

**MINUTES OF MEETING OF GOVERNING BODY  
HELD ON THURSDAY 23<sup>RD</sup> OCTOBER 2008  
IN THE BOARDROOM, COMMENCING AT 5:00PM**

Those present: Mr Keith Morley – Chairman  
Mr Phillip Azevedo  
Mr Tony Bayon  
Miss Joyce Connell  
Ms Alison Fincken  
Mr Peter Harris  
Mr Steve Kenning (Principal)  
Mr Alan Marchant  
Ms Vivienne Smith

In attendance: Mr James Howarth (Vice Principal)  
Mr Andrew Barr (Vice Principal)  
Ms Debbie Francis (Clerk to the Governors)  
Miss Lauren Eldon (Head Girl)

**1 Apologies for Absence**

Apologies for absence had been received from Mr Andrew Brenson, Mr David Lewis and Dr Dan Moynihan.

**2 Chairman's Opening Remarks**

Mr Morley welcomed everyone and explained the reason for the additional Governors Meeting. Mr Morley explained that it served the purpose in getting to know everyone and meeting the new Principal as well as laying out the Governing Body schedule and plans for the year.

Mr Morley noted that although he had been a Governor for many years at Harris he was new in his role as Chairman. He requested that in order for the meetings to run smoothly and effectively, a few rules should be observed by the members of the Board. Firstly he requested that all individuals please speak up so they can easily be heard by everyone including the Chairman. He asked that meetings were run effectively and not last into the night. He also said that he would endeavour for all paperwork to be sent out to members in good time for review prior to the meetings; and in doing that it would be assumed that items for review would have been read prior to meetings. If members would like any items added to the Agenda for discussion please feel free to do so. It was also agreed that papers would be sent to members a minimum of 7 days prior to the meetings in paper format.

**3 Introductions**

All members in attendance around the table introduced themselves briefly.

Mr Keith Morley is now Chairman to the Governing Body and has been a Governor for 4 years. He has a background in HR, Finance and Charity work.

Ms Debbie Francis is now Clerk to the Governors and has a background in Post 16 Management, PA and Business Administration/IT Training.

Ms Alison Fincken is currently a member of the teaching staff at Harris City Academy Crystal Palace and has been a Governor for 2 years.

Mr Tony Bayon is also a Governor at Merton Academy. His background is in banking and finance; more commercial and corporate roles. He was a Governor at Selhurst Boys School until it closed. (He has an interest in being on the Finance Committee)

Miss Joyce Connell is a Community Governor and found out about becoming a Governor at Harris City Academy Crystal Palace through the One Stop Shop. Her background is in working for the Ministry of Justice and Public Legal Services.

Mr Phillip Azevedo has been a Governor for some time and has an interest in the school. His background is in banking. He undertakes voluntary work and enjoys work within his local community. (He has an interest in being on the Curriculum Committee)

Mr Alan Marchant is a Parent Governor. He has been elected for 15 months. His background is in IT and currently works from home.

Mr Steve Kenning is the Principal at Harris City Academy Crystal Palace. His background has been in education from teaching to being a Headteacher. His previous role was as a Headteacher in a Leading Edge school. He sought a new challenge in maintaining an already high performing school. Mr Kenning commented that this school has an excellent team to work with to enable him to achieve that goal.

Miss Lauren Eldon has been a student at Harris City Academy Crystal Palace for 6 years and is currently Head Girl. She is in Year 13 and enjoying life at Harris City Academy Crystal Palace.

Mr Andrew Barr is a long standing member of staff at Harris City Academy Crystal Palace who has worked here for 15 years. He has recently been appointed the post of Vice Principal. His background is in Engineering and Design & Technology. As part of his role he coordinates with Heads of Faculties and deals with various management data.

Miss Vivienne Smith works for Lord Harris and she is a Sponsor Governor. Her background is in Catering and Hospitality.

Mr James Howarth is a Vice Principal at Harris City Academy Crystal Palace and has enjoyed the past year in this role. His background has been in totally different types of schooling environments both in a Pupil Referral Unit and failing school in which he has been part of the team bringing about the major changes in results; from completely failing to meeting and exceeding national averages. His role here currently involves Curriculum Development, Academy Statistics and Timetabling (which he thoroughly enjoys).

Mr Peter Harris has been serving as a Governor for approximately 10-12 years. He is the son of Lord Harris and his background is in Child Protection. (He has an interest in being on the Finance Committee)

Mr Morley informed the Board that Mr David Lewis is intending to resign, however he will need to clarify Mr Lewis' specific intentions and will notify the Board as soon as he knows. The Board will then have two positions available; however the Chairman is only seeking to fill one of the positions immediately. Should any member of the Board know anyone who is suitably interested in being a Governor please could they pass the details to Mr Morley?

#### **4 Meeting Dates for the Year**

The meeting dates for the year were passed out and agreed. Mr Morley noted the change of date for the Curriculum Committee Meeting in March from Thursday 12<sup>th</sup> March 2009 to Tuesday 10<sup>th</sup> March 2009.

#### **5 Exam Results**

Mr Kenning passed out the Harris City Academy Crystal Palace Examinations Results 2007/08 document and went through the results with the Board. Mr Kenning noted that these were the best ever results, achieving a total of 80.36% (5 A\*-C including Maths and English) against the national average of 47.2%. All areas were performing well including Key Stage 3.

Mr Kenning reported on the Post 16 Federation Sixth Form's first year of results. Very good results were achieved. Mr Kenning commented that the way forward for improvement, was to raise grades up a level to A\*s and from Cs to grades A / B. Current Year 8 students were achieving amazing figures in tests. Year 11 targets were not as high as for previous year groups and did not match last year's figures at this time; however the Academy staff were currently working on various strategies to getting the best out of this year group.

Mr Kenning reported on the recent Ofsted Inspection for Merton. The Post 16 was inspected as a result of it being under the one Centre number and he was pleased to report that an 'Outstanding' result was achieved.

Mr Morley informed the Board that Harris Academy Sixth Form was the only Academy in the whole country under one Centre number.

In response to a query as to why it was under one Centre number and not 3 separate numbers, Mr Kenning commented that it gave students a wider choice of subjects. There had been in the past some criticism as to not having enough vocational choices but under the one Centre and with the 3 sites Harris has been able to offer a wide range of subject choices which gives an option for every student to stay on. The retention rate has also improved dramatically as a result.

Mr Kenning confirmed to Board that the government had stopped that national SAT's testing with immediate effect. Up until now the government have used it as a measure but the students gain no qualifications for this examination. Teachers tend to work towards GCSEs and A' Levels. In the past the SAT's have taking up quite a bit of the curriculum in terms of preparation. Mr Kenning reported to the Board that Harris City Academy Crystal Palace will continue to do it's own testing internally to identify student needs and progress. He felt it was a positive way forward as it means that the curriculum can be individualised and the staff can re-work how targets are set.

Mr Kenning summed up that the SAT's nationally have stopped with immediate effect. Harris City Academy Crystal Palace will continue to implement teacher assessments.

#### **6 Vision and the Challenges Facing Us – Presentation by Mr Steve Kenning**

Mr Kenning presented his vision for the Academy in Raising Aspirations. The presentation showed that skills of the future will be creative & people skills and that will be the driving force behind the 21<sup>st</sup> century skills that students will need to be equipped with. He looked at developing those skills, the digital age, inventive thinking, high productivity and effective communication.

Harris City Academy Crystal Palace would have to think clearly about how we implement and impart this to the students and how we as educators should be e.g. have high expectations, always improve standards, be positive and have high aspirations. We should think about strategies to get people to be winners and never accept low standards, profiling students so we can teach them better.

Mr Kenning informed the Board that he has invited Russell Quaglia from the Quaglia Institute on Monday 3<sup>rd</sup> November 2008 at 3.30pm to present Raising Aspirations to all the staff. Mr Kenning extended his invitation to all the Governors if they wish to attend.

The outcome of the event and questionnaires should enable the Academy to have an understanding of individuals and thereby personalising the curriculum to meet their needs.

All agreed Governors that it sounded good.

## **7 Structure of Academy Management**

Mr Kenning briefly went through the Academy leadership structure:

Senior Leadership Team consists of:

Principal	- Mr Steve Kenning
Vice Principal	- Mr James Howarth
Vice Principal	- Mr Andrew Barr
Director of Post 16	- Sandra Miles
Assistant Principal/Head of Faculty: Arts	- Ms Anne Gouldthorpe
Assistant Principal/Head of Faculty: Comms	- Mrs Andria Singlehurst
Assistant Principal/Head of Faculty: S&M	- Mrs Era Mourey
Acting Assistant Principal/Head of Faculty: Tech	- Mr Will Keown
Assistant Principal/Head of Post 16	- Mr David Astin

Mr Kenning went on to say that thereafter you have the Coordinators and Heads of Subjects. He agreed that he would draft a chart of the Leadership Structure which would be given to the Board.

## **8 Feedback 10 Targets on Development**

The Academy Development Plan 2008/09 had been distributed. Mr Howarth went through this document which details the Harris City Academy Crystal Palace planning strategy. Mr Howarth explained that the document had been put together based on various factors; the targets received from the Ofsted Inspection 2007 were brought forward into the document as well as implementing a feedback procedure from bottom up i.e. staff feedback in INSET implemented into the targets.

Mr Howarth went on to say that the target headings are the same in the subject targets so that the same format is filtered throughout and the targets are being met more effectively. This way the targets can be driven through from the bottom up and vice versa.

There will continue to be student testing regardless of the removal of SAT's to enable us to meet our targets.

The Harris Federation Post 16 is growing and Crystal Palace is the hub. Other Post 16 areas are aspiring to do more and there are more development strategies detailed in the plan.

Grades have continued to rise and we are recruiting staff with good ideas.

Our Leading Edge status enables us to deliver and improve areas such as Gifted & Talented, BT, Enterprise etc. We can also use the expertise to disseminate across the Academy.

We can move towards successfully embedding new KS in Year 7 and make it more engaging, from theory to practice. There is INSET training for new Managers and new schemes of work have been written. This will set a stronger foundation.

Other things include embedding programmes like Student Voice, Year 12's applying for jobs, Student Council, ensuring student views are heard and improving provision of IT across the Academy.

Mr Kenning informed the Board that £250,000 would be spent on the IT provision in order to have more IT equipment in rooms. This will make a big difference in planning IT development across the curriculum and will significantly resolve current problems.

Mr Howarth continued to say that this would support the Plan and improve the provision for the Gifted & Talented with a view to getting students from A to A\* grades.

Part of the plan was to embed Enterprise across the Curriculum. There are a large number of stand alone enterprise sessions however with the new KS3 and schemes of work it was planned to make it more Academy wide.

It was planned to improve the quality and consistency of marking and feedback to students. There is a lot of work being done in this area and is making an impact and a difference. We now need to make it quantifiable and accountable. Every member of staff is aware of this goal and Subject Heads have the opportunity to add their own targets.

Mr Morley thanked Mr Howarth for a very clear summary of the Development Plan and requested that the Board review the document in their own time. Mr Morley agreed that measurable and attainable targets would be a great improvement and we will see the results of the accountability next year.

## **9 Principal's Monthly Update to Governors**

Mr Kenning informed the Board that as they met only once a term he hoped to put out a Principal's update, approximately every month to eight weeks, to keep Governors up to date. This update would be set against the Development Plan Targets. It will detail issues that arise and how the Academy is dealing with it. It is in the format of a newsheet and the next update should be issued by the end of November 2008. The first copy was distributed to all in attendance.

Mr Morley requested that should anyone have any feedback on the Principal Update or if there was any matter they would like to comment on please could they send these directly to Mr Kenning, Ms Francis or himself (Mr Morley).

## 10 Responsibilities and Membership of Committees

Mr Morley went through the various Governing Body roles:

### The Officer responsible for Finance

Mr Peter Harris was nominated, he was happy to continue in this role. His appointment was seconded by Mr Tony Bayon.

### Child Protection Officer

This role involved undertaking training and a test. Mr Peter Harris was nominated and agreed that he was happy to continue in this role. His appointment was seconded by Mr Tony Bayon.

Mr Peter Harris commented that the Child Protection test was an easy online test. If anyone interested in doing the test they should speak to Mr Morley.

### Governors Visit to Harris City Academy Crystal Palace

All the Governors were encouraged to visit the Academy during the course of the year. Previously Governors had been attached to subjects but this year it was thought it would be easier to attach Governors to Faculties. That way the Governors could then meet and liaise with the Heads of Faculty to decide how best the Governors could support them. There would also be a Governor for SEN and Post 16.

The following appointments were made and agreed by all members of the Board.

Governor to Post 16	- Ms Vivienne Smith
Governor to SEN	- Mr Phillip Azevedo
Governor to Arts Faculty	- Mr Peter Harris
Governor to Science & Maths	- Mr Alan Marchant
Governor to Communications	- Miss Joyce Connell
Governor to Technology	- Mr Tony Bayon

Mr Morley noted that he would like to get involved in the Student Voice programme.

### Dress Code for Governors

It was agreed that all Governors would comply with the teacher's dress code which is business wear.

The following committee members were appointed and there were no objections.

#### **Curriculum Committee**

Mr Keith Morley (Chair)  
Ms Vivienne Smith  
Miss Joyce Connell  
Mr Phillip Azevedo

#### **Finance and General Purpose Committee**

Mr Keith Morley (Chair)  
Mr Tony Bayon  
Mr Peter Harris  
Mr Alan Marchant

#### **Disciplinary Committee**

Mr Peter Harris (Chair)

Mr Morley requested that everyone please make themselves available for disciplinary meetings. If members of the Board felt it was useful, a basic training programme would be run to prepare individuals for disciplinary hearings.

Mr Morley commented that the Curriculum and Finance Committees meet three times a year. He also mentioned that there were certain restrictions for certain Governors to be in attendance at meetings. It was noted that a Parent Governor would have to leave the room should teacher salaries be discussed at the Finance meeting and a Teacher Governor could not attend a Disciplinary if they had previous knowledge of the student.

Mr Morley requested any items for the Agenda on the full Governors' meetings be significant items for discussion. Members should inform the Chair prior to the meeting so it can be added.

Mr Morley commented that after a Governor had visited the Academy that they should send written feedback via email in a general format detailing how the visit went. This format will be circulated with the minutes.

All visits to the school should be booked with Ms Francis.

## **11 Any Other Business**

### Administration

Ms Francis requested that any member who had not previously undertaken a CRB check please complete one. These were distributed to the relevant members for completion and return.

Ms Francis also requested that all members of the Governing Body please submit an up to date copy of their CV as soon as possible.

### Policies

Every policy needed to be reviewed on a yearly basis. It was agreed that the policies would be split and forwarded to the two Committees for review. Mr Kenning and Mr Morley would oversee the allocation of policies to each committee.

It was agreed that the policies would be sent out via email when they are due for review, prior to the meetings. It was also agreed that changes would be highlighted for easy reference. It would then be agreed at the meetings.

### Miss Joyce Connell

Miss Connell announced her upcoming performance at the Bloomsbury Theatre on Wednesday 29<sup>th</sup> October 2008. All members were invited to attend the show. Tickets are £12.50 and flyers would be circulated by email to all members of the Board.

### Website

Mr Howarth commented that the website has been updated and is being reviewed on a regular basis. He pointed out that a large number of articles were on the site and it was a live tool which the Governors (and parents) could use to see what was happening at Harris City Academy Crystal Palace.

Mr Morley thanked everyone for attending.

Meeting was closed at 7:00pm.

Signed: .....  
Mr Keith Morley, Chairman

Date: .....

### **Points for Action**

- Mr Morley to liaise with Mr David Lewis regarding resignation - Mr Morley
- Details of suitable candidates for the vacant Governor position to be passed to Mr Morley - All Governors
- Dates for the Year – updated schedule to be emailed - Ms Francis
- Leadership Structure to be sent to all Governors - Mr Kenning
- Mr Kenning to email his presentation to individuals - Mr Kenning
- Principal's Update due November 2008 - Mr Kenning
- All Governors to book in to visit the Academy - All Governors
- Relevant Governors to book in to liaise with Heads of Faculty, SEN and Post 16 to see where they can be useful - Faculty, SEN & Post 16 Governors
- Feedback on Academy Visit – Form to be distributed - Mr Kenning
- CRB's to be completed and submitted to Ms Francis - Mr Bayon, Mr Brenson  
Mr Marchant, Ms Smith
- Updated CV's to be submitted - All Governors
- Policies to be allocated to Committees - Mr Kenning/Mr Morley

Debbie Francis  
Clerk to the Governors  
29<sup>th</sup> October 2008