Moss was concerned that governors should be assisting the School in ensuring that staff felt appreciated, possibly by providing a channel for informal communication with individuals to alleviate potential problems. Attempts might be made also to arrange social contact with hospitality offered.

14. Executive Headteacher's Report

The GB noted the Report by the Executive Headteacher that was supported by the Jewish Life & Learning Report and the latest Senior Leadership Responsibilities chart. In discussion and in response to questions from Governors, the following points were made:

14.1 Multi Academy Trusts (MAT) - A number of meetings had been held during the term to discuss possibilities and two Jewish primary schools had now decided to proceed on their own. Amongst the remainder, there had been some agreement on structure and vision but otherwise relatively little progress due to the due diligence difficulties faced by each individual School.

14.2 Land Issues - the Executive Headteacher reported that legal ownership of the site continued to form an obstacle for JFS membership of a MAT. Despite two further meetings with the US there was still no agreement on the way forward. It was hoped that the US would now propose its own solution aimed at provision of confidence that JFS would have sufficient security of tenure on the site, a DfE requirement for an academy trust application.

14.3 Student Numbers - the School was aware of a number of Year 9 and Year 12 leavers and also of rumours that there would be found to be more at the start of the new academic year. So far as Year 9 was concerned there had been a concerted but unfounded Facebook campaign to denigrate JFS, mainly on

financial grounds and drawing on confidential GB documents. The points being made had been refuted in a parental email and the GB felt that every opportunity should continue to be taken to restore parental confidence. An offer by Rabbi Epstein to address classes and groups on the theme of strength of community was gratefully accepted.

ACTION RABBI EPSTEIN

A member of the SLT said that some of the losses at the end of Year 12 resulted from the absence of the AS examinations, which were no longer available as previously to provide confidence to pupils and their parents of the value of continuing into Year 13. This problem had been partly fuelled by disgruntled staff. It had been found that more parents than usual were abdicating decision-making to their children and were reluctant to engage in any discussion about this with JFS staff.

14.4 Bulge Class - JFS had agreed to create a bulge class in September if necessary. In fact, two extra classes had been created elsewhere and, for the first time, JFS had no Year 7 waiting list. The opening of an additional secondary school would be likely to create serious problems for JFS. Currently, a response was awaited from Brent to a request for greater flexibility within the Published Admission Number in order to allow places to be offered in other years where there were still waiting lists.

14.5 Staffing - Mrs Lipkin believed that there had never been a harder time to be a teacher and that this was seen in the pressures on staff nationally. There were many examination changes to prepare for with fewer resources; in some cases there were no published criteria or specifications and therefore no textbooks. Nevertheless, the scale of the staff turnover at JFS in the year had been exaggerated and sufficient new and well-qualified staff had been recruited to avoid vacancies in September. Detailed information had been published to provide parents with reassurance.

It was agreed that it was important that the line management chain should operate effectively and that all staff should feel comfortable in discussing any problems or issues with their managers up to the SLT. At the same time it was felt that it could be helpful for opportunities to be found for governors to meet all new teachers and to make them aware that the GB was very much involved and concerned for their welfare.

14.6 Summary - Mrs Lipkin said that when she was appointed a number of problems and legacy issues were identified and it was well recognised that difficult decisions would be necessary and changes were required that could have an upsetting impact on some members of staff. Since then, reorganisations of the support staff and the Faculty Structure had been successfully completed together with a major review of SLT responsibilities. The first major milestone of moving JFS out of Requiring Improvement status had been achieved.

Nevertheless, Mrs Lipkin believed that JFS was not yet out of the woods. Completing the necessary improvements had always been known to be a three-year process. The School was, in her opinion, clearly on an upward trajectory and 2017/18 should show further improvements on the current year. It was important to note that the School was no longer in the " Requiring Improvement" category and was judged by OFSTED to be a good school with an outstanding Sixth Form.

The Chairman thanked Mrs Lipkin for her very comprehensive report.

15. School Improvement Plan

The GB took note of the review and updating of the plan previously presented to it in January following the latest OFSTED report. It was colour-coded to show the actions taken against each heading and the perceived achievements. The Executive Headteacher confirmed her intention to publish new improvement themes in September, embedding the achievements to date.

ACTION EXECUTIVE HEADTEACHER

16. Acting Headteacher's Report

The GB took note of the statistical information contained in the Acting Headteacher's Report. Expanding on the contents, Mr Appleman said that since publication there been two further exclusions. 2016/17 had been a hard year for bereavements, including the passing of two students, and he wished to thank Rabbi Epstein for all of the support he had provided for those concerned.

Continuing, Mr Appleman said that list of events organised demonstrated the wide and impressive range of educational opportunities available at JFS. He wished to take the opportunity of thanking the governors and in particular Mrs Lipkin for their inspirational leadership and the members of the SLT who could not have worked harder during the year to effect the improvements seen.

Ms Fainer said the Governing body fully recognised the exceptional pressure on staff, who retained their full confidence and support.

17. Jewish Life & Learning

The GB took note of the report by Mr Daniel Marcus, the Deputy Headteacher Jewish Life & Learning, who explained the many challenges and resource implications of preparing an expanded and updated syllabus at a time of significant staff changeover. Rabbi Zarum said that it was clear that much change was needed and that there continued to be a need for external input both physical and financial to facilitate this.

In discussion of the arrangements following the disbanding a year ago of the Jewish Education Committee, the GB judged that the ring fencing of a dedicated period at its meetings without any organization for preliminary and detailed consideration had not succeeded in demonstrating as intended the special importance attached to the subject at JFS and probably had achieved the opposite. The CSWAB Committee had very heavy responsibilities and did not have the capacity to replace the time previously given by the JE Committee. It was, therefore, agreed that the two rabbinical governors, in consultation with Mr Marcus, should undertake any necessary work preliminary to consideration of JE issues by the GB. The CSWAB Committee would still be available on an occasional but not regular basis to deal with particular issues referred to it.

18. Sendco Inclusion Report

The GB took note of Mrs Roston's 2016/17 Report covering SEN, EAL and other

vulnerable pupils in what had been a challenging year due to staff changes and restructuring of the Department. It provided category by category, assessments of the effectiveness and impact of the provision by internal resources and in cooperation with a variety of different external agencies and parents. The GB wished to extend thanks to Mrs Roston for her thorough and comprehensive report, as a result of which the GB had no questions.

The GB also noted Mrs Schissler's SEND Report.

19. Committee Reports

The GB noted the reports and minutes of Committees submitted for information as follows:

19.1 Admissions Committee - Summary Report with oral updating.

19.2 Curriculum and Student Welfare & Behaviour Committee – draft Minutes of Meeting held on 19th June, 2017

19.3 Finance & Premises Committee - Summary Report and Minutes of Meetings held on 22nd May 2107

19.4 Pay & Personnel Committee – Oral Report

In response to questions posed by Governors on the content of these reports the following points were made in respect of the CSWAB and Finance & Premises Committee activity:

- The allocation to PE in the new timetable had been reduced marginally to provide more time at KS4 for Mathematics and English.
- There were continuing on-site service delivery problems with the PFI contactor, which was difficult to hold to account. External assistance was being obtained [REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

20. Any Other Business

There was none and the meeting closed at 10:30 PM

Signed
(Chairman)

.....
(Date)



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 11TH SEPTEMBER 2017

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Mr Simon Appleman (Items 1 - 3)
Dr Charlotte Benjamin	Mr John Cooper
Rabbi Daniel Epstein	Mr Michael Goldmeier
Mr Mark Hurst	Mr James Lake
Ms Debby Lipkin (Items 1 - 3)	Mr Richard Martyn
Mr Paul Millett	Mr Andrew Moss
Mrs Anne Shisler	

Associate Member: Rabbi Dr Raphael Zarum

Clerk: Dr Alan Fox

1. MINUTES OF PREVIOUS MEETING

The GB approved the draft minutes of the Part II meeting held on 17th July 2017.

2. MATTERS ARISING

There were no matters arising from the minutes other than matters covered by substantive agenda items.

3. SECURITY

The Acting Headteacher gave the GB an oral update on progress since the July meeting

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

4. HEADTEACHER RECRUITMENT

Ms Lipkin, Mr Appleman and Mrs Newman left the meeting. On the basis of advice received, it was agreed that Mr Lakes was entitled to remain and participate in decisions concerning Headteacher recruitment.

The GB discussed proposals for recruitment during 2017/18.

5. ANY OTHER URGENT BUSINESS

There was none.

Signed
(Chairman)

.....
(Date)



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD at 6.00 PM ON MONDAY 11TH SEPTEMBER 2017

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Mr Simon Appleman	Dr Charlotte Benjamin
Mr John Cooper	Rabbi Daniel Epstein	Mr Michael Goldmeier
Mr Mark Hurst	Mr James Lake	Mr D Lerner (Items 1 – 14)
Ms Debby Lipkin	Mr Richard Martyn	Mr Paul Millett
Mr Andrew Moss	Mrs Anne Shisler	

Associate Members: Rabbi Dr Raphael Zarum

<u>SLT:</u>	Mr Anthony Flack	Mr Daniel Marcus
	Mr Jamie Peston	Mr David Wragg
	Miss Talia Thoret	

Observer: Mrs Naomi Newman

Clerk: Dr Alan Fox

1. Apologies for absence

No apologies for absence were received.

2. Declaration of Interests

Mr David Lerner advised the meeting that he had a child working at the School and Mr Richard Martyn that his wife was a teacher at Yavneh. Rabbi Epstein reminded Governors that he was an employee of the United Synagogue.

3. Membership

3.1 Parent Governors - The Governing Body noted that the terms of office of Ms Geraldine Fainer and Mr Michael Lee as Parent Governors had ended on 31st August 2017.

3.2 Foundation Governors - The Governing Body noted that the terms of office of Mrs Joanne Coleman and Mr Stuart Waldman as Foundation Governors had ended on 31st August. The United Synagogue had appointed Ms Geraldine

Fainer as Foundation Governor for a three year term of office with effect from 1st August, 2017 and Mr Andrew Moss and Mr Paul Millett as Foundation Governors for three years with effect from 1st September, 2017.

3.3 Observer – The Chairman welcomed Mrs Naomi Newton, a Foundation Governor designate who was by invitation observing the meeting.

4. Election of Chairman and Vice-Chairman

Only one nomination having been received for each position, the Clerk declared Ms Geraldine Fainer elected as Chairman and Mr Michael Goldmeier and Mr Andrew Moss elected as Vice-Chairmen.

5. Minutes of Previous Meetings

The GB approved the draft minutes of the meetings held on 17th July 2017.

6. Matters Arising

6.1 – Item 8.2 - Audit - the GB was advised that the audit should be completed within a very short period.

6.2 - Item 14.3 - Student Numbers - the GB thanked Rabbi Epstein for addressing a number of classes and for coming to the School on the first day of term to talk also to the staff.

7. Composition of Governing Body

The Chairman referred to the decisions taken in July that the Governing Body was too small to be able to work effectively and therefore to seek amendments to the Instrument of Government to add two more Foundation Governors. However, it subsequently emerged that this would breach the regulatory requirement that Foundation Governors outnumber all others by exactly two.

On a motion proposed by Mr David Lerner and seconded by Mr James Lake, the GB ratified an amended proposal, already approved by the Trustees of the United Synagogue, to add to the Governing Body one Foundation and one Parent Governor, thereby increasing its overall size to 16, and requested the Clerk to action this change with the London Borough of Brent.

8. Chairman's Report

Ms Fainer said that she wished to thank Mr Goldmeier for his support as Acting Vice-Chairman over the last few difficult months and to the Governing Body as a whole for its confidence in electing her now as Chairman for 2017/18. With the forthcoming increase in the numbers of governors she hoped that it would be possible in the main for the Chairman and Vice-Chairmen not to have to act also as chairmen of committees, and thus for the workload to be spread more evenly.

Ms Fainer said that there was much for governors to do outside the formal GB and committee meetings, such as acting as links for particular topics and dealing with complaints that reached the Governing Body. She asked that all governors who found that they no longer had sufficient time available to devote to JFS

business, should, without any feeling of shame, consider the possibility of standing down to let someone else take their place.

9. Staff Exit Interview Themes and Action Plan

Introducing her comprehensive report, the Executive Headteacher said that more than 30 of the 37 members of staff who had left JFS in September 2017 had taken up the offer of an exit interview and Governors had observed the 18 cases where a request had been made. These interviews provided important and valuable insights into departing colleagues' experiences and the report recorded and analysed the feedback at face value. Nevertheless it also had to be considered within the context not only of the normal turnover due to changes in personal circumstances but also the changes introduced rapidly both to meet the findings of the OFSTED and the difficult financial position. The report drew attention to the main themes that the SLT had drawn from the interviews and to the resulting Actions being put in place.

Mr Cooper said that he had observed nine of the interviews and the Chairman eleven, making a good representative total of 20. He believed that the Report accurately reflected the issues raised, [REDACTED]

Section 40 (1) – the request is for the applicants personal data. This must be dealt with in accordance with the Data Protection Policy.

In discussion, members of the SLT thanked governors for their support during the past very difficult period, but nevertheless expressed surprise that the views of departing staff featured so high on the GB Agenda, with the implication that these might be more important to governors than the School's achievements and the plans for the future to be discussed later in the meeting.

The Executive Headteacher added that it was very important that governors should recognise the concerns of members of the SLT, who had been required simply to sit and listen to critical comments during the exit interviews without replying. In her view, the first substantive item on the agenda should have been to congratulate the staff rather than deal with the concerns of those who had left.

[REDACTED] said that during his short time at JFS he had not felt supported by governors. He believed that the exit interviews should be taken with a pinch of salt and that perhaps governors needed to hear the views of all the staff, not just members of the SLT, supplemented by anecdotes. The staff survey that would start shortly in parallel with the pupil and parent surveys should provide a much more reliable picture. In his view the job of the SLT was to lead the School and the role of the GB was to ratify what was being done.

Section 40 (1) – the request is for the applicants personal data. This must be dealt with in accordance with the Data Protection Policy.

Rabbi Epstein said that he had a real concern about staff morale. He had picked up from some a sense of worry and concern that the staff were not fully supported by the GB and even if they were did not make it clear. He believed that

governors should demonstrably recognise good results and should offer greater support.

Mr Lerner said the School had come through a tough year facing serious financial problems and long-standing staff problems. The way the School had been turned round should be celebrated by the GB, which should forget about those who left because they were uncomfortable with change and work to build on the positive mood that he now detected.

Mr Goldmeier said that to put matters in perspective everyone should remember that one of the three core functions of every governing body was to hold the Headteacher to account for the educational performance of the school and its pupils and the performance management of staff. To do this effectively it was essential, from time to time, to hear directly from a range of staff, including those who were unhappy as well as those who were happy. Clearly, a number of members of the SLT had concerns and he offered to meet each one separately and privately to discuss the issues they had.

Mr Cooper said that there had been much pressure for governors to attend some of the Exit Interviews and it would have been wrong not to do so. He had been impressed by the composure of SLT members on these occasions. He heard the message that the SLT felt that it should be better supported and he would be happy to join with Mr Goldmeier in private discussions.

Mr Millett said that as a new governor his interest lay in the future. He did not feel there was too much to be concerned about in the Exit Interview Report but it was nevertheless important to draw from it any useful lessons. An essential element was to get messaging right and consistent so that everybody understood the reasons for things that were happening and the intentions for the future. All messages needed to be consistent including those from the Line Management and from the Governing Body and in his view it was impossible to talk to staff too much.

10. Report of Executive Headteacher and Headteacher

Introducing the report the Executive Headteacher offered a warm welcome to all new and returning governors, thanking them for the time and effort devoted to JFS business. She offered them an open invitation to approach the Headteachers or members of the SLT for information and assistance at any time.

10.1 Examination Results - Ms Lipkin drew governors' attention to the recent examination results, with the caveat that some were still subject to re-marking. Four papers had been upgraded so far and JFS had now requested re-marking also of the all the GCSE IT papers. She said that comparisons with previous years were difficult because Progress 8 scores could not yet be calculated and of the gradual introduction of new grading systems. It could be confidently claimed, however, that the earlier predictions had been proved accurate despite the lack of guidance on the new scoring methods.

Although there was a smaller sixth form and therefore fewer A-level entries this year, Oxbridge results were just as good and the 100% results in the Cache Course results had been outstanding. Additional BTEC courses were being introduced and this would help to retain more students at the end of Year 11. A

table included in the presentation showed how well JFS results compared with other Jewish secondary schools.

A new slide, to be circulated after the meeting, would show that although the Year 7 entry level was high, nevertheless JFS was in the top 1% of schools by added value, a true indicator of the contribution made by the teaching staff. 84% of students had performed better than predicted by their entry standard.

It was disappointing that more students than normal had left at the end of Year 12, some to Brampton College that, ironically, charged in excess of £18,000 but had lower A-level results than JFS.

In response to questions by governors, Ms Lipkin said:

- the general whittling down of curriculum choices, recently criticised by the Chief Inspector for Schools, did not apply to JFS which was still offering a very wide range;
- specialist facilities were required for the broadening of sixth form options but space was available and all the signs were that there were good prospects of further donations for this purpose from the Wolfson Trust;
- JFS A level students had a most successful year in achieving their first or second university choices and the same percentage of the cohort obtained Oxbridge places as in the previous year.

10.2 Years 7 – 11 - Introducing his report on the GCSE results the Acting Headteacher said that very reliable tracking data availability was now helping to follow student progress from Year 7 onwards and allowing much earlier targeted interventions where indicated. Much effort was now being devoted to keep on track those students who were not doing well and who had initially asked to give up some subjects; it could be demonstrated that as a result of these efforts in the event these students performed much better than they had expected.

Mr Appleman said that JFS was ranked second in the Times performance table for non-selective schools and he drew attention, in particular, to the much higher pass rates at JFS than nationally in all subjects and to the very wide disparity in the proportion completing the EBacc. Interestingly, the attainment gap between male and female students had narrowed. Disadvantaged students performed well and could be shown to be catching up.

10.3 Public Relations – Ms Lipkin said that the public examination results provided excellent material to counter the adverse publicity mounted against the School during the previous year. Parents and pupils had been saying that all the best teachers had left but, now that data collection was better organised, it could be demonstrated that many of those who had left achieved the worst results and that many of the proven best teachers had remained. It was important to ensure that the public knew of JFS' achievements and that it was clearly on an upward trajectory.

10.4 Admissions - Ms Lipkin said that permission had been granted to use the Published Admission Number flexibly and it had thus been possible to admit more students from the various year group waiting lists. The admissions process had been streamlined with an average time of only two weeks between offer of a

place and admission. As a result there were now only 12 vacancies available in Years 7 - 11 as opposed to 80 at this time last year. Places had been provided for desperate families without creating a bulge class and significant additional income had been generated.

Improved GCSE results and the widening of the curriculum to include vocational courses had led to greater retention at the end of Year 11. Seventy leavers in Summer 2016 had reduced to 25 this year. The number of applications for Sixth Form entry had reduced but at least 25 Year 12 entrants had been accepted from other schools, bringing the starting total in to 285.

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

- the range of BTEC courses was being expanded but was, of course, dependent on the acquisition of more specialist equipment;
- a Sixth Form Apprenticeship Pathway & Support Group had been created;
- Arrangements had been made for some 20 Year 12 students to take four A-levels, instead of the now standard three. Sixteen of these would be studying Further Mathematics.
- Overall, there were now places for all Jewish children wishing to attend a Jewish school.

10.5 Land Issues and MAT -

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

10.6 Gesher - formal planning assent for the creation of the proposed new school unit was awaited but agreement had not yet been reached on the siting of unit.

10.7 PFI – Ms Lipkin reported that the pressure being exerted on the PFI company to improve its performance had continued over the Summer Holidays. There had been many meetings at various levels, including the Managing Director of Imagile, the asset management provider, but with no noticeable improvement overall. The Company was now being held to account on a daily basis but the resignation of the sixth successive Contract Manager had not helped.

A JFS monthly strategy meeting would be held with representation by two governors and it was probable that a formal Disputes Board would be created with the purpose of declaring that the services provided were not fit for

purpose. The options of buying out IT, Security and of third-party lettings were still under consideration.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

The GB agreed to the employment of consultancy by Local Partnerships, a Government/Local Government Association joint venture, [REDACTED] to assist the School to obtain its contractual entitlements

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

10.8 Staffing - the Acting Headteacher reported that the School was now fully staffed including the traditionally difficult areas of Jewish Studies and Ivrit. In total there were 33 new teachers and nine new non-teaching members of staff. In addition, assistance would be given to these departments by Rabbis Hackenbroch, Epstein and Pollack, which sent an important message about the support for JFS in the community,

10.9 Events - Ms Lipkin drew attention to the programme of planned School events during the Autumn Term. She said that attendance at all or part of the meeting for prospective parents would be very much welcomed.

10.10 Exclusions - since the written report had been prepared three Year 7 students had been excluded for one day, each for the use of abusive language

On behalf of the GB, the Chairman thanked Mrs Lipkin and Mr Appleman for their very comprehensive report.

11. Fundraising

Mr Peston introduced the report that had been provided listing the various elements of the fundraising programme, In response to questions from governors, the following points were made:

- 50% of parents were now making made voluntary contributions;
- Some parents were being invited to make significant donations and take-up was so far judged to be successful;
- the £12,000 raised by grandparents' committees provided an example what might be achieved by involving more people;
- Although there was concern that some potential donors were being frightened off by the sums referred to at the Patrons Programme meeting, the figures had been based on advice.
- The possibility had been considered of suggesting donations equivalent to one term's fees at a private school from those parents known to be able to afford it. However, it would be very important to avoid any suggestion discrimination between parents.
- A number of applications, as listed, had been submitted to grant making trusts.

In further discussion, Mr Peston said that the Gift Aid tax refund requested by the Trust following the decision on eligibility amounted to [REDACTED] and the Trustees would have to decide the best way of handling the money expected very shortly. They might wish to use part or this entire sum to replenish the Trust's depleted reserves and they would also have to reconsider the future level of suggested voluntary contribution. However, there were immediate unfunded pressing needs, such as £185,000 for a better Wi-Fi system and £10,500 to match a donation for a Norwood Social Worker to be based at the School two days a week. A public position should be established quickly.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

12. Key Improvement Themes

The Executive Headteacher introduced the table provided showing the main themes planned for the current academic year. Subsequent to its preparation in the current form, Staff had been consulted. As a result, a third theme was being added to each of the two final sections dealing with Outcomes and the Sixth Form. These would be included in the next iteration together with associated Action Programmes and would be shared with governors in time for the next GB meeting.

In discussion Rabbi Zarum questioned the extent to which the views of parents were reflected in the list of intended improvements and whether the twice a year postal distribution was sufficient. In response, it was explained that there were in addition face-to-face meetings and volunteers were being sought for a Parents Forum.

13. Jewish Learning & Life Report

Mr Daniel Marcus summarised the written report he had provided, which sought advise Governors of the achievements planned for 2017/18. He said that Year 7 students were now using the new booklets, largely paid for by a donor in memory of his late son, for Talmud, Tanach and Jewish History. In addition, a basic programme had been introduced for students from non-Jewish primary schools with the ambitious aim of enabling them to catch up in one year. Staff were being trained on teaching the new Year 7-9 reading scheme. The new Year 12 programme, as previously reported, was also starting.

Whilst the Lavi programme was undoubtedly of tremendous value to those students who participated there was doubt about the staff time and effort involved and, indeed the morality of providing the experience for the very limited number of students whose families could afford £7500. Serious consideration was being given this term by the SLT to the status quo or whether a new scheme should be devised. Proposals would be brought to the GB in due course.

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

- Mr Marcus was very pleased with the way that the JS teaching staff was embracing all of these changes and, in addition, was now working on new materials for Year 8.

- It was hoped to expand JIEP staff from 3 to 5 and to strengthen JIEP processes. In an effort to create a closer working relationship and sharing, Jewish Studies and JIEP were now working out of the same Resource Base. A JIEP lounge next door was being created.
- The JIEP programme would have greater emphasis on social action and charity.
- In future the first 10 minutes of each JS lesson would be devoted to reading in pairs.

Dr Benjamin questioned whether the JS Department should remain separated from the rest of the School and wondered whether JFS was to be regarded as a Jewish School or a School that taught Jewish subjects. Mrs Lipkin said that a Jewish faith school should be aiming to provide a high quality Jewish education. Rabbi Epstein said that JFS was one of the weakest schools for prayer and, indeed, there was no compulsory worship. No student should leave JFS without a good knowledge of Jewish practice.

14. POLICIES

14.1 Data Protection Policy - the Governing Body approved in principle the draft policy based on a model from Stone King. It delegated to Mr Goldmeier power to approve any amendments required by the introduction of forthcoming new regulations.

14.2 Special Educational Needs & Disability Policy - the Governing Body approved in the draft policy.

14.3 Policy Review Plan - the Governing Body approved the updated Plan for the Autumn Term.

15. COMMITTEE MEMBERSHIP AND CHAIRMANSHIP

15.1 The GB approved the membership and chairmanship of Standing Committees as proposed subject to the additional appointment of Mr David Lerner to the Admissions Committee.

15.2 The GB requested each Committee to review its terms of reference and report to the next GB meeting.

16. LINK GOVERNORS FOR 2017/18

The GB approved the appointment of Link Governors as follows:

16.1	Attendance & Behaviour	Ms Geraldine Fainer
16.2	Governor Training	Mr James Lake
16.3	Health & Safety	Mr Andrew Moss
16.4	Pupil Premium	Mrs Julia Alberga
16.5	Safeguarding	Dr Charlotte Benjamin
16.6	Security	Mr Mark Hurst
16.7	SEND	Mrs Anne Shisler
16.8	Student Fund Grants	Mr Richard Martyn

17. GOVERNOR TRAINING

The attention of governors was drawn to the forthcoming all day training session to be held by Brent.

18. FUTURE OF FRONTER

The Clerk reported that Fronter could no longer be used for circulation and as an archive for papers for the Governing Body or its Committees.

19. ANY OTHER URGENT BUSINESS

There was none.

Signed
(Chairman)

.....
(Date)



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 16TH OCTOBER 2017

Present:

Chairman: Mr John Cooper

Governors: Mr Mark Hurst Mr David Lerner Mr Richard Martyn
Mr Paul Millett Mr Andrew Moss

In Attendance:

Mr Simon Appleman (Headteacher)
Mr Greg Foley
Ms Debby Lipkin (Executive Headteacher)
Mr Jamie Peston
Mrs Mary Nithiy

Acting Clerk:

Ms Candace Bertie

The Chairman welcomed everyone to the meeting, and introduced Mr Foley, a consultant to the Finance Team.

1. APOLOGIES

Apologies for absence were received from Mr Graeme Pocock (Estates Manager) and Dr Alan Fox (Clerk).

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 3rd July 2017

4. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

4.1 Item 5.2 – Gesher - There was nothing further to report pending a meeting in November.

4.2 Item 5.3 - Technology Project – Mr Peston reported that a meeting had taken place on a second phase of the Technology Project for which a grant application had been made to the Wolfson Trust. This would involve an additional cost over two years for changes in the curriculum and recruitment of more staff. All of this had involved additional work for staff who were to be congratulated and an updated proposal would be submitted shortly.

4.3 Item 7 – Budget 2017/18 – the School roll now numbered 1978 with 294 in Year 7 and nearly 500 in the Sixth Form

5. PREMISES UPDATE

The Committee noted that, in the absence the Estates Manager, the regular text and traffic light reports were not available.

6. ANNUAL ACCIDENT REPORT

The Committee noted the Estate Manager's Annual Report.

7. PFI ANNUAL REVIEW

The Committee considered an updated version of the 2015 Report of the PFI Working Party and reviewed a stand alone Report covering the 2015 – 2017 period prepared by the Estates Manger and Mr Lerner in consultation with Mrs Coleman. It noted the importance of updating the Report, probably annually, until the end of the PFI contract period to ensure that, despite the inevitable staff turnover, there would be at all times at least two people with a full understanding of the financial model and the project history. The Committee agreed that the 2015 -2017 report should be submitted to the Governing Body at tits next meeting.

ACTION CLERK

The PFI contract required that a reserve fund should be maintained to deal with any repairs required in 10 years time at the time of its expiry. Because of the danger that the DfE would not provide capital funds at that point, strenuous efforts should now be made to establish the size and location of this fund. No report had been provided by the contractor for more than a year.

Mr Millett said that the immediate problem was that the contract was not being operated in accordance with its terms and JFS was paying for services not being provided to a satisfactory level. This on going situation could not be allowed to continue and a target date of next July should be set to ensure that the contract was running properly.

The Executive Headteacher had recently met Mark Trumper, the Managing Director of Imagile Infrastructure Management, to discuss his company's shortcomings. It was clear that, after several changes in recent years, much was dependent on the recruitment of a suitable on-site manager and it had been agreed that the School could participate in selection.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

ACTION MR MILLETT

7. SECURITY

The Committee considered a report by the Acting Headteacher outlining the outcome of further extensive discussion and meetings with the CST and 1440.

8. HEALTH & SAFETY POLICY

The Committee considered the draft policy prepared with advice from the School's solicitors, Stone King. Concern was expressed that there was insufficient expertise to give approval with confidence and it was recognised that, in addition, many of the elements fell within the remit of other committees. Nevertheless, it was noted that the draft was based on solicitors advice, had been reviewed by the Estates Manager and the Acting Headteacher, had the support of the SLT and was consistent with general advice for schools contained in The Key for School Leaders.

Accordingly, the Committee recommended the policy for approval to the Governing Body.

ACTION CLERK

9. RISK REGISTER

The Committee noted that the draft Register would be considered at its following meeting.

10. MANAGEMENT ACCOUNTS & BUDGET FOR 2017/18

The Committee considered the end August Management Accounts provided by Mrs

Nithy, noting that at that relatively early stage, whilst showing a surplus over budget, the forecast for the financial year indicated nothing of material significance. Whilst the financial situation looked for more healthy because of the restoration of gift aid, there were nevertheless a variety of factors to consider:

- For historical reasons the School was probably still receiving too much pupil premium and effort was still being made to persuade more qualified parents to apply.
- Following staff departures problems were arising in some areas where replacements were unable to cover as wide a field as their predecessors.
- The use of part-time teachers in Jewish Studies was less economic.
- It was costly to engage agency staff to cover absences due to sick leave.

In discussion, it was noted that, Governors had sought clarification of a number of detailed points in advance of the meeting and had received responses as follows:

- A detailed breakdown of the elements included in Code I13 in the full year forecast had been provided.
- The position on pupil premium funding was currently unclear and an enquiry to Brent awaited a reply. A few families in the new intake had been supported in making applications. All pupil premium expenditure was recorded separately for audit.
- The reduction in examination costs was due to a combination of a falling roll in the examination cohorts and abolition of AS level examinations.
- All the forecasts savings from staff reductions had been met. However, with the increase in classes and the changed timetable incorporating additional lessons each week, it was found that consequential increases in staffing were needed in specific areas. More staff were taken on to enable the School to deliver the enhanced curriculum and in preparation for the focus on technical qualifications. The additional cost would be offset by a grant just received. Further details would be provided.
- A number of staff would be on sick leave during the current term.
- The fundraising income shown was restricted to commitment only.

The Committee noted that Management Accounts to end September should be available at the end of October. It was suggested that Mr Peston could provide a presentation of the management accounts at the next meeting of the FGB.

ACTION MR PESTON

11. REPORT ON FINANCE TEAM

The Committee considered an overview report and recommendations by Greg Foley, the consultant recommended by Landau Baker to work alongside the Finance Team to assist in the improvement of processes and procedures and to provide a better

reporting system. The Committee approved Mr Foley's report and recommendations and thanked him for his efforts.

12. ACCOUNTS FOR THE YEAR ENDING 31ST MARCH 2017

The Committee had received the draft Report and Audited Accounts for the year ended 31st March but not the Audit Findings Letter including the draft Letter of Representation or the Audit Overview letter incorporating the Engagement Letter and Ethical Standards Letter. Consideration was therefore postponed until the following meeting after review by the Chairman in the interim period.

ACTION MR PESTON

13. STATEMENT OF INTERNAL CONTROL

Consideration of the Statement of Internal Control prior to submission to the Governing Body was postponed until the Committee was able to study the Audit Findings.

ACTION MR PESTON

14. FINANCIAL PROCEDURES MANUAL

The Committee postponed for later consideration the Financial Procedures Manual incorporating the Scheme of Delegation and Best Value Statement, after review by the Chairman in the interim period and prior to submission to the Governing Body.

ACTION MR PESTON

15. FUNDRAISING

The Director of Operations said that he proposed to offer the Committee a written report at its next meeting but in the meantime he was happy to confirm that prospects looked good and the patrons scheme had been launched. Delivery of the minibus, for which funds had been raised at a grandparents' tea, was expected in November. It would be used mainly for PE and JIEP. It was hoped that funds for a second minibus could also be raised. Voluntary Contributions were on target.

The Committee confirmed that there was no objection to an increase in the procurement credit card limits.

16. TERMS OF REFERENCE

The Committee reviewed and approved its current Terms of Reference.

17. GOVERNORS' ALLOWANCES POLICY

The Committee reviewed and approved the draft policy for submission to the Governing Body.

18. ANY OTHER URGENT BUSINESS

18.1 Multi Academy Trust – In answer to a question from Mr Millett, Mrs Lipkin explained that JFS had applied for academy status several years ago and had received a £25,000 grant at the time. However, progress had been blocked because

of the land ownership issue

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Signed: _____

Date: _____

(Chairman)



Personnel and Pay Committee

Minutes of Part II Meeting held on 16th October 2017 at 6:30 PM.

Chairman: Mr Paul Millett

Members present: Mr John Cooper
Mrs Geraldine Fainer
Mr Michael Goldmeier
Mr. Richard Martyn

Others present: Mr. Simon Appleman
Ms. Debby Lipkin
Mr. Jamie Peston
Mr. Andrew Moss

1. Assistant Headteachers

Mr Peston said that the School website had been corrected and [REDACTED] were no longer shown as Assistant Headteachers. The corresponding error in the school calendar had been entirely his own fault.

Without making any judgement at this point about the ability of the [REDACTED] individuals, the Committee requested that the Executive Headteacher should provide for it a paper explaining the process for filling the assistant headteacher positions. The positions could be advertised and appointments made on the understanding that Mr Peston would provide a paper showing that the appointments were made on terms consistent with the Pay Policy.

Section 40 (1) – the request is for the applicants personal data

ACTION EXECUTIVE HEADTEACHER & DIRECTOR OF OPERATIONS

2. Any Other Business

There was none.

Signed: _____

Date: _____



Personnel and Pay Committee

Minutes of Meeting held on 16th October 2017 at 6:30 PM.

Chairman: Mr Paul Millett

Members present: Mr John Cooper
Mrs Geraldine Fainer
Mr Michael Goldmeier
Mr. Richard Martyn

Others present: Mr. Simon Appleman
Ms. Debby Lipkin
Mr. Jamie Peston
Mr. Andrew Moss

1. Apologies for Absence

There were none

2. Minutes of Previous Meeting

The Committee approved the draft minutes of the meetings held on 26th June 2017

3. Matters Arising

There were none.

4. National Pay Proposals

The Committee discussed a paper prepared by the School on the national pay proposals recommending an increase of 2% for all six levels on the Main Pay Scale. Governors considered the implications of not accepting this recommendation as well as the case for granting a higher increase. They wished to make it clear to staff that the Governing Body was committed to working within the National formula and the discretion provided within the School Teachers' Pay and Conditions Document 2017 and also that it should remain in with other Brent schools.

The Committee agreed that levels M1-M6 should be increased by 2% and all others by 1%.

5. Staffing update

The Executive Headteacher updated the Committee on current staffing challenges caused by ill health of staff and that of their partners. A plan had been produced to redeploy SLT members where needed, sharing responsibilities and additionally to employ consultants where needed.

It was noted that additional expenditure might be needed for external consultants and cover teachers and Mr Goldmeier suggested consideration of delegating authority jointly to the Chairmen of the Finance & Premises and the Pay & Personnel Committees to assist with decisions on these matters.

Afternote: it was subsequently confirmed that the two Chairmen had this delegated authority.

The Committee also asked for consideration to be given to the provision of a monthly contingency fund from which commitments could be made beyond the approved budget.

ACTION MR PESTON

6. Restructuring and Further Developments

The Committee considered an external consultancy report on the restructuring exercise and the Executive Headteacher asked for it to be noted that members of SLT should be credited with producing an excellent business case and completing successful negotiations with the Unions during a difficult time for the School. The consultant had described JFS's handling of the restructuring as 'a model redundancy process' and had judged that, with support from external advisers, the SLT had demonstrated a high level of management competency.

Mr Goldmeier said he had been reassured by report and congratulated the SLT on the steps they had taken that had avoided strike action. [REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

7. Any Other Business

There was none.

Signed: _____

Date: _____



Admissions Committee.

Minutes of meeting held on 23rd October 2017 at 6:30 PM.

Chairman: Mr. Mark Hurst (MH)

Members present: Mr. Michael Goldmeier (MG)
Mr. David Lerner

Others present: Ms. Debbie Lipkin (DL)
Mr. Simon Appleman (SA)
Mr. Jamie Peston (JP)
Mr. Anthony Flack (AF)
Ms. Maxine Ratnarajah (MR).

1. Introductions.

Mark Hurst was welcomed as the new chairman of the committee.
Michael Goldmeier was thanked for chairing the committee for the previous year.

2. Members of the committee.

The committee is made up of the following Governors, Michael Goldmeier, Anne Shisler, David Lerner, Mark Hurst, the Headteacher and Executive Headteacher. To be quorate, there needs to be 3 Governors and one needs to be the Executive Headteacher.

3. Apologies.

Apologies were received from Mrs Anne Shisler.

4. Minutes of 3rd April 2017.

The minutes approved.

MH asked for an update on the discussion around a certificate of higher religious practice. It was explained that the committee had decided not to pursue this for a number of reasons.

5. Sixth Form Statistics 2017 – Anthony Flack.

AF thanked Hannah Goldwyn and Maxine for preparing notes and statistics for the meeting tonight.

Currently there are 273 students in year 12 and 220 in year 13 down from 250 last term. This is a 12.34% drop out rate which is in line with previous years.

Reason for drop out include;

- 8-12 on 1-year programmes, GCSE re-sits.
- Disappointed with exam results end of 1st year
- Realise not the course they want end of 1st year.
- Wanted to stay at JFS but not the right course
- Change of career plan
- Small no. move to Israel.
- Adds up bet 20-30.

The focus now is on retaining current Year 11 students and recruiting externally. External applications have dropped in the last couple of years. There is more competition now that JCOSS and Immanuel have developed their 6th Forms. Research was undertaken to work out what people want from a 6th Form which has led to widening the BTEC programme and maintaining the breadth of subjects. JFS now offers A' level business and double business BTEC, as some students were leaving to do this at West Herts college. The CASH Childcare course which is the equivalent of 3 A' levels is popular, with students at JFS 3 days/week and 2 days a week working. The art foundation course however was not popular so will not be continued.

The external launch last year was not a great success due to being quite close to the application closing date. This year it will be earlier and hopefully more successful. The internal launch went well with 70 parents attending.

The school has [REDACTED] to invest over 3 years in pathways starting at KS3 and 4 some background is needed before studying at KS 5 e.g. Robotics, technology and photography can start as enrichment and lunch time clubs.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

The aim is to have 290 in both 6th form year groups. Due to removal of AS levels, only the 1- year course students should be moving and hopefully no drop out between year 12-13.

Overall the 'value added' as well as the results show phenomenal progress being made despite the recent changes and uncertainty in the school

Questions:

Q – Are you able to collate data on the reasons students turn down places in 6th Form?

A – No, they don't always tell the truth.

Q- What do you do about JFS students leaving at the end of Year 11?

A - Head of 6th Form meets with everyone who requests a reference to transfer to a different school. Last year all had good reasons to move, mainly to do with course choices especially lower attainment students (e.g. hair and beauty or sports BTEC linked to sports clubs). These can't be offered at JFS as there isn't sufficient demand. A considerable number of pupils who commute long distances have had enough and want local 6th Form. Some of those leaving at the end of year 12 might have been unsettled by the number of A' Level teachers leaving this year and comments made by those teachers.

Q – Is it possible to offer the highest quality education with the funding available for the maximum number of students?

A – Setting up the media and business studies courses was quite easy and relatively low cost because the facilities and teaching staff were already in the school. The photography A' Level joins some parts of the existing art A' level classes and a room was converted into a dark room. Some courses are not always run if there is low or no demand. Language courses require double figures to make them viable. Moving from 4 A' level subjects to 3 means that some courses are less popular now as they would have been the 4th subject. Some subjects are not required at A' level to study at university (e.g. PE or Music) so there can be less demand. It is important however to retain the specialist staff who can teach these subjects at A' level in case demand increases in coming years.

The committee thanked AF for his presentation.

6. Report for Prospective Parents' evening 2017; Bulge class for sept 2018 and feasibility study update – JP.

The recent Prospective Parents' evening was similar to last year except that the tour guides had the Primary School names on their badges which was positively received. There was a reduction in numbers attending (student calculated) with a 15% drop in number of families but those people may not all be applicants for September 2018. Of 400+ people, only approximately 200 were from year 6 and the majority were from years 5 or 4. Therefore there is not a direct correlation between numbers attending parents' evening and applications.

100 families are registered for 2 open mornings which is an increase on last year. All the schools' parents' evenings were close to the Chagim this year, which may have had an impact on numbers.

2014 - 560 families attended and there were 691 applications.

2015 - 100 less visitors but only 4 less applications.

2017 – so far there have been 486 applications. Last year there were 277 applications at this stage (post parents evening but same date week before deadline). In end there were 856 applications.

Feedback was very positive particularly about the students. Two minor issues about being too noisy. A lot said their views changed on visiting JFS (in a positive way).

Next year Prospective Parents' Evening will be later, a couple of weeks after the Chagim. JFS always run the last parents evening to allow families to have something to compare to.

Questions:

Q – Were there changes to the presentations this year?

A – Yes. Presentations were reduced to 20 minutes, there was a new film and the message has changed really selling JFS and encouraging people to think about JFS in a different way. Following feedback, a wider variety of students spoke to reflect different elements of the student group. The tour guides were very enthusiastic and governors and SLT were engaged with parents all the time in the foyer.

Q – Would it be better to hold the parents evening at the end of the summer term ahead of the other schools?

A – This idea was supported by about 50% of parents in feedback but it is a difficult time to showcase the school as there are exams going on and the school is not always looking its best at the end of the academic year.

6.1 Bulge class working party - JP.

The working party has only just launched and is meeting this week. Its purpose is to assess whether JFS can take additional students and how this could be managed. The time frame is to present reports and the proposals to relevant committees for comment in time to present to FGB on 15th January 2018.

Questions:

Q – Will the bulge class be for 30 extra students?

A – There needs to be flexibility on the numbers. Last year there was no need for an extra class but anecdotally this year is a bigger year, but the statistics are not reliable due to the impact of a range of factors. Last year JCOS opened an extra class and Hasmonian and Immanuel increased their numbers. There are also a number of new Jewish primary schools reaching year 6 and coming on stream for secondary school applications. JFS did increase capacity but in different year groups and needs to offer that flexibility in future.

Q – What will trigger serious consideration of opening more places?

A – A decision will be made before the March offer date based on number of applications. More offers than places need to be made in order to fill the extra capacity preferably in the first tranche of offers.

Q – What happens if more places are offered and all accepted? How will the school provide the extra facilities and resources?

A – The Working party is also looking at longer term issues, later years and the impact on rest of the school. An external factor to consider is the possibility of another Jewish school opening. The likelihood of this has reduced, but it may

happen. JFS is talking to Barnet about additional funding because Brent have said there will no additional funds from them. The maximum number of places that will be funded is 2050. The school may reach this level if the number of students in the 6th form increases to capacity.

There was a discussion about offering more than 300 places in the first tranche of offers in order to fill 300 places as quickly as possible. MR explained that by offering 300 places in March, approximately 250-260 are accepted. It can take a long time to fill the remaining 40 to 50 places as people have received other offers by the second tranche and students do hold more than one place for extended periods. Usually 270-280 places have been accepted by the end of the second tranche. If the working party recommends a bulge class then additional places will need to be offered in round one. JFS need to confirm the number of offers to be made to Brent by 15th December.

Committee recommendation: To make 330 offers in the first tranche to fill 300 places and to be reviewed in light of feasibility study findings are produced.

JP was thanked for his presentation.

7. Matters arising.

To ratify CRPs and SIFs for 11+ 2019, to go on website.
The only changes to last year are the submission dates.

Decision: The committee ratified the CRP and SIF documents to go online.

8. Review Terms of Reference – MR.

There have been no changes to the TOR since last year.
Decision: the TOR were agreed by the committee.

9. Review of admissions Policy 2019/20 – DL.

Proposed changes;

9.1 Child of staff priority.

There have been circumstances where children of staff who have applied for places have not been offered, which has caused great distress to the staff members. Other Jewish schools have provision for staff members' children to receive priority and this can be a useful recruitment and retention tool.

It was agreed that there would still be a requirement to produce a CRP to gain priority and the offer would sit as next priority after siblings in the policy. Options were discussed such as stipulating the member of staff must have been in post for a minimum of 2 years but exceptions could be made for roles with demonstrative skill shortages.

Decision: The committee supported the change, subject to drafting, approval of the FGB and the consultation process

9.2 Lower/upper sibling policy

Currently the policy on siblings only relates to having an older sibling in the school. This has meant that older siblings of students who have joined the school in other years have not had any priority if they wanted to join JFS. An example is when a family move from abroad and a place is available for only one child in a lower year. The older sibling may be on the waiting list for a high year but will receive no priority as a sibling. This has led to families not moving to JFS.

Decision: The committee supported the change, subject to drafting, approval of the FGB and the consultation process

9.3 Policy update to reflect change of use of PAN (Published Admissions Number).

The school is now using the PAN more flexibly so each year is not necessarily limited to 300 students. The wording of this will need to be mindful of the impact it may have on admissions appeals.

Decision: It was agreed that the drafting of the policy would be looked into.

Actions agreed:

1. MH and MG to draft the wording of these changes and share with MR. Some changes may need to be reviewed by Stone King.
2. The changes need to be agreed by 7th or 15th December in order to give sufficient time to complete a consultation.
3. MR to prepare a consultation pack.

10. Mid – term applications - MR

MR said there is one application for a place in year 8 and that will be offered as there are 304 students in the year and this can go up to 310. There is a new application for year 9 to go onto the waiting list. There are 34 students on that waiting list and 4, randomly chosen, will be offered places.

11.11+ Statistics, 2017 admissions – MR.

- 729 applications of which 687 had a CRP.
- First round - 289 regular offers were made and 10 'distance' offers. 247 places were accepted in the first round (inclusive of the 10 distance offers).
- There were 84 withdrawals in tranche 1, mainly to go to Immanuel.
- Second round - 63 offers were made and 45 were accepted (compared to 34 in 2016).
- Third round -28 offers and 28 acceptances.

- 13 withdrawn in tranche 5.
- No appeals last year
- Admissions officers for Yavneh and JCOSS worked together to identify students holding 2 offers. This year Hasmonian will also join to manage the lists
- 8 applicants with an EHCP and 5 offers made. JFS couldn't meet the needs of 3 of them and one chose to go to JCOSS.

Questions:

Q – What does the lack of appeals tell us?

A- The bulge class of 25 went elsewhere. This year we want to capture the bulge class in tranche 1 if possible.

Q- Will you change the offer dates this year?

A – There are 3 set statutory offer dates and JFS added a further 2 this year. This reduced the waiting time between tranches. This year will be similar to last year.

Q – Were the SEN refusals appealable?

A – Parental preference can override the decision but the school works with the local authority and the parents to find the best place for that student. There are also clear criteria when there are grounds not to offer a place if that student's needs can't be met or it would be detrimental to the student or others to offer a place.

12.A.O.B

Student returning to Year 10.

[REDACTED]

Committee decision: The student will be offered a place in year 10 and will have the usual transition meeting for new or returning students. **Governors to decide if further meeting with parents required once student has returned.**

Section 40 (1) – the request is for the applicants personal data.

Date of next meeting: 29th January 2017.

Signed:_____

Date_____



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

Minutes of meeting held on 13th November 2017 at 6.30 PM.

Chairman: Dr. Charlotte Benjamin (CB)

Members present: Ms Geraldine Fainer (GF)
Mrs Julia Alberga (JA)
Mr. James Lake (JL)
Mrs Anne Shisler (AS)
Dr Rabbi Raphael Zarum (RZ)

Others present: Mr. Simon Appleman (SA)
Mr Anthony Flack (AF)
Ms Talia Thoret (TT)
Mr Daniel Marcus (DM)
Mr. David Wragg (DW).

1. Apologies for absence.

Apologies were received from Naomi Newman and Debby Lipkin.

2. Minutes of CSWAB committee meeting of 2nd October 2017.

The minutes were accepted with no amendments.

3. Matters Arising

3.1 Review of Terms of Reference.

The following changes were approved;

- Administrative matters - removal of arrangements in relation to parental representations in members and quorum sections.
- Student Discipline section – 2 new responsibilities added regarding considering parents' representations regarding exclusions and deciding whether to confirm exclusions of more than 5 days or if student may miss a public exam
- Removal of policy for review entitled 'Behaviour Principles Written Statement'
- Updating language to reflect changes to the school's current policies and procedures
- Amendment of the Policies and other statutory documents to be reviewed, which now reads;
 - Accessibility Plan
 - Careers Education and Information, Advice and Guidance
 - Home School Agreement

- Information on Website
- Medical Policy (Supporting Students with Medical Conditions)
- Register of Pupils' Attendance
- SEND
- Supporting Students with Medical Conditions
- Teaching, Learning and Assessment
- Use of Internet and School Network
- Visits.

Decision: The responsibility for convening discipline committees should remain with the CSWAB committee who will find external representation to sit on the panels. This can be a mixture of governors and associate members.

4. Curriculum Matters

a) GCSE RS

DM presented the paper 'Pros and Cons of changing from the current RS GCSE'.

DM explained the background to the change in RS GCSE 3 years ago to require students to study 2 religions in depth. Prior to this the RS GCSE could focus exclusively on Jewish studies and became the sole provision of JS in KS4. With the new GCSE only 60% of the time can be devoted to JS. If students don't take the RS GCSE they are unlikely to take the alternative JS provision seriously including in the lower years.

Difficulties with the new GCSE include; despite much CPD and effort, teachers finding it difficult to teach a religion they are less familiar with, increased content and teaching speed leading to confusion for students, students don't need such in-depth understanding of Islam at the expense of a broader knowledge of all other religions, predicted grades much lower than previous excellent JS GCSE results.

DM said a new iGCSE (Edexcel) has become available. It focuses on one religion and for JS has a good balanced curriculum. Some Jewish Schools who decided not to offer the new RS GCSE are exploring this option. The iGCSE is an international qualification which is recognised for purposes of University entrance but is not counted towards the school's Progress 8 scores. DM said a course could be run alongside it offering a broad-brush approach to major world religions to ensure students have a good basic understanding of the teachings and practice of other religions. DM said he favoured this option as it was in keeping with the Jewish ethos of the school and would provide a better Jewish education for the students. DM said that opinion within SLT was divided and it would be helpful to get governors' views.

There was a discussion about the pros and cons of switching to the new iGCSE.

Pros –

- From a parent's perspective, the better Jewish education and broad-brush teaching on all religions was a more attractive offer
- Curriculum more in keeping with the Jewish ethos of the school and this should be a priority over Progress 8
- It would still provide students with a valuable GCSE to go towards their Attainment 8

- Better curriculum for JS – JFS never been happy with the new RS GCSE curriculum
- Possibility of getting better grades in the iGCSE.

Cons –

- As the iGCSE is not taken into account in the Progress 8 scores, this could have a negative impact for the school. The previous RS GCSE grades were excellent and was a big boost the school's Progress 8 score.
- The new RS GCSE has not yet been fully embedded so it's difficult to judge the impact on grades for the coming couple of years and their contribution to Progress 8.
- If a large number of Jewish schools switch to the new iGCSE, the government might perceive this as a way to avoid teaching multi-culturalism in Jewish schools which could be very damaging to the schools and public perception.
- RS currently receives more time than other subjects and the KS4 curriculum is built around this so would need to look at the impact of devoting extra time to a subject that does not contribute to Progress 8 scores.
- If Progress 8 drops it could push JFS results at KS4 from 'outstanding' to 'good'.
- No other subject is allowed to switch to a non-affiliated qualification so could set up 2 tier-system within the school.

Actions agreed:

1. SLT to do some modelling of possible results based on mock exam results next term
2. SLT to discuss with other schools whether they are concerned about or have solutions to the possible impact on Progress 8
3. DM to update the committee at the next meeting in February 2018.

4b) Ivrit

SA presented a Briefing Paper on Ivrit.

SA is currently the acting head of MFL. There have been long standing difficulties recruiting and retaining good teachers which has led to the department being understaffed and this is having a significant impact on the quality of teaching, frequency of cover lessons and subsequent behaviour and interest of students. To be fully staffed the department needs 6 full time teachers. There are currently 4. Two were recruited from Israel and one is struggling and thinking of leaving. Of the 2 UK based teachers, one is going through teacher training and will be going on maternity leave soon and the other teacher is struggling. The poor behaviour issue is starting to impact on other lessons as well. All Jewish schools are having the same difficulties with recruitment and retention despite large amount of time and money being spent on recruitment.

SA said it's a difficult decision but changes need to be made from January next year and is proposing to make Ivrit optional in years 8 and 9 (continue to be compulsory in year 7) and look at alternative provision in the timetable to fill those lessons e.g. additional JS, literacy programme or PE classes.

Governors acknowledged the difficulties in recruitment and retention and the efforts made to resolve the issues. There were concerns that reducing the amount of Ivrit provision would impact on the Jewish ethos of the school and Ivrit should not be looked at in isolation but as

a significant contributor school to the overall Jewish ethos. There was a discussion about community fundraising in order to boost Ivrit resources but it was felt this would not be sustainable to provide an ongoing Ivrit curriculum. It was noted that this an issue effecting UK Jewish schools and a community approach is required as it is bigger than just one school.

RZ said that PAJES are running a pilot scheme for a new approach for Ivrit teaching. JFS has not been involved but it was agreed that RZ would contact PAJES to find out more information with a view to JFS getting involved. This project would come with additional funding for Ivrit teaching.

Decision:

1. The school should implement the changes recommended in the briefing paper.
2. JFS to explore joining the PAJES Ivrit Project.

DM and SA were thanked for their presentations.

DM and RZ left the meeting.

4c. Sixth Form Offer – AF presented a handout circulated at the meeting.

The 6th form are increasing its vocational pathways slowly with a focus on technology. This year an Art and 3D Design course is being added lead by the Design department. It can be sat with the business BTEC or photography or art for those looking for more creative subjects. This will give students more flexibility and is a move away from the idea of courses on one subject that are the equivalent of 3 A' levels. The CASH childcare course is popular but an art course equivalent to a foundation course that was offered last year was not popular. Future developments may include engineering and textiles to widen the vocational options. These subjects can be taught using existing resources and teaching staff, so less investment is required to set them up.

Questions:

Q- Did you canvass current year 11 students about what they want?

A – Yes and we developed the business BTECs in response and are introducing more flexible creative options for students who don't want to do another essay based A' level subject.

Q- Is the Hospitality course still offered?

A – Only for the current year 13s. After that it will be dropped as it is no longer recognised

Q- Is the Art and Design BTEC equivalent to one A' level?

A – it can be taken as the equivalent of one or two A' levels. If 3 creative A' levels are taken this should provide students with a sufficient portfolio to apply to art school without doing a foundation course but some students want to do the foundation courses anyway.

Q- Are there any new A' level subjects being offered?

A -Philosophy. This is replacing the RS A' level which is not being continued due to changes to parts of the curriculum which does not fit with the school's ethos.

Q- How does JFS's 6th Form offer compare to other schools of a similar size?

A – The JFS offer is wider.

Q- What is the maximum class size?

A -Generally 20. Group sizes can vary slightly depending on the timetabling with other subjects chosen in the block.

AF was thanked for his presentation.

5. Behaviour and achievement update – TT

TT presented the September data and explained that the October data will be available next week. It depends when the committee meetings are as to which data will be ready for presentation. Key points;

- SEN K still have higher number of behaviour incidents
- Year 9 is the most difficult year for behaviour (always has been as it is a transitional year) and this particular year group are more challenging. Year 9 now has a strong behavioural team and improvements are being noted.
- There is an increase in behavioural incidents this year but it's due to improved and more systematic recording.
- The behavioural issues due to Ivrit is concerning as it is spreading to other lessons on the MFL corridor with copycat behaviour.
- Behaviour team has been strengthened and is working well.
- Detention process is being tightened up with every missed detention being followed up and responded to. Students are starting to understand there are consequences to not attending detentions, which was not happening last year.
- The rewards system has been so successful it has used up all the budget. Looking at ways to increase the number of points to access rewards and consider subtracting behaviour points from achievement points.
- A lot of support being offered to teachers to manage behaviour and peer support.

Questions:

Q – Is racism still an issue?

A – yes particularly in speech. Students often don't understand that they are being offensive with politically incorrect speech which is racist and also homophobic. The school takes a zero-tolerance approach. It is reported as a S4 serious incident with letters home to parents, re-education. Very serious incidents are reported to the police. The school is also improving awareness of the issues via PSHE sessions and for example Black History month, displays. Staff will also be reminded in CPD about how to deal with racism and homophobia.

Q- Are there issues with sexualised behaviour?

A – Yes, a lot of sexting prevalent in years 7-9. It tends to tail off as students mature. The school often call in a PC to talk to the students to help them recognise the dangers and that it can be a criminal act when photos are of children. This can be very effective in getting children to understand the consequences. JWA did a useful session for 6th form on consent including sexting.

Q- How many students / year are getting a high number of behaviour points?

A – approximately 10 in each year are well known to the Behaviour team and they all either have SEN or safeguarding issues to deal with. They have behaviour plans and other support made available to them.

6. Attendance Update - DW

Attendance is at 96.12%, which is slightly higher than last year and over the 95% target despite illness. 6th form attendance was 92.2% for October, which is higher than last year.

Punctuality is similar to last year.

There is currently a systematic problem with recording attendance data caused by reducing the attendance staff from 2 to 1. An additional administration officer is being recruited and 2-3 hours of their day will be to assist with recording attendance. Support is being given to the existing attendance officer and more responsibility is being given to teachers to assist.

7. Link Governor Reports.

7.1 SEN – AS

AS met with the SENCO in September. There is a deputy SENCO who is working 3 ½ days/week and leading on the inclusion faculty and AS plans to do a learning walk with her in a couple of weeks. Naomi Newman is being updated on SEN issues. AS attended a training update with Brent for SEN Governors. There has been a change in SEN support in that there are now subject specific LSAs rather than 1:1 support being offered (although some SEN students will continue to have their own key workers). This makes the students more independent and less attached to one person for support. It is the teacher's responsibility to differentiate work.

Governors are reminded they need to update the school information report annually and it should be published on the school website. Support for disabled students needs to be reviewed every 3 years but no longer needs to be on the website.

7.2 Pupil Premium – JA.

JA is meeting with Jeff Peddie next week and will report back to the next meeting.

7.3 Safeguarding – CB.

CB met with TT on 17/10/17. The school run training every 2 weeks to induct new staff more regularly and all staff have signed the 'Keeping children safe in school' document. A lot of work has gone into computerisation of the safeguarding files. There is a monthly meeting with Heads of Year reviewing all students with safeguarding issues and this is proving very effective. Currently there are 2 students on Child Protection plans and 4 to 5 students classed as Children in Need with the local authority.

There was a discussion about the response to a student overdosing. The news spread among students very fast via social media. Sometimes other students are aware of incidents before families or the school. The school responded to the particular case by opening the Health hut immediately for those who were distressed, allow them to call their parents or go home if necessary and try and contain the situation meeting the needs of those who were distressed without sensationalising the event for the rest of the school.

8. Policies

E-Safety and Use of Networks.

The only changes are the dates and adding the words 'social media'. Bigger changes will occur once the WIFI is working in school.

9. Any Other Business

9.1 Support for parents whose children are excluded – what is the provision?

Parents are contacted by a support officer and have on-going conversations and teachers provide work for the student. The pre-exclusion officer from Brent can be involved to work with parents and pastoral care plans can be developed. There is always a re-integration meeting on the student's return to school. If the exclusion is for more than 5 days the school has a responsibility to identify alternative provision for them. However, parents can still feel unsupported by the process if they disagree with the exclusion or have difficulty arranging supervision of their child during school time.

9.2 Staffing in the English department.

There have been difficulties retaining staff in the English department. One new starter in September left after a few days and she has been replaced twice so far. Two teachers have handed in their notice and one has taken leave for 3 weeks for other commitments. Line management of the English department has transferred to DW. One new member of staff has been recruited to start in January and two teachers employed to do intervention work are covering other classes.

Date of Next Meeting: Monday 5th February 2018, at 6.30pm.

Signed: _____ Date: _____



Personnel and Pay Committee

Minutes of meeting held on 20th November 2017 at 6:30 PM.

Members present: Mr. Paul Millett - Chairman
Mrs. Geraldine Fainer (GF)
Mr. Michael Goldmeier (MG)
Mr. Richard Martyn (RM)
Mr. John Cooper (JC)

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

1. Apologies for absence

None.

2. Previous minutes

2.1 Personnel and Pay Committee minutes 16th October 2017 Part I

Point 5 Staff Update – Minutes to be updated to confirm that the Chairmen of the Personnel and Pay committee (Paul Millett) and of the Finance and Premises committee (John Cooper) do have delegated authority to approve additional expenditure for staffing if required.

2.2 Personnel and Pay Committee minutes 16th October 2017 Part II

Assistant Headteachers - Minutes to be amended to confirm that both positions were advertised and interviewed for and that the appointments were made in line with the Pay Policy pay scales. This will be confirmed in writing to the committee by JP.

[Minutes: last sentence: positions may be advertised and appointments made on the understanding will get a paper from JP showing that the pay scales for the appointments comply with the Pay Policy.

3. Matters arising

3.1 Contingency fund for additional funding and 3.2 Updated estimate of outturn on staff budget.

Dealt with at 2.1 Above.

3.3. Compliance with Assistant Headteacher pay policy.

Dealt with at 2.2 above.

4. Average Pay

There was a discussion regarding statistics previously circulated to the committee, regarding differences in average pay for men and women. It was felt that the figures were statistically irrelevant with a 0.8% differential. It was noted that comparing averages did not supply much useful information. Governors were re-assured that staff at all levels were receiving equal pay for the same roles. The differences in average pay between men and women could be explained by different working patterns, career breaks etc.

5. Staffing and recruitment update – SA

Four members of staff have resigned this term (2 English, 1 Maths, 1 PE). 1 permanent English teacher has been recruited.

Two teachers were recruited via the WZO Ivrit programme. However, one is not working out and the school will be ending their contract. The school has a replacement available to start on a temporary basis with a view to making a permanent appointment.

6. Performance Management summary

- Less staff are eligible this year to move up a pay spine point due to the large number of new staff this year
- One member of staff is moving up for exceptional performance based on exam results
- Four staff members not being moved up, one is appealing.

SLT would like permission from governors to award £1500 as the Governor's discretionary award to two teachers, [REDACTED].

Section 40 (1) – the request is for the applicants personal data

Decision: The governors agreed these two awards.

DL raised the issue of recommendations for headteachers' pay awards following performance management. The current situation is unusual having both an executive head teacher and acting headteacher and this is not accounted for in the policy. DL took advice from Alan Fox, Clerk to the governors who advised that she could make the recommendation for SA and the committee would complete her performance management and pay award recommendation itself. However, the committee decided that it would delegate the pay award recommendation for SA to PM as the chairman of the committee.

Questions:

Q – Why have the newly qualified teachers started on level M3 and not M1?

A – the top of the unqualified scale is above M1. M3 is next level that would constitute a salary increase.

Q – Are there staff under performance management?

A – Currently there are 3 or 4 on support plans (informal process) but none going through capability processes at the moment. Those on support plans are a mixture of new staff requiring mentoring and some longer standing teachers needing support.

7. Restructuring review – JP

The report shows a RAG review with all actions completed or booked in. Meetings were held at the end of term for feedback and there will be another round of meetings at the end of this term to see how people have adjusted to their roles. There have been some substantial

changes to contracts in relation to some salaries and allowances, change in responsibilities and line management structure. Staff suggestions have been taken on board but not all could be implemented. There is still more work to do in streamlining processes and identifying what can no longer be offered by the school, due to reduced resources. More work is still required on increasing income. It was requested that an additional column be added to the next report to explain the costs for each action.

7.1 Staff morale

Many staff have noted a dramatic improvement since last academic year with most of the negativity gone. Approximately 90% of the non-teaching staff who have experienced change are embedded in their new roles. Some staff are still grappling with a reduction in their activities and need support to plan how to respond to the changes.

New staff think JFS is a good place to work. Not everyone is happy but some issues are to do with pressures of working in education currently and are not specific to JFS. Key issues effecting morale of teaching staff include; increased teaching time, demand of providing cover and increased parental demands.

7.2 Parents' behaviour

This has become a particular stressor for all staff especially middle leaders and SLT. Staff are finding it difficult to manage both the quantity of emails and the level of aggression in some of them. DL reported that two senior staff members said it may cause them to resign. DL addresses aggressive behaviour by contacting the parent immediately, explaining that the behaviour is unacceptable and inviting them to meet with her to discuss the underlying issue. Most parents apologize following this approach but DL does not have capacity to do this with every incident as the numbers are high. Bandings are often a trigger for complaints. It was agreed approaches to this be discussed at the next meeting.

7.3 Staff Vulnerabilities – DL

Long term sickness is high and is affecting every area of the school. The additional costs of sick pay and cover teachers have not been sufficiently budgeted for, due to the unusually high levels currently. An additional pressure has been huge increase in safeguarding issues and additional support at SLT level is required to ensure safeguarding is managed safely. DL said the School is proposing to recruit to a temporary extended leadership post to take on management of Behaviour and free up the Head of Safeguarding who currently holds responsibility for both areas. It would be a fixed term contract until the end of term.

The governors noted the concerns and said that responding to safeguarding issues is vitally important to do everything possible to reduce the risk to students.

Decision: Governors approved recruitment of a temporary extended leadership post.

Questions:

Q - How does the sickness rate compare to comparable schools?

A – JFS has less recruitment issues than other schools but this has been a perfect storm of serious illness in staff or relatives causing much stress and anxiety.

Q – Is any illness attributed to re-structure?

DL – no.

Q – At what point do you end a contract for long term sickness?

A - Teaching staff have 6 months full pay and 6 months ½ pay, however if they come into

school for any length of time during this period, the sick pay entitlement starts again.

7.4 Funding

██████████ Gift Aid money is now in the Trust. The money raised at the fundraising dinner including the 2-4 year pledges have been added to the budget for the relevant years. There are no 'ghost' funds in the budget. It was agreed the budget would reflect only money already in the accounts and not potential funds raised as the figures are unknown. Sustained, substantial fundraising is required. There is some work being developed to increase income from use of the building via the PFI.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Questions:

Q. When will the staff/parent/student survey results be reported to governors?
A. All 3 surveys will close by mid-December and the report will be presented at the January FGB.

Q- What is the response rate like?
A – For parents approximately 25%, staff 75-80% and it's compulsory for students in years 7-11.

8. Entry Interviews – DL

37 new staff (teaching and non-teaching) joined the school this term and the headteachers are meeting with them to see how they are settling in. Seen 17 so far.

Main themes from interviews;

- 16 out of 17 said they would recommend JFS as a place to work. One said communication was difficult due to the size of the school.
- Staff friendly and supportive
- Good induction, school is well organised,
- Peer buddies useful in some cases but not all
- Challenges include large number of new processes to learn and parental demands

9. Policies

9.1 Staff Discipline

9.2 Staff Capability

These two new policies replace the previous single policy on staff discipline and capability that was not considered to be fit for purpose. Staff, the Unions and HR have all been consulted. The committee felt it was important for the new policies to be reviewed by Stone King before signing them off.

Action agreed:

1. The policies be passed to Stone King with MG to review.
2. Once signed off by Stone King, the policies to be circulated to the committee by email with a note confirming legal sign off and consultations completed.
3. If the policies are re-drafted a new consultation process will need to be carried out when MG's comments would be considered.

There was a general discussion about governors' responsibilities to review policies and whether this could be delegated to an external body. It was felt the cost implications would

prevent this from being workable. However, there is now a retainer with Stone King for HR matters as well as educational law so they can review and recommend approval of all new and updated policies, prior to governors' approval.

The committee suggested that a short report is added to new or updated policies for review, explaining;

- Where the policy has come from
- Summary of changes if an updated policy
- If it has been checked externally and if so by whom
- Is it compliant with the norms for that type of policy?
- Is it fit for purpose?

It was also noted that not all policies need an annual review so they do need to be reviewed at different times rather than at one set time in the year.

10. Terms of Reference

Actions agreed:

1. TOR to be reviewed by the committee and any changes confirmed via email before the next meeting.
2. PM to be the Freedom of Information (FOI) governor.

11. Any other business

11.1 PM asked when the School Improvement Plan that had been circulated recently was to be discussed. It will be discussed at the next FGB.

Date of Next Meeting: 6.30pm Monday 5th March 2017.

Signed: _____

Date: _____



JFS School Finance and Premises Committee.

Minutes of meeting held on 27th November 2017 at 6.30 PM.

Chairperson: Mr John Cooper (JC)

Members present: Mr Paul Millett (PM)
Mr Mark Hurst (MH)
Mr Richard Martyn (RM)
Mr David Lerner (DLe)

Others present: Ms Mary Nithiy (MN)
Ms Debby Lipkin (DL)
Mr Graeme Pocock (GP)

1. Apologies for absence

Andrew Moss and Simon Appleman sent apologies.

Congratulations from governors to school on achieving an excellent position in the Sunday Times league table just published.

2. Declaration of Interests

None.

3. Minutes of Meeting held on 16th October 2017.

The minutes were approved subject to the following changes;

Part 1 minutes item 6 should read, 'The Committee noted the Estate Manager's Annual Report'.

Part 1 minutes – Item 7 PFI Annual Review – to remove the last sentence of the paragraph.

4. Matters arising not covered by substantive agenda items.

A number of questions were asked outside of the meeting and the responses are as follows;

1. Pupil premium: The forecast income is £36,465 for the year; but in the year to October we have spent £15,800 above budget on pupil premium consultancy. Why so much?

A - You are looking at the budgeted amount (£36,455) which has increased to a forecast of £87,850 in line with actual payments, by virtue of DFE increasing our allocation. The expenditure is therefore in line with increased income.

2. Staff: The two separate papers show restructure costs as £34,127 above what we accrued, and staffing costs as £52,591 above budget; but the forecast for the year shows overall staff costs about £200,000 above budget. Why the difference?

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

A -There was an error in the last reforecast for salaries. This was due to a double counting of Unfilled Vacancy Costs from April-August when the actual expenditure was brought into the forecast. Having highlighted the concerns with the 'historic' use of an excel spreadsheet to make these forecasts, a hidden cell was identified – this is good news and also won't happen again as Greg is preparing a new methodology for us. As a result, the implications of the overspend in restructure costs and increased staffing are not as profound as would be the case based on the latest reforecast. We are shortly going to recirculate an updated budget reforecast to reflect this, which also includes the additional costs of £34,127 as above.

3. Gift Aid: The forecast implies that only 55% of the parents sign a Gift Aid Declaration. Is this the usual proportion, and can it be increased?

A -This is an estimation but you are correct. At present we claim gift aid on 55%-60% of donations. It is apparent that the new students who joined this year have not yet been added to this amount and there is an action as part of the VC action plan to ensure all new donors have completed the forms. We will then be making a separate application to reclaim any as yet unclaimed Gift Aid. This is not in the current forecast and would therefore be retained in the GCT rather than being included in current planned expenditure. The intention is to follow up the communication currently under consideration about VCs and Gift Aid with a full chase.
Section 41 – information that has been sent to the School (but not the School's own information) which is confidential;

4. Capital expenditure: We are forecasting £339,092 on new construction etc. Why is that £93,626 over budget? What does it relate to? When was this given committee approval?

A - These figures relate to the expenditure for DFC and LCVAP monies as well as the 10% contribution to LCVAP expenditure from the DCT. The increased costs relate to works carried out from the 2016/17 grants that were held in DCT but not yet transferred to JFS as the invoices had not yet arrived. There is therefore no additional work that has not already been approved by F+P

5. Donations: Please confirm that none of the donations shown in the Income & Expenditure account are for capital expenditure e.g. the BTEC project. Where is that amount shown?

A -The BTEC project monies are in the Balance Sheet as deferred income. It is not shown in Income and Expenditure.

5. Accounts for Year ending 31st March 2017.

It was noted that the accounts are externally audited for the benefit of the governing

body and Brent local authority completes its own audit.

5a) Letter of Representation – this was approved by the committee.

5b) Audit findings letter incorporating Engagement letter and Ethical Standards letter – This is a letter sent by the auditor to the head of the F&P committee to start the audit process. It may have been sent to the previous chairman of the committee Stuart Waldman.

Action agreed: MN to find the letter and send it to JC for approval on behalf of the committee.

5c) Report and Audited Accounts (year ending 31st March 2017) – approved by the committee.

6. Statement of Internal Control

Discussed jointly with item 7 – see below.

7. Financial Procedures Manual

The only updates to both documents are; a change of titles to reflect executive head teacher position, update of budget holders in capitation lines and an update of levels of delegated authority. The TOR were approved at the last F&P meeting October 2017. Decision: The committee agreed both documents are ready to go to the FGB for approval.

8. Management accounts - JP

A report was handed out at the meeting.

Main changes include;

- Re-forecast budget for the year
- A problem identified in the Excel spreadsheet caused by a hidden cell has been rectified and this shows salary costs have not gone up.

Greg Foley has been assisting 2 days/week with the transfer to a fully automated system not based on a spreadsheet that will give more accurate forecasts. He will continue until April 2018 and will help with next year's budget forecast. He has also helped with the re-distribution of responsibilities within the finance team according to skill set.

Key points to note in the report;

- Headteacher recruitment is being funded by the DCT
- No capital will be requested from the DCT for running costs, only income generated by the investment portfolio
- The student fund has a healthy balance
- Some fundraising income will be carried forward to next year
- Some additional costs for management and salaries were incurred for the building project even though the work is not currently progressing. Excess funds may be used to cover this.

DL referred to the Report on Vulnerabilities presented to the recent Pay and Personnel Committee. She said it is key because it has a significant impact on the budget and there is need to keep funds available for contingencies.

The committee was asked to decide on a matter relating to the funding of the re-structure. [REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Decision: the Committee recommended that the School asks the Trustees for the additional sum.

Questions;

Q – Is there an issue with showing a surplus at the end of the financial year in terms of future funding provided by the LEA?

A – The school is allowed to retain up to 5% of the budget share from the LEA. So, for a budget of £11 million, up to £55k is acceptable.

Q – When would the school ask for funds provided from capital from the DCT?

A - One off costs such as recruitment of the head teacher or school development projects. For example, Norwood has agreed to put a social worker into the school 2 days/week and the school has asked for capital funds to match this investment. Historically certain school expenses were paid by trust but now only one item is covered, which is the salary of the person who manages the voluntary contributions who is employed by the school but her salary is reimbursed.

The committee noted;

8a) The End of October Management Accounts

8b) The Updated 2017/18 outturn forecast

8c) The updated reorganisation costs expenditure against accrual

8d) The Updated Salary budget including increased costs due to sickness (Vulnerability Report).

8e) -It was agreed that JP will make a full presentation to the FGB.

9. 2018/19 Budget

The committee will be presented with the 3-year budget at the next committee meeting in February 2018.

10. Benchmarking – JP

The School has now had time to review and will be reverting to KSSL by the end of December. They will need to update the forecast to accrue expenditure. Consultants called Local Partnerships have been funded by a donation secured by DL and they will be assisting the school with negotiations for both benchmarking and deductions.

Graeme Pocock presented a paper to the Committee.

11. Pinsent advice on PFI contract

The Pinsent report needs some additional information to be added in relation to benchmarking.

12. Third party income (TPI) and security buyout – JP

The school is negotiating to buy out the Third-Party Income from the PFI contract. There are 3 elements, IT, security and income from rental. The IT element is too complex and will not be pursued currently.

12.1TPI

The current level of 3rd party income is low and could be increased significantly with better marketing. [REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

13.2 Security

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Questions;

Q: Do you have a potential projection of profits?

A – A local primary school near Wembley stadium provides parking and generates approximately £1 million / year although there are some additional costs to manage this.

Q: Are there any issues about hiring out a Jewish school for events on Shabbat or other issues (such as statues being used in Hindu or Jain wedding ceremonies)?

A – This can be looked into. It may be possible to put in place a third party to manage this.

Q: - What is the proposal to the governing body?

A – To move to the next stage. JP has met with someone who has a lot of experience in this area and has offered to help with the business case.

Decision: There were no serious reservations from the committee and in principle it supports the presentation of TPI and security buyout from the PFI contractor to the governing body.

Action agreed: JP to present a report to FGB regarding starting the business plan.

13. Fundraising – Paper presented by JP.

13.1 Key points:

- A new database for parental contributions and all fundraising is being embedded and data will be switched over completely in December.
- Oxford and St Georges visiting this week to discuss a second minibus
- The Grandparents' teas have funded the first minibus.
- The Children's' Aid Committee has agreed to fund part of an informal educator's salary
- Meeting next week with the Wohl Trust looks promising
- Fundraising events for next year include celebrating 15 years in Kenton
- Voluntary contributions commitments are now followed up by regular calls. DLe said he is happy to help with improving levels of voluntary contributions.

- Applications can be made to the Tobias Hitman Trust for grants to assist those who cannot make voluntary contributions
- The committee congratulated the fundraising team on its recent successes.

13.2 Gift Aid

New joiners to the school have not been asked to complete Gift Aid forms. 2 letters are to be sent to all parents not currently giving via Gift Aid, outlining that costs have increased but government grants have not kept pace proportionately and to emphasize the benefits JFS offers its students compared to other schools. There will also be a letter from CST regarding security.

14.Premises update

Communication with 1440 has improved, issues with the contract not being fulfilled have been acknowledged and there seems to be a willingness to address these issues.

15. Risk Register – SA

It was agreed this would be carried forward to the next committee meeting in February 2018.

16. Any Other Business

None.

Date of Next Meeting: Monday 19th February 2018 at 6.30pm.

Signed: _____ Date: _____



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 12TH DECEMBER 2017

Note: Items 1 – 2 were considered at 5.15 p.m.

Items 3 – 4 were considered at 7.45 p.m.

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Dr Charlotte Benjamin	Mr John Cooper
Mr David Davies	Rabbi Daniel Epstein	Mr Michael Goldmeier
Mr Mark Hurst	Mr James Lake	Mr Richard Martyn
Mr Paul Millett	Mr Andrew Moss	Mrs Naomi Newman
Mrs Anne Shisler		Items 2 – 4

Clerk: Dr Alan Fox

1. HEADTEACHER RECRUITMENT

The Governing Body received the report of the Selection Committee that had conducted shortlist interviews earlier in the day and which recommended the appointment as Headteacher of Mrs Rachel Harriet Fink, currently Headteacher of Hasmonian High School (Girls).

The Governing Body approved the report unanimously and authorised the Chairman to offer the post of Headteacher to Mrs Fink with full power to negotiate the starting date and opening salary level.

2. CHAIRMAN'S REPORT

The Chairman said that she had encountered various challenges during the Headteacher selection process but she hoped that the settlement of this appointment would enable the GB to move in forward in January with a greater degree of co-operation to the benefit of the student body and the wider community.



Section 38 – information that could prejudice the physical health, mental health or safety of an individual (this may apply particularly to safeguarding information);

3. MULTI ACADEMY TRUST

The Chairman reminded Governors that at the end of November she had circulated a report of a conversation with the Regional Schools Commissioner from which she had gathered that, whilst there would be advantages to JFS to be free of the local authority, there might not be any of the other benefits that likely to be derived by a smaller school. Caution should therefore be exercised and conversion to a Single Academy Trust should be considered along with a Multi Academy Trust. There were also the options of "soft" and "hard" Federations. In the Chairman's view there was no urgency in taking a decision.

Mr Millett said that he felt uneasy at the prospect of JFS being the only secondary school in Brent not part of an Academy Trust, with a risk that it might be forced into a MAT with a different school in the lead. He would, therefore prefer a study to be undertaken followed by a full debate of the balance between the positive and negative aspects, taking into account the PFI contract and the problems with the United Synagogue over the land. It would probably be possible to obtain authority to become a Single Academy Trust (with room for other schools to enter later) and if the GB chose not to go down that route it should be for reasons that were clearly understood.

The Governing Body agreed that the Trust issue should be fully debated at the March meeting on the basis of a study led by Mr Millett in conjunction with Messrs Cooper, Davies, and Goldmeier.

ACTION NAMED GOVERNORS

4. ANY OTHER URGENT BUSINESS

There was none.

Signed
(Chairman)

.....
(Date)



MINUTES OF THE PART I MEETING OF THE GOVERNING BODY (GB) HELD AT 6.30 p.m. ON MONDAY 12TH DECEMBER 2017

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Dr Charlotte Benjamin	Mr John Cooper
Mr David Davies	Rabbi Daniel Epstein	Mr Michael Goldmeier
Mr Mark Hurst	Mr James Lake	Mr Richard Martyn
Mr Paul Millett	Mr Andrew Moss	Mrs Naomi Newman
Mrs Anne Shisler		

Clerk: Dr Alan Fox

1. Apologies

There were none.

2. Declaration of Interests

Rabbi Epstein reminded Governors that he was an employee of the United Synagogue.

3. Membership

3.1 Salvete - The GB welcomed Mrs Naomi Newman appointed as a Foundation Governor for a three year term of office with effect from 23rd September 2017 and Mr David Davis, elected as a Parent Governor for a three year term of office with effect from 28th November, 2017.

3.2 Valete - The GB noted with regret the resignation of Mr David Lerner as a Foundation Governors with effect from 10th December.

4. MINUTES OF PREVIOUS MEETING

The GB confirmed the draft minutes of the meeting held on 11th September 2017.

5. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

5.1 Item 7 – The GB noted that the new Instrument of Government was formally made by the Local Authority on 19th September 2017.

5.2 Item 18 – The Clerk advised governors that since the School had withdrawn support for Fronter in April no progress had been made with the provision of a website, accessible to members of the GB only, which could be used for the storage of reference documents including papers for past meetings or for the circulation of papers for current meetings.

6. CHAIRMAN'S REPORT

The Chairman referred to the selection of a new Headteacher completed earlier in the day.

In discussion it was suggested that a 'welcome back' event should be held for staff in January.

ACTION CHAIRMAN

7. ACTING HEADTEACHER'S REPORT

The GB accepted that, in the absence of all members of the SLT, substantive consideration of the Headteachers' Report should be delayed until the January meeting. However, in a brief discussion the following points were made:

- There was a high level of stress amongst staff and that further consideration should be given to ending the Summer Term earlier and making up the consequential loss of school days by cutting out the short break in November.

ACTION HEADTEACHER

- Additionally, all staff might be offered individually a one day break to give the opportunity of a long weekend of their choice.

ACTION HEADTEACHER

- Around £20,000 had been spent on the reward scheme for good behaviour and consideration should be given to concerns whether this was the best use of a sum of this size.

ACTION CSWAB & FINANCE & PREMISES COMMITTEES

8. SELF EVALUATION AT SEPTEMBER 2017

In the absence of all members of the SLT, substantive consideration of the Self Evaluation was postponed until the January meeting.

9. KEY IMPROVEMENT PROGRAMME 2017/18

In the absence of all members of the SLT, substantive consideration of the Key Improvement Programme was postponed until the January meeting.

10. JEWISH LIFE AND LEARNING

The GB accepted that, in the absence of all members of the SLT, substantive consideration of the report by the Deputy Headteacher for Jewish Life and Learning should be delayed until the January meeting. However, in a brief discussion concern was expressed about the shortage of staff to teach Modern Hebrew that might result in its removal from the Year 9 curriculum. The possibility of recruiting in Israel was being investigated and a further report should be provided at the next meeting.

ACTION HEADTEACHER

11. ANNUAL AUDIT AND ACCOUNTS

Mr Cooper reported that the Finance & Premises Committee had thoroughly examined the Accounts to end March 2017 against the background of the Audit by Littlejohn LLP. It was pleasing to note that there was a clean audit report. Overall, there had been a small deficit of £11,000 compared with a surplus of nearly £30,000 in the previous year, which represented a reduction in the Development Charitable Trust grant.

In discussion, the following points were made:

- The timescale for the production of these accounts had slipped badly and must be produced much earlier next year
- Staff numbers during the year were shown at Note 4 to the Financial Statements. There had been a reduction in support staff following the restructuring exercise. However, two members dealing with attendance had left and this was causing problems that might lead to the need for fresh recruitment again.
- The only related party transactions were those in respect of the charitable trusts. The Finance & Premises Committee was requested to ensure the completion of the recommended review of the related party transactions disclosures

ACTION FINANCE & PREMISES COMMITTEE

The GB approved and authorized signature of:

- the Audit Findings Letter (incorporating the Letter of Management representation).
- the Annual Report and Financial Statements for 2016/17.
- the Statement of Internal Control.

12. MANAGEMENT ACCOUNTS AND BUDGET

Mr Cooper drew attention to the previously circulated PowerPoint presentation that provided a summary of the 2017/18 Budget and the latest outturn forecast based on the Management Accounts to end October. In so doing and in response to questions, the following points were made:

- Very broadly the annual budget was around £17 million with £10 million spent on staff, £5 million on premises and £2 million on other items. Grants from public funds amounted to around £15 million leaving £2 million to be sourced elsewhere annually.
- Both total income and total expenditure were forecast to have increased by about £90k from the original budget and the latest projections showed that the School was on target
- However, the eventual outturn would be significantly dependent on staffing and the extent to which, at a time of very challenging circumstances, it became necessary to incur additional costs on supply staff and recruitment.
- Parental Voluntary Contributions provided one major source of additional income. However, many parents did not contribute the full sum suggested and some nothing at all. There was much room for improvement and it was important to foster a change in the culture. The GB agreed that parents/carers could be asked to continue with Voluntary Contributions once their child had left the school.

ACTION MR COOPER

- A reduction in receipt of Voluntary Contributions had been temporarily offset on a one-off basis by receipt of the Gift Aid arrears.
- Gift Aid declarations, on which there had been a hiatus pending the recent issue with HMRC, were being pursued and overall a more professional approach was being adopted in an effort to produce an increase in the total sum collected. The GB requested a report on the how the arrangements were working at its next meeting.

ACTION DIRECTOR OF OPERATIONS

- The annual donation from the Trust was much lower than in earlier years, but further monies might be required to cover the CST shortfall.
- There had been extensive changes in the finance team where reorganisation was in process and new systems were increasing efficiency.
- A number of successful applications to educational trusts and individuals had resulted in an increase in fundraising income, but the GB requested that a Fundraising Plan should be provided at its January meeting.

ACTION DIRECTOR OF OPERATIONS

The GB approved, without dissent, the draft 2017/18 Budget recommended by the Finance & Premises Committee. The Chairman recorded the GB's thanks to all those responsible for the work leading to this successful conclusion.

13. PFI CONTRACT

The GB considered the level of Third Party Income (TPI) being realised by 1440, which both the company and the School judged to be significantly lower than might be expected from a site of JFS's size. [REDACTED]

[REDACTED]

[REDACTED] GB requested that the Headteacher should provide a note setting out the pros and cons for discussion at its January meeting.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

ACTION HEADTEACHER

More generally, Mr Millett and the School had recently held two meetings with the contractor. There was a general consensus that the level of service was improving, although it still remained significantly short of perfect and managing this was taking too much SLT time. [REDACTED]

[REDACTED]

[REDACTED] Advice was being taken from Local Partnerships and eventually it might become necessary to invoke formal dispute resolution.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

Mr Millett was thanked for acting as the principal Governor liaison on PFI and the Governing Body delegated to him authority to continue negotiations and to take such actions as he deemed appropriate including approval of a settlement figure.

ACTION MR MILLETT

14. MULTI ACADEMY TRUST

The Chairman reported on the latest developments.

15. NON-COMMITTEE POLICIES

In the meantime, the GB noted that the Complaints Procedure due in the Summer Term, the Collective Worship & Religious Education Policy, and the Vision & Values Statement due during the Autumn Term were not yet available for GB consideration and requested that drafts should be provided for the Spring Term.

16. ADMISSIONS COMMITTEE

16.1 - The GB noted the Committee's Report and the draft minutes of its meeting held on 23rd October.

16.2 - Mr Hurst explained that the Committee had considered several amendments to the Admissions Policy. In particular it wished to introduce the children of staff into the priority list and to clarify the SEN category. There were a number of other points that would best be considered within the planned external policy review. Accordingly, the GB agreed that the Admissions Policy, updated as above should be submitted for external consultation. It was agreed that when all comments had been received and considered, final GB approval could be sought via email.

16.3 - Mr Hurst also explained that it was proposed to offer more than 300 places in the first tranche for entry in Year 7 in September 2018. This was contrary to the Local Authority's policy in recent years and an approach had been made to Brent for approval.

17. CSWAB COMMITTEE

17.1 - The GB noted the minutes of the meeting held on 2nd October and the draft minutes of the meeting held on 13th November.

17.2 - As recommended by the Committee, the GB approved the

- Attendance Policy and Procedures
- E-safety Policy.)
- The maintenance of the Attendance Targets at 95% for Years 7- 11 and 90% for Years 12-13.

18. FINANCE & PREMISES COMMITTEE

18.1 - The GB noted the minutes of the meeting held on 16th October.

16.2 - As recommended by the Committee, the GB approved:

- the Finance Manual.
- the Annual PFI Report
- the Health & Safety Policy
- the Governors' Allowances Policy

19. PAY & PERSONNEL COMMITTEE

19.1 - The GB noted the minutes of the meeting held on 16th October and the draft minutes of the meeting held on 27th November.

19.2 - the GB further noted that the Committee was not yet ready to recommend for approval the Staff Discipline and Staff Capability Policies, due in the Autumn Term, because it had referred the texts to Stone King for advice. The GB requested that drafts should be provided for the Spring Term.

ACTION CSWAB COMMITTEE

20. POLICY REVIEW

The Chairman said that the DfE had written to the School recently to highlight deficiencies in some School policies (although they had been checked by the retained solicitors and proved acceptable to the Ofsted Inspectors). It was the responsibility of governors to ensure that the policies were compliant with the relevant statutes and statutory guidance and the GB agreed that a number of policies, to be determined outside the meeting, should be referred to the lead adviser of the headteacher recruitment advisory team and to the School's solicitors. The lead adviser would also be carrying out a management review. Both reviews were authorised by the GB.

ACTION CHAIRMAN

In the meantime, the GB noted the latest policy schedule and requested that an updated review plan should be made available for consideration at its January meeting.

ACTION HEADTEACHER

21. COMMITTEES

21.1 - The GB approved the appointment of Mrs Naomi Newman to the CSWAB Committee and Mr David Davis to the Finance & Premises Committee.

21.2 - Terms of Reference

The GB noted:

- that the Admissions and the Finance & Premises Committees did not recommend any amendment to their ToR.
- that the CSWAB Committee and the Pay & Personnel Committees were not yet ready to make recommendations concerning their ToR and requested that these should be available in the Spring Term.

ACTION CSWAB AND PAY & PERSONNEL COMMITTEES

22. GOVERNOR TRAINING

Governors were reminded that attendance at training courses should be advised to the Link Governor, Mr James Lake, who was maintaining a central record.

23. ANY OTHER URGENT BUSINESS

There was none.

Signed (Chairman)
(Date)



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD AT 6.30 p.m. ON MONDAY 15TH JANUARY 2018

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Dr Charlotte Benjamin	Mr John Cooper
Mr David Davies	Mr Michael Goldmeier	Mr Mark Hurst
Mr James Lake	Mr Richard Martyn	Mr Andrew Moss
Mrs Naomi Newman	Mrs Anne Shisler	

Associate Member: Rabbi Dr Raphael Zarum (Items 1 – 10)

<u>SLT</u> Mr Anthony Flack	Mr Daniel Marcus (Items 1 – 10)
Mr Jamie Peston	(Items 1 – 19)
Mr David Wragg	Miss Talia Thoret

Observer: Mrs Rachel Fink (Headteacher designate)

Clerk: Dr Alan Fox

1. APOLOGIES

Apologies for absence were received and accepted from Rabbi Daniel Epstein and Mr Paul Millett.

2. DECLARATION OF INTERESTS

There were none.

3. AGENDA

The GB agreed to re-order the Agenda so that a member of the SLT could leave to attend a family shiva, with the result that exceptionally Jewish Life and Learning would not be taken as the first substantive item.

5. MEMBERSHIP

The GB noted with regret the resignation of Ms Debby Lipkin as

Executive Headteacher, notice of which was given on 29th November and that, therefore, she automatically relinquished her membership as a governor.

5. MINUTES OF PREVIOUS MEETING

The GB confirmed the draft minutes of both parts of the meeting held on 11th December 2017.

6. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

6.1 Item 5.2 - Fronter & Governor Website – Mr Wragg said that it appeared that the software promised by the contractor for June would not be available until the end of this term. However, it should be possible to give governors access to their own compartment in Office 365 in time for the next GB meeting.

ACTION MR WRAGG

6.2 Item 6 - Welcome Back Event for Staff - The Chairman invited Mrs Alberga and Mrs Shisler to take soundings of the staff to find the most suitable "Welcome Back Event" and to make recommendations.

ACTION MRS ALBERGA AND MRS SHISLER

6.3 Item 10 - Ivrit Teacher Recruitment - the Headteacher reported that whilst investigations about filling vacancies continued the School had been successful in securing a teacher from Manchester. In the meantime, there was also a cover teacher who might be available in the longer term. To deal with the remaining gap Ivrit was no longer being taught to the lowest ability band in Year 9.

Governors recognised the challenge of recruiting for Ivrit and the GB authorised expenditure of up to £5000 on a specialist headhunter.

6.4 – Item 20 - External Policy Review – the Chairman reported that the review by Chris Ray of the JFS statutory policies and in particular of their consistency one with another, approved at the previous meeting, was currently in progress.

7. FINANCE & BUDGET

The Director of Operations said that the Budget for 2018/19 was now being prepared and a draft would be submitted to the Finance & Premises Committee at its meeting on 19th February, together with an indicative forecast of the position in the following two years.

It was difficult to forecast income in the forthcoming academic year. The School had been advised that the core funding from Brent for Years 7 - 11 would increase by 2% (which was better than previously announced but still a reduction in real terms). However, this was dependent on the numbers admitted and, in addition, information on sixth form funding was still not available.

No major increases in expenditure were anticipated.

8. PFI CONTRACT BUYOUTS

The Director of Operations introduced a note prepared at the request of the GB analysing the possible advantages and disadvantages of taking over responsibility for Third-party Income and Security from the PFI contractor. In response to questions, he explained that costing of the various alternatives was difficult. There was no doubt that other schools raised more money from letting facilities and that TPI should be higher than at present. However, the figures provided by KSSL were only indicative. Moreover, TPI was inextricably bound up with security and major items such as the size of the CST grant were known only until September.

Mr Goldmeier said that no sensible decisions could be taken until there was a properly costed business plan. He accepted Mr Peston's assessment that there was insufficient capacity in the School at the moment to provide this but Mr Davis offered to assist, in conjunction with a grandparent who was known to have relevant experience of similar work and for this purpose Mr Peston agreed to provide all the information currently available.

ACTION MR PESTON & MR DAVIS

9. FUNDRAISING

The GB considered the written information provided by the Director of Operations on continuing fundraising activities for the two Charitable Trusts, the Trustees of which received formal reports. However, a general oversight and an indication to the Trustees of the donations that were needed to maintain the current levels of JFS activity was undertaken by the Finance & Premises Committee.

Major capital grants as listed were being received from a number of charitable foundations. Much of this work had been spearheaded by Mrs Lipkin, sometimes after introductions by Lord Levy. Now that she had resigned contact with the Trustees and professional employees of the foundations was falling to the Headteacher and the Director of Operations. A large amount of time was being spent on analysing foundations and possible connections with them.

In discussion of parental voluntary contributions and in response to questions by governors, the following points were made:

- A full report had been given so the Trustees at its meeting in December.
- Income had risen [REDACTED] but nevertheless the percentage of the total sum requested had dropped.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

- Significant efforts were being made to increase the collection further including a reorganisation of the processes and active calling of all parents who had not previously made any donations.

- An increase had been seen since October and the target for the year had been set [REDACTED].

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

- The outstanding Gift Aid claims have been settled and have made up the shortfall in forecast income.
- During the hiatus period new parents had not been asked to complete a Gift Aid form but were now being asked to do so.
- It was important to change the culture so that all parents understood that JFS had charitable status and that they could support it as they did other charities. Realistically, a change of culture of this kind could only come from a positive campaign that educated parents how their donations to the Trusts was spent and on the other hand what would be lost without them.

In further discussion it was noted that, in the past, the PTA had been weak and had not engaged in any significant fundraising. Although the School did not have the resources to provide administration, there were undoubtedly parents with the enthusiasm and capability of building up a strong Association and these should be sought out and encouraged. Examples were given of events that had been organised by parents - evening with Judge Rinder, fashion show with clothes donated by Lakeland and a cinema outing.

10. JEWISH LIFE & LEARNING

The Deputy Headteacher, Jewish Life & Learning, said that he had now been in his current position for about a year during which he had concentrated on development of the formal curriculum. This was the practical work under the umbrella of the Learning and Life Policy, an updated version of which was currently with governors for ratification.

The Policy incorporated the School's seven principal Jewish Life and Learning goals based on the motto "Orah Veyikar" and as defined at a Workshop moderated by Rabbi Zarum. A new paragraph 4 in the Policy sought to recognise charity and social action as key principles of Jewish life that needed to be absorbed into studies at JFS. Subsequent paragraphs laid out very briefly the means of achieving these goals through a combination of the formal Jewish Studies programme and the Informal Jewish Studies that provided experience outside the classroom, including a wide range of external visits.

Paragraph 8 of the Policy emphasised the importance of prayer in Judaism but it had to be recognised that for a number of reasons this was not attractive to many JFS students. JFS provided teaching leading to familiarity with prayers and the synagogue service and the opportunity for those who wished to attend a voluntary morning service. But he had sought to broaden the approach by taking a wider definition of worship to include observance of religious commandments beyond the conventional understanding of prayer.

Mr Marcus explained that with seven concepts the JFS programme was very ambitious and not too easy for all pupils to understand. He noted in passing that other Jewish secondary schools had much simpler mottos to live up to. The Pikuach inspectors would judge JFS by the standards that the GB laid down in its formal policy statement and there was much to be done over the next couple of years, including the promotion of greater parental support for the ethos.

Mr Marcus was asked whether, bearing in mind that collective worship was compulsory in many faith schools, prayer should be a completely voluntary activity at JFS. For example, would it be possible to reintroduce the practice twice a week in Year 7 building on the familiarity that some entrants would bring with them from their Jewish primary schools? Mr Marcus said that for a sensitive topic of this nature it would be important to have the support of both staff and students and that trying to impose too many changes in too short a period might be counter-productive.

The GB requested that the introduction of prayer should be considered carefully by the SLT and that their proposals should be brought to the GB during the next Autumn Term.

ACTION HEADTEACHER

Mr Marcus also responded to questions sent by Mr Goldmeier before the meeting. He said that the JS staff were somewhat divided about the introduction of more rigour and text into the curriculum, which inevitably made their task more onerous. Whilst all saw the value and were solidly behind the expansion of Hebrew reading, nevertheless there was limited enthusiasm amongst the staff and students. Progress was being made and he believed that by the time of the next Pikuach inspection in about 18 months a judgment on Jewish Studies of at least "Good" would be achieved.

Governors asked whether more emphasis might be placed on education leading to B'nai Mitzvah and B'nos Mitzvah with associated programmes for parents. Mr Marcus said that whilst these were certainly laudable longterm aims, he judged them to be a step too far at present. Parent and pupils already had their ties to the wider community through synagogue membership, and there would be concern about anything that weakened those bonds. Tribe already provided a link between the School and US communities.

In further discussion governors recognised that the JFS policy was evolving. The GB therefore approved the recommended Policy for the time being and asked for development to continue and the policy to be reconsidered in a year's time. In this context Mrs Fink said that as thinking progressed she hoped that the policy would incorporate references to spirituality. It was her experience that some pupils who did not see the value of formal prayer responded better to the connected themes of meditation and mindfulness.

11. CHAIRMAN'S REPORT

The Chairman had previously circulated a bullet point report. In amplification she stressed how pleased the whole Governing Body was to hear that the

Headteacher, Simon Appleman had just received his NPQH qualification and offered its congratulations.

Mrs Fainer also said that the Headteacher had represented to her that the SLT was currently overloaded and had recommended several interim appointments. Dr Chris Ray had been engaged to undertake a quick review of these proposals and later in the term would undertake a more thorough study of management structure to inform Mrs Fink when she took over later in the year.

12. HEADTEACHER'S REPORT

The Headteacher said that he had passed the message to all JFS staff that it was business as usual in the interim period between the departure of Ms Lipkin and the arrival of Mrs Fink. As already explained, the SLT was very heavily loaded and unable to take on more tasks but was engaging together to ensure that everything necessary was being done to continue the improving standards of the last year.

Introducing the report prepared for discussion at the previous GB meeting together with the ASP Report recently received from Ofsted, Mr Appleman said that the School Roll now stood at 1969. There was no waiting list for the current Year 7. It was not yet possible to say what the position was likely to be in 2018/19. First choice applications for next September were slightly lower than previously but first and second choices in total were slightly higher. JCROSS was offering a bulge class again, but a beneficial effect should flow for the agreement that JFS could offer 330 places in the first round.

Mr Appleman explained that the ASP report just received from OFSTED had replaced the RAISE online school data system. He had no doubt that if OFSTED were to make an immediate further inspection the data in this first and highly positive report, with all but one the key attainment indicators in the highest category, should point to an overall outstanding judgement. The exception was attainment for those with low Key Stage 2 attainment data and the School was looking carefully into the underlying detail of the data.

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

- Grades in the GCSE mock examinations were slightly higher than at the same stage last year, but because of DfE methodology changes and new 9-1 specifications in all subjects should be regarded as slightly less secure.
- While the expectation was that students continue with all subjects, more than usual were withdrawing with parental support. Support for students with greater resilience and managing examination stress was being sought.
- All Year 13 students who had applied had university offers and, at this stage, Oxbridge offers were at the same level as last year's cohort. Current examination predictions were also the same but more information should become available after completion of the mocks.

- The intervention programme was not focused solely on the lower attainment cohort (flagged in the ASP) and should be considered in more detail by governors at the next meeting of the CSWAB Committee.

ACTION CSWAB COMMITTEE

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

- Seven new staff had joined the School.
- 16 teachers were currently engaged on a fixed term or agency contracts and, of these, the School would probably wish to retain 10 on a permanent basis.
- It was hoped that turnover would be less than in the last year and it was known that motivation of those staff members now looking outside was to achieve career progression.
- A governor queried whether governor presence at exit interviews should be standard. Another governor said he thought that last year was exceptional and that governor presence at exit interviews should not be the norm.

ACTION CSWAB COMMITTEE

13. SELF EVALUATION AT SEPTEMBER 2017 & KEY IMPROVEMENT PROGRAMME 2017/18

The GB noted the reports, discussion of which had been postponed from the 12th December meeting, and the Headteacher explained that these were living documents that were constantly reviewed and updated. They were shared with staff whose views were reflected where appropriate. The GB requested the production for its next meeting of a smaller document, preferably on a single side of A4 that summarised the position on priority items.

ACTION HEADTEACHER

To assist with student welfare the School currently had the benefit of the assistance of a Norwood Social Worker two days a week as part of the Health Hut provision. Suggestion was made to set up a parental support group and the CSWAB Committee was requested to give further consideration to the promotion of such a group.

ACTION CSWAB COMMITTEE

14. 2018 - 19 TERM DATES

The GB considered and approved the Headteacher's proposal to revise the previously planned dates by creating a long weekend in November, compensating by adding a day at the start of the academic year and a day at the end.

15. POLICIES

15.1 The GB approved the revised draft Vision & Values Statement and requested that it should be further reviewed in 2018-19 in conjunction with the Jewish Life & Learning Policy.

15.2 The GB noted that the reviewed Complaints Procedure requested for Summer Term 2016 was not yet available for consideration. The Clerk was requested to send to the Headteacher his earlier proposals so that a final version could be considered at the next GB meeting.

ACTION CLERK

15.3 The GB noted that the updated termly Policy Review Schedule was also not yet available for consideration.

ACTION HEADTEACHER

16. COMMITTEES

16.1 The GB approved the recommendation of the Pay & Personnel Committee that its current Terms of Reference be re-endorsed subject to the addition of "wellbeing" at end of third bullet.

16.2 The GB noted the CSWAB Committee was not yet able to make the requested recommendations concerning its Terms of Reference.

ACTION CSWAB COMMITTEE

17. DRESS CODE

The Chairman raised concerns about the standard of dress at the recent Graduation Ceremony and wondered, additionally, whether there should be a standard JFS kippah. It was noted that, as in all other schools, the JFS code and standards varied cyclically, and the SLT was requested to consider the current position and whether it wished to recommend any changes.

ACTION SLT

18. GOVERNOR TRAINING

Governors were reminded that attendance at training courses should be advised to the Link Governor, Mr James Lake, who was maintaining a central record that he would share with the Chairman.

19. ANY OTHER URGENT BUSINESS

There was none.

Signed (Chairman)
(Date)



Admissions Committee.

Minutes of meeting held on 29th January 2018 at 6:30 PM.

Chairman: Mr. Mark Hurst (MH)

Members present: Mr. Michael Goldmeier (MG)
Mrs. Anne Shisler (AS)

Others present: Mr. Simon Appleman (SA)
Ms. Maxine Ratnarajah (MR).

1. Apologies

None.

2. Declaration of Interests.

MH explained that he has a child applying for a place at JFS for entry in September 2018.

3. Membership

The committee noted the resignation of Mrs Debbie Lipkin and Mr David Lerner. It was agreed that another governor should be appointed to the committee.

Action agreed: MH to discuss with Chair of Governors, recruiting another governor to the Admissions Committee.

4. Minutes of the Previous meeting

Item 2 - Members of the committee - it was noted as there is no longer an Executive Headteacher this should read in future as 'To be quorate, there needs to be 3 governors and the Headteacher'.

Item 12- A.O.B – this issue has now been resolved and the student has settled back into Year 10.

The minutes of 23rd October 2017 were approved and signed.

5. Matters arising:

The working party considering a bulge class is still reviewing the issue.

6. 2018/19 Admissions Policy Consultation.

The consultation ended on Friday and the final policy has to be on JFS website by 28.2.18. Any changes need to be ratified by FGB but this can be done via email. There were two main changes under consultation.

i) The Lower/Upper sibling policy.

This has been pended as the drafting has proved too complex to write to avoid a number of loopholes.

ii) Priority for children of staff members.

There have been 3 areas of concern raised in the consultation. One parent was concerned about the legality of the change suggesting it may be discriminatory and in breach of Human Rights legislation. Stone King has reviewed their concerns and do not concur.

There have also been concerns that it may impact on the Jewish character of the school.

Michael Rollin, Admissions and School Organisation Manager at Brent Council raised an objection on the basis of requiring children of staff to produce a Certificate of Religious Practice (CRP) in order to gain priority. He said Brent are not opposed to children of staff gaining priority as a recruitment and retention tool but that this should be open to staff of all or no religion equally. He said that Para 1.39 of the Schools' Admission Code says that further criteria can be set in only two circumstances (namely that the teacher has been employed for 2 or more years and/or recruited to post where there is a demonstrable skills shortage) and there is no mention of adding a further faith requirement.

The committee considered the advice from Stone King who said point 1.36 of the Code ('Schools designated by the Secretary of State as having a religious character (commonly known as faith schools) may use faith-based oversubscription criteria and allocate places by reference to faith where the school is oversubscribed') is an overriding principle therefore para 1.39 does not apply.

There was a discussion about how significant this option would be in recruiting and retaining teachers and the implications of jeopardising the school's good relationship with Brent Council if the school implemented the policy. The committee decided to discuss the Stone King legal advice with Brent Council before making any decision.

Action agreed:

1. MH to email Michael Rollin, Brent Council to discuss the legal advice from Stone King with regards to the interpretation of 1.36 of the Admissions Code and whether this overrides 1.39 of the Code or not.
2. MH to feedback outcome to the Committee and further discussion can be via conference call.

7. Review of Admissions policy

It was raised that the Admissions policy would benefit from a review to streamline it.

Action agreed: Christopher Ray to be asked to review the policy next year alongside other policy reviews.

8. 11+ Offers and statistics for Sept 2018 – MR

There have been 775 applications this year and 116 applications with no valid CRP. So only 659 to be considered. This compares to 643 applications with valid CRPs in 2017, 687 in 2016.

In March the school will offer 330 places made up of;

- 192 sibling places,
- 10 distance places,
- 2 EHCP (Educational Health Care Plan) places,
- 125 randomly allocated places.

Action agreed: MR to send out statistic on distance places – actual distances – won't know until other groups excluded.

Questions:

Q –What is the drop out rate of the Preference 1 group?

A – From 5-year trends the number of acceptances from the Preference 1 group have dropped marginally but data on this year will not be available until September.

Q – Will JFS have to open a bulge class 2019?

A – The statistics provided to the community have not been borne out currently so it's difficult to predict. A bulge class may put off prospective parents with year group of 330.

Q – Is it still the case that there a communal agreement that any Jewish child who wants a place in a Jewish school will get one?

A – JFS is still committed to the agreement, but this means a place in any Jewish school, not necessarily at JFS.

Q- Can you completely rule out the possibility of an intake of 330 as offering 330 places?

A – No but it looks unlikely based on the current figures for this year and what happened last year. The school is expecting approximately 275 acceptances out of the 330 offers and it usually takes up until the end of August and the final tranche of offers to gain the last 25 acceptances due to so much movement on secondary school waiting lists.

Q – Does the council allocations (tranche 1) ignore preferences?

A – No as the first round is the only one actually co-ordinated with other schools so does take into account preferences.

Q – Do any families send to non-Jewish schools if they don't get their first choice?

A – Some do.

Q- Have there been applications from Etz Chaim and Rimon Primary schools?

A – Yes from Etz Chaim. It is more local than Rimon and has a similar ethos to JFS.

9. Current Appeals statement discussion.

MR raised the issue that admission appeals can no longer be refused on the basis that more than 300 children/ year would have a negative impact on other students. This is because JFS now have a policy of using the Published Admission Number (PAN) flexibly. It was suggested that a figure of 310/ year group would be the threshold (i.e. 1 additional child / class). It was noted that there were no appeals last year because there was no waiting list.

Action agreed: MR to share the appeals statement with SA once the first round of offers has been completed.

10. Mid-term applications – MR

There have been 4 applications and one student started in year 7 today, 2 students are starting in February (one in year 8 and one year 9) and one student who is relocating from Israel in mid-March. is due to start in year 10. These were agreed by the committee and signed off by MH and MG.

There was a discussion about whether the committee needs to be notified of all mid-term applications. It was agreed that as it is a requirement of the policy this would continue.

11. Training

Governors would like training on Admissions processes. Stone King can provide a 2-hr training session to go through the Admissions Code and appeals if required. It was suggested that the committee should see what Brent Council can provide in terms of training to compare. It may be though that JFS requires bespoke training to address some of the unique features in its Admissions Policy. This training could take place in the summer term.

Action agreed: MR to find out what training Brent can provide and identify who can sign off governors' training.

12. A.O.B

12.1 The committee expressed its condolences to MR on her recent bereavement. MR thanked the committee for its support over the last few weeks.

12.2 There have been 65 external applications for 6th Form and there is one more week to apply.

Date of Next Meeting: Autumn Term 2018 tbc.

Signed: _____

Date: _____



JFS SCHOOL

MINUTES OF FINANCE & PREMISES COMMITTEE MEETING HELD ON MONDAY, 19TH FEBRUARY 2018

Present:

Chairman: Mr John Cooper

Governors: Mr Mark Hurst Mr Richard Martyn
Mr Paul Millett Mr Simon Appleman

In Attendance:

Ms Geraldine Fainer (Chairman of Governors)
Mr Greg Foley
Mr Jamie Peston (Director of Operations)
Mrs Mary Nithiy (Financial Controller)

Clerk:

Dr Alan Fox

1. APOLOGIES

Apologies for absence were received from Mr Andrew Moss and Mr Graeme Pocock (Estates Manager).

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 27th November 2017

4. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

4.1 Item 4.3 - Gift Aid - the Operations Director reported that, as a result of the campaign to sign up more parents for Gift Aid, it had so far been possible to claim backdated refunds. It was planned to have a telephone day shortly when as many parents as possible would be requested to give oral permission for their contributions to be added to the list.

4.2 Item 5b – 2017 Accounts Audit Letter - the Chairman was authorised to sign the letter following scrutiny.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

5. MANAGEMENT ACCOUNTS

The Committee considered the end December Management Accounts and re-forecast to the end of the financial year prepared by the Financial Controller in an updated version circulated at the meeting. In discussion the following points were made:

- Because of expenditure remaining to be booked and because income in March was less than in earlier months the apparent surplus would disappear by the end of the financial year.
- Nearly all budgetary items were proving close to budget except for SEN had lower than predicted income and higher expenditure.
- There were currently some unfilled staff vacancies that would lead to lower staff expenditure over the year.
- Indirect employee expenses, which were over budget, mainly represented recruitment cost.
- At £1.9 million, the bulk of donations were grants from the charitable trust deriving from voluntary contributions and gift aid thereon.
- The policy stood that no capital would normally be requested from the trusts for running costs and the School would request sums no greater than the income generated by the investment portfolio. The one-off exceptions this year were the cost of headteacher recruitment and the shortfall in the CST grant but this still allowed the trusts' capital to grow by reason of the receipt of backdated gift aid.
- Parental voluntary contributions were below budget this year but it was expected that the collection initiatives would improve the situation from next year onwards.
- There was always some uncertainty about staff costs; one of the unpredictable factors was long-term sick leave payments that depended on the length of previous full-time service.

6. JFS BUDGET 2018/19

The Director of Operations gave the Committee a PowerPoint presentation of the draft budget prepared by the School, drawing out the main features and in particular

the inevitable uncertainties in many of the individual elements. In discussion the following points were made:

- It was fairly certain that the grants for Years 7-11 would increase by 2%. The indicative forecasts for the Year' 8 and 9 were based on projections of 10 more pupils.
- However, Sixth Form income would reduce by 4% due to the lower numbers in the previous year at the census point but the numbers of students were projected to increase significantly leaving a budgetary gap that would not be filled until the following year.
- Based on a prediction of the February 2018 RPI, the unitary charge, the grant for PFI charges would increase by 3.5%, but the increase in expenditure would be higher.
- SEN income would probably increase by 2% but with the growing demands this would leave the School more in deficit on this count.
- It was anticipated that the security grant from the CST would be lower.
- The budget would be significantly affected adversely unless the predicted increase in voluntary contributions was achieved.
- The Committee recognised that at this stage in the process there were a number of material risks. These included:
- It was difficult to quantify the impact of costs and income that would result from the buyout of Security and TPI.
- There was a similar uncertainty about the outcome of benchmarking. The 1440 figures indicated a 5% per annum increase in the unitary charge but going to market testing might decrease or increase this figure
- There was little on which to base the outcome of the introduction of performance related pay for non-teaching staff later in the year and the Director of Operations was requested to make a presentation on this element to the Pay & Personnel Committee.

ACTION DIRECTOR OF OPERATIONS

- Charitable donations other than from the Trusts were inherently uncertain but the budget currently included [REDACTED] based on current knowledge. In addition, efforts were being made to recruit a rabbinical couple to work exclusively with the Sixth Form and, if successful, would be funded by Tribe.
- There was significant potential for increasing voluntary contributions.

The Committee also considered options for changes that required further study, including the gradual reduction of Recruitment and Retention Allowances and of the volume of Teaching & Learning Responsibility Payments. Increasing the number of TLRs for Acting Heads of Year in Years 8 to 10 was still under consideration but the Committee believed that bringing forward non-teaching staff progression to April

2018 should be avoided. Finally, it was felt that there was reasonable prospect of producing savings by re-tendering all insurances and leased items.

The Committee agreed to consider a final draft of the Budget, updated to reflect the discussion and intervening events at its March meeting, prior to submission to the Governing Body for approval.

7. THIRD-PARTY INCOME AND SECURITY BUYOUT

Mr Davis reported that, as agreed at the recent GB meeting, together with the Director of Operations, he had been examining the viability of buying out third-party lettings and the provision of on-site security from the PFI contractor.

[REDACTED]

The view of the 1440 lettings manager was that the sports facilities were used as much as they can be, given their state of maintenance. The sports halls were in a really poor condition as were the Astroturf pitches, scheduled to be replaced shortly. The cricket pitch was now unusable.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

The potential for increasing non-sports related facilities was however considerable. At the moment they had virtually no publicity and were therefore not much used. It was regarded as very feasible to increase gross income substantially and provided that it took over responsibility from 1440 (together with the member of staff they currently employed for the task) JFS could keep the entire profit. There was clearly much potential for use for social functions in the Jewish Community and exploratory meetings had already been held with the Kashrus Commission and with kosher caterers about a possible agreement to provide facilities for private kosher functions.

In discussion, the following points were made:

- Some senior line management involvement would be necessary in a supervisory capacity.
- There would be some limited upfront legal costs, but there was confidence that the Trust would meet a request to fund what should turn out to be a lucrative investment.
- Full responsibility for TPI would devolve to JFS in 10 years time when the PFI agreement came to an end, but provided that satisfactory arrangements could be made, it would be advantageous to take it over straightaway.
- There was a limited ability to produce a fully costed business plan for a TPI takeover because the data was not complete and with no current marketing it was difficult to assess the potential revenue.
- However, If TPI were taken over, the worst case scenario was simply that JFS would be no better off than now; thus there was no downside.

Tactically, it was felt that it would be preferable to tell 1440 that the GB wished to

proceed as quickly as possible so that negotiations were not caught up as a relatively minor item in the much wider PFI contractual discussions due to start shortly. The Committee noted that, at the recent GB meeting, governor opinion was in favour of progressing the matter and agreed that an ex-Committee approach should be made quickly for confirmation that negotiations could be started.

ACTION CHAIRMAN

8. PFI CONTRACT

Mr Millet reported that performance was improving with the appointment of new KSSL staff to manage the contract. However, there remained a number of significant problems.

First, the PFI contract required the provision of a Help Desk through which all contacts were processed but this had not functioned properly for at least the last two years. The contractor was required to report monthly what had been done and to reimburse JFS for obligations not carried out. These reports had been restored recently but no reports had been provided for the two years to end 2017 and so no reimbursement had been made.

[REDACTED]

[REDACTED]

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

The Committee agreed that the priority was therefore to get the contract operating properly and all of the School's issues would be aired at the forthcoming Projects Board meeting on 5th March. It noted that the GB had delegated negotiation powers to Mr Millett and requested a further report in due course.

ACTION MR MILLETT

9. SFVS (SCHOOLS FINANCIAL VALUE STANDARD)

The Committee approved the draft response to the 2017 SFVS questionnaire for confirmation by the Governing Body.

10. PREMISES UPDATE

In the absence of the Estates Manager, the Committee noted his written report, and in particular:

- No real progress had been made with the land issues. This was not urgent but resolution would be required if it were decided to move to Academy status.

- A list of projects had been drawn up for inclusion in the next LCVAP application and would be discussed at the next meeting
- A response, now more than two months overdue. was still awaited from the Local Authority to the planning Pre-Application submission for the new Technology Block.
- A Fire Risk Assessment had recently been completed with a satisfactory outcome. Areas recommended for improvements were in discussion with KSSL.

11. RISK REGISTER

The Committee held a preliminary discussion of the draft Register that had been in preparation for some time and requested that it should be re-circulated for further discussion at its next meeting.

12. ANY OTHER URGENT BUSINESS

There was none

Signed: _____

Date: _____

(Chairman)



MINUTES OF THE PART II MEETING OF THE GOVERNING BODY (GB) HELD ON MONDAY 26TH MARCH 2018

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Mr Simon Appleman	Dr Charlotte Benjamin
Mr John Cooper	Mr David Davis	Rabbi Daniel Epstein
Mr Michael Goldmeier	Mr Mark Hurst	Mr James Lake
Mr Richard Martyn	Mr Andrew Moss	Mr Paul Millett
Mrs Naomi Newman	Mrs Anne Shisler	

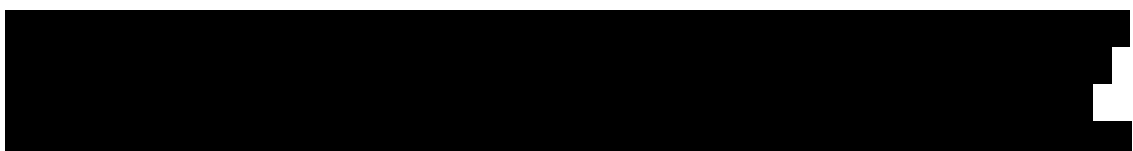
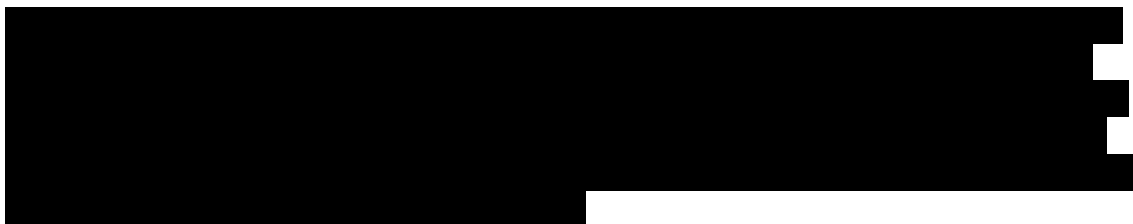
Associate Member: Rabbi Dr Raphael Zarum

Observer: Mrs Rachel Fink (Headteacher Designate)

Clerk: Dr Alan Fox

1. REPORT ON LEADERSHIP AND MANAGEMENT OF THE SCHOOL

The Chairman explained that the Part II meeting had been called to discuss in private the report produced by Dr Chris Ray at the request of the GB. Its purpose was to assist Mrs Fink in her consideration of the management level of JFS and any changes she might wish to introduce. In formulating his report, Dr Ray had made two two-day visits to JFS, during which he met all but one of the members of the extended SLT, two groups of middle management staff and a group each of teaching and non-teaching staff.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section 36 – information which, in the opinion of the chair of governors of the School, would prejudice the effective conduct of the School.

18. ANY OTHER URGENT BUSINESS

There was none.

Signed (Chairman) (Date)



MINUTES OF THE MEETING OF THE GOVERNING BODY (GB) HELD AT 6.00 p.m. ON MONDAY 26TH MARCH 2018

Present:

Chairman: Ms Geraldine Fainer

Governors:

Mrs Julia Alberga	Mr Simon Appleman	Dr Charlotte Benjamin
Mr John Cooper	Mr David Davis	Rabbi Daniel Epstein
Mr Michael Goldmeier	Mr Mark Hurst	Mr James Lake
Mr Richard Martyn	Mr Andrew Moss	Mr Paul Millett
Mrs Naomi Newman	Mrs Anne Shisler	

Associate Member: Rabbi Dr Raphael Zarum

SLT Mr Daniel Marcus Mr Jamie Peston Mr David Wragg

Observer: Mrs Rachel Fine (Headteacher Designate)

Clerk: Dr Alan Fox

1. APOLOGIES

There were no apologies for absence.

2. DECLARATION OF INTERESTS

There were none.

3. MINUTES OF PREVIOUS MEETING

The GB confirmed the draft minutes of both parts of the meeting held on 11th December 2017.

4. MATTERS ARISING NOT COVERED BY SUBSTANTIVE AGENDA ITEMS

4.1 Item 5.2 - Governor Website – Mr Wragg explained briefly that arrangements had now been made to give governors access to their own

secure compartment in Office 365. Governors were each provided with a detailed letter of instruction and invited to try the facility and raise any questions they might have. Mr Wragg said that if there was sufficient demand, it should be possible to arrange a short training meeting in the near future.

4.2 Item 6 - Welcome Back Event for Staff - Mrs Alberga said that she and Mrs Shisler were recommending an informal breakfast meeting for governors either before or after the Shavuot holiday with the SLT. The precise date would be notified later.

Mr Martyn said that, while he welcomed this proposal, it was just as important to do something to make all members of staff feel welcome and appreciated by the GB. Mrs Fink said that Hasmonian and many other schools organised a number of social occasions for governors to mix with staff and the PTA organised functions for parents and staff.

4.3 Item 8 - PFI Third Party Income & Security Buyouts - Mr Davis said that he was producing a note of a recent meeting with the PFI contractor at which it had been confirmed that the GB wished to take these two elements out of the contract. There had been subsequent discussions on a financial settlement and 1440's agreement written confirmation to the terms was awaited.

5. CHAIRMAN'S REPORT

The Chairman explained that there had been some confusion about the appropriate content of her report. She was obliged to let governors know of any action she had taken since the last meeting making use of our emergency powers. There had been none but she wished to draw to the GB's attention the very pleasing letter she had received from Lord Levy.

Mr Moss also reported that, in his capacity as Vice-Chairman, he had very recently attended a Brent meeting with a particular focus on safeguarding, the particular responsibility of governors and the need to evidence continuing vigilance. He undertook to circulate a note.

ACTION MR MOSS

6. ETHOS

Mrs Rachel Fink, Headteacher Designate, gave a brief presentation on her the way her thoughts were developing on what the School was for following her attendance at the meeting in January and following conversations with the Chief Rabbi and the SLT.

It was clear that there were differing opinions about the principal purposes of the School and even knowledge of its Ethos and motto. It was evident that if there were no clarity here, the ethos statement and the school motto, were not of assistance in charting the School's future and deciding what it was educating pupils towards.

Mrs Fink was not contemplating a change in the motto of Orah Viykar, which was as old as the School itself. However, it had recently been translated at JFS as "to be enlightened and valued", which she believed placed too much

emphasis on what students could expect to be done for them. Reverting to “Light and Honour” would place more stress on what students could do to earn honour by bringing light to themselves, their families, their school, their community, their society and to mankind generally.

Mrs Fink hoped to be able to work towards bringing the concept into the forefront of thinking of all members of the school community. She would start by displaying the motto everywhere in appropriate formats, in all written material and by constant spoken reference both inside and outside the school. Pupils needed to be educated to feel that the more they gave to other people, the more they would receive and to ask not what the School could do for them but what they could do for the School and the outside world.

In response to questions Mrs Fink said that for it to succeed governors and staff needed to buy wholeheartedly into the concept. With governors’ support she hoped to launch her ideas as soon as she arrived, with her opening meetings with staff in June and with individual year group assemblies. She hoped that by September it would be possible to start the process of ensuring that the ethos and the underlying philosophy would be built into every relevant school policy.

7. HEADTEACHER REPORT TO GOVERNORS

The Headteacher introduced his report for the Spring Term. Governors having confirmed that it had been read in advance, he summarised the headline items as follows:

- Whilst inevitably the school had had its problems, these should not be allowed to detract from a large number of highlights and educational achievements on a week by week basis. As well as those listed in his written report, he had just learned of a Young Enterprise success in the sixth form.
- He was grateful to the governors who were devoting much time and effort to the problems identified in reports on with emotional health and well-being. In the areas of Safeguarding Mental Health Provision and the Adequacy of Human Resources. There were well defined comprehensive action plans and rapid progress was being made.
- Substantial effort had been made to ensure that School was well placed to meet the new GDPR regulations, led internally by Dharmesh Chauhan and supported externally by the Brent Schools Partnership.
- The security of the Schools IT systems was the responsibility of 1440, but GDPR was acting as a spur to carry out all the necessary work. The supervising Imagile director had ensured that there was an improvement in the expertise and knowledge being applied. Office 365, which was inherently more secure, was being introduced.

- Freedom of Information requests were continuing to be received regularly. In most cases advice on the responses was obtained from Stone King and none had so far been challenged.
- Analysis of the Staff, Parents and Student surveys would not be completed until the end of April.

The GB examined the various reasons given for pupils leaving the school. It noted that although a parent suggested that a Year 10 leaver had been very badly bullied, the School took a different view.

In discussion about staffing, the following points were made:

- The situation in the English Department remained challenging with agency teachers not committing to the school and leaving with minimal notice. However, recruitment was going well and Mr Appleman was confident that the situation would have stabilised by the start of the September Term.
- As was common throughout the country there remained problems in the mathematics department. So far it had proved possible to recruit one new mathematics teacher for September 2018. The School might well have to resort to the expensive route of using Agencies to recruit to fill remaining vacancies.
- There were no resignations of permanent teaching staff at the end of the current year other than two retirements and he was only aware of a small number of staff intending to leave at the end of the Summer Term. While staff had until the end of May to notify resignations, there were currently fewer requests for references than at the same time last year. Morale was undoubtedly improving although, very much in common with the national position, there remained a number of concerns about workload, parental behaviour and legacy issues relating to the restructuring.

In response to further questions by Governors, the following points were made:

- There were inevitably a number of parents who were unhappy with decisions not to allow their children to take part in the Taste of Israel programme. It was noted that, as with all external activities, participation was not available as of right but at the School's discretion. One of the important criteria applied was behaviour and the ease or difficulty of making reasonable adjustments for disruptive students.
- Purim in the snow had been a great experience.
- The change of policy introduced by the Executive Headteacher to allow students to use mobile telephones in certain circumstances for educational purposes was causing disruption in some places and was giving rise to a number of parental complaints. The policy would have to

be kept under review to determine whether it should be rescinded or modified.

8. KEY IMPROVEMENT PLAN 2017/18

The Headteacher introduced the updated version of the 2000 17/18 KIP, which was noted by the GB.

9. JEWISH LIFE & LEARNING

The Deputy Headteacher, Jewish Life & Learning, gave a much appreciated brief summary of developments since the last regular GB meeting, as follows,

- UJIA had been sufficiently impressed by its contacts with JS staff that it was now considering increasing its bursary funding.
- Planning for activities directed to the “Yom” days was taking place.
- The number of images of Israel around the School were being increased
- The new Year 7 curriculum had been introduced last September and modifications were now under consideration based on the initial experience gained.
- The new Year 8 curriculum would come on stream in September.
- A sixth form JS educator was being sought to extend Jewish learning beyond the lower school and better to equip students for the outside world, to maintain alumni contact and to support them in their continuing learning.
- 40 pupils had returned from LAVI and 210 would take part in the ATOI programme.
- Some JFS staff were visiting JCROSS and Hasmonean in preparation for Pikuach and for wider enhancement.

10. BUDGET 2018/19

The Director of Operations made a PowerPoint presentation summarising the principal features of the draft Budget for 2018/19 as recommended by the Finance & Premises Committee. In the course of his introduction and in response to questions from governors, the following points were made:

- Income received via the Local Authority for Years 7-11 was 0.5% higher than previously forecast, but this was partly offset by slightly lower funding for the Sixth Form.

- Expenditure on staff costs in 2017/18 was likely to finish up significantly lower than the budget due to the vacancies carried for various periods. The higher provision in 2018/19 reflected very positive recruitment assumptions.
- Contrary to normal business practice, the budget did not specifically provide a contingency fund. This was because there was a requirement that the budget must be presented on a balanced basis. However, the fact that there were major forecasting uncertainties in several areas provided an inbuilt contingency.
- Parental voluntary contributions were forecast to rise [REDACTED] in two years time. This apparent major jump was to some extent artificial because this year's figure did not take account of any surplus retained by the Trust.

Section 43 – information that would prejudice the commercial interests of the School and/or a third party;

- The higher contribution forecast was based on assumptions of the effectiveness of the changes being introduced in the contribution collection mechanism and the preparations made for early approaches to the parents of the forthcoming Year 7 intake. Gift Aid was being also approached more systematically.
- An over-optimistic contribution assumption could lead to a major deficit. However, the forecast for other donations had been drawn up on a very conservative basis, and reflected only pledges already made. This pessimistic assumption should balance out over-optimism elsewhere.
- As well as the factors listed in the PowerPoint presentation, like everything else the Budget was also sensitive to the changes in the overall economic position. Whilst, it was unlikely that most 2018/19 figures would be affected developments in the UK would have to be watched carefully for future years.
- Arrangements were being considered to encourage Will bequests to help in future years.

The GB approved the draft 2017/18 Budget as recommended by the Finance & Premises Committee and the Chairman offered the GB's thanks to all those responsible for the work leading to this successful conclusion.

11. CRITICAL INCIDENT POLICY

The GB approved the draft policy that had been presented to it. However, Governors were invited to advise the Headteacher, within the following 24-hour, of any final amendments they recommended. The Headteacher was requested to provide an updated text for consideration by the April meeting.

ACTION GOVERNORS AND HEADTEACHER

12. ADMISSIONS COMMITTEE

12.1 Mr Hurst reported that for the September 2018 Year 7 intake 330 offers had been made in Round 1 and the School had so far received 277 acceptances. The Round 2 offers will be made at the end of March to take the theoretical intake back up to 330. If necessary, a final round of offers would be made at the end of May to bring the intake number to 300.

12.2 the GB approved the removal of the word "Executive" in the paragraph of the Committee's Terms of Reference listing membership. It also authorised the removal of this word where it appeared in the Terms of Reference of other Committees.

12.3 the GB approved the appointment of Mr David Davis as a member.

13. CSWAB COMMITTEE

The GB noted that the Committee did not recommend any changes to its Terms of Reference.

14. SFVS QUESTIONNAIRE

The GB approved the proposed responses to the 2017 Questionnaire.

15. LINK GOVERNORS

The GB approved the appointment of Mrs Naomi Newman in place of Ms Geraldine Fainer as Link Governor for Attendance & Behaviour

16. ANY OTHER URGENT BUSINESS

Dr Benjamin sought assurance on progress with the timetable for the next academic year. She hoped that the problems for 2017/18 where the timetable had not been formalised by the end of the preceding summer term for SEN department and for Jewish Studies timetable would not be repeated.

Mr Wragg responded that some things would be improved but he believed that some challenges would remain.

Signed (Chairman)
(Date)