





Candidate Information

Academy Business Partner St James Church of England Academy Queens Church of England Academy

About the Multi Academy Trust



The Trust

The Diocese of Coventry Multi Academy Trust Academies are:

- Transformational
- Aspirational
- Sustainable
- Motivational
- Purposeful

They are recognised for their distinctive and inclusive Christian ethos and for the impact this has on raising educational standards. An effective Church Academy will demonstrate its Christian distinctiveness by providing an aspirational and holistic education which enables all children and staff to develop and achieve to their full potential.

Our Vision

Our vision, based on John 10:10, is for every adult, every child and every academy in our trust to come together in order that we may pursue life in all its fullness. We have a vision of building a better future for all within our academies, who in turn will positively impact their communities.

Our Strategic Goals

To achieve our object, mission and vision, we will focus on the following five high-level goals:

- Deliver excellent education;
- Ensure strong and effective governance at all levels;
- Build a strong and sustainable infrastructure;
- Become an employer of choice;
- Drive sustainable growth

About the Role

The Trust is looking to appoint inspirational and highly effective Academy Business Partner who are committed to supporting the Multi Academy Trust to educational excellence and further developing the distinctive Christian character of educational provision and the school community.

In return we can offer:

- A support network of professional colleagues
- A strong culture of professional development
- The opportunity to be part of an aspirational organization and contribute to its development and growth plans
- Eligibility to join the Local Government Pension Scheme
- Access to a range of benefits, including salary sacrifice initiatives and an Employee Assistance Programme.
- 25 days annual leave plus bank holidays

Applications

Thank you for your interest in this post. Interested candidates are welcome to speak to us for more information about this fantastic opportunity. Please contact Louise Beale, Head of Operations and Compliance at louise.beale@covmat.org to make further enquiries about the role.

Please note the closing date for applications is Tuesday 6th June **2023.** Completed applications and supporting documents should be sent via email to <u>hr@covmat.org</u>

We welcome all applications regardless of age, disability, gender, marriage and civil partnership, pregnancy and maternity, race religion and belief, sex and sexual orientation.

Interviews will take place on Week commencing Monday 12th June **2023.**

Our Trust

Thank you for your interest in joining The Diocese of Coventry Multi Academy Trust, we are delighted to provide you with an application pack. It is hoped that the information provided will be of interest and will help you to begin your journey with us.

The Diocese of Coventry Multi Academy Trust was incorporated in 2013 and is one of over 2,700 Multi Academy Trusts in England. Highlighted as a leading diocesan Trust and a model of good practice by the Department for Education in 2016, the trust is now home to nineteen academies spread across the Diocese of Coventry. This scale makes us one of the top 150 largest Multi Academy Trusts in the country.

Our vision, "together, pursuing life in all its fullness", is based on John 10:10 and reflects the Church of England's vision for education. You will see this come to life in all of our academies every day. We offer a vision of human flourishing for all, one that embraces excellence and academic rigour, but sets them in a wider framework. We offer opportunities for children to realise their God given potential and flourish.



Our strategy focuses on five core aims. Among these are the desire to offer an **excellent education** and to be an **employer of choice**. To work with us, you must aspire to be an outstanding colleague, be prepared to go the extra mile and be comfortable with high levels of accountability for the progress of over 4,500 children. You must be willing to share and learn. Above all else, you must like young people and aspire to make them outstanding citizens.

In return, we offer excellent working conditions, first class professional development for ambitious people, genuine career development and opportunities for growth. All of our teachers are offered membership of the Teachers Pensions Scheme and all support staff are offered membership of the Local Government Pension Scheme. In addition, there is a superb package of employment benefits, including access to the Cycle to Work Scheme, membership offers and retail discounts.

We are proud to tell people that an academy has never dropped an Ofsted grade under our management and our most recent SIAMS inspection resulted in a good judgement. But we are not standing still and you would be joining the trust at an important stage in our development. We are on the verge of another period of growth, we are reviewing our school improvement offer and our central support structure, and our pupil numbers continue to rise.

In short, we believe our Trust has a bright future and are looking for bright people to help us get there.

Thank you once more for your interest in The Diocese of Coventry Multi Academy Trust and in the position available. I hope that this introductory letter has given you a clear sense of our vision and I hope that this pack gives you a feel for what we need. We look forward to hearing from you and exploring your future with us through our selection process.

Michael Cowland, CEO

Coventry Diocese

The Diocesan Board of Education seeks to serve and equip the church school family in a variety of ways. The Diocesan Director of Education, Mrs April Gold, is supported by a team of highly qualified, experienced and well-regarded professionals who aim to:

- 'be there' for our church school family and act as a central reference point supporting pastorally and professionally;
- facilitate creative and flexible networking between schools;
- promote excellence and distinctiveness within the family of church schools/academies and beyond;
- share best practice collectively;
- provide professional development: for staff at all stages of their careers and for governors;
- facilitate collaborative school improvement partnerships through the growth of our six CofE majority MATs;
- support the process of academy conversion;
- promote the establishment of new church schools;
- represent church schools to the wider church, to diocesan groups, in the press, and in public and community debate;
- champion inclusion and equality including advising on admissions policies and managing appeals;
- protect the status of church schools
- and promote the importance and the continuance of the voluntary sector.



DIOCESEOF

BOARD OF EDUCATION

'I believe that schools are at the heart of the church's mission to the nation and play a very important role in the life of their own parishes and communities.

The Diocese is proud of its Church of England Schools which educate about 18,300 children and young people. The headteachers, staff and governors strive to promote the highest quality in everything they do, living and working with the values of Jesus Christ every day.

Our schools are a significant part of the Church family of the Diocese. Seeking to build communities of care and understanding, they witness God's love for each person and reflect God's desire for the world to be a <u>better place for</u> us all to live in.'



Bishop Christopher

Our Academies

St Laurence's CE Primary School	St Laurence's CofE Primary School Old Church Road Coventry CV6 7ED	su oswald's cr scale my	St Oswald's CofE Academy Addison Road Rugby CV22 7DJ
REPROVIDED TO	St Bartholomew's CofE Academy Bredon Avenue, Coventry CV3 2LP	wichael's Cor So Poly Note of the Processing Contract of the Children's Contract	St Michael's CofE Academy Hazel Grove Bedworth CV12 9DA
Queens C of E Academy Burris C Of E Academy	Queens CofE Academy Bentley Road Nuneaton CV11 5LR	SPWING DE	Leamington Hastings CofE Academy, Birdingbury Road Hill, Leamington Hastings, Rugby CV23 8EA
CADEINT OF CHURCH OF CHURC	Stretton CofE Academy Stretton Avenue Coventry CV3 3AE	AIM EVER HIGHER	Leigh CofE Academy Plants Hill Crescent Tile Hill, Coventry CV4 9RQ
BULKINGTON Solution	St James CofE Academy Barbridge Road Bulkington, Bedworth CV12 9PF		Salford Priors CofE Academy School Road Salford Priors, Evesham WR11 8XD
	Harris CofE Academy Harris Drive Overslade Lane, Rugby CV22 6EA		All Saints CofE Academy LW Warwick Road Leek Wootton, Warwick CV35 7QR
	St Nicolas CofE Academy Windemere Avenue Nuneaton CV11 6HJ	B G S	Burton Green CofE Academy Hob Lane Burton Green, Coventry CV8 1QB
STUDLEY ST. MARY'S C.E.	Studley St Mary's CofE Academy New Road, Studley B80 7ND	P. R. MARY SCHOOL	Long Itchington CofE Academy Stockton Road Long Itchington, Southam CV47 9QP
	St John's CofE Academy Winsford Avenue Coventry CV5 9HZ	St James	Southam St James CofE Academy Tollgate Road Southam CV47 1EE
CLUSE OF COLUEN A	Central MAT Office Across multiple sites	ALL Saints Beachtruck Catta Academy & Nerrenz	All Saints Bedworth CofE Academy & Nursery Off the Priors, Mitchell Road Bedworth CV12 9HP

Job Description

KEY PURPOSE

As Academy Business Partner your role will be to focus on the business side of academy leadership to enable the Headteacher to focus on teaching and learning.

ACCOUNTABILITIES

The appointee will be line managed by the academy Headteacher but will also be accountable to central team Heads of Department (including for performance management) for the business functions as set out below, which will be managed following trustwide procedures.

JOB PURPOSE

- The Academy Business Partner is the academies leading support staff professional and works as part of an academy Senior Leadership Team to assist the Headteacher in their duty to ensure that the academy meets its educational aims by allowing the Headteacher to focus on teaching and learning. The Academy Business Partner will follow Trust processes and procedures to facilitate this. The Academy Business Partner is responsible for providing professional leadership and management of non-teaching school support staff in partnership with teaching staff, to enhance their effectiveness in order to achieve improved standards of learning and achievement in the academy.
- The Academy Business Partner promotes the highest standards of business ethos within the administrative function of the academy and the wider Trust and strategically ensures the most effective use of resources in support of the academies learning objectives.
- The Academy Business Partner is responsible for Financial Resource management; Administration management; Management Information and ICT; Human Resource management; Facility & Property management; Health and Safety management and Data Protection management for the Academy.
- The Academy Business Partner takes a lead responsibility for forming effective working relationships with external agencies such as contractors etc.

DUTIES

Leadership and Strategy

- Attend academy Senior Leadership Team meetings, and Academy Governance Committee meetings where relevant.
- Negotiate and influence strategic decision-making within the academy Senior Leadership Team whilst working within Trust parameters.

- In the absence of the Headteacher and in consultation with the Trust's central team, take delegated responsibility for Financial, Operational, HR and other decisions.
- Plan and manage change in accordance with the academy improvement plan.
- Lead and manage all non-teaching academy support staff.
- Ensure rapid and effective communication of Trust and academy policies to staff, volunteers and AGC Members and monitor compliance.
- Ensure compliance with all statutory requirements, including those in the Academy Trust Handbook, Articles of Association, Companies House, Department for Education (DfE), Education and Skills Funding Agency (ESFA) and other relevant bodies as well as well as Trust policies, regulations, and guidance.

Financial Resource Management – reporting to the Trust's central finance team

- Prepare a 3-year academy budget (which is aligned to the Trust's Strategic Plan and the trends and requirements of the Academy's Improvement Plan) for the Headteacher to recommend to the central finance team.
- Assist in the overall financial planning process and develop a long-term financial strategy for the future development of the academy.
- Oversee the academy's finance function including ordering, processing and payment for all goods and services and ensure that monthly, termly and annual tasks are completed.
- Manage the Academy's bank accounts, ensuring that a full reconciliation to trial balance is undertaken at least once per month.
- Oversee the payment of academy salaries and wages including PAYE, Pensions and National Insurance Contributions.
- Actively monitor against the agreed budget every month according to the Trust's month end deadlines.
- Oversee the academy's specific procurement to ensure proper control of expenditure. Ensure any new proposals create and maximise the value from the resources used to achieve value for money. Liaise with the central Finance and Operations and Compliance Teams to seek opportunities for economies of scale.
- Negotiate, manage and monitor contracts and Service Level Agreements for school specific expenditure.
- Use financial management information and benchmarking of other similar schools to compare spending, analyse trends and identify opportunities for greater efficiency.
- Identify and inform the Headteacher and central finance team of the causes of any significant variances and take prompt corrective action.
- Provide ongoing budgetary information to relevant people.
- Advise the Headteacher and Head of Finance if fraudulent activities are suspected or uncovered.
- Assist the internal and external auditors.
- Identify additional finance required to fund the school's proposed activities and lead the development of income generation by seeking grants and writing bids.
- Maximise income through lettings and other activities.
- Present timely and fully costed proposals, recommendations, or bids.
- Work with the central Operations and Compliance and Finance teams to put formal finance agreements in place with suitable providers for agreed amounts, at agreed times and appropriate agreed costs and repayment schedules.
- Monitor the effectiveness and implementation of agreements and contracts for the supply of goods and services.

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- Work with the central Operations and Compliance Team to negotiate and ensure best value in the procurement of supplies and services, ensuring compliance with public sector procurement legislation and Trust procurement policies.
- Ensure robust financial controls are in place and compliance with the Trust's Financial Regulations, procedures, and the Scheme of Delegation.

Administration Management – reporting to the academy Headteacher

- Manage the whole academy administrative function and lead non-teaching support staff.
- Design and maintain administrative systems that deliver outcomes based on theacademy's aims in line with wider Trust guidance.
- Define responsibilities, information and support for staff and other stakeholders.
- Follow Trust processes.
- Establish and use effective methods to review and improve administrative systems in line with Trust processes.
- Use data analysis, evaluation, and reporting systems to maximum effect byensuring systems are streamlined to maximise efficiency and avoid duplication.
- Benchmark systems and information to assess trends and make appropriate recommendations.
- Prepare information for publications and returns for the DfE, Trust, LA and other agencies and stakeholders within statutory guidelines.
- Ensure consistent Trust branding is used in the academy.

Management Information Systems & ICT – reporting to the Trust's Operations & Compliance team

- Consider approaches for existing use and future plans to introduce or discard technology in the school, working in line with the Trust ICT strategy.
- Consult with relevant people (including the Head of Operations and Compliance and the Data Protection Officer) and other parties to introduce new technology or improve existing technology for different purposes, in line with the Trust ICT strategy.
- Ensure that the school has a strategy for using technology aligned to the overallvision and plans for the school ensuring value for money, and in line with the Trust ICT strategy.
- Communicate strategy and relevant policies, including Data Protection for use of technology across the school.
- Establish systems to monitor and report on the performance of technology within the school.
- Ensure resources, support and training are provided to enable colleagues to make the best use of available ICT including teaching, learning and assessment systems.
- Ensure contingency plans are in place in the case of technology failure, in line with the Trust ICT strategy.
- Ensure data collection systems providing information to stakeholders are streamlined to maximise efficiency of the data supplied.
- Maintain asset management information in line with trust procedures and policies.
- Contribute to the implementation of Trust ICT strategy.

Human Resource Management – reporting to the Trust's Human Resources team

- Work alongside the central HR team following processes, procedures and policies.
- Ensure payroll deadlines are achieved on a monthly basis and reconcile the final output reports.
- Ensure all Trust policies are clearly communicated to all staff in the academy ensuring people have a clear understanding of the policies and procedures and the importance of putting them into practice.
- Ensure that all Trust recruitment procedures are followed having particular regard to Safer Recruitment and KCSIE and the wider safeguarding obligations.
- Take responsibility for the SCR compliance, ensuring all checks are in place for employees, volunteers, AGC members, self employed, agencies and contractors.
- Deliver performance reviews for direct reports and ensure the process is undertaken for all other staff.
- Work with the central HR team for support and expertise in relation to HR issues.
- Engage fully with the HR Information System (HRIS) to include recruitment, induction, CPD, performance management, leavers etc.
- To ensure delivery of all HR administration tasks as detailed in the Academy Administration Task List/ Manual
- To ensure all HR administration tasks are completed in a timely manner in line with guidance and procedures

Facility & Property Management – reporting to the Trust's Operations & Compliance team

- Ensure the safe maintenance and security operation of all school premises and physical assets.
- Manage the planned and reactive maintenance of the school site including the purchase and repair of allfurniture and fittings.
- Ensure the continuing availability of utilities, site services and equipment, working with the Trust Operations and Compliance Team in relation to related contracts and SLAs.
- Follow Trust processes and procedures and sound practices in estate management and grounds maintenance.
- Monitor, assess and review contractual obligations for outsourced school services.
- Ensure a safe environment for the stakeholders of the school to provide a secure environment in which due learning processes can be provided.
- Ensure ancillary services e.g. catering, cleaning, etc., are monitored and managed effectively, in collaboration with the Trust Operations and Compliance Team.
- Work with academy based staff to ensure regular compliance testing is completed and records maintained as required for buildings, materials, hazardous substances, water, appliances, services etc.
- Ensure premises risk assessments are in place and fit for purpose.
- Maintain site master plans.
- Manage the letting of school premises to external organisations, for the development of the extended services and local community requirements, in line with trust procedures and policies.
- Report changes that may impact insurance to the Head of Operations and Compliance.
- Report significant issues relating to the site to the Trust Operations and Compliance Team, including future capital project requirements.
- Work with Estates and Facilities Business Partners to develop and deliver building improvement projects, including supervision of relevant planning and construction processes in line with contractual obligations.
- Work with the Operations and Compliance team to ensure effective tendering and management of contracts for work done by external contactors.
- Ensure academy disaster recovery procedures are robust.

Health & Safety – reporting to the Trust's Operations & Compliance team

- Act as the school's Health & Safety Co-ordinator and Fire Officer.
- Liaise with the Trusts Health and Safety Advisors and act upon any reports and action plans.
- Plan, instigate and maintain records of fire practices and alarm tests.
- Ensure the Trusts written health & safety policies and procedures are clearly communicated and available to all.
- Ensure the health & safety policy, health and safety standards and H&S law are implemented at all times, put into practiceand is subject to review and assessment at regular intervals or as situations change.
- Enable regular consultation with staff on health and safety issues.
- Ensure systems are in place to enable the identification of hazards and risk assessments and safe working practices in respect to COSHH.
- Ensure systems are in place for effective monitoring, measuring, and reporting of health and safety issues to the academy Senior Leadership Team, and where appropriate the Head of Operations and Compliance.
- Ensure the maximum level of security consistent with the ethos of the school.
- Oversee statutory obligations are being met for pupils with special educational needs, ensuring that financial and supporting agency services are adequate for their diverse needs.
- Act as the lead for first aid and medical information, monitoring implementation of policies and procedures and ensuring adequate first aid cover.

Data Protection Management – reporting to the Trust's Operations & Compliance team

- Act as the school's Data Protection Co-ordinator, ensuring and monitoring compliance with the requirements of the Data protection act and GDPR.
- Advise staff, managers and AGC Members in relation to data protection and GDPR.
- Act as a Privacy Champion for data protection across the school.
- Ensure data protection incidents are logged.
- Assist with the completion of Data Protection Impact Assessments.

SUPPORTING THE WORK OF THE MULTI ACADEMY TRUST

As part of the Diocese of Coventry Multi Academy Trust the Academy Business Partner will be expected to develop and maintain strong, positive relationships with colleagues in the Academy, within the family of Multi Academy Trust academies and the Diocesan family of schools.

STRENGTHENING THE COMMUNITY

Academies exist in a distinctive social context, which has a direct impact on what happens inside the school. School leadership should commit to engaging with the internal and external school community to secure equity and entitlement. All staff should collaborate with other schools in order to share expertise and bring positive benefits to their own and other schools. They should work collaboratively at both strategic and operational levels with parents and carers and across multiple agencies for the well-being of all children.

This will include:

• Building a trust culture which takes account of the Church Foundation and the richness and diversity of the school's communities

- Creating and promoting positive strategies for challenging harassment of any kind.
- Ensuring learning experiences for pupils are linked into and integrated with the wider community, the local church and diocesan communities.
- Ensuring a range of community-based learning experiences, including building links with local churches and Coventry Diocese.
- Collaborating with other agencies in providing for the academic, spiritual, moral, social, emotional and cultural well-being of pupils and their families
- Creating and maintaining an effective partnership with parents and carers, (including those who may be described as 'hard to reach', those with learning disabilities and those for whom English is an additional language), to support and improve pupils' achievement and personal development.
- Building bridges with the trust's diverse communities, seeking opportunities to invite the whole range of parents and carers, community figures (including clergy and church representatives), businesses or other organisations into the school to enhance and enrich the school and its value to the wider community.
- Contributing to the development of the education system by, for example, sharing effective practice, working in partnership with other schools and promoting innovative initiatives.
- Co-operating and working with relevant agencies to protect children.

SAFEGUARDING CHILDREN AND SAFER RECRUITMENT

This trust is committed to safeguarding and promoting the welfare of children and young people as required under the Education Act 2002 and expects all staff and volunteers to share this commitment. The post is subject to enhanced DBS disclosure, prohibition and disqualification checks.

The trust will ensure that:

- The policies and procedures relating to safeguarding and safer recruitment are fully implemented and followed by all staff.
- Sufficient resources and time are allocated to enable the designated person and other staff to discharge their responsibilities in relation to safeguarding, including taking part in strategy discussions and other inter-agency meetings and contributing to the assessment of children.
- All staff and volunteers feel able to raise concerns about poor or unsafe practice in regard to children, and that such concerns are addressed sensitively and effectively in a timely manner in accordance with agreed whistle blowing practices.

ADDITIONAL DETAILS

Whilst every effort has been made to explain the main duties and responsibilities for the post, each individual task undertaken may not be identified. Staff will be expected to comply with any reasonable request from a manager to undertake work of a similar level that is not specified in this job description. This job description will be reviewed annually and the trust reserves the right to alter the content of this job description, after consultation with the post-holder, to reflect changes to the job or services provided, without altering the general character or level of responsibility.

Person Specification

			Ме	asurec	i By	
	Personal Qualities, Qualifications and Experience	Essential	Desirable	Application	Interview Process	References
	Qualifications and Experience					
1	Degree or equivalent level qualification		\checkmark	\checkmark	\checkmark	
2	Additional qualification in Finance, HR, Operations or School Business Management	~	~	~	~	
3	Demonstrable success of delivering an operations strategy	\checkmark		✓	\checkmark	
4	Experience of developing operational reporting systems	\checkmark		✓	✓	
5	Experience of working with senior stakeholders to develop strong operational understanding	~		~	~	
6	Strong IT skill set	\checkmark		\checkmark	\checkmark	
7	Strong project management, planning and development experience	\checkmark		\checkmark	\checkmark	
8	Experience of handling commercial contracts and contractors	\checkmark		✓	✓	
9	Experience of financial planning and budget management	\checkmark		✓	✓	
10	Experience and knowledge of academy operations	\checkmark		✓	✓	
11	Experience and knowledge of the many statutory requirements of multi academy trusts	✓		~	 ✓ 	
12	Experience and knowledge of multi academy trust compliance	✓		✓	✓	
13	Data Protection experience	✓		✓	✓	
14	Knowledge of core IT infrastructure and networks		✓	✓	\checkmark	
15	Experience of leading operations in an academy		✓	✓	✓	
16	Practical and successful experience of performance evaluation and		✓	✓	\checkmark	
	management					
17	Strong track record of successful leadership		✓	✓	✓	
	Skills and Knowledge					
1	Able to engage and communicate effectively with a range of stakeholders, building relationships and modifying style as appropriate to the audience	✓		~	V	
2	Ability and willingness to hold others to account for their performance	\checkmark		 ✓ 	 ✓ 	
3	Results focused with the ability to work proactively, plan, organise,			-		
5	optimise resources and complete targets within agreed timescales	\checkmark		\checkmark	\checkmark	
4	Successful experience in developing initiatives and managing complex					
	changes across schools	\checkmark		\checkmark	\checkmark	
5	Computer literate and confident in the use of in the use of IT	\checkmark		✓	✓	
6	The ability to manage a large and varied workload	\checkmark		· ✓	· ✓	
7	Knowledge of funding, regulatory and the legislative environment of		~	· •	· ✓	
	academies and Multi Academy Trusts					

8	Knowledge of educational policy developments and implication for in-		\checkmark	1	\checkmark	
	school practices		v	ľ	v	
	Personal Qualities					
1	The ability to react and respond to new initiatives and a changing	\checkmark		\checkmark	\checkmark	
	environment	•		•	· .	
2	Entrepreneurial and ambitious with energy, charisma and ability to	\checkmark		\checkmark	\checkmark	
	manage multiple activities	•		•	v	
3	Ability to find innovative solutions to complex problems	\checkmark		\checkmark	\checkmark	
4	Acts as an ambassador for the Trust at all times with the authority to					
	command the respect of current and prospective Heads and senior	\checkmark		\checkmark	\checkmark	
	stakeholders					
5	A creative and positive mind-set	\checkmark		\checkmark	\checkmark	
6	Personal strength of character through transparency, integrity and	~		~	\checkmark	
	fairness	×		ľ	v	
7	Resilient attitude with the ability to learn from criticism/failure	\checkmark		\checkmark	\checkmark	
8	Good sense of humour and the ability to create a working environment	~		~	\checkmark	
	in which people work hard and enjoy being part of the team	×		ľ	v	
9	The ability to develop and deliver strategy combined with the	~		~	\checkmark	
	willingness to work operationally	×		ľ	v	
	Other					
1	A commitment to uphold and promote equality of opportunity	\checkmark		\checkmark	\checkmark	
2	Demonstrates an understanding of Safeguarding issues relevant to the	~		~	\checkmark	
	post	v		•	•	
3	Have a willingness to demonstrate commitment to the Christian values	~		~	\checkmark	
	and behaviours which flow from the MAT ethos	v		v	v	
4	A deep commitment to the vision, values and aims of the Trust	\checkmark		\checkmark	\checkmark	

This post is subject to an enhanced Disclosure and Barred Service check

I _____(name) hereby confirm that I have received a copy of the Job Description for the post of Academy Business Partner.

Signed

Date							•		•	•					•													
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