

APPENDIX A - MATRIX OF DELEGATED AUTHORITY

Item	MEMBER RESPONSIBILITIES	Members	Trustees	CEO
1	Amend and adopt the Articles of Association	Not delegated	Recommendations to the Trust Members	Consultation and implementation
2	Change the name of the Academy Trust	Not delegated	Recommendations to the Trust Members	Consultation and implementation
3	Dissolving the Trust or amending its structure	Not delegated	Recommendations to the Trust Members	Consultation and implementation
4	Appoint and remove Trustees to the Board in line with the Articles of Association	Not delegated	Recommendations to the Trust members	Consultation and implementation
5	High level monitoring of the effectiveness of the Trust Board to deliver the charitable objects	Not delegated	Provide members with information to allow them to fully understand the high-level effectiveness of the Trust	Provide Trust Members with information to allow them to fully understand the high-level effectiveness of the Trust
6	Appointment of external auditors	Not delegated	Recommendations to the Trust Members via Audit and Risk Committee	COO to make recommendation to CEO and Trustees via Audit and Risk Committee

Item	TRUSTEE RESPONSIBILITIES	Trustees	CEO	Trust Executive	LGB	Academy Committee	Headteacher
STRATEGY							
1	Approves overall Trust vision, ethos and strategy	Not delegated	Recommendations to the Trust Board	Develops proposals with CEO	Consulted	Consulted	Consulted
2	Entering into funding agreements	Partly delegated (refer to Finance Policy)	Can sign in some cases (refer to Finance Policy)	CFO can sign in some cases (refer to Finance Policy)			
3	Entering into leases or other legal arrangements (excluding purchasing contracts)	Partly delegated (refer to Finance Policy)	Can sign in some cases (refer to Finance Policy)	CFO can sign in some cases (refer to Finance Policy)			
4	Change of age range or PAN	Not delegated	Recommendations to the Trust Board	Consulted	Consulted	consulted	Consulted
5	Trust Improvement Planning	Not delegated	Recommendations to the Trust Board	-Executive Leaders ensure requirements are delivered across Trust			Ensures requirements are delivered in school
6	Approval of School Improvement Plans based on Self Evaluation Framework (SEF)	Fully delegated	Informed		Delegated authority for approval		Responsible for development and delivery of SIP based on SEF
GOVERNANCE							
7	Approval of Standing Orders and Scheme of Delegation	Not delegated	Recommendations to the Trust Board	Responsible for development of Standing Orders (COO)			
8	Approval of terms of reference for sub-committees	Not delegated (refer to Standing Orders)	Recommendations to the Trust Board	Responsible for development of terms of reference (COO)			
9	Approval of terms of reference for LGBs/AC	Not delegated	Recommendations to the Trust Board	Responsible for development of terms of reference	Recommendations to the Trust Board		
10	Appoint Chair of LGB/AC	Fully delegated except for Academy Committees	Consulted		Delegated authority for approval		
11	Remove Chair of LGB /AC	Not delegated	Recommendations to the Trust Board		Consulted (where appropriate)		Consulted
12	Appoint LGB/ AC governors	Not delegated for Director-appointed positions			Delegated authority for LGB-appointed positions	Delegated authority for parent reps and staff reps	
13	Remove LGB/AC governors	Not delegated for Director-appointed positions	Recommendations to the Trust Board for Director-appointed positions		Delegated authority for LGB-appointed positions		
14	Establishing, amending or dissolving LGBs/AC	Not delegated	Recommendations to the Trust Board	Consulted			Consulted
15	Appoint Governance Professional (Clerk)	Fully delegated (Chair consulted)	Authorised to appoint	Involved in Process (COO may be delegated to appoint by CEO)			
16	Governor expenses policy	Fully delegated			Delegated authority for approval		Recommendations to the LGB
17	Maintenance of Register of Business Interests	Not delegated for Trustees and Members			Responsibility for LGB Register		
18	Ensuring the accuracy of the Risk Register	Not delegated (reviewed by Trust Board and by Audit and Risk Committee)	Oversight	Recommendations to the Trust Board	Monitor school-based risks	monitor school based risks	Responsible for monitoring and reporting school-based risks
19	Maintenance of Risk Register processes	Fully delegated	Full responsibility for risk management across the Trust	COO supports CEO in all aspects	Governance of school-based risk management	Governance of school-based risk management	Responsible for school-based risk management
20	Approval of Trust-wide policies not specifically referenced elsewhere within this document	Not delegated	Recommendations to the Trust Board	Recommendations to the Trust Board			
21	Approval of individual school policies not specifically referenced elsewhere within this document	Fully delegated			Delegated authority for approval	delegated authority for approval	Recommendations to the LGB
22	Ensure the Trust meets the requirements of the Academies Trust Handbook and Accounts Direction	Partly delegated to Audit and Risk Committee	Oversight	Recommendations to the Trust Board (COO)			
23	Consider applications to join the Trust	Not delegated	Recommendations to the Trust Board	Consulted	Consulted		Consulted
EDUCATION							
24	Approval and monitoring of Trust and academy targets, including for student achievement, progress and attendance	Fully delegated	Responsible for approving school targets, and providing appropriate reporting to the Board	Reporting specific area of responsibility to CEO (Dir Ed)	Delegated authority for approval		Proposing school targets to CEO and monitoring of progress, and makes recommendations to LGB
25	Post-Ofsted Action Plan	Fully delegated	Oversight	Consulted (Dir Ed)	Delegated authority for approval		Development and delivery of the Plan
26	Ensure a broad and balanced curriculum is taught to all students which meets national requirements	Fully delegated		Oversight	Delegated authority for approval		Development and delivery
27	Quality/Standard of teaching		Oversight	Monitors and informs Trust School Improvement framework (Dir Ed)	Monitoring	monitoring	Development and delivery
28	Curriculum and assessment: Planning, implementation and review	Fully delegated	Oversight	Consulted (Dir Ed)	Monitoring of effectiveness	monitoring	Development and delivery
29	Ensure the provision of free school meals to students that meet the criteria	Fully delegated			Monitoring	monitoring	Ensuring delivery of FSM catering of suitable quality
30	Set term dates	Fully delegated	Final approval	Consulted	Consulted	Consulted	Recommendations to the CEO
31	Set Length/ organisation of school day	Fully delegated	Final approval	Consulted	Consulted		Recommendations to the CEO
32	Establish Behaviour and Relationships Policy	Fully delegated	Consulted	Consulted	Approval	Consulted	Develops and implements policy
33	Issues suspensions (fixed term exclusions)	Fully delegated	Final approval if over 5 days		Receives report	receives reprot	Authorised for up to 5 days
34	Issues permanent exclusions	Fully delegated	Final approval		Convenes hearing to review decision	involved	Authorised, must seek approval from CEO

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35	Holds exclusion appeals	Fully delegated			Convenes hearing to review decision	involved	Organises the process
36	Admissions policy approval where no change is proposed	Fully delegated			Authorised	authorised to approve	Recommendations to LGB
37	Admissions policy approval where change is proposed	Not delegated			Consulted	Consulted	Recommendations to Trust Board
38	Admission appeals	Fully delegated			Receives reports	receives reports	Authorised to attend admission appeals
39	Stakeholder engagement	Fully delegated	Reports to Trust and approves engagement plan	Develops and implements plans with CEO	Responsible for stakeholder engagement for individual school	Responsible for stakeholder engagement for individual school	Develops and implements plans with LGB
40	Websites & Prospectus	Fully delegated	Responsible for development of Trust prospectus	COO maintains SAT website and monitors school website compliance	Monitors website and reviews prospectus	Monitors website and reviews prospectus	Maintains school websites and produces prospectus
41	ad/hoc closure of school arising from extreme weather, public health, strike action etc	fully delegated	confirms decision		consulted	consulted	makes decision for own school subject to confirmation from CEO
42	Media and PR	Fully delegated	Final approval	Delivery			Delivery
STATUTORY REPORTING							
43	Completion and approval of annual accounts, budget forecast return and other reports to funding and regulatory bodies	Not delegated	Endorsement as Accounting Officer	Recommendations to the Trust Board & CEO			
44	Completion and submission of other accounting returns	Fully delegated	Endorsement as Accounting Officer	Authorised (CFO)			
45	Completing annual and periodic financial reports to the Trust Board and/or DfE and EFA (including income/ expenditure, cash flow, projections etc.).	Fully delegated	Endorsement as Accounting Officer	Authorised (CFO)			
46	Authorised to complete PAYE returns	Fully delegated		Authorised (CFO)			
47	Authorised to complete VAT returns	Fully delegated		Authorised (CFO)			
SYSTEMS OF INTERNAL FINANCIAL CONTROL							
48	Assurance over adequacy of systems of internal financial control	Not delegated	Provides assurance as Accounting Officer	Monitoring the delivery of Trust Finance Service provision (CFO)			
49	Appointment of internal auditors	Not delegated (via Finance Audit & Risk Committee)		Delivery of audit procurement process			
BUDGET AND MANAGEMENT REPORTING							
50	Approval of the Finance Policy and appendices, including the Scheme of Delegated Authority	Not delegated	Endorsement as Accounting Officer	Recommendations to the Trust Board (CFO)			
51	Approval of consolidated annual budget	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO)			
52	Approval of schools' budget plans	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO)	Review of school expenditure plans, prior to formal approval of the budget by Trust Board, in July each year.	consulted	Informs budget plan development
52a	Approval of capital budget plans	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO and COO)			Informs budget plan development
53	Approval of Central budget and school contributions	Not delegated	Endorsement as Accounting Officer	Oversight of preparation, review of budget plans, recommendation to the Trust Board (CEO and CFO)			Informs budget plan development
54	Receipt and review of management accounts	Not delegated	Oversight	Review of school management accounts and preparation of summary report to the Trust Board (CFO)	Termly overview of school's financial position against budget		Accountable for school's financial position
55	Monitor and review financial performance against budget, including monthly management reports, budget forecast reports and end of year outcome projections	Not delegated (Finance, Audit & Risk Committee to review and provide feedback to the Board.)	Oversight	Monthly review (CFO)			
56	Monitor individual school performance against budget	Fully delegated	Oversight	Produce management accounts for LGB (CFO)	Delegated authority for monitoring		Accountable for school's financial position
57	Authority to make budget virements	Fully delegated	Oversight Approval of all budget virement requests (in line with finance policy)	-Makes budget virements for all budgets and reports to the Trust Board (within Finance Policy) (CFO)	-Endorses HT recommendations for budget virements for school budget (within Finance Policy)		Recommendations to LGB
RESERVES REQUESTS							
57	Authority to approve reserves requests	Not delegated	Delivers on reserves policy and makes recommendations to the Board	Develops proposals with CEO	Reviews requests for the school	Reviews requests for the school	Submits requests for the school to CEO
PURCHASING AND PROCUREMENT							
58	Placing orders for goods and services, entering into contracts	Partly delegated (refer to Finance Policy)	Partly delegated (refer to Finance Policy)	Partly delegated (refer to Finance Policy)			Partly delegated (refer to Finance Policy)
59	Waiver of financial regulations in respect of purchasing in exceptional circumstances	Fully delegated to the Chair	Endorses and recommends to Chair	Recommendations to the CEO			
60	Ensuring compliance with tendering processes	Fully delegated		Led by COO			

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BANKING AUTHORITY AND CASH MANAGEMENT							
61	Approval to borrow money	Not delegated	Recommendations to the Trust Board	Develops proposals with CEO			
62	Open a bank account and approve signatories	Fully delegated	Approved signatory	Approved signatory (CFO)			Approved signatory
TRANSACTION PROCESSING							
63	Payroll – Administration starters, leavers and amendments	Fully delegated	Oversight Authorises payroll and changes, on recommendation of CFO	Oversees systems of internal control (CFO)			Authorises payroll and changes
64	Purchasing - Authorised to create vendors on accounting system	Fully delegated	Oversight	Authorised (CFO)			
65	Authorises income including special grants and contracts.	Fully delegated	Oversight	Authorised (CFO)			
66	Authorisation of expense claims (cannot authorise own expenses)	Fully delegated (except CEO expenses)	Authorised	Authorised (CFO)			Authorised for the school
67	Control account reconciliation	Fully delegated	Oversight	Authorised (CFO)			
68	Write-off bad debts	Partly delegated (refer to Finance Policy)		Recommendations to the Trust Board	Partly delegated (refer to Finance Policy)		
FIXED ASSETS							
69	Management of capital funding	Fully delegated	Oversight	Ensures management and governance arrangements are appropriate (CFO AND COO)			
70	Estates Strategy	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
71	Granting, acquiring or disposal of freehold on land and buildings	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
72	Granting, acquiring or disposal of a lease on land and buildings	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
73	Structural changes to and internal changes of use of buildings	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
74	ICT infrastructure - strategic changes	Not delegated	Oversight	Recommendations to the Trust Board	-Informs development of proposals		-Informs development of proposals
75	Asset Register	Fully delegated		Authorised to review and approve (CFO)			
76	Security of Assets	Fully delegated		Oversight and must report to the Trust Board by exception (CFO)			Responsible for local security arrangements
77	Disposal of Assets	Partly delegated (refer to Finance Policy)			Authorised to review and approve up to a value with report to Trust Board		
78	Loan of Assets	Fully delegated	Oversight	Authorised to review and approve (CFO)			
INSURANCES							
79	Annual Risk Review & Premium Renewal	Fully delegated		Authorised to review and approve (CFO & COO)			
HUMAN RESOURCES							
80	Authorised to increase academy/organisational headcount (Establishment) within existing staffing budget	Fully delegated	Can authorise changes beyond overall budget and approved staffing structure, prior to endorsement at Pay and Conditions committee	Consult with CFO and COO			Can authorise replacement posts within the approved staffing budget and the approved staffing structure
81	Job Description sign off of Executive Team	Fully delegated	Approves job descriptions and informs Trust Board	Consult with CFO and COO			
82	Authorised to evaluate jobs and grades	Fully delegated	Oversight	Responsible for reviewing cross-organisational grading			Submits information to allow evaluation process
83	Authorised to agree/vary basic employment Terms and Conditions	Fully delegated	Authorised to vary T&C, provided HR/legal advice sought, as appropriate	Ensures consistent application of T&Cs			
84	Recruitment and appointment of CEO	Not delegated		Involved in process	Involved in process		Involved in process
85	Recruitment and appointment of permanent Trust Executive staff	Partly delegated	Appoints Executive team jointly with Chair of Trust Board	Involved in process	Chair of LGBs involved in process		
86	Recruitment and appointment of Headteachers	Partly delegated (Chair of the Trust Board involved in process)	Appoints Headteacher jointly with Chair of LGB	Involved in process	LGB fully involved in process		
87	Recruitment and appointment of other Senior Leaders	Fully delegated	Involved in process	Involved in process, as appropriate	LGB fully involved in process		Leads process in own school
88	Recruitment and appointment of other staff	Fully delegated	Oversight	Authorised to appoint staff within own teams			Authorised to appoint staff within school
89	Signing of employment contracts	Fully delegated (except Chair must sign CEO contract)	Signs contracts				Approves contracts of staff within school
90	Annual approval of pay policy for teaching and leadership including pay awards, pay point values, etc.	Not delegated (via Pay and Conditions committee)	Makes recommendations to the Pay & Conditions Committee for the Executive Team and general agreement on implementation of pay increases	Recommendations to the Trust Board			Responsible for recommendations for individual pay progression in own school within agreed ranges.
91	Annual approval of pay policy for other staff, including cost of living awards and pay progression	Not delegated (via Pay and Conditions committee)	Makes recommendations to the Pay & Conditions Committee for pay progression and general agreement on implementation of pay awards	Recommendations to the Trust Board			Consulted on any proposals to deviate from national agreements
92	Appointment outside range in salary structure	Fully delegated	Approves and reports to Pay and Conditions committee				
93	Value of other discretionary allowances	Fully delegated (except CEO)	Approval of discretionary allowances	Advises CEO			Proposals for other allowances agreed with CEO
94	Annual Pay Progression	Not delegated (via Pay and Conditions committee)	Ensures Trust wide consistency	Advises CEO			Oversight of appraisal process and makes recommendations
95	Handling of all pension matters (teachers and support staff)	Fully delegated		CFO Authorised			
96	Approval of employment policies	Not delegated	Ensures Trust wide consistency	Recommendations to the Trust Board	Oversight of delivery in school	Oversight of delivery in school	Delivery

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97	Objective setting and performance appraisal including ensuring mandatory training is undertaken and completed	Fully delegated (except CEO) in accordance with Appraisal Policy	Appraises Trust Executive and Headteachers	Appraisal arrangements for own team			Appraisal arrangements for own school
98	Staff wellbeing	Fully delegated	Leads on wellbeing of staff across the Trust	Advises CEO	Oversight of delivery in school	Oversight of delivery in school	Responsible for staff wellbeing in their school
99	Approval of formal restructure plans	Not delegated - Pay and Conditions Committee	Makes recommendations to Pay and Conditions Committee	Makes recommendations to Pay and Conditions Committee	Consulted in own school	Consulted in own school	Decisions on internal school restructure in consultation with CEO
100	Approval of severance or redundancy agreements	Fully delegated (except CEO)	Approves agreements and reports to Pay and Conditions committee	Must seek approval from CEO			Must seek approval from CEO
101	Authority to issue warnings or other disciplinary measures except dismissal	Fully delegated (except CEO)	May issue warnings	May issue warnings in own team	Part of formal Panel	part of formal panel	May issue warnings in own school
102	Authorisation of settlement agreements	Fully delegated (except CEO)	Authorised to make settlement agreements, providing HR/Legal advice sought as appropriate and Chair of Trust Board informed				Must seek approval from CEO
103	Suspension and end of suspension of staff	Fully delegated (except CEO)	Delegated authority for approval		Chair of LGB informed	chair informed	Decisions within own school, must seek written approval in advance with CEO
104	Disciplinary hearings where dismissal is a potential outcome	Partly delegated (following Trust Disciplinary policies)	Responsible for the appropriate application of the disciplinary process for the Trust	May be involved in process	Chair of LGB informed. Part of formal Panel.		Responsible for the correct application of the disciplinary process in the school (Must consult CEO and Chair of LGB from outset)
105	Appeals	Partly delegated (following Trust Appeals process)	-Part of formal appeals panel.	May be involved in process	Holds appeal panels against disciplinary hearing decisions made by HT	Holds appeal panels against disciplinary hearing decisions made by HT	
HEALTH AND SAFETY							
106	Health and Safety Policy	Not delegated	Recommendations to the Trust Board	Consulted	Ensures school arrangements are adequate	Ensures school arrangements are adequate	Implementation and local policy
107	Critical incident planning	Fully delegated	Oversight	Holds Trust and school critical incident plans and reviews as appropriate	Ensures critical incident plans are adequate and in place	Ensures critical incident plans are adequate and in place	Holds school critical incident plans and reviews as appropriate
108	Health and Safety RIDDOR reporting	Fully delegated		Ensures RIDDOR reporting is in place	Local Monitoring	Local Monitoring	Ensures RIDDOR reporting is in place for school
109	Health and Safety Accident reporting	Fully delegated		Ensures Accident reporting is in place (including Near Misses)	Ensures accident reporting arrangements are in place	Ensures accident reporting arrangements are in place	Ensures Accident reporting is in place for school (including Near Misses)
110	Statutory training	Fully delegated		Monitors statutory training for H&S and reports to the finance Audit and Risk Committee	Monitors school statutory training for H&S	Monitors school statutory training for H&S	Monitors statutory training and reports to LGB
111	Statutory compliance testing	Fully delegated		Implements, monitors statutory compliance testing and reports concerns to the Audit and Risk Committee	Local monitoring	Local monitoring	Implements, monitors statutory compliance testing and reports concerns to the LGB
112	School health and safety arrangements, including use of risk assessments	Fully delegated	Oversight	Responsible to ensure arrangements are in place	Local monitoring	Local monitoring	Responsible to ensure arrangements are in place in school
113	Fire risk assessment	Fully delegated	Oversight	Ensures all schools have valid risk assessments in place	Information only	Information only	Ensures school has valid risk assessments in place
114	Asbestos risk assessment	Fully delegated	Oversight	Ensures all schools have valid risk assessments in place	Information only	Information only	Ensures school has valid risk assessments in place
115	General monitoring and action plans in relation to safety of sites including buildings conditions	Fully delegated	Oversight	Drafts action plans from audits, reports to the Trust Board	Reviews progress against action plans	Reviews progress against action plans	Drafts action plans from audits, reports to the LGB
SAFEGUARDING							
116	Ensure suitable Safeguarding Policy and associated procedures are in place across the Trust	Not delegated. Overseen by Trustee with responsibility for Safeguarding	Oversight	Oversight	Adopts Safeguarding Policy and procedures and monitors implementation	Adopts Safeguarding Policy and procedures and monitors implementation	Responsibility for safeguarding in the school. Drafts Safeguarding Policy
117	Monitor the effectiveness of the Safeguarding Policy	Partially delegated	Ensures annual review of Safeguarding Policy takes place and reports are provided to Audit and Risk Committee	Addresses findings from the reviews, identifying risk and ensuring mitigation	Adopts Safeguarding Policy and procedures and monitors implementation, including through termly reports	Adopts Safeguarding Policy and procedures and monitors implementation, including	Reviews effectiveness of the Safeguarding Policy and makes recommendations for change where appropriate
118	Produce a termly report on the school's Safeguarding policy and procedures	Fully delegated (Link Trustee receives LGBs termly reports and provides termly assurance of effective local governance to the Board)	Receives termly LGB reports for information		Receives termly Safeguarding report from school and ensures that termly Link Governor scrutiny takes place	Receives termly Safeguarding report from school and ensures that termly Link Governor scrutiny takes place	Meets DSL and ensures termly Academy Safeguarding report produced and shared with LGB and CEO
119	Attend all relevant training and ensure all staff are trained		Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE	Attends all relevant training and reads KCSIE
120	Ensure each school appoints a Designated Safeguarding Lead and an LGB Link Governor for Safeguarding	Not delegated	Oversight		Appoint a Link Governor for Safeguarding for the school and ensure appropriate training	Appoint a Link Governor for Safeguarding for the school and ensure appropriate training	Appoint a Designated Safeguarding Lead for the school and ensure appropriate training.
121	Ensure Safer Recruitment procedures are implemented and adhered to	Fully delegated	Oversight	Ensures that all central trust recruitment panels have a member of staff who is Safer Recruitment trained.	Monitors and ensures the Safer Recruitment processes are effective via Link Governor for Safeguarding	Monitors and ensures the Safer Recruitment processes are effective via Link Governor for Safeguarding	Ensures that all school recruitment panels have a member of staff who is Safer Recruitment trained.
122	Ensure Prevent duty is implemented	Fully delegated	Oversight		Receives termly Safeguarding report (including update on Prevent duty) and ensures that termly Link Governor scrutiny takes place	Receives termly Safeguarding report (including update on Prevent duty) and ensures that termly Link Governor scrutiny takes place	Ensures Prevent duty is fully implemented and reported termly to the LGB via the Safeguarding report

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123	Confidential Safeguarding issues reported to LADO where appropriate	Fully delegated (unless CEO)	Reports safeguarding issues to LADO (if concerns are about executive team or Heads), ensures Heads' compliance		Chair of LGB informed	Chair informed	Reports safeguarding issues to LADO as appropriate and informs the CEO