



# Cabot Learning Federation - Delegated Authority Framework

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Review Due: October 2024

The Cabot Learning Federation (CLF) is a Multi Academy Trust (MAT) sponsored by Rolls Royce PLC and The University of the West of England (UWE). Within the CLF are 26 academies, the CLF Institute (which includes the School Centred Initial Teacher Training and Five Counties Teaching School Hubs Alliance and Boolean Maths Hub) and the CLF Central team. The CLF academies are located in Gloucestershire, Bristol, South Gloucestershire, North Somerset and Somerset. We are responsible and accountable for the education of over 15,000 students between the ages of 2 and 19, for the employment and support of over 2,500 staff and supported by over 250 people in governance roles. Our core purpose. is at the HEART of all that we do.



As an exempt charity and company limited by guarantee, CLF is governed by a board of trustees who are responsible for, and oversee the management and administration of the trust and the academies run by the trust. Our Board is made up of 12 directors (appointed by the member) who are accountable to the Department for Education (DfE), Education and Skills Funding Agency (ESFA) and external government agencies, including the Charity Commission, for the quality of the education that CLF provides and the effective use of public sector funding.

The Delegated Authority Framework (DAF) defines the powers which are delegated from the CLF Board to other sub-committees or executive officers in order to facilitate the day to day running of the organisation ensuring compliance with the Academy Trust Handbook and the CLF Financial Regulations. While the DAF seeks to offer clarity on decision making powers, and does include specific authorities it cannot provide a definitive and exhaustive guide to decision making across every area of Federation business. To that end the CLF and its officers should seek to operate within the spirit of the framework holding to the culture of governance as defined by high transparency and high trust.

#### Key

F - Fully Delegated                      P - Partially Delegated (see notes below)                      N - Not delegated

For Partially delegated:

P2\* Authority exercised on behalf of the Board by 2 directors (incidental, where one is the chair or their nominee)

P1\* Board authority delegated to 1 director (incidental)

P2+ Board authority delegated to 2 directors (identified at first Board meeting of annual cycle, where one is the chair or their nominee)

Where a decision is partially delegated to 2 directors, the first director will have domain expertise and the second will act as the conscience of the Board. A director is authorised to act on behalf of the Board they may refer a decision back to the Board for consideration if they believe this is in the best interest of the organisation.

## Organisational Delegated Authority Framework

Strategy	Is authority delegated from the Board?	CEO	Executive Team (including CFO)	Chairs of Academy Council (COAC)	Academy Council	Principal
Approves overall strategy of CLF	N	Responsible for setting strategy	CFO Provides financial advice and assistance in developing strategy.	Consulted during strategy development		May be consulted during strategy development
Admission of new academies to CLF	N	Can make recommendations to the Board	Provides due diligence advice in relation to potential new academies			
Admission of new sponsors to CLF	N	Can make recommendations to the Board				
Entering into Funding Agreements	N					
Entering into leases or other legal arrangements (excluding purchasing contracts)	N - where value > £500k P2+ - where value is £250 - £500k F- where value is < £250k	Can sign (some cases)	Can sign (some cases)			
Approval of academy improvement plans based on Self Evaluation Framework (SEF) or other assessment	F		Executive Principal quality assures and approves Academy Improvement Plans and approves SEF		Delegated authority for monitoring of academy improvement plans, reporting exceptions to the Chair of Academy Council	Responsible for development and delivery of academy improvement plans based on SEF

Governance	Delegated authority?	CEO	COO/CFO	Head of Governance	Chairs of Academy Council (COAC)	Academy Council	Principal
Appointment of Directors	Directors appointed by members	Recommendations to Board					
Removal of Directors	Directors removed by members	Recommendations to Board					
Approval of terms of reference for sub-committees and Executive Working Groups	N	Recommendations to Board	Recommendations to Board	Recommendations to Board	Recommendations to Board		
Appoint and remove Chair of Academy Council	N	Recommendations to Board / May in exceptional circumstances suspend or remove a Chair			Recommendations to Board	Recommendations to Board	
Appointment and removal of Board appointed Academy Councillors (other than the chair)	F	Recommendations to COAC			Approve appointment and removal of Academy Councillors and report to Board	Recommendations to COAC	Recommendations to COAC
Removal of non board appointed Academy Councillors	F	May in exceptional circumstances suspend or remove a Councillor			Approve removal of Academy Councillors and report to Board	Recommendations to COAC	Recommendations to COAC
Appoint Academy Councillors into mandatory link roles as defined in the Terms of Reference	F			Ensures guidance available	Ensures each Academy Council has link councillor roles identified.	Appoints Academy Councillor link roles and ensures responsibilities are fulfilled in accordance with policy and guidance	Supports link councillors in fulfilling their responsibilities via engagement with relevant Academy staff
Authorised to approve/amend organisational scheme of delegation	N	Recommendations to Board	Recommendations to Board	Recommendations to Board			
Acquisition and disposal of legal entities	N	Recommendations to Board	Provision of professional advice	Provision of professional advice			
Maintenance of register of interests	F			Responsible for ensuring register is maintained			
Maintenance of Risk Management processes	F	Responsible for ensuring CLF risk register is maintained	Responsible for managing risk register and risk management processes and reports in to the Audit Committee	Contributes to risk management processes	Reviews relevant risks and contributes to process	Chair of Academy Council reviews and Academy Risk Register	Responsible for ensuring Academy risk register is maintained

Governance	Delegated authority?	CEO	COO/CFO	Head of Governance	Chairs of Academy Council (COAC)	Academy Council	Principal
Approval of CLF policies in accordance with the CLF Master Policies list	N	Makes recommendations to Board	Makes recommendations to Board	Makes recommendations to Board	Makes recommendations to Board	Receives and notes policy. Responsible for monitoring its implementation and application	
Approval of adoption of board approved CLF template policies in accordance with the CLF Master Policies list	F	Provision of professional advice to Academies	Provision of professional advice to Academies	Provision of professional advice to Academies		Approves the adoption of the CLF template to fit local academy needs. Responsible for monitoring its implementation and application.	Adopts the CLF template to fit local academy needs, makes recommendations and report to Academy Council.
Approval of Academy policies in accordance with the CLF Master Policies list	F	Provision of professional advice to Academies	Provision of professional advice to Academies	Provision of professional advice to Academies	Reviews status of policy approval, recommends remedial action and identifies opportunities for central provision of documents.	Delegated authority for approval and monitoring of local academy policies and procedures in accordance with policies lists	Makes recommendations and reports to academy council
Ensuring that CLF fulfils their duties in accordance with the Equalities Act 2010	N	Ensures suitable EDI policies and arrangements are in place and Exec team oversight provided.		Responsible for policy framework	Escalates concerns to the board	Reviews effectiveness of the local EDI arrangements	Responsible for local EDI policies and arrangements. Ensures SENCO receives appropriate training.
Ensuring that academies fulfil their duties in accordance with the SEND Code of Practice	N	Ensures suitable SEND policies are in place and Exec leadership of SEND oversees arrangements including training.			Ensures each Academy Council has a SEND link councillor identified.	Appoint SEND link councillor. Receives annual SEND report to AC Monitor effectiveness of the local SEND policies and arrangements.	Responsible for local SEND policies and arrangements. Ensures SENCO receives appropriate training.

## Organisational Delegated Authority Framework

Education/Curriculum	Delegated authority?	CEO and Education Exec	Chairs of Academy Council	Scrutiny Panel	Academy Council	Principal
Approval and monitoring of CLF and academy targets including for student achievement, progress and attendance	N	Responsible for proposing CLF and local targets to the Board and providing appropriate reporting	Review of local target setting processes and reporting to Board		Review of local target setting and responsible for holding Principal to account	Reports to academy council and Board via subcommittees
Approval of academy improvement plans based on Self Evaluation Framework (SEF) or other assessment	F	Education Director and Executive Principals quality assures and approves Academy Improvement Plans and approves SEF	Responsible for supporting and preparing chairs for their and AC role in monitoring process of academy improvement planning		Delegated authority for monitoring of academy improvement plans, reporting exceptions to the Chair of Academy Council	Responsible for development and delivery of academy improvement plans based on SEF
Post-Ofsted Academy Action Plan sign off	F	CEO and Education Executive Team sign off plan	Review feedback and plans		Monitoring of academy post-OFSTED planning	Makes recommendations and reports to academy council and Education Executive Team
Curriculum and assessment: Planning, implementation and review	F	Oversees development and delivery of effective curriculum plans			Monitors effectiveness of curriculum plans	Develops and delivers curriculum plans
Set term dates/Set Length/ organisation of Academy day	F	Authorises term dates			Consulted	Makes recommendations to CEO
Issues suspensions or permanent exclusions	F	Receives report annually and reviews			Receives report	Authorised, report to Ac Council
Holds exclusion review meetings	F				Convenes hearing to review Principal decision. This panel will consist of 3 Academy Councillors who may be drawn from across the Federation	Supports exclusion reviews as required.
Holds independent reviews	F (to IRP)				Attends IRP as required	Supports IRP process as required
Admissions policy approval where no change is proposed	F	Makes recommendations to Academy Council			Authorised	Recommendation to Academy Council
Admissions policy approval where change is proposed	P2*	Makes recommendations to Board			Recommendation to board via Head of Governance	Recommendation to board via Head of Governance
Admission appeals	F (to LA)				Informed via reporting	Authorised to attend admissions appeals

## Organisational Delegated Authority Framework

Finance	Delegated authority?	CEO	COO/CFO	Professional Services Executive	Audit Committee	Academy Council	Principal
<b>STATUTORY REPORTING</b>							
Completion and approval of annual accounts and reports to funding and regulatory bodies	N	Review	Recommendation to CEO and Board		Receives External Auditors report		
Completion and submission of other accounting returns including HMRC and ESFA returns as required	F		Authorised				
<b>SYSTEMS OF INTERNAL FINANCIAL CONTROL</b>							
Assurance over adequacy of systems of internal financial control	N	Provides assurance to EFA as AO	Provides assurance to CEO and Board	Supports Internal Audit programme	Receives IA reports and makes recommendations to Board		
Approval of financial regulations	N		Recommendation to Board				
Appointment of internal auditors	F		Management of appointment process	Head of Governance supports	Authorised		
<b>BUDGET &amp; MANAGEMENT REPORTING</b>							
Approval of annual budget(s) including central budget and academy contributions	N	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to Board			Receives high level overview on academy budget and detail of ring-fenced funding	Preparation of detailed academy financial plans
Receipt and review of management accounts	N		Review of academy management accounts and preparation of summary report to Board				Accountable for local academy financial position
Authority to make budget virements	F		Authorised to make budget virements and report to Board / Audit committee				
<b>RESERVES REQUESTS</b>							
Authority to approve reserves requests	N - where value > £250k F- where value is < £250k	Jointly authorised £100K - £250K;	Authorised Up to £100k and jointly with CEO to £250k				Submits requests for Academies
<b>PURCHASING &amp; PROCUREMENT</b>							

Finance	Delegated authority?	CEO	COO/CFO	Professional Services Executive	Audit Committee	Academy Council	Principal
Placing orders for goods and services, entering into contracts	N - where value > £500k P2+ - where value is £250 - £500k F- where value is < £250k	Jointly authorised £100K - £250K;	Authorised Up to £100k and jointly with CEO to £250k				Authorised Up to £5K within agreed budget
Waiver of CLF financial regulations in respect of purchasing	F		Yes, reported to Audit Committee		Receives reports from CFO		
Ensuring compliance with tendering processes	F		Yes, reported to Board				
<b>BANKING AUTHORITY &amp; CASH MANAGEMENT</b>							
Approval to borrow money	N		Recommend approval by Board				
Cashflow Management, Treasury & Investment practices	F where in line with the treasury management policy. Otherwise N.		Authorised to Review and approve. Investment details to be informed to Finance Executive Group				
Open a bank account and approve signatories	P1*	Can be approved signatory	Can be approved signatory				
<b>TRANSACTION PROCESSING</b>							
Payroll - Starters, leavers and amendments	F	Authorises changes	Oversees systems of internal control and approves payroll	Can authorise payroll			Authorises changes
Payroll - Administration	F			HRD Authorised - Utilisation of Payroll Bureau			
Write-off bad debts	N - where value > £45k F- where value is < £45k		Authorised up to £45k				Authorised up to £1k



Finance	Delegated authority?	CEO	COO/CFO	Professional Services Executive	Audit Committee	Academy Council	Principal
<b>FIXED ASSETS</b>							
Management of capital funding	F		Ensures management and governance arrangements are appropriate and reports to Board	D of Estates and Facilities oversight			
Asset Register	F		Authorised to Review and approve				
Security Of Assets	F		Oversight and must report to Board by exception	D of Estates and Facilities oversight			Responsible for local security arrangements
Disposal of Assets	N - where value > £50k F- where value is < £50k		Authorised to Review and approve up to £50k				
Loan of Assets	F		Authorised to Review and approve				
<b>INSURANCES</b>							
Annual Risk Review & Premium Renewal	F		Authorised to Review and approve				

## Organisational Delegated Authority Framework

Human resources	Delegated?	CEO	COO/CFO	HRD	Academy Council	Principal
<b>Staff Structure</b>						
Authorised to Increase Academy/Organisational Headcount (Establishment) within existing staffing budget	F	Can authorise (with CFO) changes beyond overall budget	Can authorise changes within overall budget; reports changes in headcount to FEG committee			Can authorise replacement posts within existing staffing budget
Job Description sign off	F			Approves JDs		Agrees JD
<b>Grade of posts (teaching &amp; support staff)</b>						
Job evaluation policy & procedures	P2+			Implements JE procedures		
Authorised to evaluate jobs and grades	F			Responsible for oversight and cross-organisational grading		Submits information to allow evaluation process
Authorised to agree/vary basic employment Terms & Conditions	P2+			Ensures consistent application of T&Cs		
<b>Recruitment</b>						
Recruitment and appointment of CEO + CFO	N		Involved in process	Involved in process	Involved in process	Involved in process
Recruitment and appointment of Permanent Executive Team Members and Principals	P2*	Appoints Executive Team and Principals jointly with Board		Involved in process	Involved in process of Principal appointment	
Recruitment and appointment of Interim Executive Team Members and Principals	F	Appoints Interim Executive Team and Principals (in consultation with the chair or their nominee)		Involved in process		
Recruitment and appointment of other Senior Leaders	F	Authorised to appoint other Senior leaders	Leads process for own teams	Leads process for own teams	Involved in process	Leads process for own teams
Recruitment and appointment of other staff	F		Authorised to appoint staff within own teams	Authorised to appoint staff within own teams	Can be involved in process	Authorised to appoint staff within own teams subject to safer recruitment training
Recruitment processes	F			Ensures legislative and best practice compliance in safe recruitment processes		
Signing of employment contracts	F (but Chair must sign CEO contract)	Signs contracts of Exec team and Principals		CLF HR team sign other employment contracts		

Human resources	Delegated?	CEO	COO/CFO	HRD	Academy Council	Principal
<b>Pay Policy</b>						
Annual approval of pay policy for teaching and leadership, including pay awards, pay point values, etc.	P2+ (Remuneration Committee)		Makes recommendation to Board	Contributes to recommendation made by CFO		
Annual approval of pay policy for other staff, including Cost of living awards and pay progression.	P2+ Remuneration Committee		Makes recommendation to Board	Contributes to recommendation made by CFO		
Determination of pay ranges	F (except CEO)	Determines pay ranges for Leadership staff		Responsible for oversight and cross-organisational grading and Job Evaluation		
Appointment outside range in salary structure	F		Approves and reports to Audit committee			Proposal for new range
Allocation of TLR / SEN values	F		Approves if exceeds total budget	Responsible for oversight		Proposal for new posts within framework of pay policy in budget
Value of other discretionary allowances	F (except CEO)	Approval of discretionary allowances	Reviews proposal and makes recommendation to CEO	Proposals and advice on other allowances		Proposals for other allowances
Annual Pay Progression	P2+ Remuneration Committee	Ensures consistency	Ensures consistency	Ensures consistency	Involved in process for principal	Oversight of appraisal and recommendation to Remuneration committee
<b>Pension Policy &amp; Discretions</b>						
Handling of all pension matters (teachers and support staff)	F			Makes appropriate pension arrangements and ensures proper administration		
Approval of use of discretions	N			Makes recommendation to Board		
<b>Operation of policies</b>						
Approval of Federation employment policies	P+			Makes recommendations to Board		
Objective setting and performance appraisal	F (except CEO)	Appraises Principals, CFO and Exec team with Board / Council as appropriate	Appraisal arrangements for own team	Oversight of process	Assists in Principal appraisals, and SLT appraisals	Appraisal arrangements for own team
Approval of formal restructure plans	P2+	Makes recommendations to Board	Makes recommendations to Board	Makes recommendations to Board with CFO		Part of Process

Human resources	Delegated?	CEO	COO/CFO	HRD	Academy Council	Principal
Approval of severance or redundancy agreements	P2+	Makes recommendations to Board	Makes recommendation to Board	Makes recommendations to Board with CFO		Part of Process
Authority to issue warnings or other disciplinary measures except dismissal	F	May issue warnings in own teams	May issue warnings in own teams	May issue warnings in own teams	Part of formal panel	May issue warnings in own teams
Authorisation of settlement agreements	P2+ - where value > £50k or 1 yr. Salary (whichever lowest) F- where value is < £50k or 1 yr. Salary (whichever lowest)	May negotiate and make recommendation to Board	May negotiate and make recommendation to Board	Makes recommendations to Board with CFO		
Suspension	F (except CEO, CFO)	Yes (Exec teams and Principals)	Yes (own team)	Yes (own team)	Informed as appropriate	Yes (own team)
Dismissal	F	CEO or other executive team member must be involved in dismissal panels	CEO or other executive team member must be involved in dismissal panels	CEO or other executive team member must be involved in dismissal panels	Part of formal panel	Part of formal panel
Appeals						
Appeals against dismissal	P2*					
Appeals against all other grievance and disciplinary outcomes	F	2 members of Executive Team sit on panel or 1 member of Executive Team plus 1 Senior Principal			Part of formal panel	

## Organisational Delegated Authority Framework

HEALTH AND SAFETY	Delegated?	CEO	Director of Estates and Facilities	People and Wellbeing / H&S Committee (interim)	Academy Council	Academy Health and Safety Committee	Principal
Health and Safety Policy	N		Makes recommendation to Board		Responsible for implementation of local policy		
Ensuring the adequacy of health and safety practice throughout CLF including FRA and asbestos	N		Oversees CLF arrangements and reports to Board	Receives reports from H&S Manager and escalates to Board if appropriate	Ensures Academy arrangements are adequate		Reports to Academy Council
Critical incident planning	F		Holds CLF and Academy Critical incident plans and reviews as appropriate	Receives updates on Critical Incident and Business Continuity planning	Ensures critical incident plans are adequate and in place		Reports to Academy Council
Health and Safety RIDDOR reporting	F		Ensures RIDDOR reporting is in place	Receives reports			
Health and Safety Accident reporting	F		Monitoring and reporting of exceptions	Receives reports	Ensures that accident reporting arrangements are in place	Reviews Accident reports to identify trends and reports to AC	Ensures that accident reporting arrangements are in place
Statutory training	F		With Ops Mgr monitors CLF statutory training for H&S and reports to Board			Reviews completion of statutory training and reports to AC	Ensures that statutory training for H&S is complete
Statutory compliance testing	F		Implements and monitors CLF statutory compliance testing and reports concerns to Board				
Academy health and safety arrangements including committee and use of risk assessments	F				Receives reports of H&S committee		Ensures the H&S committee is in place and reports to Academy Council
Fire risk assessment	F		Ensures all academies have valid risk assessments in place	Receives reports	information only		
Asbestos risk assessment	F		Ensures all academies have valid risk assessments in place				
General monitoring and action plans in relation to safety of sites including buildings conditions	F (P&W and PP&I Group)		Drafts action plans from audits, reporting to Board	Covered by PPI	Reviews Receives reports on progress against action plans	Reviews progress against action plans and reports to AC	Implements action plans

## Organisational Delegated Authority Framework

Safeguarding	Is authority delegated from the Board?	Designated Director for Safeguarding	Strategic Safeguarding Lead	Chairs of Academy Council (COAC)	Academy Council	Academy Council Safeguarding Representative	Principal	Federation Designated Safeguarding Officer (DSO)	Designated Safeguarding Lead (DSL)	HRD
<b>Policies and Procedures</b>										
Ensure suitable Safeguarding Policy and associated procedures are in place across the federation	N	Assists CEO in formation of policy documents	Responsible for implementation of Safeguarding Policy and procedures	Safeguarding concerns escalated to board	Approves local adaptations to Safeguarding Policy and procedures at Academy level.	Ensures Academy Council approves the local adaptations to the Safeguarding Policy	Adopts Safeguarding Policy and procedures and ensures they are communicated to, and implemented by, all staff	Contributes to the production and implementation of the Safeguarding Policy and procedures		
Monitor the effectiveness of the CLF Safeguarding Policy	F	Monitors the effectiveness of the CLF Safeguarding Policy and reports concerns to the board	Ensures annual review of Safeguarding Policy takes place		Reviews the Safeguarding Policy annually	Provide advice to the Academy Council for the review of the Safeguarding Policy	Reviews effectiveness of the Safeguarding policy and makes recommendations for change where appropriate	Reviews effectiveness of the Safeguarding policy and makes recommendations for change where appropriate	Reports recommendations for changes to the Safeguarding policy to Principal	
Receive an annual report on the Federation's Safeguarding policy and procedures	N	Receives annual report and shares with board	Provides annual report to the Designated Director for Safeguarding			Provides feedback to the DSO to assist with producing Federation safeguarding annual report		Assists Strategic Safeguarding Lead in producing annual report on Safeguarding	Provides data and other feedback to the DSO to assist with producing annual report	
Receive a termly report on the Academy Safeguarding policy and procedures	F		Receives collated termly Safeguarding report		Receives and signs termly Safeguarding report	Ensures an termly Safeguarding report is produced and presented to AC	Meets DSL and ensures termly Academy Safeguarding report produced	Reviews reports and collates for Safeguarding Lead	Produces termly Academy Safeguarding report	
<b>Audits</b>										
Ensure Annual Safeguarding audits take place and are appropriately reported to the board	F	Ensures annual LA safeguarding audits take place and reports received by the board	Commissions CLF Safeguarding checklist and receive reports			Ensure annual LA safeguarding audit takes place and that Academy completes CLF checklist and next steps are agreed	Reviews audit and checklist and ensures next steps are implemented		Complete LA safeguarding audit and CLF checklist and provide initial next steps	
<b>Training</b>										
Ensure all Designated Safeguarding Leads and their deputies receive appropriate training	F	Ensures up to date records are kept of all DSL training	Ensures all Designated Safeguarding Leads and their deputies receive appropriate training			Attends all required safeguarding training Monitors training records for Academy Staff and reports issues	Ensures all Academy Designated Safeguarding Leads and deputies receive appropriate training	Develops and implements DSL training and ensures deputies are adequately trained	Attends all required training to meet with legislative and CLF requirements	
Ensure all central and academy staff receive required training (including Councillors and Directors)	F		Ensures all staff receive appropriate training and records of this kept		Monitors training records	Monitors training records	Ensures all academy staff receive required training and records of this kept	Supports development and delivery of training		
<b>Other</b>										

Safeguarding	Is authority delegated from the Board?	Designated Director for Safeguarding	Strategic Safeguarding Lead	Chairs of Academy Council (COAC)	Academy Council	Academy Council Safeguarding Representative	Principal	Federation Designated Safeguarding Officer (DSO)	Designated Safeguarding Lead (DSL)	HRD
Ensures each Academy Council appoints a Safeguarding Councillor representative	F			Ensures each Academy has a Safeguarding Councillor identified	Appoints a Safeguarding Councillor representative.					
Ensure Safer Recruitment procedures are implemented and adhered to	F	Monitors the CLF Safer Recruitment processes	Ensures all senior leadership teams adhere to Safer Recruitment processes		Monitors Safer Recruitment processes	Monitors Safer Recruitment processes	Adheres to Safer Recruitment processes			Ensures a Safer Recruitment process is in place and understood by all academies.
Ensure Prevent agenda is implemented and adhered to	F	Receives report on Prevent Agenda in safeguarding reporting	Monitors Prevent Agenda at CLF level			Monitors Prevent Agenda has been implemented in Academy	Ensures lead for the Prevent agenda is identified, trained and documented in Academy policy	Acts as Federation lead for the Prevent agenda	May act as Academy lead for the Prevent agenda	
Confidential Safeguarding issues reported to LADO where appropriate	F	Reports safeguarding issues to LADO (if concerns are about CEO, Chair of Board will report concerns to LADO)	Is notified of referrals			Is notified of referrals	Reports safeguarding issues to LADO as appropriate	Is notified of referrals	Notifies Principal or DSO of concerns or referrals to LADO	
Operation of Safeguarding investigations	F	Reviews process for Commissioning Safeguarding Investigations	Supports safeguarding investigations				Commissions Safeguarding Investigations	Supports safeguarding investigations		Commissions Safeguarding Investigations