CARDINAL NEWMAN COLLEGE

RECRUITMENT PACK

POST: Teacher of Chemistry



We are delighted that you are considering applying for the **post** of Teacher of Chemistry (full or part time - minimum of 0.5fte) to take up the post as soon as possible.

Cardinal Newman is a wonderful place to work and we welcome applications from those who are keen to gain a broad experience of working in an outstanding institution. We are a happy and thriving Catholic Sixth Form College committed to equality and diversity welcoming colleagues from all backgrounds into our community irrespective of their religion or belief, ethnicity, gender, gender identity, disability, sexual orientation, marital or pregnancy status.

At Cardinal Newman, we are committed to the development of the whole person and we value each student as an individual, with a unique mix of skills and talents. Our students achieve outstanding results, which consistently place Cardinal Newman amongst the top Colleges nationally for Value Added. The College has maintained its outstanding rating after our most recent Ofsted inspection in February 2023. However, we are as proud of our students' social, cultural and spiritual achievements as we are of their outstanding exam results. We have a fabulous team of colleagues who give up an extraordinary amount of time to support their students and their fellow members of staff. The dedication and attention to quality they exhibit is what makes our College so successful.

If you meet the criteria of the post advertised and feel that you would enjoy working here, we hope you will make an application to join us. We welcome applications from suitably experienced and newly qualified teachers for appointment to this teaching post.

Application forms can be completed electronically via the College's online career page. The closing date for applications is 11.59pm on Sunday 14th September 2025 (we reserve the right to close the advert in advance of this date). Please contact the HR team if you require assistance or adjustments when completing the on-line application form. We do ask that you accept, in the interests of economy, that if you have not heard from us by the end of September you have not been selected for interview on this occasion. We will confirm receipt of all applications by email. Please call the HR team if you have not received a confirmation email by the closing date.

Should you have any questions, which are not covered in the enclosed information, please do not hesitate to contact the Human Resources Department.

Nick Burnham Principal



MISSION STATEMENT

As a Catholic Sixth Form College, we strive to be a centre of educational excellence for the community built on faith, respect and trust. We celebrate diversity amongst all our students and staff and seek to nurture the gifts of each individual through high quality teaching and learning and dedicated pastoral care.

VALUES STATEMENT

Cardinal Newman College is a community, which aims to live out the gospel values of service and love. This means that:

- The individual student is central to all our endeavours.
- The College values each individual as a unique person irrespective of gender, race, belief or ability and regards each person, made in the image and likeness of God, as worthy of the utmost respect.
- The College strives to develop each person intellectually, socially and spiritually through an inclusive programme of study and enrichment.
- The College values the spiritual journey of each individual and will offer opportunities for each to engage appropriately in their spiritual search.
- The College is committed to creating a culture that is open and welcoming, free from fear and from violence of any kind, in which all individuals feel safe, happy and secure.
- The College provides learning environments that are stimulating, enjoyable and challenging to students, fostering their creativity, imagination and search for truth.
- The College encourages individuals to contribute positively to the world in which they live, to challenge injustice and to seek out more co-operative, just and peaceful forms of human existence.
- The College recognises our responsibility for the planet as our common home threatened by climate change, depletion of resources and loss of biodiversity.

DEPARTMENT INFORMATION

The Chemistry Department at Cardinal Newman College

The successful candidate will become part of a thriving, enthusiastic and supportive department of teachers. The members of the Department are experienced teachers who have high expectations of themselves and their support for students. Staff in the Chemistry Department work as a team and share an office workroom within St. Mary Building.

The Chemistry department offers the following courses:
A-Level Chemistry
Input into BTEC Level 3 Applied Science Extended Diploma
Lancaster University Foundation Degree - STEM

The department currently comprises 11 teaching staff members as well as technician support staff.

We offer Advanced Level Chemistry A specification with the OCR exam board.

We always endeavour to timetable to staff members' strengths. Furthermore, some general information that candidates may find useful is provided below:

- Full time staff are responsible for 4 classes and Curriculum Plus (one to one support sessions for students, small group work, revision sessions etc).
- The structure of the timetable for 25/26 allows for homeworking on most Wednesdays between September and March. From March onwards Wednesdays are utilised for on-site revision sessions/exam preparations.
- Where possible, we can timetable flexibly for staff who may need to be on-site later or leave site earlier to accommodate the school run etc., adjusting the FTE appropriately.
- For the last few years, we have been able to allow for a week and a half off during October half term and will continue to do so where possible. As well as this, we tend to break up for Summer around early July which is a week earlier than most other colleges.
- We have a fantastic specialised pastoral team who, as part of their role, act as tutors and therefore teaching staff do not undertake the role of form tutors.

JOB DESCRIPTION

Job Title:

Responsible to:

Main Duties and Responsibilities:

- To contribute fully to the mission and values statement of the College ensuring its effective implementation in all aspects of College life.
- To plan, prepare and deliver high quality lessons in order to achieve excellent student outcomes.
- To set and mark work in accordance with College and department Assessment policy, to record work carried out and assessment of same.
- To develop rapport with individuals and whole groups in order to facilitate the learning process.
- To liaise with both the Head of Departments in contributing to the administration necessary to support the teaching and learning within the subject area.
- To attend and contribute to team, full staff and other relevant meetings.
- To teach in other departments where required.
- To communicate and consult with parents, carers, students as appropriate, including attendance at Consultation and Open Evenings.

PERSON SPECIFICATION TEACHER

Qualifications / Attainments

The successful candidate should have:

- A relevant degree
- A teaching qualification (e.g. PGCE, DTLLS or equivalent)

Experience / Knowledge

The successful candidate should:

- Be an excellent classroom teacher.
- Be able to display a high level of skills in the management of learning
- Have good IT skills

Personal / Skills / Attitudes

The successful candidate should:

- Display the values, attitudes and behaviour consistent with the Catholic Ethos of the College
- Have a commitment to Equality/Diversity and Safeguarding of young people and vulnerable adults
- Have eligibility to work in the UK
- Have Disclosure and Barring Service clearance (following appointment)
- Have a high level of communication and interpersonal skills
- Have an ability to enthuse and innovate
- Have an ability to set and achieve high standards for themselves, colleagues and students
- Have a high level of organisational and administrative skills
- Have a commitment to a student-centred approach to the learning process
- Have the ability to work effectively in a number of different teams
- Have an awareness and understanding of current developments in subject areas
- Have the ability to manage student progress and achievement and complete all relevant documentation

Cardinal Newman College has a commitment to safeguarding and promoting the welfare of students and expects all staff and volunteers to share this commitment. All posts are subject to Enhanced Disclosure Clearance through the Disclosure and Barring Service. Please note candidates' suitability to work with children will be explored at interview and confirmed through references for the appointed candidate

^{*}Following an initial offer of appointment.

MAIN TERMS AND CONDITIONS TEACHING STAFF

Working Hours	Full or part time – minimum of 0.5fte
Salary	Paid on the Sixth Form Colleges Salary Structure pro rata to £32,178 to £49,725 per annum (dependent upon experience).
Pension Scheme	You will automatically become a member of the Teachers' Pensions Scheme (unless you opt-out). Further details are available at https://www.teacherspensions.co.uk/members/member-hub.aspx

ABOUT NEWMAN



Cardinal Newman College is based in the heart of Preston city centre and is consistently placed amongst the highest performing Sixth Form College's nationally.

Our 16-19 provision has over 50 courses for school leavers including A-Levels, BTECs Level 3 and Level 2 and T Levels as well as a provision for young people with specific learning needs with our Foundation Learning course.

Cardinal Newman also offers a one year Foundation Art course for those that have completed a Level 3 qualification, as well as university courses which include Foundation Degrees in Teaching & Learning Support and Early Years, validated by Middlesex University, a BA Hons Working with Children in Early Years and Education, Validated by ULCan, and Teacher Training with QTS with the Catholic Teaching Alliance for graduates looking to get into teaching within a Post 16 setting.

The College recruits a significant proportion of its learners from a wide range of Secondary schools across Lancashire. Due to its distinctive Catholic ethos, outstanding reputation, levels of achievement attained by students, the support they receive and its provision of high quality courses, Cardinal Newman College is the College of choice for school leavers across Lancashire. With a buoyant number of applications year-on-year.



AN OUTSTANDING COLLEGE

Cardinal Newman is the highest performing sixth form in Lancashire and frequently place as one of the highest nationally for student achievement and Value Added with our latest Ofsted Inspection in February 2023 grading all areas of the College as 'Outstanding'.

The report confirmed that students have highly positive attitudes to learning. Attendance is very high and students are committed to their studies and are highly motivated to achieve with the College having high expectations where students are at the heart of the curriculum.

Inspectors also commented that leaders are highly considerate of staff well-being, workload and that staff morale is exceptionally high. Staff feel the College is well led and managed and that they are trusted and valued by leaders. They describe a strong ethos and culture to support students to achieve their aspirations, illustrating that the Catholic mission and ethos of the College is lived out at all levels.

Every year students progress onto a wide variety of destinations after their studies at Newman with the vast majority of Newman students, progressing to Higher Education with over 30% of those taking up places at Russell Group Universities.

OUR COMMUNITY

As a Catholic Sixth Form College we strive to be a centre of educational excellence for the community built on faith, respect and trust. We celebrate diversity amongst all our students and staff and seek to nurture the gifts of each individual through high quality teaching and learning and dedicated pastoral care.

Students study in a purposeful and diverse environment with a strong focus on respect in which every learner genuinely does matter. The team of specialist RE teachers live out the college's commitment to 'valuing the spiritual journey of each individual and offering opportunities for each to engage appropriately in their spiritual search'.

The College maintains excellent relationships with both Catholic partner and local schools. Relationships with Diocesan trustees and the Diocese of Lancaster are maintained through the foundation governors

The College has outstanding links with both the local and wider community. Learners and staff fully contribute to this, with regular fundraising and charitable events held. The College community regularly engages in voluntary and charity fundraising work for local,national and international good causes.

COLLEGE FACILITIES

The College is set on a unique and compact campus within a five minute walk of the bus station and a 15 minute walk from Preston railway station. it contains Lark Hill House, which was built in 1797 as a private residence for Samuel Horrocks, a cotton manufacturer and later Mayor and Member of Parliament for Preston. In 1919 it became Lark Hill Convent Grammar school, which began taking sixth form students in 1967, from other local Catholic secondary schools.

It finally became Cardinal Newman College in 1978, when it merged with Winckley Square Convent School and Preston Catholic College, taking its name from Cardinal John Henry Newman. Over the years, the College has expanded, with approximately £16 million worth of investment in state of-the-art facilities, which perfectly combine the old with the new.

In 2009 we saw the addition of the St Cecilia Building and St Augustine's Building in 2010, which was renovated and refurbished to house classrooms, drama/dance studios, as well as the original sports facilities.

2015 saw the addition of yet another new building in the form of St Francis, which opened in the September, and is home to new classrooms for Maths, Statistics and Further Maths as well as Open Learning Centres, Seminar rooms, social space, IT Helpdesk and the Student Advice Hub. A further addition to the College's already outstanding facilities, was opened in October 2016 in the form of a brand-new state-of-the-art gym in the St Augustine's building. This was accompanied by a complete refurbishment of the social space and café area of the St Augustine's building. Summer 2019 saw further refurbishments throughout the College, including a new and improved coffee shop area, complete with on-site Starbucks and a Costa Pod in the College grounds. Opened in 2020, the College added a brand-new climbing wall to our already excellent sports facilities.

2021 saw the opening of our brand-new T-Level building, the St John Henry Building. Housing a range of classrooms, conference rooms and IT suites, it is a fantastic addition to the already excellent facilities.

2025 sees new exciting editions with St Raphael building which is home to our Wellbeing Services, near to the Multi Use Games Arena (MUGA) which has polymeric versatile surface for a varierty of purposes and sports.

St Catherines which will be part of the colleges Art quarter on Lark Hill Road with new facilities for Media, Film, Graphics and Photography is also due to open this year.















OUR STAFF AND STUDENTS



STAFF AT CARDINAL NEWMAN COLLEGE

Cardinal Newman College has achieved all of its success through the hard work, skills and commitment of its 300 plus staff. We seek to work with an inclusive and transparent style of management, which is open, consultative and encourages all staff to participate in the leadership and management of the College. The development of staff skills is a priority for the College and teams are encouraged to innovate and continuously improve Cardinal Newman's curricular and pastoral offer to its students.

WHAT OUR STAFF SAY ABOUT WORKING AT CARDINAL NEWMAN COLLEGE

Our staff are asked to take part in an annual staff survey and the college's wellbeing score, as determined by staff, has consistently remained high year on year. We are pleased that the scores for overall wellbeing places the college at or above the top 10% of employers who take part in the same survey.



WHAT DO YOU ENJOY MOST ABOUT WORKING AT CARDINAL NEWMAN COLLEGE?

I ENJOY WORKING WITH A REALLY SUPPORTIVE TEAM, IT OFTEN FEELS LIKE BEING PART OF AN EXTENDED FAMILY! WITHIN MY ROLE I THOROUGHLY ENJOY SUPPORTING STUDENTS WITH THEIR HEALTH AND WELLBEING, WHICH IS A TRUE PASSION OF MINE AND A ROLE THAT I FIND VERY REWARDING. I ALSO LOVE BEING AROUND LIKEMINDED STAFF WHO GENUINELY CARE ABOUT OUR STUDENTS AND THE FACT THAT EACH DAY IS DIFFERENT IS A REAL BONUS TO ME.

HOW WOULD YOU DESCRIBE CARDINAL NEWMAN COLLEGE TO OTHERS WHO DON'T WORK HERE?

NEWMAN IS A GREAT PLACE TO WORK WHERE STAFF FEEL VALUED, TRUSTED AND WELL LOOKED AFTER. BEING SUPPORTIVE IS AT THE HEART OF EVERYTHING WE DO, WHICH CREATES AN ENVIRONMENT AND ETHOS WHERE EVERYONE FEELS VALUED AND CARED ABOUT. STAFF WELLBEING IS A PRIORITY TOO – DURING A DIFFICULT FAMILY SITUATION I WAS BLOWN AWAY BY THE LEVEL OF SUPPORT OFFERED BY NOT ONLY MY IMMEDIATE TEAM, BUT MANAGEMENT AND THE HR DEPARTMENT TOO. THIS IS SOMETHING I HAVEN'T EXPERIENCED BEFORE.

NATALIE WARD
HEALTH AND WELLBEING CO-ORDINATOR



WHAT DO YOU ENJOY MOST ABOUT WORKING

THE SUPPORTIVE NATURE OF THE INSTITUTION.
THE COLLABORATIVE TEAMWORK THAT TAKES
PLACE IN THE CRIMINOLOGY DEPARTMENT
AND THE TRUST THAT IS PLACED ON TEACHERS.
I GET A SENSE OF FEELING VALUED - THIS
WAS SOMETHING IO HEARD ABOUT BEFORE
STARTING HERE.

HOW WOULD YOU DESCRIBE CARDINAL NEWMAN COLLEGE TO OTHERS WHO

FRIENDLY, SUPPORTIVE, STAFF AND STUDENT CENTRED. I HAVE RECOMMENDED THIS PLACE TO EX COLLEAGUES/FRIENDS - ONE OF WHICH WHO HAS RECENTLY BEEN APPOINTED.

ASMA ALI



WHAT DO YOU ENJOY MOST ABOUT WORKING AT CARDINAL NEWMAN COLLEGE?

THE BEST THING ABOUT CARDINAL NEWMAN COLLEGE IS THE PEOPLE. EVERYONE IS APPROACHABLE, FRIENDLY AND SUPPORTIVE REGARDLESS OF THEIR POSITION. THE STUDENTS ARE GREAT AND THE CATHOLIC ETHOS IS PREVALENT EVERYWHERE.

HOW WOULD YOU DESCRIBE CARDINAL NEWMAN COLLEGE TO OTHERS WHO DON'T WORK HERE?

CARDINAL NEWMAN COLLEGE IS LIKE A FAMILY. THE WORK ENVIRONMENT IS SUPPORTIVE WHILST BEING DEMANDING; THE COLLEGE LIVES AND BREATHES CHRISTIAN VALUES IN EVERYTHING IT DOES AND THIS SHOWS IN ALL ASPECTS OF THE COLLEGE. THE COLLEGE IS ABSOLUTELY A 'PEOPLE FIRST' ORGANISATION WHERE WELFARE OF STUDENTS AND STAFF ARE PARAMOUNT.

IAN BRUCE

TEACHER OF COMPUTER SCIENCE AND IT/ASSISTANT HEAD OF IT/IT TRAINER



WHAT DO YOU ENJOY MOST ABOUT WORKING AT CARDINAL NEWMAN COLLEGE?

I HAVE WORKED AT CARDINAL NEWMAN
COLLEGE FOR OVER 10 YEARS. MY ROLE IS
VERY VARIED AND EACH DAY IS DIFFERENT. I
WORK WITH SUPPORT STAFF AND TEACHERS
THROUGHOUT THE DIFFERENT DEPARTMENTS
AND LOVE THAT EVERYONE WORKS AS A TEAM.

HOW WOULD YOU DESCRIBE CARDINAL NEWMAN COLLEGE TO OTHERS WHO DON'T WORK HERE?

CARDINAL NEWMAN COLLEGE IS AN AMAZING PLACE, FILLED WITH STAFF WHO CARE ABOUT THEIR WORK AND EACH OTHER.

CLAIRE ECCLES

PA TO THE PRINCIPAL



JEN GREEN - HEAD OF BUSINESS AND ACCOUNTING

JENS SUCCESS STORY:

MY JOURNEY WITH CARDINAL NEWMAN STARTED WHEN I WAS HERE AS A STUDENT BACK IN THE EARLY 2000'S. I HAD A FANTASTIC TIME AS A STUDENT HERE, THEN WENT TO STUDY AT LANCASTER UNIVERSITY. I DECIDED TO TRAIN AS A TEACHER AND COMPLETED MY SECOND PLACEMENT OF MY TRAINING BACK AT NEWMAN. **UPON COMPLETION OF THIS I THEN STARTED WORKING AT NEWMAN AS A TEACHER OF BUSINESS, TEACHING BOTH A LEVEL AND BTEC BUSINESS. A FEW YEARS LATER I WAS DELIGHTED** TO BECOME HEAD OF BUSINESS AND **ACCOUNTING. WHICH IS THE POSITION I CURRENTLY HOLD. NEWMAN IS A GREAT PLACE** TO WORK, IS A VERY SUPPORTIVE ENVIRONMENT AND A COMMUNITY THAT CONTINUES TO GROW IN STRENGTH AND SIZE.



DAN MCCOMB - TEACHER OF FOUNDATION LEARNING AND HIGHER LEVEL TEACHING ASSISTANT

DANS SUCCESS STORY:

STARTING AT CARDINAL NEWMAN COLLEGE AS A STUDENT IN 2007 TO BECOMING A TEACHER HERE HAS BEEN AN INCREDIBLE JOURNEY. AFTER MY TIME AS A STUDENT, I EMBARKED ON A PATH THAT LED ME THROUGH A DEGREE AT EDGE HILL UNIVERSITY AND MEANINGFUL WORK WITH CHILDREN WITH AUTISM. DEEPLY INFLUENCING MY APPROACH TO EDUCATION. PARTICULARLY IN SEND. RETURNING TO CARDINAL NEWMAN COLLEGE. I BEGAN AS ONE-TO-ONE SUPPORT TUTOR IN THE FOUNDATION LEARNING DEPARTMENT. THIS **ROLE WAS JUST THE BEGINNING: I WENT ON TO** COMPLETE MY PGCE WITHIN THE DEPARTMENT. A JOURNEY THAT HAS SINCE SEEN ME BECOME A FULL-FLEDGED TEACHER HERE. EACH STEP OF THIS **JOURNEY HAS BEEN DRIVEN BY A PASSION FOR INCLUSIVE EDUCATION AND A COMMITMENT TO** STUDENT SUCCESS. IN MY ROLE, I'VE SPEARHEADED PROJECTS LIKE THE SENSORY ROOM AND INDEPENDENCE CLASSROOM, SIGNIFICANTLY ENHANCING OUR EDUCATIONAL ENVIRONMENT. ADDITIONALLY, MY INVOLVEMENT IN DEVELOPING OUR ONLINE TRACKING SYSTEM HAS STREAMLINED **HOW WE MONITOR AND SUPPORT OUR STUDENTS'** PROGRESS. SEEING THE STUDENTS' CONFIDENCE **INCREASE AND THEIR ACHIEVEMENTS GROW IS A** CONSTANT REMINDER OF THE IMPACT WE HAVE AS A DEPARTMENT. THIS JOURNEY HAS BEEN ABOUT MORE THAN JUST MY PROFESSIONAL GROWTH; IT'S ABOUT THE DIFFERENCE WE HAVE BEEN ABLE TO MAKE TO THE STUDENTS' LIVES.



"MY FAVOURITE THING
AT NEWMAN HAS TO BE
THE TEACHERS. THEY'RE
FRIENDLY, APPROACHABLE
AND I FEEL LIKE I CAN
GO TO THEM ABOUT ANY
CONCERNS, NO MATTER
HOW BIG OR SMALL."

STEPHANIE RAMSDEN

"MY FAVOURITE THING
ABOUT NEWMAN IS THE
OUTDOOR SPACE. I LIKE
THE CANOPY SEATING
WHERE I CAN SIT AND
TALK WITH MY FRIENDS. I
ESPECIALLY LIKE HOW THE
CAMPUS FEELS LIKE IT'S
INTEGRATED WITH NATURE."

CHARLIE LIVESEY-SHORROCK





"MY FAVOURITE THING ABOUT NEWMAN IS THE SUPPORT WE RECEIVE FROM THE CAREERS AND THE HEALTH & WELLBEING TEAMS. THEY ARE ALWAYS THERE WHEN WE NEED THEM."

SADIA AHMED

PRIVACY NOTICE JOB APPLICATIONS

As part of any recruitment process, Cardinal Newman College collects and processes personal data relating to job applicants. The College is committed to being transparent about how it collects and uses that data and to meeting its data protection obligations.

What information do we collect?

The College collects a range of information about you. This includes:

- your name, address and contact details, including email address and telephone number;
- details of your qualifications, skills, experience and employment history;
- information about your current level of remuneration, including benefit entitlements;
- whether or not you have a disability for which the College needs to make reasonable adjustments during the recruitment process; and
- information about your entitlement to work in the UK.

The College may collect this information in a variety of ways. For example, data might be contained in application forms, obtained from your passport or other identity documents, or collected through interviews or other forms of assessment.

We may also collect personal data about you from third parties, such as personal and employment references. We will seek information from third parties only once a job offer to you has been made and will inform you that we are doing so.

Data will be stored in a range of different places, including on your application file and on other IT systems including email.

Why does the College process personal data?

We need to process data in order to consider your application and, if appropriate, your appointment.

In some cases, we need to process data to ensure that we are complying with the College's legal obligations. For example, it is mandatory to check a successful applicant's eligibility to work in the UK before employment starts.

The College has a legitimate interest in processing personal data during the recruitment process and for keeping records of the process. Processing data from job applicants allows us to manage the recruitment process, assess and confirm a candidate's suitability for employment and decide to whom to offer a job. We may also need to process data from job applicants to respond to and defend against legal claims.

The College may process special categories of data, such as information about ethnic origin, or religion or belief, to monitor recruitment statistics. We may also collect information about whether or not applicants are disabled to make reasonable adjustments for candidates who have a disability. This is within context of the College's commitment to equality and diversity as well as its public duty under the Equality Act.

Who has access to data?

Your information may be shared internally for the purposes of the recruitment exercise. This includes the HR team, interviewers involved in the recruitment process, and managers in the area with a vacancy.

We will not share your data with third parties, unless your application for employment is successful and we make you an offer of employment. We will then share your data with former employers to obtain references for you, employment background check providers to obtain necessary background checks.

How does the College protect data?

We take the security of your data seriously. We have internal policies and controls in place to ensure that your data is not lost, accidentally destroyed, misused or disclosed, and is not accessed except by our employees in the proper performance of their duties.

For how long does the College keep data?

If your application for employment is unsuccessful, the College will hold your data on file for six months after the end of the relevant recruitment process. At the end of that period, your data is deleted or destroyed.

If your application for employment is successful, personal data gathered during the recruitment process will be retained during your employment and for a period after the end of that employment, in accordance with our retention policy.

Your rights

As a data subject, you have a number of rights.

- access and obtain a copy of your data on request;
- require the College to change incorrect or incomplete data;
- require the College to delete or stop processing your data, for example where the data is no longer necessary for the purposes of processing; and
- object to the processing of your data where the College is relying on its legitimate interests as the legal ground for processing.

If you would like to exercise any of these rights, please contact dataprotection@cardinalnewman. ac.uk

What if you do not provide personal data?

You are under no statutory or contractual obligation to provide data to the College during the recruitment process. However, if you do not provide the information, we may not be able to process your application properly or at all.







