#### **Minutes**

**COUNCIL** 

12 September 2013



## Meeting held at Council Chamber - Civic Centre, High Street, Uxbridge UB8 1UW

Councillor Allan Kauffman (Mayor) Councillor Catherine Dann (Deputy Mayor)

|     | MEMBEDS                 | DDESENT.  |  |  |
|-----|-------------------------|---|--|--|
|     | MEMBERS<br>Councillors: | PRESENT: David Allam Lynne Allen Bruce Baker Tim Barker Richard Barnes Josephine Barrett David Benson Jonathan Bianco Lindsay Bliss Wayne Bridges Mike Bull Keith Burrows Paul Buttivant George Cooper Judith Cooper Philip Corthorne Brian Crowe | Peter Curling Janet Duncan Beulah East Sid Garg Roshan Ghei Dominic Gilham Raymond Graham Paul Harmsworth Shirley Harper-O'Neill John Hensley Henry Higgins Patricia Jackson Sandra Jenkins Judy Kelly Mo Khursheed Kuldeep Lakhmana Richard Lewis | John Major Michael Markham Carol Melvin Douglas Mills Richard Mills John Morgan June Nelson Susan O'Brien Mary O'Connor Ray Puddifoot Andrew Retter John Riley Avtar Sandhu Robin Sansarpuri David Simmonds Brian Stead David Yarrow |
|     |                         | n, Mark Braddock, Mo  | sley, Jean Palmer, Paul W<br>rgan Einon, Trevor Langw  |  |
| 20. | APOLOGIE                | S FOR ABSENCE (A  | Agenda Item 1)   |  |
|     |                         |   | Councillors Brar, Dhillon,<br>e, Routledge, Seaman-Dig   | Fyfe, Gardner, Jarjussey,<br>by and White.   |
| 21. | MINUTES (               | Agenda Item 2)  |  |  |
|     | read: "The              | Mayor announced   | that the Deputy Mayo   | yor's Announcements to<br>ress would be Ms Rita<br>3 be agreed as a correct  |
| 22. | DECLARAT                | IONS OF INTEREST  | (Agenda Item 3)  |  |
|     |                         | Mills declared a nor and took part in discus  | •  | n 8, Motions. He remained  |

#### 23. | MAYOR'S ANNOUNCEMENTS (Agenda Item 4)

The Mayor welcomed Tony Zaman, the recently appointed Director of Adult Services, to his first meeting of the Council.

The Mayor congratulated Councillor Mary O'Connor who had recently been given the accolade of Honorary Fellow of Brunel University. The University had recognised her work as a Senior Nursing Manager at Ealing Hospital and her work campaigning for Hillingdon MIND.

The Mayor announced that a quiz night would be held on 18 September and a Macmillan Coffee Morning on 27 September. All proceeds would go to local cancer support.

#### 24. **REPORT OF THE HEAD OF DEMOCRATIC SERVICES** (Agenda Item 5)

Councillor Puddifoot moved the recommendations as set out on the Order of Business. This was seconded by Councillor Simmonds. The motion was then put to the vote and, following debate (Councillor Curling), it was:

#### **RESOLVED: That:**

- a) the Urgency decisions detailed in the report be noted.
- b) the Basic Allowance paid to Members as a part of the current Members' Allowances Scheme be increased by 1% as of 1 April 2013 and the Head of Democratic Services be authorised to amend the Scheme accordingly.
- c) subject to confirmation that the date of the local elections will be moved to 22 May 2014:
  - The Annual Council meeting (and associated Whips' Committee) be re-scheduled to 5 (and 3) June 2014
  - The Whips Committee be asked to consider the re-scheduling of the remaining meetings in May 2014 as a part of the Programme of Meetings 2014/15 to be considered by Council in January 2014.
- d) subject to the necessary staff consultations being concluded in favour of the changes to the Constitution as outlined in Annex A of these minutes, the Head of Democratic Services, in consultation with the Leader of the Council, be authorised to amend the appropriate sections of the Constitution including:
  - the Officer Employment Procedure Rules (Schedule F);
  - the Terms of Reference of the Appointments Committee and Sub-Committee (Article 8);
  - the Terms of Reference of the Registration & Appeals Committee (Article 8);
- e) the Members of the Registration & Appeals Committee authorise the Head of Democratic Services, in consultation with the Leader of the Council and the Chairman of the Committee, to make the necessary changes to the Terms of References of the Investigating and Disciplinary, Grievance and Appeals Sub-Committees.
- f) following consultation with the Health & Wellbeing Board:
  - the revised membership arrangements, as set out in Annex B to the report be approved;
  - the amended Terms of Reference, as set out in Annex C to the report be approved; and

the Head of Democratic Services, in consultation with the Leader of the Council, be authorised to agree the names of any substitutes on the Board upon nomination from the relevant organisation.

#### 25. **AUDIT COMMITTEE ANNUAL REPORT 2012/2013** (Agenda Item 6)

Councillor G. Cooper moved that the annual report be noted. This was seconded by Councillor Graham and, following debate (Councillor Harmsworth), it was:

RESOLVED: That the annual report be noted.

#### 26. **MEMBERS' QUESTIONS** (Agenda Item 7)

# 7.1 QUESTION SUBMITTED BY COUNCILLOR ALLEN TO THE CABINET MEMBER FOR EDUCATION AND CHILDREN'S SERVICES – COUNCILLOR SIMMONDS

"Due to the shortage of available social housing, there are many families (our residents) with children being placed in B&B accommodation in Hillingdon and other parts of the Country.

It is often the case that these children have to travel greater distances to attend their school and this is having a detrimental effect on their education and well-being.

Could the Cabinet Member responsible for Education and Children's Services please inform the Council what support is being offered to these children in this stressful situation?"

The Cabinet Member for Education & Children's Services noted that the shortage of social housing was the legacy of the previous Labour Government and the slump in building that had taken place during their term in office. Labour had left the country without adequate social housing and in debt and the current Coalition Administration was trying to resolve the problems caused by this past under investment.

He advised that vulnerable children were supported by the Council through regular visits by officers from Outreach Services. At these visits officers assessed the often complex needs of children and families and provided whatever support that was required.

By way of supplementary question, Councillor Allen asked what specific support was being offered to families who were forced to live within one or two rooms and had children undertaking their GCSEs?

The Cabinet Member for Education and Children's Services noted that this problem was one faced by many families across the Borough and that it was not specific to those in social housing.

# 7.2 QUESTION SUBMITTED BY COUNCILLOR BLISS TO THE CABINET MEMBER FOR SOCIAL SERVICES, HEALTH & HOUSING – COUNCILLOR CORTHORNE

"With all of us being aware of the acute shortage of social housing in Hillingdon, can the Cabinet Member for Social Services, Health and Housing please inform the Council how many empty properties it has under its ownership and the reason for the delay of offering these to those in greatest need?"

The Cabinet Member for Social Services, Health and Housing advised that this was a residual problem that dated back to Hillingdon Homes. He advised that the Housing Repairs Team was working with the Housing Management Team to support the needs of families in temporary accommodation and that they were focusing particularly on those houses that had been vacant for a significant period. The issue was made more difficult by the large number of houses being returned to the Council which currently averaged at twelve properties per week. However, on the basis of the current void progress, the backlog of properties would be reduced to 20-25 by the end of October 2013.

Councillor Corthorne acknowledged that officers were faced with a very difficult task in reducing the number of void properties and he complemented them for their hard work.

By way of supplementary question, Councillor Bliss asked what the average turnarounds for houses and flats were?

Councillor Corthorne advised that he was not aware of the average turnarounds for different properties but would research the issue and provide an answer for Councillor Bliss in due course.

#### 7.3 QUESTION SUBMITTED BY COUNCILLOR HARMSWORTH TO THE LEADER OF THE COUNCIL – COUNCILLOR PUDDIFOOT

"Has the Leader of the Council had the opportunity to gauge the level of support from leaders of other London Councils for the lobbying of Government to revert back to the original Council Tax Reduction Scheme for 2014/15?"

Prior to answering the question, the Leader stated his intention, God and the electorate willing, of continuing to lead the Council for the foreseeable future.

The Leader of the Council advised that, at a previous meeting of Full Council, the Labour Group had proposed an amendment to the Council Tax Reduction Scheme motion asking the Council to lobby the Government on concerns raised about changes to the benefits system. The Leader had agreed to gauge the support of other Leaders of London Councils on this matter before proceeding. He advised that, since this issue had been raised, he had attended numerous Leaders' Committees and that neither Labour nor Conservative members had raised this as an issue. Based on this, he had determined that there was not sufficient support to proceed with any lobbying on the matter.

There was no supplementary question.

#### 27. | MOTIONS (Agenda Item 8)

#### 8.1 MOTION FROM COUNCILLOR RILEY

Councillor Riley moved the following motion:

'Council notes and supports the July Cabinet decision with regard to the latest HS2 consultation and that, as well as the environmental devastation it will cause, the

stated rising cost of the proposed HS2 route lacks, as it always has, economic credibility. The Institute of Economic Affairs has stated it "...defies economic logic...", and the Institute of Directors describe the scheme as a "...grand folly...".

Council further notes that Lord Mandelson, the former business Secretary, now refers to HS2 as an "...expensive mistake...", a "...politically driven..." decision intended to "...paint an upbeat view of the future following the financial crash...". The former Transport Secretary and Chancellor of the Exchequer, Alistair Darling, now declares himself an "...HS2 sceptic..." as "...there's an awful lot of things in there that are wrong...". Also, former Chancellor of the exchequer, Lord Lawson, correctly describes the HS2 scheme as "...madness..." and "...simply a prestige project which makes no economic sense at all and is extraordinarily expensive and totally cost ineffective...".

Council welcomes the fact that leading organisations and former prominent politicians have come to the same conclusions as Hillingdon and many other Local Authorities concerning this project. HS2 has no credible business case and will be an environmental disaster. Accordingly we reaffirm our commitment to continue to put our Residents first by providing on-going financial and practical support to the Hillingdon Against HS2 Group and the 51M Group of Councils.'

The motion was seconded by Councillor Crowe.

Councillor Harmsworth proposed, and Councillor Curling seconded, an amendment to the motion adding the following sentence at the end of the existing motion:

"Council is also of the opinion that such a vast sum of capital money would be better spent on improving the existing transport infrastructure and other necessary infrastructure projects."

The amendment was put to the vote and agreed and, following debate (Councillors Higgins, Gilham, Barnes, D. Mills, Corthorne and Puddifoot), it was:

RESOLVED: That Council notes and supports the July Cabinet decision with regard to the latest HS2 consultation and that, as well as the environmental devastation it will cause, the stated rising cost of the proposed HS2 route lacks, as it always has, economic credibility. The Institute of Economic Affairs has stated it "...defies economic logic...", and the Institute of Directors describe the scheme as a "...grand folly...".

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| financial and practical support to the Hillingdon Against HS2 Group and the 51M Group of Councils.   |
|--|
| Council is also of the opinion that such a vast sum of capital money would be better spent on improving the existing transport infrastructure and other necessary infrastructure projects. |
| ANNEX A: EMPLOYMENT MATTERS IN RELATION TO CHIEF OFFICERS ON NATIONAL CONDITIONS OF SERVICE  |
| ANNEX B: HEALTH AND WELLBEING BOARD MEMBERSHIP   |
| ANNEX C: HEALTH AND WELLBEING BOARD TERMS OF REFERENCE   |
| ANNEX D: SUPPLEMENTARY QUESTION FROM COUNCILLOR BLISS - WRITTEN RESPONSE   |
| The meeting, which commenced at 7.30 pm, closed at 8.45 pm.  |

These are the minutes of the above meeting. For more information on any of the resolutions please contact Lloyd White, Head of Democratic Services on 01895 556743. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

#### Minute Annex A

- a) The Appointments Committee continues to undertake the appointment of Chief Officers (Deputy Chief Executive, Corporate Director and Director level)
- b) The Appointments Sub-Committee continues to undertake the appointment of Deputy Chief Officers (Deputy Director / Head of Service level) and any other appointments as deemed necessary by the Leader in conjunction with the Chief Executive as Head of Paid Service,
- c) The Registration & Appeals Committee no longer hears disciplinary and capability issues and appeals in relation to the dismissal of any officer;
- d) The Investigating & Disciplinary, Grievance and Appeals Sub-Committees' Terms of Reference are clarified so that these subcommittees only apply to matters relating to Chief Officers and Deputy Chief Officers, but <u>not</u> all of those Chief Officers below this level on JNC National Conditions of Service.
- e) The Officer Employment Procedure Rules set out in the Constitution be amended to make it clear that the function of appointment and dismissal of, and taking disciplinary action against, all Council staff below Deputy Chief Officer level (including those staff below Deputy Chief Officer level on JNC National Conditions of Service) be delegated to the Council's Chief Executive or an officer nominated by him or her.



#### Minute Annex B

#### **HEALTH AND WELLBEING BOARD MEMBERSHIP**

subject to the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

| Organisation   | Name of<br>Member  | Substitute   |
|--|--|--|
| STATU  | TORY MEMBERS (VO   | TING)  |
| Chairman   | Councillor Puddifoot   | Any Elected Member   |
| Vice-Chairman  | Councillor Corthorne   | Any Elected Member   |
| Cabinet Members  | Councillor Simmonds Councillor Mills Councillor Bianco Councillor Burrows Councillor Seaman- Digby | Any Elected Member |
| Healthwatch Hillingdon                                   | Mr Jeff Maslen   | Mr Stephen Otter   |
| Clinical Commissioning<br>Group                          | Dr Ian Goodman   | Dr Tom Davies  |
| STATUTO  | RY MEMBERS (NON-V  | VOTING)  |
| Statutory Director of Adult Social Services              | Tony Zaman   | Nick Ellender  |
| Statutory Director of Children's Services                | Merlin Joseph  | Tom Murphy   |
| Statutory Director of Public Health                      | Sharon Daye  | Shikha Sharma  |
| CO-OF  | TED MEMBERS (VOT   | ING)   |
| LBH  | Jean Palmer  | N/A  |
| CO-OPTE  | D MEMBERS (NON-V   | OTING)   |
| The Hillingdon Hospitals NHS Foundation Trust            | Mr Shane DeGaris   | Mr Mike Robinson   |
| Central and North West<br>London NHS Foundation<br>Trust | Ms Robyn Doran   | Ms Maria O'Brien   |
| Royal Brompton and<br>Harefield NHS Foundation<br>Trust  | Mr Robert J Bell   | Mr Nick Hunt   |
| LBH  | Nigel Dicker   | N/A  |
| Clinical Commissioning<br>Group (Officer)                | Ceri Jacob   | TBC  |
| Clinical Commissioning<br>Group (Clinician)              | TBC  | TBC  |



#### HEALTH AND WELLBEING BOARD TERMS OF REFERENCE

#### (a) Introduction

In accordance with the Health and Social Care Act 2012 and any subsequent related legislation, the Health and Wellbeing Board will seek to improve the quality of life of the local population and provide high-level collaboration between the Council, NHS and other agencies to develop and oversee the strategy and commissioning of local health services.

The Board will operate as a Committee of the Council in accordance with the Committee Standing Orders and Access to Information Procedure Rules set out in this Constitution.

The core functions of the Board are not executive functions and are not therefore subject to any scrutiny call-in procedure.

The Board will seek to comply with its duties under the Equality Act 2013, Freedom of Information Act 2000 and the Data Protection Act 1998.

#### (b) Membership

#### **Statutory Members**

The Chairman of the Board shall be the Leader of the Council. The Vice-Chairman of the Board shall be the Cabinet Member for Social Services, Health & Housing.

Other Statutory Members that may attend meetings are:

- 1) Cabinet Members from the London Borough of Hillingdon
- 2) A representative from the Clinical Commissioning Group covering Hillingdon
- 3) A representative from Healthwatch Hillingdon
- 4) Statutory Director of Adult Social Services
- 5) Statutory Director of Children's Services
- 6) Statutory Director of Public Health

#### Political Balance

There is no requirement to have all political groups within the Council represented on the Board.

#### **Substitutes for Statutory Members**

Cabinet Members may nominate any other Elected Member of the Council as a substitute. Other Statutory Members of the Board must nominate a single individual who will substitute for them and have the authority to make decisions in the event that they are unable to attend a meeting.

#### **Co-opted Members**

From time to time and upon the agreement of the Board other individuals or representatives may attend Board meetings as Co-opted Members. Co-opted Members may not send substitutes nominate a single, named individual who may substitute for them in the event that they are unable to attend a meeting, e.g. representatives of local NHS Hospitals or Trusts.

#### Voting rights

Voting rights will apply to the following Statutory Members:

- All Elected Members of the Council on the Board;
- The representative from the Clinical Commissioning Group covering Hillingdon; and
- The representative from Healthwatch Hillingdon.

Voting rights will apply to the following Co-opted Member:

• The Deputy Chief Executive and Corporate Director of Residents Services.

Subject to consultation with the Board, the Council may then direct whether or not voting rights apply to any other Statutory Member or Co-opted Member.

#### **Code of Conduct**

All voting Members of the Health and Wellbeing Board will be bound by the Council's Code of Conduct for Members, as adopted.

#### (c) Sub-Committees and Working Groups

The Board may establish and appoint to sub-committees and working groups. The Board may delegate any of its functions to sub-committees or working groups or request them to undertake task and finish reviews or project work in the pursuit of the Board's goals.

Members of a sub-committee *or working group* may be a Statutory or Co-opted Member of the Board or any Elected Member of the London Borough of Hillingdon. *Additional members of a sub-committee or working group will be agreed by the Board*.

Sub-committees *and working groups* will cease to exist upon a decision by the Board.

#### (d) Terms of Reference

1. To fulfil statutory requirements to improve the health and wellbeing of the local population, specifically to:

- (a) Lead on the duty to assess and publish information about the needs of the local population (joint strategic needs assessment (JSNA);
- (b) Deliver the duty to prepare and publish a Joint Health and Wellbeing strategy based on the JSNA, to consider Health and Social Care Act flexibilities in developing the strategy and involve local residents and others as appropriate;
- (c) Promote integrated and partnership working across areas, including through the promotion of joined up commissioning plans across the NHS, social care and public health; and
- (d) Support, be involved in and provide opinion on joint commissioning plans and the review of how well the Health and Wellbeing strategy is meeting needs. This includes providing an opinion on how well the Clinical Commissioning Group (CCG) contributes to the delivery of the joint Health and Wellbeing strategy.

#### 2. To be responsible for:

- (a) Providing leadership in developing a strategic approach for health and wellbeing in Hillingdon;
- (b) Developing the statutory Health and Wellbeing Strategy;
- (c) Ensuring that the Health and Wellbeing Strategy is informed and underpinned by the JSNA and is focused upon:
  - Improving the health and wellbeing of the residents of Hillingdon;
  - The continuous improvement of health and social care services;
  - The reduction of health inequalities;
  - The involvement of service users and patients in service design and monitoring; and
  - Integrated working across health and social care where this would improve quality;
- (d) Reviewing performance on delivering the Health and Wellbeing Strategy and other key strategic targets;
- (e) Holding partner agencies to account for performance on agreed priorities in conjunction with the External Services Scrutiny Committee;
- (f) Influencing and approving the Clinical Commissioning Group (CCG) commissioning plan and annual update;

- (g) Collaborative working to develop social care and health related commissioning plans to improve the health and wellbeing of residents of the Borough and monitor implementation and performance;
- (h) Monitoring the performance of Public Health and reviewing services in conjunction with the External Services Scrutiny Committee; and
- (i) Reviewing the Terms of Reference and operation of the Board regularly, making recommendations to Council as required.

#### **HEALTH AND WELLBEING BOARD STANDING ORDERS**

These Committee Standing Orders apply to the Health and Wellbeing Board set out in Article 8 of the Constitution, with the following exceptions to these rules taking precedence at any time:

- Any speaking rights for Elected Members who are not Members of the Board do not apply to meetings of the Board or any of its subcommittees or working groups.
- 2. A Quorum of the Board shall be 50% of its statutory membership. This will also apply to any sub-committees of the Board. A Quorum of any sub-committees or working groups of the Board shall be 50% of their membership or 3 members (whichever is the greater).
- 3. Any meeting of the Board may establish and appoint to its sub-committees *or working groups*.
- 4. Upon any recommendations from the Board, Statutory Membership will be approved by full Council.
- 5. Upon request from an organisation, approval of any appointments to the Board as a non-statutory Co-opted Member will be agreed by the Board, in consultation with the Chairman and the Head of Democratic Services.
- 6. Decisions shall be made on the basis of a vote and show of hands of a majority of members present. Subject to the vote being tied, the Chairman will have a second or casting vote.
- 7. The Board and any sub-committees *or working groups* shall meet as required, with the agreement of the Chairman and/or in the circumstances where the Chairman receives a request in writing by more than 50% of the Statutory Members of the Board.

### SUPPLEMENTARY QUESTION FROM COUNCILLOR BLISS – WRITTEN RESPONSE

# 7.2 SUPPLEMENTARY QUESTION SUBMITTED BY COUNCILLOR BLISS TO THE CABINET MEMBER FOR SOCIAL SERVICES, HEALTH & HOUSING – COUNCILLOR CORTHORNE

By way of supplementary question, Councillor Bliss asked what the average turnarounds for houses and flats were?

#### Response:

Councillor Corthorne noted that he had liaised with officers and prepared a response to Councillor Bliss' supplementary question in the form of a document setting out the information requested (attached below).

However, Councillor Corthorne advised that this document needed to be taken with a "health warning", since it reflected periods of time during which void properties were awaiting work due to the need to prioritise those with the greatest need. Furthermore, given that some dwellings were returned to the Council in far better order than others – and thus required a much shorter turnaround time – it was difficult to work out a typical void turnaround time by category.

Councillor Corthorne noted that the information provided in the attached document included all void addresses at which works had been completed from December 2012 to August 2013. A number of these voids had remained outstanding for some time as Repairs Service officers had carried out the work by prioritising 3 bedroom and short-life properties.

Councillor Corthorne reported that the average number of days each month was decreasing due to a more structured way of programming the projects and streamlining processes each month. It was noted that the challenge was now to continue to reduce the average turnaround time and to clear the backlog by 31st October 2013. He and officers were sure the Council could achieve this target.

# Void management - average completion of works from Dec 12 - Aug 13

# Type Codes STB stud

STB studio bungalow
1B 1-bed house
2B 2-bed house
3B 3-bed house
4B 4-bed house
1BU 1-bed bungalow
1BM 1-bed maisonette
2BM 2-bed maisonette
3BM 3-bed maisonette
3BF 2-bed flat
2BF 2-bed flat
3BF 3-bed flat

# Data set

271 Properties Mon 3 Dec 2012 when data began to be collected to 17th Sept 2013 Works Completed

| Average per month | er month | STB                       | 1B        | 2B    | 3B    | 4B   | 1BU   | 1BM   | 2BM   | 3BM  | S1BF | 2BF   | 3BF  |
|-------------------|----------|---------------------------|-----------|-------|-------|------|-------|-------|-------|------|------|-------|------|
| Dec               | 78.34    | 224.0                     | -         | 122.0 | 133.5 | -    | 101.0 | 206.0 | 68.0  | -    | 41.1 | 69.4  | ı    |
| Jan               | 82.06    | -                         | -         | 0.68  | 8.76  | -    | 62.0  | -     | -     | -    | 9.09 | 129.8 | ı    |
| Feb               | 66.16    | -                         | -         | 122.0 | 47.1  | -    | 94.5  | 129.0 | 174.0 | -    | 44.1 | 122.0 | 1    |
| Mar               | 79.13    | -                         | ı         | 0.77  | 50.5  | •    | 157.0 | 1     | 102.0 | -    | 71.8 | 105.3 | ı    |
| Apr               | 76.29    | -                         | ı         | 98.8  | 61.5  | •    | 84.0  | 1     | 1     | 1    | 92.4 | 84.8  | 39.0 |
| May               | 67.22    | -                         | 1         | 75.9  | 102.0 |      | 70.3  | 1     | -     | 1    | 56.4 | 48.0  | 52.0 |
| Jun               | 44.18    | -                         | -         | 0.69  | 2.53  | -    | 17.0  | 31.0  | 72.0  | 21.0 | 38.2 | 62.5  | 12.7 |
| Jul               | 36.27    | -                         | -         | -     | 21.0  | 29.0 | 19.5  | -     | 57.5  | -    | 36.9 | 8.08  | 1    |
| Aug               | 27.73    | -                         | -         | 32.0  | -     | -    | -     | -     | -     | -    | 27.5 | 20.5  | -    |
| Sept              | 00.00    | 0.00 insufficient sample  | samble    |       |       |      |       |       |       |      |      |       |      |
|                   | 61.93    | 61.93 average over period | er period |       |       |      |       |       |       |      |      |       |      |