

THOMAS MILLS HIGH SCHOOL



Handbook of Governance

POLICY DOCUMENT 18 – APPROVED : 11/05/2017

This Handbook is issued for general guidance and brings together for the convenience of Governors key points from the Governing Documents of the School (see para. 6, below), the *Academies Financial Handbook* and other relevant documents (see Annex 4), together with some policies and other documents specific to the School itself. If the text of this booklet conflicts in any way with the texts of the Governing Documents the latter, of course, should always be followed.

1. **Vision Statement.**

We, the staff and governors, aspire to ensure that all our students, irrespective of ability and regardless of anyone's doubts, achieve their potential in full; and we aspire in this way to make THOMAS MILLS HIGH SCHOOL the best in the country.

2. **Charter of Values.**

We, the staff, pupils and governors of Thomas Mills High School, regard the following twelve values as central to our purpose:

1. A love of learning for its own sake.
2. Vigour and optimism in embracing the future.
3. The intrinsic virtue of persistent hard work.
4. Acceptance of personal responsibility.
5. Equal value accorded to all persons.
6. Courtesy, self-discipline and respect for others.
7. A determination to achieve excellence in all we do.
8. Honesty, moral courage and integrity.
9. Good fellowship.
10. Service to others.
11. Leadership and enterprise.
12. Respect for the traditions and achievements of the school.

3. **Philosophy.**

The school is its pupils. Thomas Mills High School is proud to be a comprehensive school and to have established an exceptionally strong local reputation for the quality of education provided here. We are also proud of the part we play at the heart of the local community.

Success is evaluated in terms of our challenging Vision Statement and actions are guided by our agreed values. Decisions are tested by the question, "What is in the true interests of the pupils?"

Members of staff are the school's principal resource and are entitled to be treated fairly and professionally at all times and to be given the means to develop their roles. Members of staff seek to create constructive partnerships with all those who contribute to the education and welfare of pupils, especially parents.

4. **Legal Status of Thomas Mills High School.**

Thomas Mills High School is an Academy Trust and, as such, a company limited by guarantee and an exempt charity. It is registered under the Companies Act 2006 (number 7605059) (see para. 9). As an exempt charity (meaning in practice that it is regulated by the Secretary of State for Education and not by the Charity Commission), it also complies with the requirements of charity law (see para. 10, below).

The Academy Trust's Objects are

- 4.1 "to advance for the public benefit education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum;"
- 4.2 "to promote for the benefit of the inhabitants of Framlingham and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants."

5. **Relationship of the Governing Body to the Academy Trust.**

- 5.1 In general terms the Governing Body conducts the affairs of the Trust on behalf of the Members of the Trust.
- 5.2 The Governing Body reports to the Members when it submits the annual accounts for their approval.
- 5.3 The Members of the Academy Trust are (a) the signatories of the Memorandum of Association; (b) one person appointed by the Secretary of State (should he choose to exercise his right do so); (c) the Chairman of the Governing Body *ex officio* and (d) any other person appointed unanimously in writing by the other Members.
- 5.4 Local Authority Associated Persons (as defined by Section 69 of the Local Government and Housing Act 1989 – see Annex 1) must not exercise more than 19.9% of the votes of the Members, or the provisions to be found in Articles 136 to 141 inclusive of the Articles of Association (referred to from now on as the *Articles*) shall apply.
- 5.5 Membership terminates in accordance with Articles 15 and 16 of the *Articles* and Members may resign in accordance with Article 18.
- 5.6 The Governors are responsible for arranging the Annual General Meeting and other General Meetings in accordance with Articles 19 and 20 of the *Articles*.
- 5.7 The period of notice for the General Meetings and the rules of procedure for them are laid down in Articles 21 to 44 inclusive of the *Articles* and the Chairman of Governors will ensure compliance with these provisions.

6. **General Duties of the Governing Body.**

- 6.1 The Governing Body is constituted by Trust's governing documents (the Memorandum of Association and the Articles of Association (*Articles*)) to exercise all the powers of the Academy Trust. It enters into contracts, expends the Academy's funds and operates the bank account.
- 6.2 Governors are public servants, company directors and charity trustees, acting within three separate legal/regulatory frameworks (see paragraphs 8, 9 and 10). In practice the different requirements and expectations are best seen as 'mutually reinforcing' (*Academies Financial Handbook*).
- 6.3 Governors are responsible for providing strategic leadership; ensuring that high standards of corporate governance are maintained and taking appropriate action when there are weaknesses in the School.
- 6.4 Governors use a combination of reports, visits, results, data and other information in monitoring the progress of the school.
- 6.5 Where individual governors have concerns that cannot be resolved about the running of the academy or a proposed action, they should ensure that their concerns are recorded in minutes.

7. **Specific Duties of the Governing Body.**

The responsibilities of the Governing Body include:

- 7.1 Appointing the Headteacher.
- 7.2 Approving annually a balanced budget and ensuring that this approval is minuted.

- 7.3 Ensuring the production of annual accounts in conformity with the Annual Accounts Direction issued by the EFA, presenting them to Members and approving the procedure for their publication.
- 7.4 Policy development and strategic planning, including the setting and monitoring of targets. All policies are on the Governor Support website. Targets will be set annually for pupils at the end of Year 11, as follows: the percentage of pupils achieving the English Bacculaureate standard; the percentage achieving Grade 4 and above and Grade 5 and above in English and Mathematics, and with due regard to Attainment 8 and Progress 8.
- 7.5 Ensuring the proper stewardship of public funds and regularity, propriety and value for money (i.e. economy, efficiency and effectiveness) in their use and management.
- 7.6 Ensuring sound management and administration and ensuring that managers are equipped with the relevant skills and guidance.
- 7.7 Ensuring compliance with legal requirements, including *inter alia* health and safety, equality, freedom of information and data protection legislation and regulations.
- 7.8 Establishing and maintaining a transparent system of prudent and effective internal controls.
- 7.9 Management of the financial, human and other resources of the School.
- 7.10 The monitoring both of performance and of the achievement of objectives and development plans.
- 7.11 Helping the School to be responsive to the needs of parents and the wider community.
- 7.12 Defining standards of conduct and values.
- 7.13 Assessing and monitoring risk.

8. **Responsibilities of Governors as Board Members of a Public Body.**

The *Code of Conduct for Board Members of Public Bodies* defines the following responsibilities:

- 8.1 to play a full part in the work of the public body, acting in good faith and in the best interests of the body;
- 8.2 to deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, without unjust favouritism or discrimination;
- 8.3 to comply with all statutory and administrative requirements;
- 8.4 to respect the principle of collective decision-making and corporate responsibility, supporting all board decisions once made;
- 8.5 not to use or attempt to use the opportunity of public service to promote personal interests or the interests of other individuals;
- 8.6 to treat the staff employed by the public body with courtesy and respect.

9. **General Legal Duties of Governors as Company Directors.**

The Companies Act 2006 (in sections 171-177) defines the general duties of directors to their companies as:

- 9.1 the duty to act within the powers granted by the company's constitution [i.e. the *Articles*] and to exercise these powers for the purposes for which they were conferred;
- 9.2 the duty to promote the success of the company;
- 9.3 the duty to exercise independent judgement;
- 9.4 the duty to exercise reasonable care, skill and diligence;
- 9.5 the duty to avoid conflicts of interest;
- 9.6 the duty not to accept benefits from third parties that could reasonably be regarded as likely to give rise to a conflict of interests;
- 9.7 the duty to declare any interest in a proposed transaction or arrangement.

10. **Legal Duties of Governors as Charity Trustees.**

As charity trustees, Governors must:

- 10.1 act together and in person and not delegate control of the charity to others;
- 10.2 remain true to the Objects of the charity;
- 10.3 act in the trust's interests only and without regard to their private interests;

- 10.4 manage the trust's affairs prudently and avoid activities that might put the funds, assets or reputation of the trust at risk;
- 10.5 act with integrity and avoid any personal conflicts of interest (see para. 12);
- 10.6 give adequate time, thought and energy to their duties as trustees and use their personal skills and experience to ensure the trust is well-run and efficient;
- 10.7 take proper professional advice on matters on which they are not themselves competent;
- 10.8 ensure that bank accounts, financial systems and financial records are operated by more than one person;
- 10.9 ensure that the trust's property is under the control of the trustees;
- 10.10 take special care when investing funds;
- 10.11 keep full and accurate accounting records;
- 10.12 prepare accruals accounts giving a true and fair view of the income and expenditure during the year and of its state of affairs at the year end and make them publicly available;
- 10.13 spend the trust's income solely for the furtherance of the Objects and with absolute fairness between persons qualified to benefit from the trust.

11. **Duties of the Headteacher.**

The Headteacher is *ex officio* a Governor and the appointed accounting officer of the Academy Trust. In the latter capacity, the Head fulfils the duties defined in Part 1.5 of the *Academies Financial Handbook*. The Head is also responsible for offering professional advice to the Governing Body. In addition, the Governing Body delegates to the Head the following duties:

- 11.1 General responsibility for the internal organisation, management and control of the School.
- 11.2 The implementation of all policies approved by the Governing Body.
- 11.3 The direction of teaching and of the curriculum.

12. **Ethical Conduct of Governors and Staff.**

- 12.1 Governors and members of staff are public servants and should seek at all times to conduct themselves in accordance with best practice (see Governors' Policy 28 – Financial Probity and the "*Code of Conduct for Board Members of Public Bodies,*") and the Seven Principles of Public Life (see Annex 2).
- 12.2 Under no circumstances must governors or staff use public monies or official business for private profit.
- 12.3 The Governing Body should avoid obtaining goods and services that include elements of private use.
- 12.4 Excessive hospitality from prospective suppliers must not be accepted and any such hospitality or gifts that are received should be recorded in the register kept for that purpose. (It should be noted that, under the Prevention of Corruption Act, the burden of proof is placed on the recipient of favours.)
- 12.5 Governors and staff must act and be seen to act impartially. All members of the Governing Body and all senior staff (together with other staff with direct control of or access to substantial sums of money, or with influence on significant spending decisions – as defined by the Governing Body) shall complete a declaration of their business interests. These declarations shall be kept together as a single register of interests in accordance with Governors' Policy 28 (Financial Probity), which also gives further details on all aspects of this issue.
- 12.6 Governors have a duty to combat fraud and bribery as detailed in Governors' Policy 28 (Financial Probity). A Governor who suspects that irregular activity has taken place should raise these concerns initially with either the Chair of Governors or the Headteacher, as they think most appropriate to the circumstances.
- 12.7 It is not permitted for governors to receive any remuneration for their work as trustees or in respect of any contract to which the academy is a party or to hold any interest in property belonging to the academy, except in the case of one of the following exceptions:
 - 12.7.1 Those listed in Articles 6.7 and 6.8 of the *Articles*.
 - 12.7.2 Governors may be paid all reasonable out of pocket travel, accommodation and other expenses legitimately incurred by them when acting in the capacity of governor, but not including any foreign travel. Governors' Policy 36 (Payment of Governors' Expenses) gives further details.

12.7.3 Nothing prevents the payment of governors who are also solicitors, accountants or other persons engaged in a profession, or any partner or connected person, when instructed by the Governing Body to act in a professional capacity on behalf of the Academy Trust.

12.7.4 Both the Headteacher and any staff governors may receive remuneration or benefit in their capacity as employees of the academy trust, in accordance with the *Articles*.

12.8 No governor may participate in the part of a meeting or in a vote at which his remuneration is at issue, or whenever a conflict of interest might arise, in accordance with the provisions of the *Articles*.

12.9 Notwithstanding all of the above, governors may benefit from any indemnity insurance purchased by the Trust (in accordance with Article 6.3 of the *Articles*).

12.10 A governor who becomes disqualified for any of the reasons listed in para. 16.3 below must give written notice of the fact to the Secretary of the Governors.

13. **Liability of Governors.**

13.1 Personal liability will not apply if governors carry out their duty acting in good faith.

13.2 Indemnity insurance shall be purchased to cover the liability of the Governors which might otherwise attach to them in respect of any negligence, default or breach of trust or breach of duty in which they may be guilty in relation to the Academy Trust.

13.3 Indemnity insurance shall not apply (a) to protect governors from a deliberate or reckless disregard of a breach of trust or a breach of duty or (b) to the costs of unsuccessful defence to a criminal prosecution in respect of work for the Academy Trust, in accordance with Article 6.3 of the *Articles*.

14. **Membership of the Governing Body.**

14.1 The Governing Body shall consist of no fewer than 3 Governors.

14.2 Governors shall be appointed as follows:

14.2.1 four governors appointed by the Members of the Academy Trust;

14.2.2 three staff governors, chosen and appointed as described in 14.3 below;

14.2.3 six parent governors elected and appointed in accordance with Articles 53 – 58 of the *Articles*;

14.2.4 one governor elected by the Local Authority;

14.2.5 the Headteacher, *ex officio*;

14.2.6 three governors co-opted by the Governing Body. Other Co-opted Governors may not participate in the election of a Co-opted Governor.

14.3 The Members shall appoint Staff Governors (as provided for in Article 50A of the *Articles*) following free and fair elections by secret ballot, as follows:

14.3.1 staff shall elect these governors

14.3.2 the Headteacher, who shall not have a vote in these elections, shall be responsible for conducting the ballot, certifying the results and communicating them to the Members to enable them to make the formal appointment in a timely manner.

14.4 Local Authority Associated Persons (as defined by Section 69 of the Local Government and Housing Act 1989 – see Annex 1) must not constitute more than 19.9% of the Governors, or the provisions to be found in Articles 136 to 141 inclusive of the *Articles* shall apply.

15. **Term of Office of Governors.**

Other than the Headteacher, all Governors serve terms of four years. Subject to the rules of eligibility, they may be re-elected or re-appointed.

16. **Resignation, Removal or Disqualification of Governors.**

16.1 Governors may resign their office by notice to the Academy Trust, as long as at least three governors will remain in office once the resignation has taken effect.

16.2 Governors, other than Parent Governors, may be removed from office in accordance with Articles 67, 68 and 68A of the *Articles*.

16.3 Governors are disqualified from office if any of the following applies:

- 16.3.1 They are under the age of 18 when appointed or elected or are registered pupils at the School.
- 16.3.2 They are incapable of managing their own affairs by reason of mental disorder, illness or injury.
- 16.3.3 They are absent (without the permission of the Governors) from all meetings held within a period of six months, provided that the Governing Body resolves that their offices are vacated.
- 16.3.4 Sequestration of their estates or bankruptcy as defined in Article 72 of the *Articles*.
- 16.3.5 Disqualification under the Company Directors Disqualification Act 1986 or the Insolvency Act 1986, as defined in Article 73.
- 16.3.6 They are disqualified from acting as Trustees under the Charities Act 2011 or under the Companies Act 2006.
- 16.3.7 They have been removed by the Charity Commission or the High Court from the office of charity trustees on grounds of misconduct or mismanagement.
- 16.3.8 They are subject to a direction under Section 142 of the Education Act 2002.
- 16.3.9 They are included in the list kept by the Secretary of State under Section 1 of the Protection of Children Act 1999 or are disqualified under the Criminal Justice and Court Services Act 2000 or are barred under Section 3(2) of the Safeguarding Vulnerable Groups Act 2006. (References to the Acts listed above should be read to refer also to any subsequent amending or consolidating legislation.)
- 16.3.10 They have been convicted of any other serious criminal offence defined in Article 78 of the *Articles*.
- 16.3.11 They have not provided the Chairman of Governors with satisfactory criminal records certificates on an enhanced disclosure level under Section 113B of the Police Act 1997 (or subsequent amending or consolidating legislation) in which case the provisions of Article 79 of the *Articles* shall take effect.

17. **Chairman, Vice-Chairman and Secretary of the Governors.**

- 17.1 The Chairman and Vice-Chairman shall be elected at the first meeting of the academic year. An employee of the Academy Trust may not hold either of these offices.
- 17.2 Detailed provisions in relation to the Chairman and Vice-Chairman are included in Articles 83 to 93 inclusive of the *Articles*.
- 17.3 The Governors shall appoint a Secretary and have the power to determine the term of such appointments, the remuneration and other conditions. Neither the Headteacher nor any other Governor may be Secretary, but if the Secretary is not present for a meeting anyone may act as secretary in his place, whether a governor or not.
- 17.4 The Secretary shall keep the Minute Book and shall chair the meeting of the Governing Body during the election of a new Chairman.

18. **Meetings of the Governing Body.**

- 18.1 The Governors shall meet at least once every term and it is the duty of the Secretary to convene meetings in accordance with directions given to him under Articles 106 and 107 of the *Articles*.
- 18.2 The quorum shall be either any three governors or one-third of current governors (whichever is the greater) except when a vote is to be made to appoint a Parent Governor, or to remove the Chairman or to remove a governor. In any of these cases two-thirds of those entitled to vote on the resolution in question must be present.
- 18.3 Article 115 of the *Articles* provides for the situation where there are too few governors for a meeting to be quorate.
- 18.4 Every governor has one vote and decisions are taken by a simple majority of those present and voting.
- 18.5 The Chairman has a casting vote, except in cases provided for by Article 118 of the *Articles*.

18.6 Agenda, draft minutes, reports and other documents shall be publicly available except for material relating to named members of staff, named pupils and other matters where the Governors are satisfied that they should remain confidential.

18.7 Provision is made in Article 120 of the *Articles* for a resolution in writing signed by all governors or all members of a committee to be valid and effective as if it had been passed at a duly convened meeting.

18.8 Article 128 of the *Articles* provides for governors, under certain circumstances, to participate in meetings by telephone or by means of video conferencing.

18.9 It is custom and practice for the Deputy Headteachers to be in attendance at Governing Body meetings.

18.10 The yearly cycle of regular items for Governors' Meetings and major committees is set out in the table in Annex 3. The table is provided solely as an *aide-memoire*. The Governing Body may choose to vary the consideration of items according to circumstances, providing that all statutory obligations are met in good time.

19. Committees of the Governing Body and Delegation of Powers and Functions.

19.1 The Governing Body may establish such committees and working parties as it sees fit, constituted in accordance with the provisions in Article 101 of the *Articles*. Details of the roles and powers of all standing committees are contained in Governors' Policy Document 19.

19.2 The Governing Body may delegate powers or functions to any governor, committee, the Headteacher or any holder of an executive office. They shall report on actions and decisions to the whole Governing Body in accordance with Article 103 of the *Articles*.

20. Visits by Governors to the School.

20.1 It is established policy that all Governors should undertake school visits in order to:

20.1.1 improve Governor knowledge of the school, its staff, needs, priorities, strengths and weaknesses;

20.1.2 monitor and assess evaluations of performance and the planning priorities outlined in the document '*School Evaluation and Development Plans*'.

20.1.3 assist the Governing Body in fulfilling its legal responsibilities.

20.2 Governors are expected to support school activities and attend school plays, concerts, sports fixtures, open days, etc. wherever possible.

20.3 In addition, Governors will be linked to individual departments and will undertake to visit that department at least once each academic year.

20.4 Initially visits to the departments will be arranged through the Deputy Head (Pupils); subsequent visits could be arranged by mutual agreement with the Head of Department.

20.5 Governors are not inspectors or advisers; the object of all visits is to increase understanding in order to assist informed judgement and, therefore, the quality of decision-making. Their role should be that of a critical friend providing constructive feedback as appropriate.

20.6 After departmental visits, Governors must take the opportunity to discuss any areas of concern with a member of SMT before reporting to the whole Governing Body.

20.7 Governors should ensure that they are familiar with health and safety procedures, including what to do in the event of a fire, whilst visiting the school.

21. Risk Management.

The Governors will cause to be kept and will inspect and give necessary consideration to the Risk Register annexed to the Risk Management Policy.

22. Rules.

The Governing Body may from time to time make rules or bye laws for the conduct of the business of the Academy Trust, as described in Article 134 of the *Articles*. The Academy Trust may, in a General Meeting, alter, add to or repeal any such bye laws. In no case may a bye law alter or repeal anything in the *Articles*. This *Handbook* shall be updated each year to take account of any new rules or bye laws.

23. **Governor Training.**

Governors will be provided with all necessary training and support. It is established policy that all Governors should undertake appropriate training to enable them to fulfil the duties of the position effectively.

Annex 1

Local Authority Associated Persons as defined by Section 69 of the Local Government and Housing Act 1989

A person is associated with a local authority if:

- (a) a member of the authority;
- (b) the spouse of or a business partner of a member of the authority;
- (c) an officer of the authority;
- (d) a member of the authority at any time during the last four years;
- (e) an officer of the authority during the last four years;
- (f) both an employee and either a director, manager, secretary or other similar officer of a company which is under the control of the authority or has been during the last four years;
- (g) in (or employed by a company, or by a subsidiary of a company in) a contractual relationship with the authority to provide either:
 - (1) advice with regard to the authority's interest in an actual or proposed company,
 - (2) advice with regard to the managing of an undertaking or the development of land by a company with which it is proposed the authority should enter into a lease, license or other contract or to which it is proposed that the authority shall make a grant or loan,
 - (3) services which facilitate the exercise of the authority's rights in any company;
- (h) holding a relevant office in a political association or other body which formed part of an elected member's description on a ballot paper.

Annex 2

The Seven Principles of Public Life

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Annex 3

The Annual Cycle of Regular Items for Governors Meetings and Major Committees.

	Autumn Term Meeting(s)	Spring Term Meeting(s)	Summer Term Meeting(s)
Actions to be taken every year (Whole GB).	Declaration of interests. Election of Officers. Setting GCSE targets.	Declaration of interests.	Declaration of interests. Agree Final Budget. Approve Evaluation & Development Plans. Election of a Member of the School Trusts Committee. Preparation for AGM.
Reports to be noted/ considered (Whole GB).	Chairman's Actions. Headteacher's Termly Report. Report on recent national developments. Budget monitoring report. Evaluation and Development Report. Reports from other Committees.	Chairman's Actions. Headteacher's Termly Report. Report on recent national developments. Budget monitoring report. Evaluation and Development Report. Reports from other Committees.	Chairman's Actions. Headteacher's Termly Report. Report on recent national developments. Budget monitoring report. Evaluation and Development Report. Reports from other Committees.
Policies to be reviewed or renewed annually <i>Finance:</i>	Business Continuity.	Financial Probity. Charges & Remissions. Risk Management & the Risk Register.	Accounting Policies. Record of Financial Responsibility. Information, Records and Copyright. Local Government Pension Scheme. Governors' Expenses.
<i>Premises:</i>	Health & Safety.	Accessibility Plan. Agreements & Contracts.	Environment. Lettings.
<i>Personnel and Performance:</i>	Behaviour. Spiritual and Moral Ed. S.E.N. I.C.T. Exam re-marks etc. Staff Wellbeing. Staff Absence Procedure.	Curriculum. Cultural Education. Educational Visits. Equality Policy. Community Cohesion. Recruitment and Selection. Medical.	Disciplinary, Capability, Harassment and Grievance. Sex & Relationship Ed. Pay. Performance Management Policies. Careers Guidance. Combating Extremism. Shared Parental Leave. Shared Parental Leave – Adoption.
<i>Full Governors:</i>	Constitution of Standing Committees. Scheme of Internal Delegation. Safeguarding. Admissions.	Complaints Procedure.	Handbook of Governance.
Budget cycle (Finance Committee).	Budget monitoring. Review of financial policies prior to GB discussion. Preparation of annual accounts.	Budget monitoring. Early discussion of future Budget. Review of financial policies prior to GB discussion.	Budget monitoring. Construction of Budget. Review of financial policies prior to GB discussion.
Evaluation and Development Cycle (Personnel and Performance Committee).	Consider any changes to Evaluation sections. Monitor targets.	Initial consideration of development actions for following year. Monitor targets.	Consideration and approval of following year's Plans. Monitor targets.

Annex 4

References

Academies Financial Handbook (Education Funding Agency, 2012).

Code of Conduct for Board Members of Public Bodies (Cabinet Office, 2011).

www.companieshouse.gov.uk (see Guidance section).

www.charitiescommission.gov.uk (search for: *Academy Schools: guidance*; and leaflets CC3 and CC8).

www.homeoffice.gov.uk (search for Disclosure and Barring).