



Headteacher or Head of School

The Bridge Academy

Information pack

Contents

OUR VISION	3
WELCOME FROM THE CEO	4-5
WELCOME FROM THE STRATEGIC LEAD	6-7
AIMS & OBJECTIVES	8-9
SCHOOL IMPROVEMENT STRATEGY	10-11
BENEFITS OF WORKING AT ATLP	14-15
JOB DESCRIPTION	16-17
PERSON SPECIFICATION	18-19
WHAT CAN WE OFFER YOU?	20
HOW TO APPLY	21



Our vision

The vision for the Trust clearly articulates the need to think of our learning family as one. Through the individuality of each school and the uniqueness each school brings to the family, we must ensure that all children in our care have a greater equality of experience, and enable all leaders, teachers, governors, support staff, parents and children to understand what being part of “One Trust” means for them. Working together as one trust should ensure effective practice across the MAT, ensure how we improve is evidence-based, lead to economies of scale in terms of time, resources and speed of school improvement and enable staff to work within clearly defined values that are common across the Trust.

Together we are stronger



Welcome

Welcome from the CEO, Richard Gill CBE



We are all driven by our commitment to our children, our schools, and our communities.

I am delighted that you are considering applying for the position of Headteacher or Head of School. We are a learning family of 22 schools. We put children at the heart of everything we do. To give our children the very best start to life, they need to be taught well, they need to be supported, they need to be cared for and loved. We want the very best to be working in our schools who can deliver on our promise to our families and communities. In return you will be well-supported, cared for and loved. We are at the start of our new people strategy with the vision of ensuring that ATLP is the employer of choice, where staff want to spend their entire career, due to the development opportunities and range of schools available. We already offer staff a unique wellbeing package that crucially gives time to all staff and there are a range of other benefits including a health care package that will be launched later this term.

Each of our schools has its own unique identity due to the communities that each serves. But running through the core of our schools is our 'One Trust' vision. These are also the values we strive for in our work: the belief that by working together, we are stronger; that we are all responsible for all our children, regardless of which school you are based in and, of course, our main purpose that has brought our family of schools together: children. Children only get one chance, and it behoves all of us across the organisation to put children at the heart of everything we do.

The Trust has evolved during its period of growth to provide greater support to our schools. In recent years we started our centralisation agenda, bringing all HR operations (including payroll), finance, estates and operations under the direct leadership of the Trust. This has started to enable headteachers to concentrate more on what they know best, leadership, learning and teaching, and has allowed us to bring about greater capacity and efficiency across our schools. We have not yet reached our destination in this work, but it is a key priority within our strategic plan.

In addition to our 22 schools, we also have our own SCITT as part of our learning family – recently rated Outstanding by Ofsted and is designated as one of the smaller pool of IT providers from September 2024. The SCITT is an important part of the family creating a supply of quality new entrants to the profession to our ATLP schools and beyond. We are also the designated Teaching School Hub for North Birmingham and have recently been designated as a Language Hub. I work closely with the DFE in a range of roles. The Trust is a capacity giver – supporting other schools when required for the benefit of children. We value system leadership and the opportunities this holds for our staff and all children.

We want you to use your application to give us the best impression of who you are, both professionally and personally. We want you to be clear about the added value you will bring to the school and Trust, if successful. We want your application to highlight what you are most proud of, again, both professionally and personally. As such, you will need to write a fresh and individual application to us. If we get the slightest hint that it is formulaic, your application will not get past first sift. The schools which we serve mean too much to us.

The role of Headteacher/Head of School is critical and never more so as we begin the next stage of the Trust's development.

You will walk alongside our senior leaders and staff teams across our family of schools. You will be collaborative, strategic, have emotional intelligence and be able to coach, mentor, challenge, and support. You will be keen to learn. You will be keen to develop others. You will recognise the strengths of working across a family of schools. But, as already stated, you will be child-centred wanting the very best for every child.

We are ambitious. Trustees share that ambition. Our partnership working and child-centred ethos is infectious, driving all involved to make a difference and give all our young people the very best start in life.

The successful applicant will make a significant contribution that will ensure the support given to our family of schools is the very best it can be. We know we can always improve, and we strive to do so. I hope this pack answers many, if not all the questions you might have and leaves you excited to want to join us or, indeed, gain this promotion if you are already within the organisation. I know any of the team would be delighted to answer any questions you might have. As a senior appointment, I will be part of the panel that makes this appointment so good luck and I hope to meet you.

With all good wishes,

Richard Gill CBE - CEO
The Arthur Terry
Learning Partnership



CEO, Richard Gill with guests and speakers Richard McCann, Musharaf Asghar and Jaz Ampaw-Farr at the 2020 ATLP staff conference

Strategic Lead's Welcome

Thank you for your interest in The Bridge Academy, and a warm welcome from everyone connected with the school.



Mrs Marie George
Secondary Strategic Lead

The Headteacher/Head of School position presents a wonderful opportunity for a forward-thinking leader that shares our core values and beliefs at this really exciting time in our journey. We are looking for an inspirational leader that has the highest aspirations for all students and really does place them at the heart of everything they do.

As an alternative provision academy, we serve some of our most vulnerable children from KS1 to KS4 and we need to provide far more than an education. Our provision needs to be innovative and transformational, so that all students leave us equipped with the necessary skills and attributes that will enable them to be successful in their future lives.

As Strategic Lead, my role will be to support the Headteacher/Head of School and other leaders in implementing their shared vision for the Bridge Academy. We strive for excellence and want the very best for the community that the academy serves. We use our central School Improvement Team to support the school in realising its ambitious vision. Collaboration is key to what we do and this supports staff development and rapid school improvement.

If you read this pack and are excited by this opportunity and have then relevant skills and experience to fulfil this role, then we really look forward to hearing from you



Vision

To nurture and empower young people to be
SCHOOL READY, WORK READY + LIFE READY

Values

Respect

Aspiration

Independence

Success

Engagement

Spirit

Live our values; Follow our routines; Keep each other safe
Everyone, Everywhere, Every time



Children lie at
the heart of
everything we do



ne Trust

Strategic Objectives 2021 – 2024



Quality services

Our family of schools will receive high quality central services



Teaching excellence

Our children will receive a high-quality education through a forward looking curriculum and excellent teaching



Supportive care

Our children (and families) will have access to strong academic and pastoral support



Financial security

Our schools will have a strong and sustainable financial future



Clear communication

Our communication with stakeholders will be effective



Inclusive culture

Our culture will be positive and inclusive across our learning family

ATLP MAT-wide School Improvement strategy

Our aim is to develop leadership and teaching, share and align best practice and engage in research to ensure evidence informed practice drives school improvement.

Each ATLP school is unique and serves a distinct community. This is central to our approach to School Improvement. The ATLP will therefore seek to ensure that its School Improvement model is developed collaboratively with the aim of developing and implementing:

- A vision of the very highest expectations that all stakeholder groups support
- A clear implementation model based on the principles of Leverage Leadership
- A Trust-wide Quality Assurance System that the SIT apply consistently
- Our strategy, alongside our leadership teams, middle leaders and teachers, with the School Improvement Team (SIT) builds teacher and leadership capacity and drives a culture of learning in all our schools.

The School Improvement Team will ensure that a rapid and sustainable programme of improvement takes place in all our schools based on the principles of Leverage Leadership, resulting in strong outcomes for all students.

They will develop, implement and evaluate policies and practice, specifically those which focus on school improvement, and leadership development promoting collective responsibility for implementation which in turn may lead to agreed Trust models of working.

We use the EEF Implementation Cycle for a framework for our school improvement:



The Trust will ensure that all of its academies will embrace the very highest expectations in respect to:

- Student Culture
- Curriculum Design and Delivery
- Safeguarding
- Inclusion
- Personal Development
- Academic Success
- Attendance
- Enrichment

OUR YEARLY CORE OFFER:

- SPR (SCHOOL PERFORMANCE REVIEW) at least three times a year
- A half-termly visit from an external School Improvement Partner (SIP)
- PP review
- SEND review
- Safeguarding review
- Termly - Trust Around the School Meeting – HR/Estates/Finance/Education
- Regular 'Deep Dives' in each of our schools
- Bespoke collaborative working with a named person from the SIT on an area of particular need.

School Improvement

Our School Improvement (SI) work is based around 3 principles:

One Trust: as a learning family, we are all responsible for all children across our family of schools. This means there is a collective responsibility to ensure the needs of every school are met even if this means that, at times, leaders are accepting that the needs of another school within the trust may be greater than that of theirs.

Children lie at the heart of everything we do – our SI work must be impactful. Children have an entitlement to high quality education and, therefore, we must ensure there is strong provision across our family of schools.

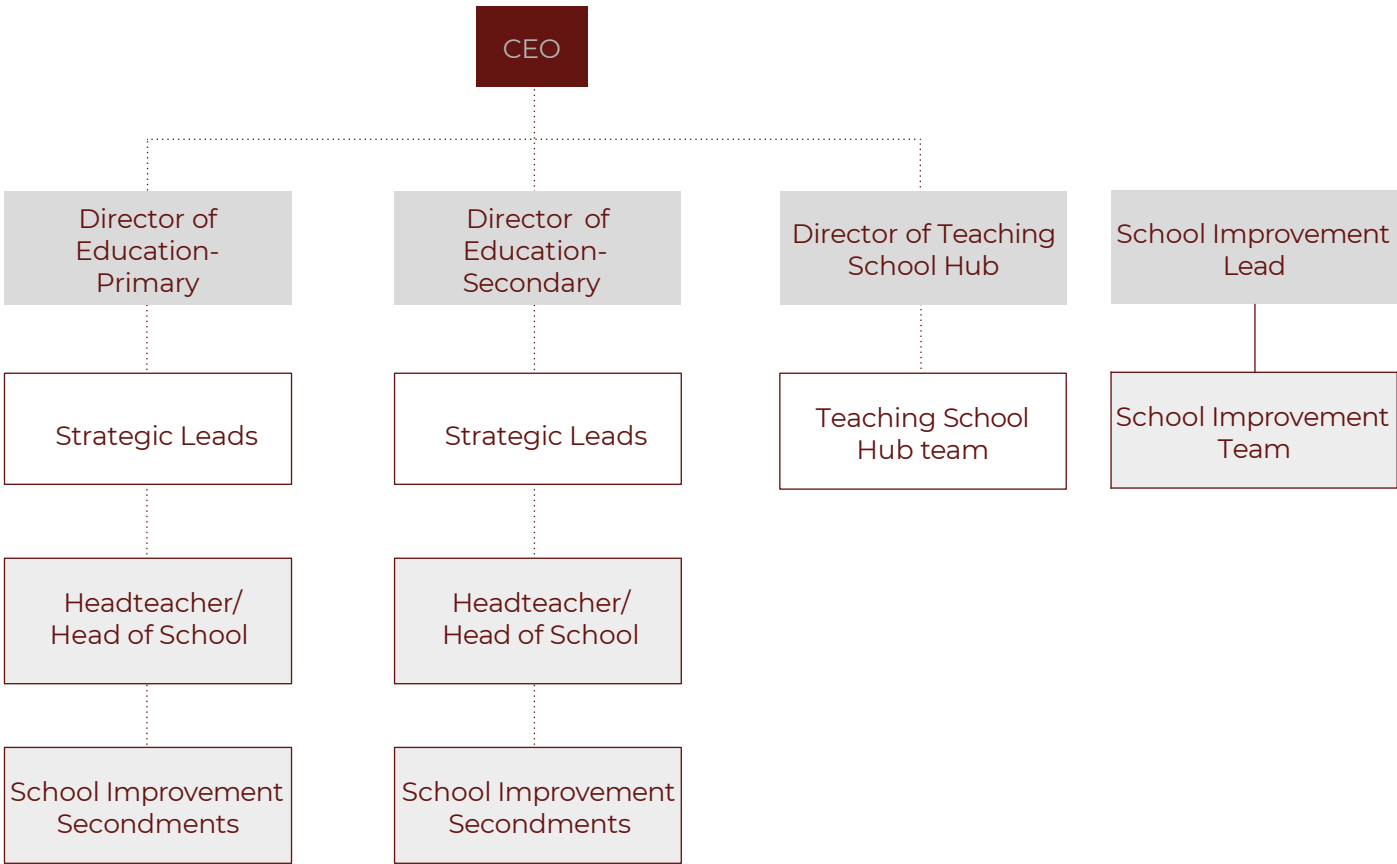
Together we are stronger – a commitment to high quality professional development for all staff with an entitlement to access training and development, including working beyond their own school sharing good practice and upskilling others. This cyclical support grows everyone's learning and creates opportunities within and across the MAT.

The School Improvement Team will consist of the following roles

- Trust Vulnerable Children lead
- Trust Safeguarding lead
- Trust Maths lead
- Trust Literacy/English lead
- Trust MFL lead
- School Improvement Lead (primary) – incorporated into the Strategic Lead – Lichfield Hub role
- School Improvement Lead (secondary) – incorporated into the School Improvement Lead role
- Trust Personal Development lead



Structure (School Improvement Team/ Teaching School Hub)



Benefits of working at ATLP

We are committed to ensuring our employees feel valued, appreciated and the heart of what we do.



Introducing My Lifestyle & My Medicash

As an employer of your choice, we are committed to supporting the wellbeing of every member of staff and have put steps in place to provide cover and support for everyone. Our Employee Assistance Programme brings financial and wellbeing support across a range of medical and social areas.



My Lifestyle

My Lifestyle offers a huge choice of benefits including childcare vouchers, hundreds of discounts on shopping, holidays, leisure and dental insurance.

1. Retail Discounts
2. Cash back
3. Cyle to Work Scheme
4. Dental Insurance
5. My Gym Discounts
6. Salary Finance

There is also support on everyday financial and lifestyle queries and many money-saving tips.

Medicash

Download the 'My Medicash' app to enjoy a multitude of benefits from one of the UK's leading health cash plan providers.

Users can enjoy the mProve and SkinVision apps and claim money back for optical, dental and other treatments.

- 24/7 access to qualified counsellors
- Up to 8 face-to-face counselling sessions
- Dedicated menopause support service
- Mental health advice for leaders
- Range of online advice resources and podcasts
- Financial wellbeing and debt advice
- Fast access to all resources via the Care Platform
- Access to the Together All Community Support app

Professional development

We support all our schools and services to offer professional development that is rooted in the evidence of what improves teaching and learning. We have a school improvement team and as a Teaching School Hub have access to the latest, innovative developments in Teaching and Learning.

We listen to what your career aspirations are and how we can support you within your role. There are a range of learning and development paths such as:

- Professional qualifications
Diplomas
- Masters
- Apprenticeships

In addition, through are Teaching School Hub, there is access to a wide range of National Professional Qualifications (NPQs).

arthurterryteachingschool.atlp.org.uk/

In addition to 5 training days per academic year, we offer 2 additional Professional Development Days and 1 Wellbeing day.

Contributory Pension Scheme

We offer 2 pensions schemes;

Teachers Pensions Scheme – for every £1.00 you pay into the scheme we pay £23.60 into your pension pot.

Local Government Pension Scheme

- for every £1.00 you pay into the scheme we pay £23.60 on average £21.00 into your pension pot.

(These rates are decided by the Pension Schemes)

www.teacherspensions.co.uk/

www.lgpsmember.org/

Enhanced annual leave

We offer enhanced annual leave and concessionary days to all support staff as follows;

26 days leave:
up to 5 years service

29 days leave:
up to 10 years service

31 days:
over 10 years service

In addition to 8 Public Holidays, we also offer 4 concessionary days

Leave can range from 38 - 43 days.

Appraisal with a difference!

Our appraisal system focuses on supporting our employees to be the very best they can be so they can support the school/service to achieve its priorities. There are no set targets and we work on the assumption that everyone will be successful.

We put staff at the heart of what we do so they can put children at the heart of what they do.

Flexible working and family friendly policies

We offer a wide range of flexible working arrangements and family friendly entitlements like paid parental leave to support our employees to balance work with their family commitments.

Learning Futures

The Arthur Terry Learning Partnership strives to be an employer of choice, whilst offering high-quality provision for our young people. Learning Futures is a key aspect of this offer.

All members of the staff that are child-facing will receive an iPad to support them in their role. In addition to this, the ATLP values the importance of digital inclusion. Members of staff will be able to use this device to trial new and innovative apps or catch up with their favourite films or TV series.

What will staff receive?

Teachers:

- iPad Pro
- Logitech Keyboard Case
- Tucano Stylus

Support Staff:

- iPad 10.2"
- Logitech Keyboard Case

Apprenticeship Levy

As a large employer we pay into the Apprenticeship Levy fund and are therefore able to offer a wide range of apprenticeships to both new and existing staff.

For more information on how the Apprenticeship Scheme works visit www.gov.uk/become-apprentice



Job Description

Headteacher/Head of School



Grade

Headteacher L15-21
Head of School L12-18

Contract

Permanent

Disclosure Level

Disclosure Barring Service
– Enhanced Certificate
(external applicants)

Responsible to

Strategic Lead

Liaison with

School leaders, Directors of Education, Executive Team, Governors, Trustees, SENDCo's, LAC Lead Teachers, External Agencies

Strategic Responsibility

- To support the Strategic Lead, Director of Education and School Improvement Team to secure success and improvement, ensuring high quality education and improved standards of learning and achievement for all students.
- To lead school improvement through the championing of outstanding teaching, learning, and assessment.
- To contribute to and provide leadership and management of the leadership team, staff, and students.
- To ensure a high-quality school experience for all students, securing desired outcomes.
- To implement as positively and fully as possible the vision and key objectives of the ATLP Business Plan.
- To promote and embody the 'One Trust vision' so that it is always at the core of school/trust improvement work ensuring children are at the heart of everything we do.

Safeguarding

The Arthur Terry Learning Partnership is committed to keeping children, young people safe.

- Responsibility for safeguarding children and child protection (including online safety) ensuring that schools are meeting their legal statutory requirements as laid out in Keeping Children Safe in Education (KCSiE).
- Continuing to embed a safeguarding culture in all schools, ensuring the child always comes first.

Duties and Responsibilities

Strategic direction and development of the school

- To contribute to the development of a strategic view for the school in the community and plan for its future needs and further development. This will be undertaken within the context of, and supporting, the ATLPs Business Plan.
- To contribute as a senior member of the school leadership team to the establishment of a shared vision for the school; the support and continuation of the Trust ethos which promotes effective teaching and learning, which sustains improvement in the development of all students; and the development and implementation of a strategic plan.

- To be an ambassador for the school and the Trust in the wider community, ensuring that the school is the preferred choice for local parents. To skilfully and continually enhance the school's reputation both directly (through marketing and promotion) and indirectly (through school improvement).

Strategic direction and development

- To continue to develop, promote and ensure implementation of the School Improvement Plan.
- To support the Headteacher in consultation with producing short, medium, and long-term plans to develop the school in relation to:

the aims of the school and its policies and practices targets for realistic but challenging improvements the leadership and management of the middle leadership team Quality Assurance.

Teaching and Learning

- In conjunction with the Headteacher, School Improvement Team to secure and sustain effective teaching and learning, monitor, and evaluate the quality of education and standards of students' achievements and use benchmarks and set targets for improvement.
- Plan and monitor the quality teaching and learning across the school.
- Ensure that teachers are clear about teaching objectives, understand the sequence of teaching and learning within their curriculum areas and communicate this to students.
- Support and provide guidance for colleagues to select the most appropriate teaching and learning methods and resources to meet the needs of the full range of students.
- To help to implement clear policies and practices for assessing, recording, and reporting on student achievements in line with school/Trust policy.
- Evaluate the teaching within all areas in the school; use this analysis to identify effective practice and areas for improvement.
- Take appropriate action to improve further the quality of teaching within any area when curriculum required.

Managing the Organisation

- Develop effective relationships and communications with parents and the local community which underpin a professional learning community that enables everyone in the school to achieve.
- Provide effective organisation and management for the school and seek ways of improving organisational structures and functions based on rigorous self-evaluation.
- Work with the Operations and Estates team to ensure that the schools buildings meet the needs of the curriculum and health and safety regulations.
- Develop and oversee all extra-curricular activities to achieve a varied offer of extended provision in the school.
- Implement established school policies and collaboratively review and make recommendations for change.
- Ensure evidence- based improvement plans promote continuous school development linked to the schools Self-Evaluation.
- Keep the Strategic Lead fully informed of any critical need if it affects the smooth operation of the school and the educational experience of the pupils.
- To work with school and executive leaders to identify and achieve economies of scale and ensure the efficient allocation of resources to achieve the best educational outcomes.
- To attend Trust Board/Hub Governing Body/Local Governing Body meetings as appropriate and identified, to report on SEND.

Accountability

The Headteacher/Head of School as a lead member of the senior leadership team will be accountable for the efficiency and effectiveness of the school to the Director of Education, Governors, Trustees, students, parents, staff, and other members of the local and wider community. This will include effective communication, advice to Governors and the Trust Board, and accountability for school performance.

Securing Accountability

- Develop the Partnership ethos which enables everyone to work collaboratively.
- Ensure individual staff accountabilities are clearly defined, understood, and communicated.
- Ensure compliance at every level with school policies and procedures.
- Ensure every child has access to high quality teaching and learning, in a safe and stimulating learning environment.

Conditions of Employment

The above responsibilities are in accordance with the requirements of the Education Act 2002 and statutory Orders in terms of duties and working time (including those special provisions relating to the proportion of teaching time within working time for guaranteed time specifically for assessment, planning and preparation).

Staffing

- To monitor and maintain standards of performance through line management of staff including staff in adherence with ATLP policies and procedures.
- To create a learning and development plan for the team.
- To demonstrate a positive working style with a committed and flexible attitude.
- Promote the importance and benefits of effective team working and well-being.
- To work closely with the HR team to proactively manage and mitigate any staffing issues.
- To carry out annual appraisals and performance reviews of those you line manage.
- Ensure that all members of the team show due diligence in carrying out their duties and responsibilities.

Safeguarding and Data Protection

- Work within the requirements of Data Protection legislation at all times.
- Understand your responsibilities in relation to Safeguarding and child protection and how to highlight any issue or raise any concerns.
- Remain vigilant to ensure all students are protected from potential harm by following safeguarding and child protection policies and protocols.
- Embed a safeguarding culture within the Technology team, ensuring they follow safeguarding procedures.

Additional conditions

- Create and maintain positive and supportive relationships with staff, parents, business, community, and all stakeholders.
- The post-holder will be expected to undertake any appropriate training provided by ATLP to assist them in carrying out any of the above duties.
- The post-holder will be required to promote, monitor, and maintain health, safety, and security in the workplace. To include ensuring that the requirements of the Health & Safety at Work Act, COSHH, and all other mandatory regulations are adhered to.
- To undertake appropriate professional development including adhering to the principle of performance management.
- To promote the vision and aims of the Trust.
- To set an example of personal integrity and professionalism as outlined in the Staff Code of Conduct.
- To attend meetings, training days and CPD sessions.
- To be an effective team player and support the functions of the ATLP.
- Observance of Equal Opportunities, Confidentiality, Health and Safety Policies and Internet Code of Practice.
- Observance of complete confidentiality on all school information is required and any failure so to do may be regarded as gross misconduct in terms of the Disciplinary Policy.
- To take responsibility for becoming familiar with academy polices and abide by them.

An Enhanced Disclosure with the Disclosure and Barring Service (DBS) will be undertaken before an appointment can be confirmed. The successful candidate will be required to disclose all convictions and cautions, including those that are spent; the exception being certain, minor cautions and convictions which are 'protected' for the purposes of the 'Exceptions' order. <https://www.gov.uk/government/collections/dbsfiltering-guidance>

This job description only contains the main accountabilities relating to the posts and does not describe in detail all of the duties required to carry them out.

Person Specification



Criteria		M.O.A
Education and qualifications	<ul style="list-style-type: none">Qualified Teacher StatusNPQHEvidence of continuous professional development	AF/ Certificates
Technical - the demonstration of specific skills and/or knowledge	<ul style="list-style-type: none">A track record of leading and improving outcomes for childrenKnowledge and/or experience of Social, Emotional and Mental Health (SEMH) and Alternative Provision (AP).Skilled in monitoring and evaluating standards of attainment, teaching, and learning and be able to create clear action plans to ensure that all children reach their highest potentialDemonstrates a deep understanding of child protection and safeguarding and show evidence of successfully managing concerns and allegationsExperience of implementing strategies for re-motivating disengaged learners in schools, improving attendance, behaviour and pupil performanceExperience of leading innovation and change management, a successful innovator of school improvement that has impacted positively upon pupil outcomesUnderstanding of pupil motivation, engagement, behaviour and attitudes towards learningAn effective communicator, both internally with staff and pupils and with parents/carers, and the wider communityExperienced with OFSTED as a senior leader in a school	AF/I
Ability - the aptitude or potential to perform to the required standard	<p>Be able to lead an inclusive culture that promotes excellence, equality and sets high expectations for staff and pupils and who understands the importance of providing broad and balanced opportunities to develop the whole child</p> <p>A strong understanding of the schools' sector and education more broadly, with a strong grasp of contemporary issues</p> <p>The credibility to command the respect of, and influence, colleagues</p> <p>To be able to think strategically and develop this thinking into successful outcomes</p> <p>The ability to add value through effective leadership, vision and influence</p> <p>Ability to challenge underperformance</p> <p>An appetite to seek out and develop innovative practices in education</p> <p>Be able to make strategic decisions whilst recognising the need to delegate and develop staff to maximise effectiveness and impact</p> <p>Believes that education should be enjoyable and a fun environment as we strive for outstanding performance</p>	AF/I/T

Criteria		M.O.A
Values/ Behaviours - the actions and activities that people do which result in effective performance in a job	<ul style="list-style-type: none">We believe that all pupils can achieve in spite of their circumstances or other external factors and have an unwavering commitment to pursue successful outcomes for allWe support the One Trust vision that children are at the heart of everything we doWe champion the vulnerableWe are committed to supporting our school communities to be inclusive, diverse and for there to be equality of opportunity for allWe embrace and demonstrate a commitment to all students in our care to ensure we support them to be safeWe are committed to maintaining the ethos and values of the ATLP whilst ensuring that all ATLP schools can meet the needs of their communitiesWe are resilient in the face of challenge and comfortable with ambiguity and a changing landscape	AF/I/T
Contra indicator	Positive disclosure relating to children or vulnerable adults	Disclosure Form to be completed prior to interview

A.F. = Application Form; I = Interview; T = Test or Exercise.



What we can offer you

We recognise that successful people place value on a range of benefits associated with their careers including receiving professional recognition, commensurate financial reward, job satisfaction, opportunity to innovate and a balanced approach to work and personal time. As your future employer we place importance on these aspects too.

- Salary – Headteacher - L15-21 (£66,626 - £77,194 per annum)
Head of School – L12 -18 (£61,882 - £71,728 per annum)
- Competitive pension scheme:
- Teachers' Pension Scheme
- The opportunity to join our team of leading education experts and propel your career to the next level
- 3 paid Professional Development Days – in addition to 5 training days
- Flexible working
- Access to continuous professional development opportunities

How to apply

Closing date:

Thursday 9th May 2024
at 9.00am

Interviews:

Monday 20th and
Tuesday 21st May 2024

Applications must be made using the Arthur Terry Learning Partnership application form.

Completed applications should include an application form and a supporting statement of no more than 2 sides of A4 that clarifies how your experience, knowledge, skills, and behaviours align to the criteria in the person specification.

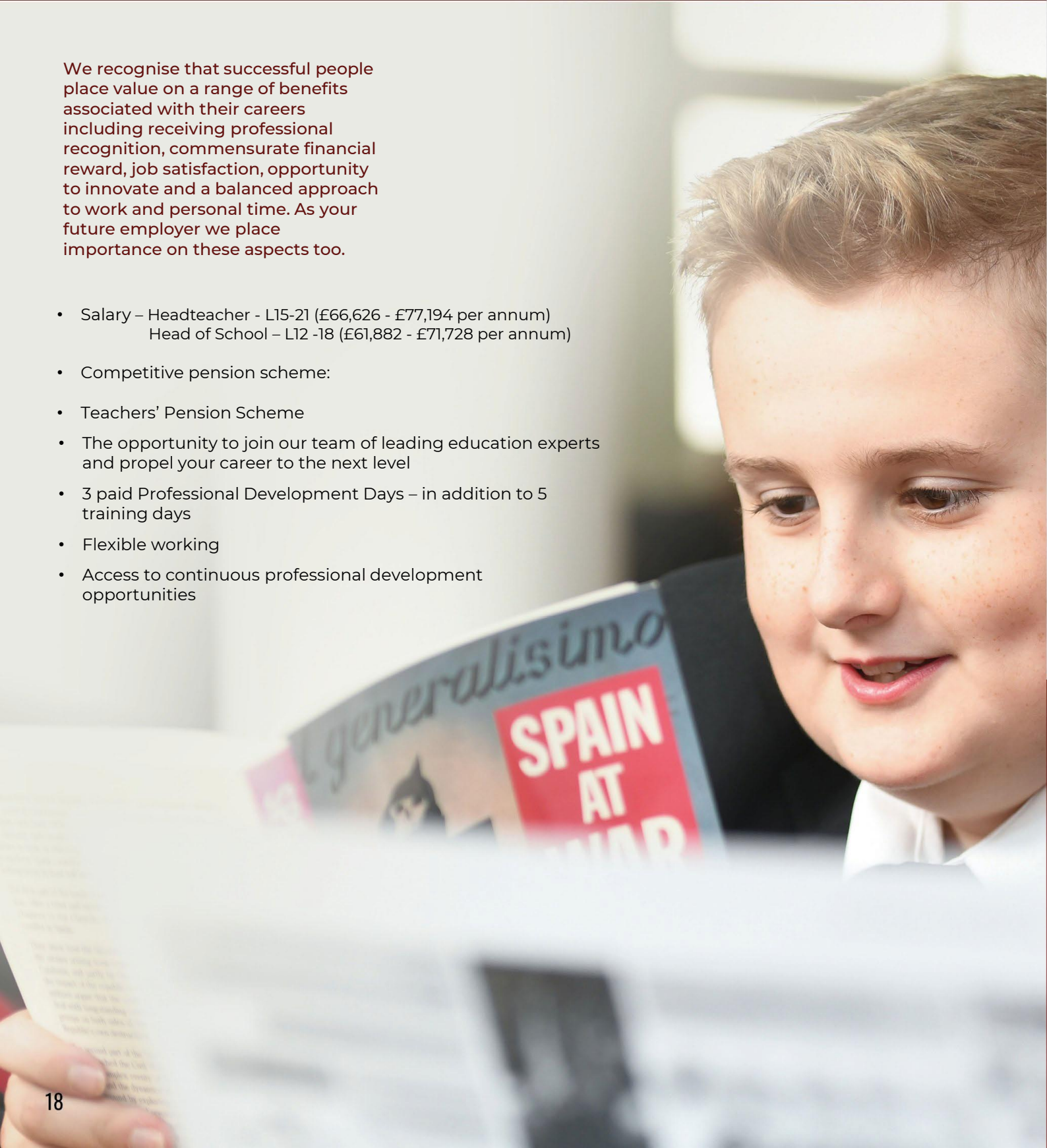
Your application should include full contact details (address, daytime, home, and mobile telephone numbers where applicable and email addresses) and details of 2 referees.

For each referee please provide their name, position, organisation, telephone numbers and email addresses where known. One of these referees must be your current

or most recent employer. If you do not wish us to contact referees at this stage, please make this clear. Please send your completed application to:

recruitment@atlp.org.uk

The Arthur Terry Learning Partnership (ATLP) is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The successful candidate will be subject to all necessary pre-employment checks, including enhanced DBS, prohibition check, qualifications (where applicable), medical fitness, identity and right to work. All applicants will be required to provide two suitable references which will be sought prior to interview. The ATLP is an equal opportunities employer.



Students and staff from Brookvale Primary School collecting books for their new library



Contact us

T 0121 323 2221
E info@atlp.org.uk
W www.atlp.org.uk

The Arthur Terry Learning Partnership, a charitable company limited by guarantee, registered in England and Wales, company number 07730920. Registered office: The Arthur Terry School, Kittoe Road, Four Oaks, Sutton Coldfield, West Midlands, B74 4RZ CEO: Richard Gill NPQH, NLE, FRSA



Together we are stronger