



Safeguarding and Child Protection policy

Audience:	Parents Academy staff and volunteers Local Governing Bodies Trustees Regional Boards Local Authorities
Approved:	Trustees – July 2017
Other related policies:	Attendance; Behaviour; Missing Pupils; Code of Conduct; Disciplinary; E-safety; Health and Safety; Recruitment; Whistleblowing
Policy owner:	Helen Beattie, Associate School Leader for Safeguarding
Policy model:	Compliance: all REACH2 schools use this policy
Review:	Annually as a minimum, and in line with new editions of Keeping Children Safe in Education
Version number:	3.0 (July 2017)

REAch2 Safeguarding and Child Protection policy



At REAch2, our actions and our intentions as school leaders are guided by our Touchstones:

- Integrity** We recognise that we lead by example and if we want children to grow up to behave appropriately and with integrity then we must model this behaviour
- Responsibility** We act judiciously with sensitivity and care. We don't make excuses, but mindfully answer for actions and continually seek to make improvements
- Inclusion** We acknowledge and celebrate that all people are different and can play a role in the REAch2 family whatever their background or learning style
- Enjoyment** Providing learning that is relevant, motivating and engaging releases a child's curiosity and fun, so that a task can be tackled and their goals achieved
- Inspiration** Inspiration breathes life into our schools. Introducing children to influential experiences of people and place, motivates them to live their lives to the full
- Learning** Children and adults will flourish in their learning and through learning discover a future that is worth pursuing
- Leadership** REAch2 aspires for high quality leadership by seeking out talent, developing potential and spotting the possible in people as well as the actual

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POLICY OVERVIEW

Overarching Principles

We recognise that academies and academy personnel are in a unique position in their care of children. The responsibility for all staff to safeguard pupils and promote their welfare, as stated in Section 175 of the Children's Act (2002) is one that is central to our ethos, our policies and our actions. All children are deserving of the highest levels of care and safeguarding, regardless of their individual characteristics or circumstances, and we are committed to applying this policy to ensure effective levels of safeguarding and care are afforded to all of our pupils. This policy sets out guidance and procedures that our academy will take to ensure appropriate action is taken in a timely manner to safeguard and promote the welfare of our pupils. Its contents are intended to be in accordance with all relevant Government guidelines and legislation, as well as the inter-agency procedures provided by Staffordshire Local Safeguarding Children's Board.

Intended impact

- To enable all pupils to feel safe and cared for whilst at our academy, and to ensure that they have a safe place to which they can turn;
- To enable all adults involved with our academy to be fully equipped to fulfil their responsibilities in effectively promoting the safeguarding and welfare of all of their pupils.

Roles & responsibilities:

- Pupils will: adhere to academy rules regarding conduct and safe behaviour; report anything that worries them to a trusted adult;
- Parents/carers will: work collaboratively with academy staff to promote the safety of their children and other pupils; support our academy to teach pupils about keeping safe by reinforcing key safety messages; report any safeguarding concerns regarding their own children or another pupil to the academy;
- REAch2 academies will: ensure that all pupils have a safe learning environment and are taught about how to keep safe; train and support all adults involved with our academy to appropriately identify and respond to any pupil at risk of harm; work collaboratively with parents and professional agencies to safeguard our pupils;
- Governors will: ensure this policy is applied robustly throughout the academy; review it regularly (annually at a minimum) to ensure the effectiveness and rigor of safeguarding practice at our academy;
- REAch2 central staff will: learn, understand and follow the safeguarding procedures for each academy within which they work; undertake relevant regular training and updates to ensure their skills and knowledge support them to meet their safeguarding responsibility;
- REAch2 Regional Safeguarding Leads/ASL for Safeguarding will: advise and challenge academies and their staff to support them in deploying best practice to meet their statutory safeguarding responsibilities.

How this relates to national guidance & requirements:

Statutory safeguarding and child protection practice for schools and academies is outlined in the following legislation and documents, with which this policy intends to be in accordance:

- Section 175, Education Act (2002);
- Section 26, Counter Terrorism and Security Act (2015);
- Keeping Children Safe in Education (2016);
- Working Together to Safeguard Children (2015);
- Children Missing Education (2016);
- What To Do if You're Worried A Child is Being Abused (2015);
- Inspecting safeguarding in early years, education and skills settings (2016)

Any key definitions:

Safeguarding and promoting the welfare of children is defined in Keeping Children Safe in Education (2016) as: *'protecting children from maltreatment, preventing impairment of children's health or development, ensuring that children grow up in circumstances consistent with the provision of safe and effective care, and taking action to enable all children to have the best outcomes.'*

POLICY PRINCIPLES IN DETAIL

The role and responsibilities of the Designated Safeguarding Lead

- We will appoint a senior member of staff from our academy's senior leadership team to act as our Designated Safeguarding Lead (DSL) This person will coordinate all safeguarding and child protection procedures at our academy, and will take lead responsibility for this area, which will be specified in their job description;
- We will also appoint one or more Deputy Designated Safeguarding Leads, who will be trained to the same level as the Lead, and to whom activities may be delegated;
- During school hours, the Designated Safeguarding Lead or their Deputy will be available to discuss any safeguarding concerns, either in person or, in exceptional circumstances, via phone or other modes of communication;
- The Designated Safeguarding Lead and their Deputies will undergo suitable training, including Prevent training, to equip them with the skills and knowledge required to undertake their role, which will be updated at a minimum every two years; in addition, their skills and knowledge will be refreshed at regular intervals, annually at a minimum;
- The Designated Safeguarding Lead and their Deputies will ensure that all staff know and understand the safeguarding and child protection procedures at our academy, as well as learning and working effectively with the local inter-agency procedures for assessment of early help needs and for referrals of suspected cases of abuse;
- The Designated Safeguarding Lead is expected to oversee and manage all referrals of suspected abuse that are made to Social Care, Police, Channel, and other agencies, and will also support and liaise with any academy staff who have either been involved in making such referrals or who have concerns about a pupil which may subsequently require a referral;
- The Designated Safeguarding Lead and their Deputies will maintain detailed and secure written records of any concerns and referrals.

Induction and training

- We will train all academy staff and volunteers to equip them with the necessary skills and knowledge to support them to fulfil their safeguarding responsibilities. This will take place upon induction and will be refreshed regularly, no less than annually, throughout the course of their work with our academy;
- Training and refresher sessions will reinforce understanding of: the types of abuse, including specific safeguarding issues; the adult's role in recognising and responding to abuse; the academy's processes for recording and following up on any concerns. Policies, policy updates, and statutory information will also be shared during induction and refresher sessions (see page 6 'Implementation' for further information)

Types of abuse and specific safeguarding issues

- We recognise that adults working in our academy are in a unique position to recognise and respond to signs of abuse, and that these can take place and manifest in a variety of ways, including peer on peer;
- Induction training and regular refresher sessions will equip staff and volunteers to understand the different types of abuse, including specific safeguarding issues such as Female Genital Mutilation and radicalisation, and support them to know how to respond to any concerns;
- Annex 1, pages 7 – 8, details our approach to dealing with the risks posed by abuse, and how we identify and respond to any signs of abuse.

Processes, procedures, and inter-agency liaison

- Our academy has a clear procedure for responding to any possible signs of abuse, using a standardised safeguarding concerns form (see Annex 2, page 9) This will be issued to all staff and volunteers at induction, and copies are available in the academy. Training and refresher sessions will reinforce effective techniques for recording concerns, and will highlight the importance of accurate written records;

- All safeguarding concerns forms, and any other documentation of a safeguarding nature, are held in a safeguarding file separately from any other pupil information, and are stored securely with access limited only to the Designated Safeguarding Lead, their Deputies, and the Headteacher;
- Pupil safeguarding files will contain any relevant information and documentation related to the pupil's safety and welfare. Their contents will be organised chronologically, and will be prefaced by a chronology form detailing the key events and information related to the case;
- Upon receiving a concern which indicates a suspicion of abuse, the Designated Safeguarding Lead or their Deputy will follow local inter-agency procedures, local information sharing protocols and statutory/legal expectations in deciding if a referral to an external agency is warranted;
- In the case of a referral being made due to risk of significant harm, the referrer will make a detailed written record of their actions, including: dates and times of any conversations; the name and role of any professionals that were spoken to; the outcome of the referral; any actions that the referrer and the agency receiving the referral have agreed to;
- Any disagreements between the referrer and a professional or agency will be appropriately voiced and discussed, with the referrer following appropriate escalation procedures if they remain dissatisfied and if the circumstances warrant. Any disagreements or escalation will be recorded in writing by the referrer;
- In the case where a concern does not suggest a risk of significant harm but the pupil remains in need of additional support, the Designated Safeguarding Lead will liaise with parents and, with their permission, follow local Early Help Assessment guidelines in order to source the most appropriate support;
- The Designated Safeguarding Lead or their Deputy will be a proactive contributor to any strategy meeting, Child Protection conference/review, core group, Early Help Assessment, and Team Around the Family meeting, and will attend professionals' meetings where requested, providing appropriate written and/or verbal education and welfare reports related to the child and their family as requested by agencies and in line with statutory information sharing guidance.

Safer recruitment and the Single Central Record

- We recognise that it is critical to ensure that our pupils are taught and supported by adults who are safe to do so, and that we must promote a culture of safety within our academy environment by preventing unsafe adults from having access to it;
- In line with best practice for safer recruitment, a minimum of one member of academy staff will undertake a training in 'Safer Recruitment', and will be present on any interview panel;
- Our School Business Manager/Office Manager will maintain a Single Central Record, detailing the required and relevant recruitment and vetting checks undertaken on all school employees, Governors, agency workers and third-party staff;
- The Single Central Record will be supported by files containing appropriate supporting evidence for recruitment and vetting checks, held in line with Data Protection legislation;
- Please see our Recruitment policy for further detail regarding our adherence to safer recruitment principles for staff and volunteers.

Teaching pupils to stay safe

- We recognise the importance of teaching our pupils how to stay safe, and that opportunities to do so form an inherent part of a broad and balanced curriculum;
- Learning opportunities will take the form of: PSHE lessons, Computing lessons, Sex and Relationships education, assemblies, circle time, class/form time, and visiting speakers, as well as smaller group and focussed intervention for particular vulnerable pupils as needed;
- The ethos of our school and its curriculum will support the promotion of British Values, which is known to build resilience to exploitation and radicalisation;
- We will model and teach safe behaviour and appropriate language (including how to stay safe online), and will promote a culture of safety within our academy where everyone's opinion is valued and everyone has someone safe to whom they can turn;
- We will actively collect feedback from our pupils, and will regularly engage with Pupil Voice to seek the views of pupils on their experiences of feeling safe at our academy.

IMPLEMENTATION

This policy applies to all adults involved with our academy, including paid staff, volunteers, visitors, and Governors. It will be publically available on our academy website, and will be available in paper form upon request from the office. We will also make available and/or signpost all relevant statutory and legislation safeguarding and child protection documentation to staff and volunteers for their reference.

All academy staff and volunteers, including Governors, will be issued with a copy of this policy, along with a copy of the academy's Code of Conduct, Whistleblowing policy and Part 1 of Keeping Children Safe in Education (2016) at the beginning of the academic year. They will be required to sign a confirmation that they have received, read and understood these documents, and that they agree to abide by their contents. Any new staff who join our academy subsequent to the annual policy issue will receive a specific safeguarding induction, where this policy, plus our academy's Code of Conduct, Whistleblowing policy and Part 1 of Keeping Children Safe in Education (2016) will be shared and discussed. These staff will also be required to sign a confirmation that they have received, read and understood these documents, and that they agree to abide by their contents.

This policy will be reviewed annually in line with updates of statutory guidance, and additionally on a regular basis by Governors to assess the impact of our academy's processes and procedures in safeguarding pupils and promoting their welfare.

ANNEX 1 – types of abuse

We are aware that all children are potentially vulnerable to abuse. It can: take place at home, in the academy environment, or in the wider community; be committed by adults and by other children; be inflicted by people known to the child and by strangers; be a consequence of an act of deliberate harm and from failing to take necessary steps to prevent the child from coming to harm.

The four main types of abuse referred to in Keeping Children Safe in Education (2016) are:

- Physical;
- Emotional;
- Sexual;
- Neglect.

High quality training, which is regularly updated, ensures all adults involved with our academy are familiar with the definitions of abuse the acts that constitute each of the four categories, and the signs of each type of abuse/neglect so that children who may be in need of help or protection are appropriately identified.

In addition to the above, we recognise that there are a number of specific safeguarding issues that require special consideration due to their complex nature.

Peer on peer abuse:

- Some children may abuse their peers, which can manifest in many ways including: bullying, online abuse, gender-based abuse, 'sexting', and sexually harmful behaviour;
- Harmful behaviour in our academy is not tolerated, and we will take swift action to intervene where this occurs, including referrals to Social Care and/or Police where appropriate;
- We will use lessons and assemblies to help children understand, age-appropriately, what abuse is, and encourage them to tell a trusted adult if someone is behaving in a way that makes them feel uncomfortable.

Gangs and youth violence

- We recognise that children are vulnerable, at any age, to being drawn into a gang environment and being targeted as perpetrators, or victims, of violence to others;
- We understand the positive impact that education, and spotting and responding to early warning signs of gang behaviour and violence, can have on affecting a positive outcome for a child and for building resilience to gang culture;
- We will be vigilant to any signs of our pupils being drawn into, or affected by, gangs and youth violence, and will work with local agencies to safeguard any perpetrators and/or victims.

Child Sexual Exploitation

- It is understood that any child of any age is vulnerable to the risks of sexual exploitation, and that this is not limited to older children or adolescents;
- We are alert to the signs and indicators of a child becoming at risk of, or subject to, sexual exploitation, including going missing from education;
- The Designated Safeguarding Lead is the named professional for this issue, and will work with local agencies as required to safeguard pupils at risk of, or subject to, sexual exploitation.

'Honour based' violence, including Female Genital Mutilation, Breast Ironing and Forced Marriage

- 'Honour based' violence refers to actions committed under a belief of protecting or defending the honour of a family or community. Regardless of the motivation or circumstances, we recognise that these acts are illegal and abusive, and should be responded to as such;
- We are aware of, and will adhere to, the legal duty placed on teachers to notify the Police of any confirmed cases of Female Genital Mutilation carried out on a girl under the age of 18;

- We are alert to the signs and indicators of a child being at risk of ‘honour based’ violence, and will work with local agencies as required to safeguard these pupils.

Radicalisation

- Under the Counter Terrorism and Security Act (2015) academies are required to have ‘due regard to the need to prevent people from being drawn into terrorism’, otherwise known as the ‘Prevent duty’;
- We are alert to the signs and indicators of a child showing signs of radicalisation and of being at risk of being drawn into terrorism, and will work with local agencies and the Channel programme as required to safeguard these pupils;
- We recognise that a broad and balanced curriculum will support pupils in developing resilience to extremist ideology, therefore teaching and learning must promote pupils’ spiritual, moral, cultural, mental and physical development, prepare them for the opportunities, responsibilities and experiences of life, promote community cohesion and British values, and provide a safe space in which pupils can understand, discuss and learn to challenge sensitive topics.

Children Missing Education

- We recognise that a child missing from education can be an indicator of abuse or neglect, including a risk of exploitation, ‘honour based’ violence and radicalisation, as outlined above;
- Robust procedures are in place for monitoring and responding to pupil attendance, as outlined in our academy’s Attendance policy;
- In line with Children Missing Education (2016) and Staffordshire procedures, we will work with local agencies and make timely referrals as required to ensure that circumstances where children are missing from education are swiftly and appropriately responded to.

We will signpost our staff and volunteers to the full list of specific safeguarding issues and the accompanying guidance documents outlined in Part 1, Keeping Children Safe in Education (2016), about which all staff and volunteers should be aware.

ANNEX 2 – contact information

Name of Designated Safeguarding Lead	Angela Kerr
Role of Designated Safeguarding Lead	Headteacher
Contact details for Designated Safeguarding Lead	01785333400 head@veritasprimaryacademy.com

Name of Deputy Safeguarding Lead/s	Lisa Smith
Role of Deputy Safeguarding Lead/s	Acting Deputy Headteacher
Contact details for Deputy Safeguarding Lead/s	01785333400 lisa.smith@veritasprimaryacademy.com

Name of Chair of Governors	Jan Gormley
Contact details for Chair of Governors	chair@veritasprimaryacademy.com
Name of Safeguarding Governor	Dariusz Bielecki
Contact details for Safeguarding Governor	office@veritasprimaryacademy.com

Staffordshire Social Care contact details (First Response)	08001313126 firstr@staffordshire.gov.uk
Staffordshire Out of hours Social Care contact details (Emergency Duty Service)	08456042886
Local Support Team (8)	01283 239586

Staffordshire LADO name	Lisa Dada, Julie Astall or Paul Davies
Staffordshire LADO contact details	0800 1313126

Staffordshire Prevent agency name	Staffordshire North Prevent Team
Staffordshire Prevent agency contact details	01785 233109 prevent@staffordshire.pnn.police.uk

ANNEX 3 – safeguarding concerns form



Safeguarding - Report of Concern

Name of child: D.o.B.: Class:

Nature of concern: (Please give full details of the nature of the concern, ensuring that you record dates, times, frequencies, as appropriate and any relevant conversations with the child.)

(Please continue on a separate sheet if necessary)

Initial action taken: (this section might include details of initial enquiries of the child, consultation with the DSL, contact with Safeguarding Advisory Service, any contact with or explanations from mother/ father/carers etc.)

Name and signature of person making report

Job role.....

Date of report.....

Date and time of notification of DSL

Name and signature of DSL

ANNEX 4 – local agency procedures



Staffordshire and Stoke-on-Trent Safeguarding Children Boards (LSCB)

Making a Good Referral

1. Before ringing First Response (FR- Staffordshire) / Safeguarding Referral Team (SRT – Stoke-on-Trent) are you clear what your concerns are and have you spoken to the parents/ carers about your concerns?
2. Have you talked to parents/carers about consent? For opening an early help assessment (EHA), parental consent is needed. For child protection referrals consent is not required but it is important wherever possible to be open and honest with the parents that you are making a child protection referral except in certain circumstances where such action could put the child or others at greater risk.
3. Before making any kind of decision, have you shared your concerns with your own organisation's designated safeguarding lead (DSL)? LSCB Joint multi agency policies and procedures emphasise the importance of sharing your concerns with your internal DSL before making a referral.
4. Do you need to seek professional advice from outside of your organisation? i.e. the local support team (Staffordshire) / co-operative working hubs (Stoke-on-Trent)? If you are a school in Staffordshire have you sought advice from the education safeguarding advice line?
5. Along with your organisation's designated lead, have you explored what you can do to support the child/ young person/ family as a single agency? Have you had that conversation with the parents/ carers/ child around early help?
6. If you aren't able to do it alone, have you considered bringing in the support and expertise of other agencies by using an EHA? Do you know if any other agency has already opened an EHA? Contacting your LST or cooperative working hub or just speaking to another agency such as a health visitor, nursery or school may tell you if this has happened.
7. What is the nature of your concern? It's really important to gather as much information as you can that will help demonstrate why your concerns have met the threshold for significant harm. This may include historical information such as EHA's, the involvement of other agencies (past and present), previous concerns, particularly if children are known to have lived in other areas.
8. How do you know you have all the information? In order to make an appropriate child protection referral and to help the call taker at FR/ SRT it's important to have as much information as possible and using the Multi-Agency Referral Form (MARF) will act as a checklist before you pick up the phone. (You'll also need to fill this in and send it to FR/ SRT **within 24 hours but within a maximum timescale of 48 hours** after you've made the referral). So make sure you have the basics which include contact details for the parents/ carers. Think about what information you have that

demonstrates who the parents are? How do you know that the adults in front of you are the child's parents, particularly that of the father? Have you got information on other family members that may act as a safe haven for the child (ren)?

What about significant others such as other known men that are associated to the family? Ensure that all known risk indicators along with any protective factors are included in the MARF. The impact on the child of any particular concern should be considered.

9. Again before ringing FR/ SRT – have you considered the level of intervention as laid out in the relevant LSCB thresholds documents? What level is the child at and what evidence do you have that demonstrates this?
10. Now that you have all the required information make sure you allow yourself enough time to be able to share the information with FR/SRT. Call takers will need to discuss your concerns and the information you present very carefully and this may lead to other questions being asked. Always keep a record of your call and the name of the person you spoke to and be clear about any next steps before ending the call.

Important contact numbers

Staffordshire

Local Support Teams:

<http://www.staffordshire.gov.uk/health/childrenandfamilycare/FamiliesFirstPartners/getintouch.aspx>

First Response 0800 13 13 126

Emergency Duty Team (Out of Hours Service) 0345 604 2886 / Mobile: 07815 492613

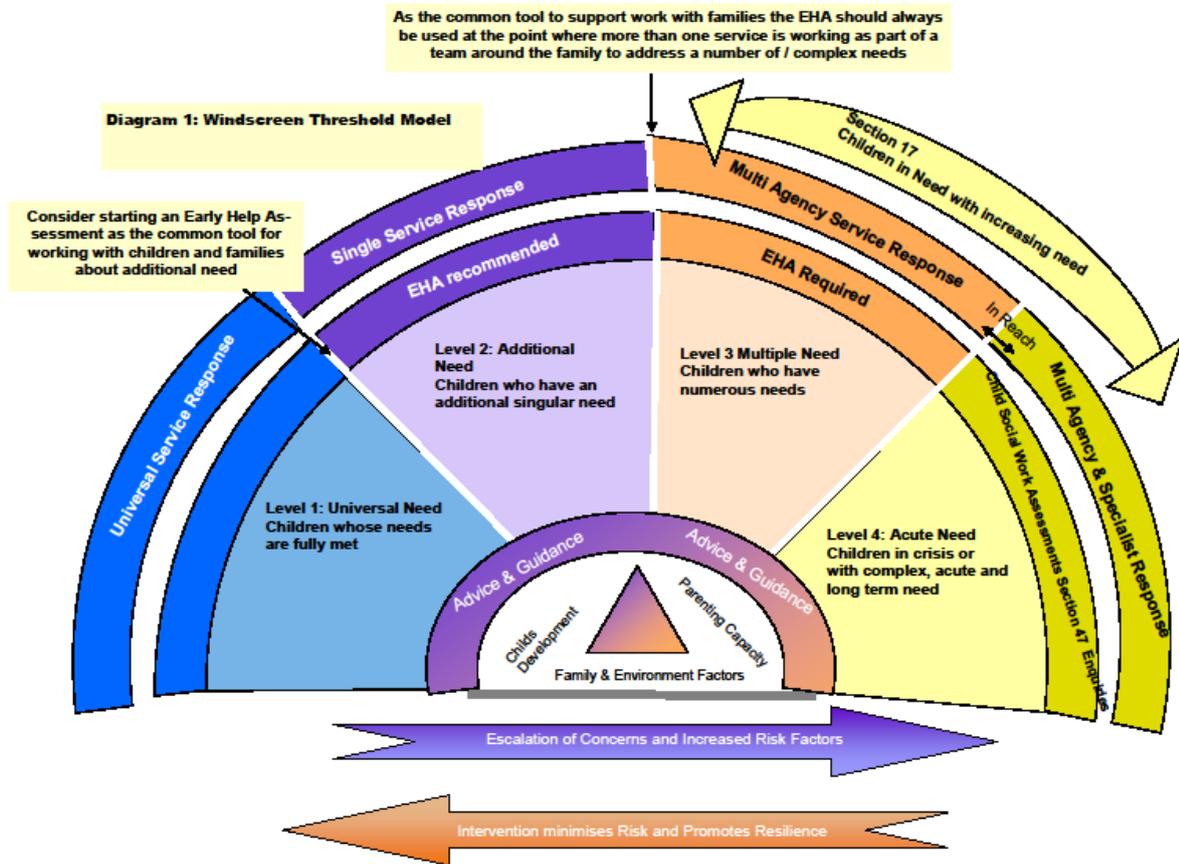
Education Safeguarding Advice Line (Schools only) 01785 895836

Staffordshire Safeguarding Children Board (SSCB)

01785 277151

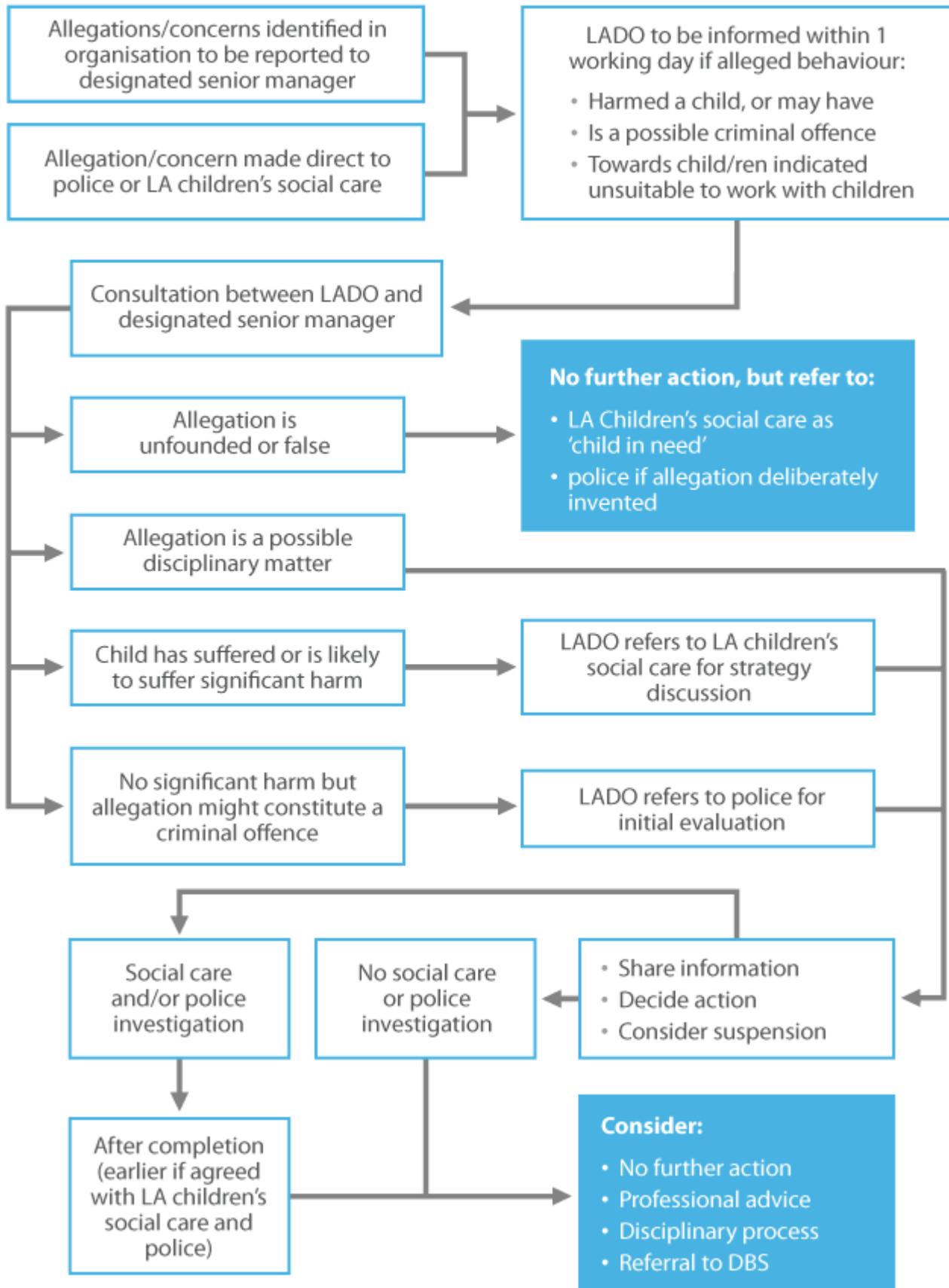
Multi-Agency Referral Form (MARF) - <http://www.staffsscb.org.uk/Professionals/Thresholds-and-CAF/Thresholds-and-Early-Help.aspx>

Staffordshire's 'Windscreen Threshold Model'



Version 6 April 2017

Allegations / Concerns Against Staff Child Protection Process



ANNEX 5 – managing allegations

Keeping Children Safe in Education (2016) defines an allegation of abuse against a member of staff as any case in which it is alleged that an adult (including volunteers) at the school or academy has:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child;
- behaved towards a child or children in a way that indicates he or she would pose a risk of harm to children.

This policy is designed to work in full accordance with the statutory guidelines set out within Part Four, Keeping Children Safe in Education (2016), as well as with local guidelines issued by Staffordshire Local Authority, both of which set out each stage of the process for managing allegations in detail. Headteachers, members of the Senior Leadership Team and the Chair of Governors will familiarise themselves with both of these documents; however, key principles that we will follow are detailed below.

Staff awareness

- All staff and volunteers will be issued with our academy's Code of Conduct and our Whistleblowing policy, which is intended not only to support them in adopting safe practice in their work with children but also to advise on how to report any concerns about the conduct of a colleague;
- Additionally, all staff and volunteers will be signposted to the Ofsted Whistleblower Helpline, 0300 123 3155, and to the NSPCC Whistleblowing Advice helpline, 0800 028 0285.

Headteacher, SLT and Governor awareness

- The Headteacher, members of SLT (in case of the Headteacher's absence) and the Chair of Governors (in case of the allegation being against the Headteacher) will know the name and contact details for the Local Authority Designated Officer (LADO), with whom contact must be made as soon as possible upon receipt of an allegation against a member of staff or volunteer at our academy, and always within one working day;
- If further investigation or action is required, the person referring the concern to the LADO will then be nominated as the 'case manager'. If the specific circumstances warrant, or if the case is unusually complex, the case manager role may be taken on by a professional independent to our academy, i.e. a colleague from within REAch2 Academy Trust.

Information sharing

- When directed to by the LADO, the case manager will inform the accused person of the allegation and will be given as much information as possible about its nature. We have a duty of care to our employee, and will provide effective support to anyone in this situation, as well as ensuring that the matter is dealt with quickly, fairly and consistently;
- As directed by the LADO, the case manager will also tell the parents of the child or children involved of the allegation (if they are not already aware) and will keep them informed as to the progress and outcome of the process.

Managing the situation

- As directed by the LADO, we will assess the possible risk posed by the accused individual if they are to continue in their role. This assessment may result in suspension if the risk is considered sufficient and if all suitable alternative options have been considered;
- If a member of staff who is judged to be unsuitable to work with children resigns or their services cease to be used, we will assess the situation against the published DBS criteria and will follow up with a referral where necessary. A compromise or settlement agreement will not be used in cases where this would prevent a referral to DBS being made, as to do so could result in a criminal offence and in non-compliance with our legal duty;
- One-off and/or repeated allegations of malicious, false or unsubstantiated conduct will not be referred to in employer references;

- Where an allegation has been found to be malicious, we will consider whether to take further action, either via the Behaviour policy (in the case of a pupil) or via discussion with the Police (in the case of a parent or other adult).

Record keeping

- Full details of each stage of the allegations process will be recorded in writing by the Case Manager;
- Where an allegation has been found to be malicious, i.e. the allegation is disproved and there has been a deliberate attempt to deceive, all details and records will be removed from the person's personnel file;
- For allegations found to be substantiated, false or unsubstantiated, details of the allegation and the investigation process, including the outcome, will be kept as per the Disciplinary policy, but usually separately and confidentially to the person's personnel file, with a copy also provided to the person concerned;
- Records will be retained for a period of 10 years from the date of the allegation, or until the accused has reached pension age (if this is sooner).

Learning lessons

- As soon as is practicable, the Governing Body will convene to review the facts of the case, reflect on any lessons to be learned, and implement any needed changes to policy and/or procedure. Where applicable, this will include reference to any feedback given by the LADO.