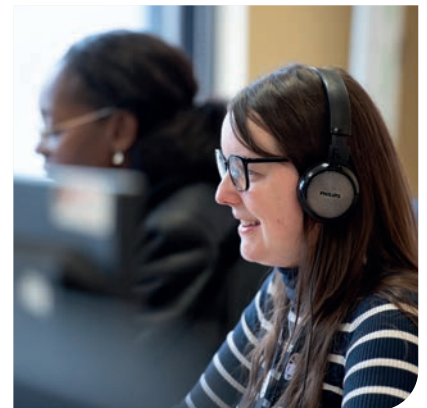




Ways of Working Framework

People Directorate / Prevention & Communities Directorates

We See.
We Hear.
We Care.
We Act.
We Learn.





Foreword

Sam Mowbray
Chief Executive
Swindon Borough Council



At Swindon Borough Council, we are working hard to ensure that children and young people are at the heart of everything we do. We also know that children, families and residents do not experience services in organisational charts, structures or directorates. They experience whether services feel joined up, whether people work well together and whether support is available at the right time, in the right way and around the things that matter most to them.

Over recent years, we have continued to strengthen how we work together across the Council and with partners to improve outcomes for children, families and communities across Swindon. Alongside this, we have also reflected openly and honestly on where we still need to improve, particularly around how leaders work together across services, how we share accountability and how we create a more connected system around residents.

Following changes to the Council's leadership arrangements and the Local Government Association Test of Assurance in 2025, we took the opportunity to step back and think carefully about how we strengthen collaboration, governance and collective leadership across Children's Services, Education, SEND, Prevention and Communities.

This Ways of Working Framework is the result of that work. The framework is also intended to strengthen leadership capacity across the system by creating greater clarity around roles, responsibilities and delegated authority. This enables leaders to focus their time and attention where it can add most value, supporting strategic leadership, improvement and assurance while maintaining strong accountability and oversight. This is particularly important as we continue our Children's Services improvement journey and work together to improve outcomes for children and young people across Swindon.

Importantly, this is not simply a governance document or a description of structures and reporting lines. It represents a shared commitment to working differently together. It sets out how leaders across services will work collaboratively, share responsibility for improvement, strengthen oversight and act earlier when risks or concerns emerge.

It also reflects something we feel strongly about as an organisation. Improving outcomes for children and families is not the responsibility of one service or one directorate alone. It requires collective leadership, openness, trust and a willingness to work together across traditional boundaries. It also requires leaders to have the capacity to focus on strategic priorities, improvement and assurance, while empowering others to lead through clearly delegated responsibilities.

This approach is ambitious and, in some areas, different from more traditional local authority models. We know there will be learning along the way and we do not expect to get everything perfect immediately. But we believe strongly that creating a more connected and collaborative leadership system around children, families and residents is the right thing to do for Swindon.

Ultimately, the success of this framework will not be measured by meetings, structures or governance arrangements. It will be measured by whether children, young people and families experience services working together more effectively around their needs, and whether we continue building a culture where shared accountability, collaboration and improvement are part of how we work every day.

1. Introduction

1.1 Purpose

This document sets out the agreed ways of working between the People Directorate and the Prevention & Communities Directorate that from May 2025 has included Education and SEND. It seeks to inform the new leadership structure, ensuring clarity of accountability, effective governance, and collaborative delivery focused on outcomes for residents.

The document provides a clear and practical framework for how senior leaders will work together across directorates, with Members, and with partners to ensure strong governance, effective decision-making, and a cohesive approach to improvement. It is intended to support clarity, consistency, and collective ownership of the council's improvement ambitions, and to embed the leadership practices required for sustained progress.

1.2 Context

In May 2025, the council implemented changes to the corporate leadership structure to ensure the organisation had the strategic capacity and focus required to accelerate the Children's Social Care Improvement journey. These changes were designed to strengthen leadership grip, improve cross-council alignment, and provide clearer accountability for delivering sustained improvement in outcomes for children and families.

Recognising the significance of these structural changes and the importance of ensuring they were robust and aligned with statutory expectations, the Chief Executive invited the Local Government Association (LGA) to undertake a formal Test of Assurance in September 2025. The purpose of the Test of Assurance was to provide independent external scrutiny of the revised arrangements and to assess whether the leadership, governance, and organisational structures were fit for purpose.

The Test of Assurance focused on three core areas:

- The scope and configuration of the People Directorate, including the balance of responsibilities across Adults, Children's Services, Education, and SEND
- The role, influence, and governance position of the incoming Director of Children's Services (DCS), ensuring statutory responsibilities could be exercised effectively
- The structural alignment between Education, SEND, and Children's Social Care, and the extent to which these arrangements supported coherent leadership and improved outcomes

The LGA's findings were constructive and forward-looking. They identified opportunities to strengthen cross-directorate collaboration, clarify decision-making pathways, and reinforce the governance and assurance mechanisms needed to support a improvement-focused organisation. The Test of Assurance also highlighted the importance of shared leadership behaviors, consistent communication, and a unified corporate approach to delivering improvement at pace.

One of the key recommendations from the Test of Assurance was to develop and agree this framework.

1.3 Scope

Although this framework primarily relates to Children's Services, Education, SEND, Prevention and Communities, it also supports wider collaboration across the People Directorate and corporate services where services work together around children, young people and families, including transition into adulthood.

1. Ensure the DCS's statutory authority is explicit and visible, clarify how the DCS will discharge all statutory duties
2. Clarify decision-making and escalation routes
3. Demonstrate strengthened political governance and member - officer working
4. Set out new structure
5. Formalise cross-directorate collaboration
6. Clarify assurance, scrutiny, and review mechanisms

It applies to,

- The Chief Executive
- Corporate Directors
- The Director of Children's Services
- The Director of Education and SEND
- Directors and Heads of Service
- Lead Members, Deputy Lead Member & Administration
- Corporate enabling services (HR, Legal, Finance, IT, Comms, Performance)
- Key partners (Health, Police, Schools, Safeguarding & Community Partnerships)

2. Director Children Services Statutory Role and Authority

The Director of Children Services (DCS) maintains statutory responsibility for all education and children’s social care functions, as set out in Section 18 of the Children Act 2004.

The DCS remains the legally accountable individual for the matters set out in Section 18 of the Children Act 2004, even where operational duties are delegated.

The DCS must have sufficient autonomy and decision-making powers. The DCS must have unambiguous status, regardless of internal reporting lines. The following forums are in place to support the DCS to fulfil the statutory duties:

One to one meeting: The DCS has a direct line to the Chief Executive Officer (CEO) meeting formally each month and informally as and when required.

One to one meeting: The DCS meets formally with the Children’s Lead Member each Month.

Quartet meeting: DCS, Corporate Director People, Leader of the Council, Children’s Lead Member, and the CEO meet formally every 6 weeks specifically to discuss key risks, issues and escalations.

Executive Meetings: The DCS regularly attends the following Corporate Management Team (CMT) Forums, that are chaired by the CEO.

Key Corporate forums attended by the DCS, CEO and Corporate Directors		
Forum	Cadence	Purpose
CMT	Monthly	To review and discuss Corporate Risk Register, along with dedicated DCS slot on the agenda
CMT	Monthly	To review key performance, risks and issues from all directorates
Wider Management Team (Quarterly) to hear key corporate messages, promote cross council working	Quarterly	To hear key corporate messages, promote cross council working

The DCS is required to provide strategic leadership and operational oversight for Children’s Social Care, Youth Justice, and Early Help services in Swindon. The DCS directly line manages and supervises the two Directors in Children’s Social Care and the Head of Service for Quality Assurance and the Business Improvement Lead.

The DCS is responsible for ensuring that children and young people are safeguarded, supported, and empowered to thrive, in line with the Children’s Social Care vision “Children at the heart of everything we do”. The DCS is accountable for the delivery of children’s social care, youth justice and early help services.

The DCS will work with the Corporate Director of People to lead the strategic direction, performance, continuous improvement and financial sustainability of Children’s Services, embedding a culture of high expectations, learning, and child focussed practice.

The DCS will drive forward the Council’s Children’s Services Improvement Plan, responding to Ofsted recommendations and ensuring robust governance through the Improvement Board. The DCS will incorporate feedback from Ofsted, LGA, DfE, and Sector Led Improvement Partners in briefings to CMT, Line Manager, Director Education Cabinet Lead for Education and SEND and the Children’s Lead Member

The DCS is responsible for ensuring the effective operational safeguarding arrangements are in place, within Children’s Social Care, with strong management oversight.

The DCS has been appointed as the Delegated Safeguarding Partner (DSP) for Childrens Services and is therefore a member of the Swindon Safeguarding Partnership Executive. This ensures that the DCS is able to speak with authority and take decisions on behalf of the Lead Safeguarding Partnership (LSP) i.e. the CEO and hold their Directorate to account. The Director of Education sits within the executive of the Swindon Safeguarding Partnership and leads the Education Subgroup.



3. Statutory education duties and how they are discharged in Swindon

The DCS maintains statutory responsibility for all education and children's social care functions, as set out in Section 18 of the Children Act 2004. Delegated operational responsibilities sit with the Director of Education, who is expected to lead and deliver Education and SEND functions with a high degree of autonomy.

DCS retains oversight, assurance, and escalation rights but is not required to routinely intervene in day-to-day operational decisions.

Whilst statutory guidance requires the DCS to retain a single, clear line of professional accountability across both education and children's social care functions, even when operational duties are delegated to others.

The DCS is not required to directly manage all education functions; instead, it requires the DCS to have sufficient oversight to ensure statutory duties are met.

To achieve this balance, the assurance mechanisms in place are set out below:

- Scheduled assurance meetings between the DCS and Director of Education, focused on performance, safeguarding risks and statutory compliance.
- Escalation triggers are defined in advance, so the DCS only intervenes when necessary. These are set out in Annex A.
- A shared dashboard that provides the DCS with the information needed to fulfil statutory oversight (shared priorities)
- A simple decision-making matrix adds clarity, especially when matters must escalate from the Director of Education to the DCS or CEO. This is set out in Annex A.

3.1 Admissions

The Council is responsible for coordinating admissions schemes, admission arrangements for community and voluntary controlled schools, implementation of the Fair Access Protocol, and the commissioning of independent admission appeals. Operational responsibility sits with the Head of Admissions and Sufficiency, with oversight by the Director of Education and escalation to the Corporate Director for Prevention and Communities for contentious or high-risk matters.

3.2 School place planning and school organisation

Under the Education Act 1996, the Council must secure sufficient school places and promote high standards and fair access. The Head of Admissions and Sufficiency leads forecasting and basic need planning; the Director of Education oversees capital bids and strategic sufficiency. Prescribed alterations and other school organisation proposals follow the constitutional member decision routes.

3.3 Early Years and childcare sufficiency

Under the Childcare Act 2006 the Council must secure sufficient childcare for working parents and ensure delivery of the free entitlements. The Head of Early Years leads this function, with annual sufficiency reporting to Members and strategic oversight by the Director of Education.



4. SEND statutory processes and sufficiency

The Council undertakes Education, Health and Care needs assessments, issues and maintains EHC plans, and ensures sufficiency of SEND and alternative provision, including joint commissioning. Decisions on assessments and plans are delegated to the Head of SEND as designated decision-maker, with escalation of complex or high-cost cases to the Director of Education and/or Corporate Director for Prevention and Communities where appropriate and in line with the scheme of delegation.

4.1 Inclusion, attendance and children missing education

The authority delivers attendance functions (including legal intervention), applies the 2024 Pupil Registration Regulations, ensures day-6 education for permanently excluded pupils and identifies and tracks children missing education. The Head of Inclusion and Attendance leads operational delivery with assurance oversight by the Director of Education and escalation to the DCS where safeguarding concerns are present.



4.2 Education safeguarding assurance

The Director of Education holds responsibility for education safeguarding assurance, including ensuring functions have regard to section 175 of the Education Act 2002, supporting DSL networks and escalating significant safeguarding risks to the DCS.

4.3 Escalation triggers and delegated decision-making matrix

- Escalation from the Director of Education to the DCS is required where there is statutory risk, safeguarding concern, or significant financial, legal or reputational impact.
- School organisation proposals are prepared by the Director of Education but proceed to Cabinet or Lead Member decision in line with the Constitution.
- Alternative Provision, exclusions and SEND decisions escalate where safeguarding, statutory deadlines or high-cost placement risks are present.
- Admissions and Fair Access decisions escalate where they are contentious, legally complex or likely to result in challenges.

Swindon Borough Council exercises a wide range of statutory education functions across admissions, place planning and school organisation, Early Years, SEND, inclusion and attendance. These duties are discharged operationally by the Director of Education and SEND, while the Director of Children's Services (DCS) retains statutory oversight and accountability.

5. Decision Making Pathways

Operational decisions: Made by officers under delegated authority in accordance with the internal scheme of delegations

Key decisions: Made by Cabinet or Lead Member, as defined in the Constitution.

Strategic corporate decisions: Made by the Chief Executive or CMT.

Urgent safeguarding decisions: Made by the DCS or delegated senior officers. In the absence of the DCS decisions can be delegated down within the service, or up to the Corporate Director People and/or the CEO, as stated within the internal scheme of delegation.

Partnership decisions: Made through statutory boards.

6. Escalation

Escalation routes ensure:

- No single points of failure
- Clear professional and political accountability
- Timely decision making

Escalation routes for:

- Safeguarding risks
- Performance concerns
- Financial and legal risks
- Partnership issues

DCS can escalate matters to the relevant CMT forum (see section 1)

Cross directorate issues can be resolved via the Integrated Leadership Team Forum, the Governance Forum, Wider CMT, or at monthly CMT with Corporate colleagues.



AT OUR BEST

THE SWINDON COMMITMENT

BEING AT MY BEST AS A COLLEAGUE

We See.

I will:

- Use insight and feedback from colleagues and residents to understand the bigger picture
- Look beyond my team and link my work to our shared purpose
- Spot and raise issues early

We Hear.

I will:

- Listen with respect and curiosity
- Give and receive feedback kindly and constructively
- Speak up when something isn't right

We Care.

I will:

- Treat residents and colleagues with kindness and respect
- Look after my own wellbeing and support others to do the same
- Take responsibility for my learning and career development

We Act.

I will:

- Put residents first and focus on solutions
- Be where I'm needed most – for residents and my team
- Take responsibility for results and use resources wisely
- Be an ambassador for Swindon and the Council, speaking positively about where I work and the difference we make

We Learn.

I will:

- Use what I learn to make a real difference for residents
- Keep learning and share what I discover, while staying open to new ideas
- Reflect on what works (and what doesn't) so I can keep improving

7. Constitutional Framework

All decision making within Children's Services is governed by the Swindon Borough Council Constitution, including:

- Part 2 – Articles of the Constitution
- Part 3 – Responsibility for Functions
- Part 4 – Rules of Procedure
- Part 8 – Scheme of Delegations

This Framework clarifies how these powers are exercised in practice within the current leadership structure.

7.1 Delegated Authority of the Director of Children's Services (DCS)

Under the Constitution, the DCS holds delegated authority for:

- All statutory children's services functions
- Operational decisions necessary to discharge these functions
- Safeguarding decisions requiring immediate action
- Ensuring effective systems for performance, risk, and quality
- Oversight of education and SEND, regardless of internal reporting lines

Matters delegated within the Constitution to the Director of Children's Services are further delegated as set out in the 'internal directorate scheme of delegation'.

7.2 Delegated Authority of Corporate Directors

Corporate Director of People

Holds delegated authority for:

- Strategic leadership of Adults and Children's Social Care
- Commissioning and resource decisions within approved budgets
- Providing resilience for the DCS role

Corporate Director of Prevention & Communities

Holds delegated authority for:

- Strategic leadership of Education and SEND
- School improvement and SEND commissioning
- Partnership engagement with education leaders

7.3 Delegated Authority of the Director of Education and SEND

Holds delegated authority for:

- School improvement
- SEND statutory processes
- Inclusion and attendance
- Early years

Exercised in consultation with the DCS, who retains statutory accountability. A dotted line accountability to the DCS ensures statutory oversight.



8. Political Governance and Member Roles

- The Lead Member for Children’s Services holds political responsibility for all children’s services
- The Cabinet Member for Education and SEND supports this role

Key political forums attended by the DCS, Lead Member and Cabinet Member & Officers		
Forum	Cadence	Purpose
1.1 DCS & Lead Member	Monthly	Provide strategic leadership updates, ensure clear political accountability for children’s services, review performance and safeguarding matters, and support informed decision-making across education and children’s social care in line with statutory responsibilities.
DCS (Corporate Director of People and Corporate Director of Prevention & Communities) will attend monthly Joint Leadership Briefings with the Children’s Lead member and the Cabinet Member of Education and SEND.	Monthly	Support collective leadership, ensure alignment of priorities across children’s social care, education and SEND, review service performance, and maintain clear lines of accountability for statutory children’s services functions.
The DCS (Corporate Director of People and Corporate Director of Prevention & Communities) will attend Children’s, Education and SEND Overview and Scrutiny Committee with the Childrens Lead Member and the Cabinet Lead for Education and SEND.	Monthly	Provide professional accountability, present evidence on service performance and statutory compliance, support democratic scrutiny of children’s social care and education services, and ensure transparent oversight of safeguarding and outcomes for children and young people.
The DCS will meet with the chair of Children’s, Education and SEND Overview and Scrutiny Committee with the Childrens Lead Member and the Cabinet Lead for Education and SEND (Scrutiny Pre Meet)	Monthly	To ensure effective preparation for scrutiny activity, support the committee’s assurance role, and provide clarity on statutory responsibilities, emerging risks, and improvement priorities across children’s services

Key political forums attended by the DCS, Lead Member and Cabinet Member & Officers		
Forum	Cadence	Purpose
The DCS (Corporate Director of People & CEO, Director Education) will attend the Corporate Parenting Board with the Children’s Lead Member and the Cabinet Lead for Education and SEND	Bimonthly	Fulfil statutory corporate parenting responsibilities, oversee the wellbeing and outcomes of looked-after children, and ensure services meet statutory duties relating to care, education, safeguarding, and participation of children in care.
The DCS will attend the Children’s Improvement Board (whilst this remains operational) with the Children’s Lead Member and the Cabinet Lead for Education and SEND, Corporate Director of People and CEO, and Director Education)	6 Weekly	Provide leadership and accountability for the delivery of the improvement plan, ensure progress against statutory responsibilities, address areas of risk or underperformance, and drive system-wide improvements in safeguarding, education and social care.
Dissemination of Need to Know	Ad Hoc	To ensure that key safeguarding, performance, policy, and compliance information is communicated across the children’s system, enabling the local authority to meet its statutory duties for effective leadership, clear accountability, and assurance across education and children’s social care.

9. Member Decision Making and Political Accountability

In line with the Constitution:

- The Lead Member for Children's Services holds political responsibility for all children's services
- The Cabinet Member for Education and SEND supports this role
- Cabinet makes decisions on policy, strategy, and budget
- Scrutiny provides challenge and oversight

Joint cabinet portfolio meetings ensure shared understanding of risks and priorities to ensure the Lead Member can meet his/her. Statutory requirements.

Member Legal Responsibilities:

- Hold political accountabilities for all children's services
- Joint statutory accountability with the DCS
- Ensure statutory education and social care functions are properly discharged

Member Leadership Responsibilities:

- Strategic leadership and partnership building
- Oversight of safeguarding arrangements
- Ensuring fair access to services
- Corporate parenting
- Monitoring performance and commissioning
- Championing children's rights, voice, welfare, and outcomes

We See

people, not problems – and stay curious to understand their story.

We Hear

each other and the people we serve.

We Care

about our colleagues, residents and community.

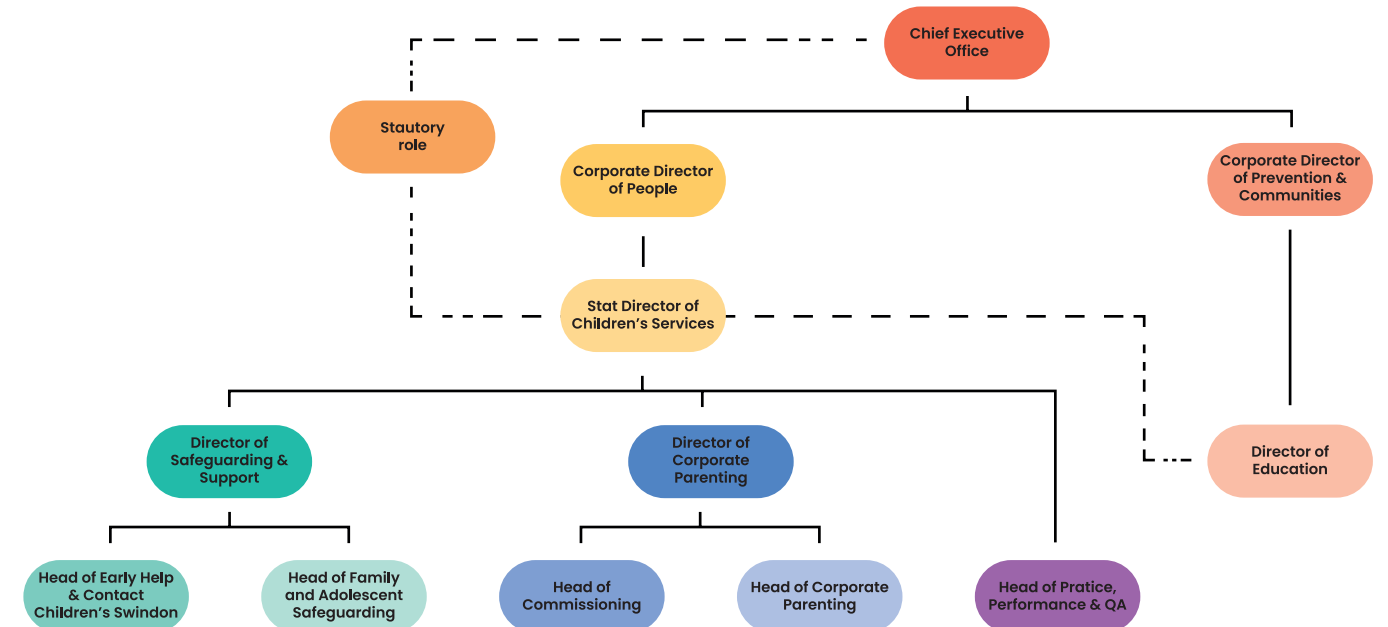
We Act

with integrity, accountability and purpose.

We Learn

from data, feedback and experience to keep improving.

10. Structure



11. Cross-Directorate Collaboration and Corporate Ownership

The People Directorate and the Prevention & Communities Directorate will operate as a single, integrated leadership system for all children, education, SEND, safeguarding, communities and prevention priorities. High levels of collaboration, shared ownership, and collective accountability are essential to delivering improved outcomes for children, families, and residents. Both Directorates commit to a model of shared leadership, shared intelligence and shared problem-solving, with explicit mechanisms in place to prevent silo working.

Integrated Leadership Forum (ILF) The Integrated Leadership Forum is the primary cross-directorate governance mechanism. It brings together the Corporate Directors, DCS, Director of Education and Directors, The Forum will:

- Hold collective accountability for children's services improvement across both directorates.
- Review shared performance dashboards, risks, workforce capacity, commissioning plans and financial pressures.
- Agree joint priorities, system-wide actions, and cross-directorate responses to emerging issues.
- Provide a single space for resolution of operational or strategic issues that span both directorates.
- Ensure that neither directorate progresses work in isolation where cross-cutting implications exist.

11.1 Shared Performance Dashboards and Outcomes Framework

A shared outcomes framework and multi-directorate performance dashboard will be used by both Directorates to drive decision-making and assurance. The dashboard will:

- Provide a single, agreed view of performance, risk and statutory compliance across Education, SEND, Children's Social Care, Prevention and Communities.
- Enable early identification of cross-cutting risks or pressures.
- Support transparent data-sharing and joint ownership of improvement actions.
- Ensure the DCS retains the necessary oversight of education and SEND performance.



11.2 Joint Boards and Cross-Directorate Forums

The Directorates will continue to jointly attend and contribute to:

- Lead Member and Cabinet Member governance sessions
- Scrutiny committees
- Corporate Parenting Board
- Children's Improvement Board
- CMT forums including CMT Performance and Corporate Risk

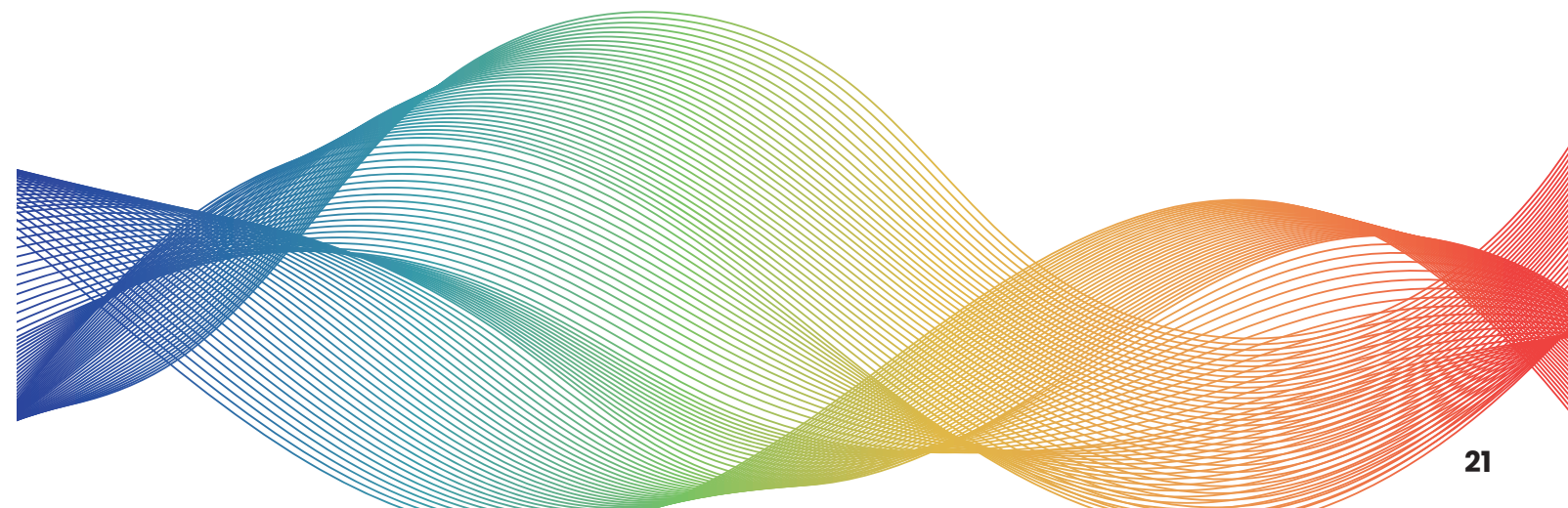
11.3 Corporate Ownership of Children's Services Improvement

Children's Services improvement is a corporate priority shared across both Directorates. Prevention & Communities has explicit responsibility for Education, SEND, inclusion, attendance, early help pathways, and community-based services. Corporate services also act as full partners in improvement.

12. How We Avoid Silo Working

Safeguards include:

- A unified leadership culture
- "No wrong door" escalation
- Joint planning for commissioning, workforce, performance and improvement
- Shared KPIs and priorities
- Transparent cross-directorate communication
- Integrated business support functions (PMO, BI, HR/OD, finance, commissioning)



13. Review Mechanisms

This Ways of Working will be reviewed quarterly by the Integrated Leadership Forum, with a light-touch annual refresh aligned to corporate priorities and any updated LGA recommendations. Changes will be version-controlled and re-communicated to staff and partners.

The council understands that the current structure is based on the capacity and capability of current strategic leaders and therefore in addition to the regular reviews above, the structure will be reconsidered in its entirety in the event of any changes to key strategic leadership personnel.

The Council intends to invite the LGA back in September 2026 to review these working arrangements.

Implementation Timeline (January– June 2026)				
Workstream	Start	Finish	Owner	Key Outputs
Stand up Joint Leadership Forum	Jan 2026	Jan 2026	Corporate Directors; PMO	JLF ToR; governance map; decision pathway
Agree Joint Leadership Forum ToR & membership	Jan 2026	Feb 2026	ADs; PMO	Updated ToR; forward plans
Develop Shared outcomes framework & KPI set	Jan 2026	Mar 2026	Head of BI; ADs	Outcomes tree; KPI catalogue; definitions
Shared dashboard (MVP) & data quality checks	Feb 2026	Apr 2026	Head of BI	Power BI MVP; DQ schedule
Integrated commissioning forward plan	Feb 2026	Apr 2026	Head of Commissioning	12–18 month plan; market engagement plan
Workforce & OD plan (cross-directorate)	Feb 2026	May 2026	HR/OD Lead	Leadership offer; training plan; pipelines
Communications & engagement plan	July 2026	Feb 2026	Comms Lead	Narrative; channels; calendar; “you said, we did”
Budget alignment & benefits tracking (MTFS)	July 2026	Mar 2026	Finance BP	Savings tracker; benefits framework
Agree Risk & escalation framework	Jan 2026	Feb 2026	PMO; Risk Lead	Unified risk register; thresholds

Appendices

- LGA Test of Assurance Feedback
- ToR Joint Leadership Team

Annex A

Escalation thresholds and decision matrix

This annex summarises escalation thresholds and the officer/member decision pathway for Education and SEND functions. It should be read alongside the Scheme of Delegation and the Council’s Constitution.

Scenario / trigger	Threshold / indicator	Officer action	Member route	Notes
Safeguarding risk	Immediate or serious safeguarding concern; multi-agency critical incident	Director of Education escalates to DCS immediately;	Members briefed via Lead Member as required	Applies across Education, SEND, AP and exclusions
Statutory deadline risk	EHC 20-week timeliness; admissions statutory timetable; day-6 education; statutory notices	Director of Education escalates to Corporate Director for Prevention and Communities and notifies DCS; agree recovery actions	Lead Member briefed; Scrutiny where required	Include legal advice where risk of challenge
Financial impact	Budget pressure or variance are more than the budget set in Constitution/MTFS; high-cost placement or AP package	Director of Education escalates to Corporate Director for Prevention and Communities and notifies DCS and S151 officer	Lead Member/ Cabinet decision per Constitution	Include business case and equalities
School organisation change	Prescribed alterations, closures, expansions, PAN changes with significant impact	Director of Education prepares proposals and consults	Cabinet/ Lead Member decision per Constitution	Governed by School Organisation Regulations
Legal/ reputational risk	Pre-action letter/JR; Ombudsman risk; significant media interest	Director of Education escalates to Corporate Director for Prevention and Communities and notifies DCS – Monitoring Officer/ Comms	Lead Member briefed; Cabinet if decision required	Record rationale and advice

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