

) =66@ #8! 75HCB 5B8! 5F9! 9BHF9

## School Care Accommodation Service

2RXGH>WHW

; DVDA

; , ! ž72

?HDSKRCH( † Ž'Ž&& † † ""

QSHFWGEX( 8DUN. DXVHU

>XVDQ- DUJH

?ASHRI LQSHFWRQ @ODDORXCFFG

QSHFWRQFRP SOMGRQ ž" 5DOXDU ž† Ž'



# ! CBH9BHG

11 A A 5FL	; DJH9R
! ž 6C1 HĤ9 G9FJ=79 K 9 BGD97H98	!
/ &CK K 9 BGD97H98 Ĥ-G G9FJ=79	#
fi 2<9 BGD97HCB	%
fl - Ĥ9F B: CFA 5HCB	Ž
Ł 11 A A 5FL C: ; F589G	ž#
† 'BGD97HCB 5B8; F58-B; <-G-CFL	ž\$
	ž\$

19FJ=79 DFCJ=898 6LŽ  
 6EE010GXFDWRODOG. DUH. HQNH

19FJ=79 DFCJ=89F BI A 69FŽ  
 > ž! ! " ! ! % " ž

! 5F9 G9FJ=79 BI A 69FŽ  
 . >ž! ! ! ! ! ž' ž

! CBH57H89H5-G: CF Ĥ9 BGD97HCF K <C BGD97H98 Ĥ-G G9FJ=79Ž  
 8DUN. DXVHU  
 ?H0SKRQH † Ž&#\$ &&#" Ž  
 OP DOHOTXUHV+ FDUHQSHFVRUDMFRP

11 A A 5FL

?KLV UHSRWDQG JUDGHV UHSUHMHQWXUDMHMP HQVRI WKHTXDQVRI WKHDUHDVRI  
SHURUP D

! CB7@GCB

I ž 6CI HHK9 G9FJ =79 K 9 =BGD97H98

?KH. DUH QVSHFVRUDM UHJ XDMV FDUH VHJLFEHV LO >FRVDOGF UIRUVR Ž, SUICŽ ŽŽ/VKLV IXCFMROZ DV FDUJHG RXVE\ VKH. DUH. RP P LVMROCFKIRUP DMRO LO UHDMRO VR DOF DUH VHJLFEHV LV DYDLOEΘIRORXUZ HEVMDVZ Z Z FVZVZ LVFRP FI

?KLV VHJLFEHZ DV SUHMRXVQ UHJ LVMUHG Z LK/ VKH. DUH. RP P LVMRO DOG WDOM HJHG LV UHJ LVMRO VR VKH. DUH QVSHFVRUDMRO Ž, SUICŽ ŽŽFI

09EI =9A 9BHG5B8 097CA A 9B85HCBG

4 Z HDUH FROFHCHG DERXVWRP HDVSHFVRI DVHJLFEH/RUNKICN LVFRXG GR P RUH VR IP SURYH LV VHJLFEH Z HP DA P DNHD UFRP P HOGDMRO RUHTXUHP HQM

I ž F97CA A 9B85HCB LV D VDM P HQVMDVHMVRXVDFMRO/ VKH FDUH VHJLFEH SURYGHU VKRXG VDNH VR IP SURYH RUGHMDS VKHTXDDV RI VKH VHJLFEH EXVZ KHUH IDLOUH VR GR VR Z LOORVGLUHFVQ UHXOVQ HQIRUFHP HQM=FRP P HOGDMRO/ DUH EDMHG RO VKH 9DMRODO DUH >VOCGLGV UHDMDOVFRGHV RI SUDFVH DOG UFRJ QVHG J RRG SUDFVH FI

I ž F9EI =9A 9BHIV D VDM P HQVZ KLEK VHMVRXVZ KDMV UHTXUHG RI D FDUH VHJLFEH VR FRP SQ Z LK/ VKH; XEΘF >HJLFEHV =HRUP V „FRVDOG“, FVŽ Ž DOG =HJ XDMRO/ RU : UGHV/P DGHXCGHUVK, FVRUD FROGMRO RI UHJ LVMROCFB KHUH VKUH DUH EUHDFKHV RI VKH =HJ XDMRO/: UGHV/RUFROGMRO/ D UHTXUHP HQM XWEHP DGHF=HTXUHP HQM DUH ΘJ DO HQIRUFDEΘDVVKH GLVFUHRQ RI VKH QVSHFVRUDMFI

6LEEΘ OGXFDMRO DOG. DUH. HQM HV DGP LQVMUHG E\ DYRQCMU - RDUG RI ?UKVMH/RO EHKDD RI VKH 8 LV OQ DEHK 6LEEΘ VXMFI

6LEEΘ LV D UHMG-QMDOVFKRROZ KLEK SURYGHV FDUH VXSSRUVD OG HGXFDMRO I RUXS VR \$& \RXQJ SHRSΘ EH VZ HQ VKH DJH RI Ž DOG Ž& VDUV Z KR DUH H[SHUHOFLOJ HP RMRDØ EHKDMRXUDODOG HGXFDMRO DOGL\_FXQVAMFI >LQFH Ž Ž 6LEEΘ KDV EHQ UHJ LVMUHG VR DFRP P RGDMERVK ERV DOG J LDOFI

?KH VHJLFEHV LV QVSHFVNG E\ XV DMVDMVZ LEHSHJH DURO DO XODORXCFHG EDMFI, V Z HODV EHOJ QVSHFVNG E\ VKH. DUH QVSHFVRUDM VKH. HQM HV DOR VXEIVFVR IRLOV QVSHFVRO/ E\ OGXFDMRO >FRVDOG DWRXUFH DU LQMYDOV DOG LV UHJ LVMUHG Z LK/ VKH =HJ LVMURI QGSHCGHQVFKRROFI

?KH VHJLFEHV LV VMDMG Z LKLOH VMOYHJ URXCGV RO VKH CRVK VGH RI ; DVMFI

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4DGGVROZ 6EEΘISURMIGHV DQ 4QMOYH1RVMUOJ >HJYEFHZ KIEK LVUHJLVWUJHG  
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, @XQVWKDYH VXI\_FILQWSDFFH I RU\RXOJ SHRSΘI QVMP VRI VLVWQJ URRP V JDP HV  
URRP V DOG GLOQJ DUHDMFCRXOJ SHRSΘIKDYH DFFHW VRI UHFUHDVRODQI DFLQMAV LCFQXGLOJ/  
VZ IP P LOJ SRRQJ\ P/ DOG IRRVADOSLVKMF? KH HGXFDMRQDOFHQNHRO FDP SXV LV D  
P RGHQ I DFLQV SURMIGLOJ \RXOJ SHRSΘIZ LK/ KJ K WDOGDUG HTXISP HQWDOG DQ  
HOMURCP HQVFRQGFYH VRI ΘDUQOJ FI

- DMHGRQVH\_ QGLOJ VRI VLV IQSHFVRO VLV V HJYEFHKDVEH QDZ DUGHG VKH I RQZ LOJ  
JUDGM(

/I 5@HL C: ! 5F9 5B8 1I DDCFH" %F589 Ł " 39FL %CC8

/I 5@HL C: #BJ #CBA 9BH" %F589 Ł " 39FL %CC8

/I 5@HL C: 1H5; MB; " %F589 Ł " 39FL %CC8

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4 <5HK 9 8=8 8I F=B; Hk9 BGD97HCB

BHZ URMMVWVUHSRUVDVMDQXCDCORXCQFHG LQVSHFVRCV E\ V/R QVSHFVRCV/8 DUN. DVMHJ  
DOG >XVDQ- DUWHFB HYLVVWG 6EE@ >DIHOGXFDVRCVDOG. DUH. HQVHROž! DOGž" RI  
5DOXDU ž ž' fi

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B (I B9/ ~ i fi 5B8 G<CI @ 69 F958 B 7CB B7HCB K Hk Hk=GF9DCFH

B HJ DYH I HGEDFNVR VKH QI HFXVYH/ LUFVRLV DOG VKH <XDDV, VVXUDCFH 8 DODJ HUROž"  
5DOXDU ž ž' fi

, VUHTXHAMG E\ XV VKH SURYLGUVH QVXV DO DOOXDOUHXUQ DOG VHD DMHWP HQVVRUP fi  
QWLV LQVSHFVRCVZ HJ DMHJHG HMG QFH IURP YDURXV VRXUFH/ LCFXGLOJ UHDMQV  
VH FVRCV/ RI SRQFLV/ SURFHGXUV/ UFRUGV DOG RVKHJGRFXP HQV LCFXGLOJ (

I .

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I <XDQV, WXUDCFH8 DODJHU

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RCHRI WHTXDQVWHP HVZ HP UJKVORNDWV "<XDQVRI FDUH DOG VSSRUW @CGU  
HDFK TXDQVWHP H DUH TXDQVWAMP HQW Z KLEK G-MFUEHZ KDWD V-LYEFH VKRXG EH  
GRLOJ Z HQRUKDQVWHP HFIB HJUDGH KRZ WHTV-LYEFH SHURUP VDJ DQWVWHTXDQV  
WHP HV DOG WAMP HQWFI

/HMDQRI Z KDZ HIRXCG DUHQ >FWRO! (?KH LQASHFWRO

'BCD97HEB \$C7I Gž F95G '' \$ž G

QDQ \HDUZ HP DA G-FIGHROVSHF\_LF DASHFWRI FDUH VRI FXVRO GXUOJ RXU  
LQASHFWRO FPKMH DUH [ WDFKFNZ HP DNHRQVRS RI DQKHORUP DORCHVZ HP DNH  
GXUOJ LQASHFWRO FIB HGR WLV VRI JDMHUIORUP DQRO DERXVWHTXDQVRI WHTM DASHFW  
RI FDUHROD QDQRODCE DQVFB KHUHZ H KDYH [ DP LQHG DQ LQASHFWRO I FXV DUHDZ HZ LQ  
FQDQ LGHQA \VXCGHUVKHUHQDQV TXDQVWAMP HQWFI

\$-F9 G5: 9HL =GG 9G

B HGR QRWVHJ XQVM\_UHVDIHWFI7RFDO\_UH DOG UHFVXH V-LYEFH DUH UHSROMEQ I RU  
FKHFNOJ V-LYEFHFBZ HMJZ KHUHVJ Q\_FDO\_UHVDIHWV LAXHV EHF RP HDSSDUHQWZ H  
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2<9 G9FJ=79 <58 :I @ A 9HHk=GF97CA A 9B85HCB,

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B HGGKDYHVRP HQJDMVHFRP P HQMFP?KMHZ HJHSDMFGROVRVH VHXEFH

^ ~ /ROVWMLQNWLV SDFHIVIRUP HF4Z RXCGONHVR EHLQDXQVWVDZ DVOW  
WNEVW

^ ~ 1RRGLV/SRRUfI

^ ~ 4GROVONHVKHIRRGI

B

fi 2<9 BGD97HCB

B H@RNHG DAKRZ VHVHLYEH SHURUP V DJ DQWVWHI R@Z LOJ TXDDVWHP HV DOG  
WVWP HQMFBHJH DUH VHVHLYEH RI Z KDVZ HIRXCGFI

/I 5@HL 2<9A 9i Ž/I 5@HL C: ! 5F9 5B8 1I DDCFH  
2UDGH DZ DUGG IRUWLVWHP H(# fiAHX 2RRG

1H5H9A 9BHi

B H HQXUH VKDWHLYEH XVHV DOG FDUHV SDUWLSDM LO DMHMOJ DOG IP SURYLOJ VHV  
TXDDVRI VHV FDUH DOG VSSRUWSURYGHG E\ VHVHLYEHFI

19FJ=79 GH9B; HkG

, @DVSHFWRI WLV <XDDV>WVWP HQVZ HJHP HVWRP HDVSHFWZ HJH[HP SDX DOG VHV  
SHURUP DOFHRI VHVHLYEHZ DVUHJUDGHG VV H[ FHO@V?KLV LV FKDUFVWLVHG E\ VHV  
P DOOHUHQZ KLEK VHVHLYEHKDG SRMWHQ HOJ DJ HG \RXOJ SHRS@ DOG FDUHV LO  
HYD@DMOJ DOG GHYBSLOJ VHVHLYEH SURYLVROFI

?KHVHLYEHFROMXHG VV KDMHQ SOFH WNDMULHVZ KLEK DOZ HG \RXOJ SHRS@ DOG  
FDUHV SDUWLSDMRO LO VHV DMHWP HQVRI VHV TXDDVRI FDUH SURYGHGF?KMH  
WVNDMULHVZ HJH[ DP L@HG DOG Z HJHUSRUHG XSRO LO VHV SUHMRXV @VSHFWRO =H SRUW  
LO 5XCHŽI Ž (

~6LEE@KDG GHYBSHG DVWVWP DMF DSSURDFK VV SDUWLSDMRO EDMHG RO D WNDMUL  
Z KLEK HCFRXUDJ HG \RXOJ SHRS@ DOG VHV LUI DP L@HV VV SDX DO DFVYH SDUWQ  
P DQVMDLOJ DOG IP SURYLOJ VHV TXDDVRI FDUH F@YR@HP HQVCF@GHG Z HNDX QLV  
P HMDJ VZ KHJH \RXOJ SHRS@ LG@V HG DOG GLVXWHG LVXHV VKDVZ HJHP SRU@V VV  
VHV FIB HREVLYHG P DO FKDOJ HV VFK DV XQW SXUFKDMOJ GLO SURYLVRO IURP @FDO  
VKRSV VV HQXUH \RXOJ SHRS@Z HJH CRVGHFMNDG E\ @LOJ LO VHV VFKRROHMDJFI  
B KHJHCFHMDX VHVH LVXHVZ HJH JLYHQ SURUW DAVMDI DOG P DOJHP HQMP HMDJ V  
VV HQXUH D TXIEN UHSROM VV LVXHV UDLVGHFB HIRXCG YHV JRRG H[ DP S@VRI KJK  
@MH@RI SDUWLSDMROZ LVK \RXOJ SHRS@ VNOJ UHSROMEL@V IRUWHMDJ VHV DJ H@G@  
FKDLUOJ VHV HMDJ DOG VNOJ P L@VWF@RXOJ SHRS@Z HJH DE@V JLYH H[ DP S@VRI  
LVXHV GLVXWHG DOG UHROHG VFK DV SXUFKDMOJ @HZ JDP HV IRUWHXQVFKDOJ HV VV  
VHV GHFRUDMRO VHV SHURCDDMRO RI URRP V DOG FKDOJ HV VV DFVWLVWV HV VV VDNH  
DFFRXQVRURVHVFRP P LVV HQV VKD VV \RXOJ SHRS@KDG XCGHVNHQ DV SDUWRI VHV LUI  
FDUHS@DJUHP HQMFI

, @\RXOJ SHRSOIKDG WKHRSSRUWQVWVR DWMCG >FKRRO RXCFLOB HMMOJVF?KMH  
DGGUHMHG LWXHV DFURWVKHZ KRDFDP SXVF?KHLWXHV Z HJH DGGUHMHG DW RDUG  
P HMMOJ V DOG VKHJHZ DV UHJ XOUJHGEDFNZ LK\RXOJ SHRSOIFRXOJ SHRSOIQGFDVAG  
KDVVKH IHQVKDVVKHLURSLQROV Z HJHYDQHG DOG KDVVKH VHLJFH VARN DFFRXQVRI  
GHFLMROV Z KHQVKH P DGHFKDOJHMF?KHJHZ DV DQHKRV DVVKH FHQVH KDVVYHJ  
\RXOJ SHJROZ DVYDQHG DOG VKRXG DOZ DAV EHQVWCHG VRFI

, @\RXOJ SHRSOIZ HJHDZ DUHRI VKHIRUP DOFRP SOLOV SURFHGXUHF?KHA FRQ\_UP HG KDV  
VKH NCH KRZ VRP DNHD FRP SOLOV DOG KDVVKH UHSRQVH VRFI FRP SOLOV EX VDI  
Z HJHDZ DAVGHDOZ LK\ DSSURSUDVDFI RP SOLOVZ HJH UHMHZ HG EX VKHQJ HFXVYH  
/LUFVARDOG DZ UMMQ UHSRQVHZ DV SURYGHG VR VKH\RXOJ SHJROZ DVVKH KDG  
EHQIQYHMM DVGFB HIRXCG KDV\RXOJ SHRSOIEHQ\_VAG IURP VKHH\_FLQVZ DV KDV  
VKH VHLJFH FDVJHG RXVFRP SOLOVQYHMM DVROFI

?KH VHLJFH KDG Z RUNHG KDG DVGFRSRUDMOJ VKHYLHZ VRI \RXOJ SHRSOISDUHQV DOG  
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D SHYUHSUHQVYH Z KRUVJ CHG VKHXQVGHYHDSP HQVSDQV DFNCRZ QGJHVKHLU  
DJUHP HQVZ LK\ VKHSURUMV VHV\ DQVNHKROHUF?KLV DOZ HG \RXOJ SHRSOIVR  
I HGEDFNROXP EHURI VYXHVZ KVR UHXONG IQDFKDOV HIRUP SURYFHVQV VR VKH  
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, VVKLV LQVSHVROZ HIRXCG KDVDO\RXOJ SHRSOIKDG D6EEQIFRXQV Z KIEK Z DV  
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SHRSOIKDG UHJXOUVFKHGQOG VV HZ LK\ VKHLUNH Z RUNLVU UHMHZ DOG XSGDVVKHLU  
6EEQIFRXQVFB HUHMHZ HG VKHMGRFXP HQV DOG FRQ\_UP HG \RXOJ SHRSOIQG VKHLU  
IDP LQV EHQ\_VAG IURP KDMOJ VKHRSSRUWQVWVR KDMVKHLUMHZ VUFRUGHG ROVKH  
SDQFI QHSDUHQV KDVZ HVSRNHVR LQGFEDVAG KDVVKH Z

CRXOJ SHRSØIFRO\_UP HG VIKH KDG UHJ XOU DFFHW VR DGYRFDFA VHJLEHV VKURXJ K B KR . DUHV\* >FRVDOG DOG VKDVKH IHOVKIV Z DV D XH XOU VRXUFH FB H FROMDFMG. KLOUHQ =LJ KW SURH MRDOV Z KR VRG XV VKDVMHI Z HJ YHJ KHSI XODOG VXS SRUVRH RI VRXOJ SHRSØIZ KR KDG GLHFVAG VIKP VR B KR. DUHV\* IRUI XUVH VXS SRUVRH

: YHJDOVKH LOYRØHP HQVRI VRXOJ SHRSØI DOG VIKHUI DP LOHV Z DV DO LQMJ UDOSDUVRI FXOMUHRI VIKH VHJLEHF FB H IRXCG VRXOJ SHRSØI VRSIQROV Z HJ YDOXHG DNDØØM-HYRI VIKH RUJ DOLV MRO DOG VKDVMXHV UDLVHG Z HJ UHVSROGHG VR DSSURSUDMØ DOG SRVLMHØFI

ž F95G: CF -A DFCJ 9A 9BH

?KH VHJLEH KDG UHMHZ HG D OXP EHURI LOGYLGXDOXQW' KDOGERRN VR LCOXGH DGYLFH VR VRXOJ SHRSØI RO~KRZ VR P DNH SRVHMROV VDIH~ ?KIV Z LOEHUROG RXVVKURXJ KRXV VIKH VHJLEH LO VIKH IROZ LOJ P ROVMFB HZ RXCG Z HØRP HVKIV DGGVRO VR VIKH VHJLEHV KDOGERRNI

%F589 5K 5F898 : CF H-G GH5H9A 9BHŽ \$ fiQ[FHØQW

, I A 69F C: F9EI -F9A 9BHŽ †

, I A 69F C: F97CA A 9B85HCBGŽ †

1H5H9A 9BHfi

B H HQXUH VKDWHJLEHV XHV' KHDOX DOG Z HOHOJ QHGV DUHP HVI

19FJ=79 GHF9B; HkG

, ØDASHVRI VIKV <XDOV >VAMP HQVFROMXHV EHP HVDØG Z KLOV VIKH UH DUH DUHDV I RU IP SURYHP HQVMKH SHURUP DOFHRI VIKH VHJLEH Z DV JUDGHG YHJ J RRGFI

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~B H IRXCG VIKH 6LEEØI 5RXLOH , FDUH SØQ GRFXP HQVVR EHZ HQVMKFMUHG DOG XHVfi I UHØØF B H IRXCG YHJ J RRG HMGØFH LO VIKH 6LEEØI 5RXLOH V VKDVRXOJ SHRSØI Z HJ VXS SRUVRG VR DFFHW SUIP DU DOG VIFROGDJ KHDOX FDUH VHJLEHV IORXOJ SHRSØI VRG XV VKDVKH Z HJ LOYRØHG LO LGHOMLOJ KHDOX VDU HVI IP SRVDO VR VIKP DOG Z HJ IRXCG VR EH DFKLHYOJ VIKH LMDU HVI

B H DOIR IRXCG VKDVMHI LO VIKH FRP P XQV KRXHV KDG HMDØØKHG J RRG ØQV Z LVI FRP P XQV KHDOX VHJLEHV LCOXGLOJ VIKVH SURYGLOJ V-[XDOKHDOX DOG FRXOMØØJ VHJLEHV?KIV KHSHG VR HQXUH VKDVRXOJ SHRSØI Z KR Z RXCG EHP RYLOJ RO VR ØH LOGSHØGHQV Z HJ KHSHG VR HMDØØK ØQV Z LVI KHDOX VHJLEHV Z KLEK VIKH FRXCG FROMOXHV XH DV VIKH P RYHG RO IURP VIKH VHJLEHfi

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GHMJQMG DV DQRVP RNOJ DUHD

WDLQLOJ SDFNDJ HRO VHDK DUP DOG VLEFGH FPKLV SURJ UDP P HZ RXCG EH URCDG RXVAR DO  
WDLI RYHUVKHCH [VXHDJFB HH [DP LCHG VKH VHLJEFH WDLI WDLQLOJ GDMEDMHZ KLEK  
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?KH VFKRROKDG D GHGLEDVNG FKLC SURMVARO RI \_FHUF?KH KDG DFKLHMHG SRMVAJ UDGXDM  
WDLQLOJ LO VKLV \_HOFB HIRXCG VKDVKH VHLJEFH KDG DSSURSUDMAQ UH HJHG DOX LWXHV  
SHJWDLQLOJ VAR FKLC SURMVARO VAR VKH UHDMDOVBFDDXKRUMVFI, OMDI KDG FKLC  
SURMVARO WDLQLOJ RO DO DOOXDOEDMV DOG Z HJHDZ DUHRI VHLUHVSRQMELOVA VAR N+5  
VXQJ SHRSOIVDIH DOG SURMVARO FI

CRXQJ SHRSOIKDG YHU JRRG DFFHW VAR UHFUHMRODO DFLQVA/VKHJHZ DV DJVP/D  
JDP HV KDODOG RXVRRUEDNHE DOFRXVA>MDI VXSRYNG VXRQJ SHRSOIVNOJ SDUVO  
ERVA RXVRRUSXU XLW DOG DOR P RUH OLVXUH SXU XLW VXF DV \_VKLOJ FPKH  
RU DQVDMRO SURP RVNG YHU JRRG KH DOK RXVRRP HV IRUDORXQJ SHRSOFI

ž F95G: CF -A DFCJ 9A 9BH

?KH RU DQVDMRO Z DV WLOSURJ UHMOJ UHFRUP XOMQJ VKH 6LEE OI ERXQHF?KH VHLJEFH  
KDG UHMHZ HG VHLUVAWMP DOG UHFRUGLOJ VHYLDONP HV DOG Z HJH LO VKH SURFHW RI  
URQD RXVIB H IHOVKDVKHJHZ DV WOROJ RIOJ Z RUNVAR EH GRCH DV VKHJHZ HJH VHYLDO  
SODV Z KLEK Z HJH QRVFO DURUI RFXVHG HORXJK DOG GLG QRV SURYGH HMGHOFH RI D  
VXKFMUHG DSSURDFK VAR VKH GDA VAR GDA FDUH DUDDOJ HP HQMIRU VXRQJ SHRSOF?KHJH  
Z HJH DOR DIHZ H [DP SOV Z KHJH VXRQJ SHRSOIV SODV KDG VONHQ VRP HVA HVAR EH  
IXQ GHMDSHGFI

%F589 5K 5F898: CF H-GG-5H-9A 9BHŽ # fiAHJ 2RRG

, I A 69FC: F9EI -F9A 9BHGŽ †

, I A 69FC: F97CA A 9B85HCBGŽ †



/I 5@HL 2<9A 9/Ž/I 5@HL C: #BJ-FCBA 9BH  
2UDGH DZ DUG-GRUMKV/KHP H( #fiAHX 2RRG

1H5H9A 9BH

B H H Q X U H V K D W H U Y E H X V H V D O G F D U H V S D U W I S D M I Q D W H M O J D O G I P S U R M O J W H  
T X D D V R I W H H O Y U R O P H O Z L V K I O W H V H U Y E H F I

19FJ=79 GH9B; HkG

B H G G Q R W O S H F V D J D L W W K V <X D D V > V A M P H O V E X V K D Y H L C F O X G H G R X U H Y D O X D M R Q R I  
W H T X D D V R I S D U W I S D M R Q I Q <X D D V ? K H P H Ž > <X D D V > V A M P H O V Ž F I

ž F95G: CF=A DFCJ 9A 9BH

>H <X D D V ? K H P H Ž > <X D D V > V A M P H O V Ž F I

%F589 5K 5F

B H U H M H Z H G L O F L G H Q W H S R U W F R P S O L O W V D I H K R O V D O G Y R O C F H V R W M I I R U P V F B H  
I R X O G L Q M Y H Q M R O V V R E H D S S U R S U I D M V R V K H S U H V Q M O J E H K D M R X U R I \ R X O J S H R S O F I  
1 R U H [ D P S O F V K H U H Z D V F R O M V M O V X V H R I L O F H Q M H V D O G V D O F V R O V D O G P L Q P D O X V H R I  
S K V E D O Q M Y H Q M R O F I

B H I R X O G V K D V D O M M I S D U W F S D M A G L Q > D I H . U M V 8 D O D J H P H Q M V U D I Q O J F ? K I V Z D V D O  
D S S U R D F K V K D W R F X V H G R O C R O F S K V E D O Q M Y H Q M R O V L O G D O O J Z L V K F K D O O J L O J  
E H K D M R X U G L V S O N H G E \ R X O J S H R S O F F ? K I V W D I Q O J Z D V D F F U H G L A N G D O G W M I K D G V R  
X S G D M R O D O D O O X D O E D M V F O Y D O X D M R O R I V K H I P S D F V R I V K I V D S S U R D F K Z D V P H D X U H G  
H [ V M O D O O D O G V K H \_ C G O J V Z H U H U S R U A N G E D F N V R V K H V H U Y E H R O D E I F D O O X D O E D M V F I  
? K I V D O O Z H G I R U J H F V R O R O V K H V X F F H W R I G L I H U H Q W D S H F W R I V K H L Q M Y H Q M R O F I Q  
G L V X M R O \ R X O J S H R S O I W D A N G V K D V Z K H U H V K H U H Z H U H L O F L G H Q W W M I U H S R O G H G L O D  
I D L U D O G F R O M V M O V P D O C H F ? K H I H O V K D V Q H D U D O L O F L G H Q W Z H U H Z H O P D O D J H G D O G  
P R W X R X O J S H R S O I K D G C H Y H U E H Q L O Y R O H G L O D V D I H K R O F I O M M I Z H U H I R X O G V R E H  
Z H O W N D L O H G D O G D O K D G D O O X D O X S G D M R O . K I G ; U R M F M R O F F ? K H U H Z D V D U R O O J  
S U R J U D P P H I R U M M I V R D M W O G , S S O H G > X I E I G H Q M Y H Q M R O > N O O ? U D I Q O J , > 4 ? V R  
V X S S R U V K I P V R I H C H T X I S S H G V R G R V K H U N R E F I

? K H U H Z D V D ; K V E D O Q M Y H Q M R O 8 R O V A U I O J ; 4 B ~ 2 U R X S Z K I E K Z D V D F U R W F D P S X V  
W M I P H M O J Z K I E K P H V P R O M O V R D O D O V H > . 8 L Q M Y H Q M R O F F ? K I V J U R X S D O R K D G D O  
H [ V M O D O D G Y R F D M I U R P B K R . D U H \* > F R M O G D V S H U P D O H Q W P H P E H F ? K H O R N H G D W  
D O D S H F W R I L Q M Y H Q M R O V D O G I G H Q W H G D A O D U O P L V X H V Z K I E K Z D V W I Q I H G  
E D e q D

ž F95G: CF =A DFCJ 9A 9BH

, VVKH SUHMRXV LQSHFWROZ HIRXCG VKDWD I HZ - HKDMRXU>XSSRUW OQV DOG =LN  
, WHMP HQMGLG CRWXQ UH HFVDOOVSHFWRI VKH\RXOJ SHURO'VEHKDMRXU  
DOKRXJK VKHVLYEFHFBMHQ P RQVRUHG VKHMHDSHFWDVHJXOUP RQKQ \_@DXGLWFI  
B HIRXCG RCH\RXOJ SHUROZ KRMH=LN, WHMP HQMZ HUHQRVDFXUDMF?KLVZ DV  
UFW\HG GXUOJ VKH LQSHFWROFBZ HYJZ HZ LQFRQVXHV P RQVRU VKHMHDSHFWR  
VDHWDVVKHCH[ VQSHFWROFI 99 097CA A 9B85HCB I .

%F589 5K 5F898 : CF Hk-GG5H9A 9BHŽ " fi2RRG

, I A 69FC: F9EI ≠9A 9BHČ †

, I A 69FC: F97CA A 9B85HCBGŽ Ž

097CA A 9B85HCBG

Žfi, @ HKDMRXU>XSSRUW OQV DOG =LN, WHMP HQMVKRXG UH HFVDOOVSHFWRI  
EHKDMRXUZ KLEK DUH LGHQ\HG LQ VKH\RXOJ SHURO'V FDUH SDOFI

, 5HCB5@ 5F9 1H5B85F8G17<CC@ 5F9 ž 77CA A C85HCB 19FJ=79, 1H5B85F8 † “  
11 DDCFHž FF5B; 9A 9BHČ

/I 5@HL 2<9A 9 fiŽ/I 5@HL C: 1H5:MB;  
2UDGHZ DUGGIRUMLV/KHP H( # fiAHX 2RRG

1H5H9A 9BH

B H H Q X U H V K D W H L Y E H X M L V D O G F D U H V S D U W F S D M I Q D M H M O J D O G I P S U R M O J W H  
T X D D V R I W M \_ O J I Q W H V H L Y E H F I

19FJ=79 GH9B; HkG

B H G G Q R W Q S H F V D J D L Q W K L V <X D D V > V A M P H Q W E X W K D Y H L C F O X G H G R X U H Y D O X D M R Q R I  
W H T X D D V R I S D U W F S D M R Q I Q <X D D V ? K H P H Ž > <X D D V > V A M P H Q W Ž F I

Ž F95G: CF =A DFCJ 9A 9BH

>H <X D D V ? K H P H Ž > <X D D V > V A M P H Q W Ž F I

%F589 5K 5F898: CF Hk=GG5H9A 9BHŽ \$ fiQ[FHODQW

%F

WDLQLOJ GDMEDMHZ KLEK FRO\_UP HG FROMOXHG FRP P LVA HQVVA WDLQLOJ FI

8 RUDØIZ LKLO VKH RUJ DQMDMROZ DV IRXOG VAE EHYHX JRRGF?KH RUJ DQMDMROV  
FRP SUKHQMLYH WMI VXUHA VKRZ VFØDUSRMVMH RXVFRP HV IRUWMI (

- | % : WMI VDG VKD WDLQLOJ KDG D SRVMYH LP SDFVRO VKHLUZ RUNFI
- | &% Z HUH HQXMDMF DERXVEHOJ DAZ RUNFI
- | AHX IHZ RI VKH WMI Z HUH VHNQJ QHZ HP SØNP HQMFI

B HIRXOG Z HQHMEQKHG VVWP VIRUVXSHYVMRO RQD IRUP DODOG LQIRUP DOEDMFI, @  
WMI KDG IRXUIRUP DOXSHYVMROV HYLX VHDUDOG DO DOOXDODSSUDMDOZ KLEK Z HUH  
UFRUGHG RO. ROMOXRXV 7HDLQLOJ 1UDP HZ RUNFI?KLV DSSURDFK DØZ HG P DODJ HV DOG  
WMI VA FØDQ HYLGHCFH SURJ UHW DOG HYDØDM SHURUP DOFFFI, @WMI LOGEDMVG VKDW  
VHA IRXOG VXSHYVMRO VA EH VXSSRVMYHFI?KH GDA VA GDA FXØUHRV VKH VLYEFH  
HCFRXUDJ HG WMI VA VNH DGGVMRODOJHSROMELQMV Z LKLO VKH LUXQMF >WMI Z HUH  
GHØJ DMG H[ WDMV DOG EXLØXS NRZ ØGJ H VNOY DOG H[ SHUHCFHFB HZ HUH  
IP SUHWHG DMVHKUJ K ØMHØRI ØDGHUKLS DFURW DOWMI ØMHØFI

B HIRXOG VKD WDP P HMØJVZ HUH DVXSSRVMYH IRXP IRUWMI F>WMI WDMG VKDW  
VKMHZ HNO P HMØJVZ HUH Z KHU VHA FRXOG UH FVRO VKH LUSDFMFI DOG IXUKHU  
HCKDQFHG VKHUØDLQLOJFI?KHMHP HMØJ Z HUH DØR XVHG VSHFL\_FDO IRUMH  
GHYØSP HQVRI VKH WMI WDP DOG KDG DQ HØP HQVRI WDLQLOJ) UHFQØ DOXP EHURI  
XQW KDG WDLQLOJ RQV

/I 5@HL 2<9A 9 fĹZ/I 5@HL C: + 5B5; 9A 9BH5B8 \* 9589FG<=D  
2UDGHDZ DUGGIRUMKLVWHP H( # fiAHX 2RRG

1H59A 9BH

BHHQXUHWKDWHLXV

IP SURY-P HQVDOG KDG FROMEXVNG VJ CL\_FDOQ VAR VKH FROMOXLOJ JURZ VK DOG  
GHYHOSP HQVRI VKH VHYEFHFI

?KHJHZ DV DZ HQHMDQKHG VVWP RI DXGLWFDUJHG RXVE\ RSHUDMRODQVHYEFH DOG  
QJ KVP DODJ HV/ Z LVKLO VKH VHYEFHZ KIEK HQXUHG VKDVAH VDMV VXFK DV P HGLFDMRO  
UFRUGLOJ/ FDUH SODQLOJ DOG SK VEDOLQMUHQMROZ HUH FROMVMOQ FRP SOMAG VAR D  
KLJK WDOGDUGFI

?KH <XDDV, WXUDCFH 8 DODJ HUDXGLVNG VKH DXGLV SURFHW DOG GHYHOSHG DFMRO SODQ  
VAR DGGUHW DUHDV LGHQVHG IRULP SURY-P HQVMB HIRXCG DO HIFVMH SURFHW VKDVAQ  
LVXHLG HQVHG IRULP SURY-P HQVXUQOJ VKLV LQASHFMRO KDG DOHDA EH Q LGHQVHG IRU  
DFMRO E\ VKH VHYEFH LVHDF? KH VHSRUVZ HUH SUHVQNG VAR VKH >HQUR8 DODJ HP HQV  
?HP DOG VAR VKH - RDUQ HQXUQOJ VKDVAQZ HUH LOYRQHG LO VKH TXDDV D WXUDCFH  
SURFHWFI

?KH VHYEFH FDUJHG RXVZ HQMVKFMUHG VXUHV RI VKH YHZ VRI \RXOJ SHRSOY SDUHQV  
VMI DOG WDNKROHV RO DO DOOXDOEDMV Z LVK VKH UHXOM EHOJ DODQVHG DOG XVHG VAR  
LQIRUP VKH IP SURY-P HQV SODQ? KH I HGEDFN UFRUGHG Z DV JHQHDO H WHP HQ  
SRVVMHZ Z LVK DQ RW% RI \RXOJ SHRSOUDMDOJ VKH UH SHUHQFH DV H FHQDQVRYUHLX  
JRRG Z I RI SDUHQV P DQ FDUHV UDMDOJ VKH VHYEFH DV YHLX JRRG RUJRRG DOG RYHU  
% RI SDFLOJ DVMKRMV UDMDOJ VKH VHYEFH DV H FHQDQVRYUHLX JRRG? KH RXVWP HV  
RI VKH VXUHV Z HUH XVHG DV VKH EDMV IRULG HQVLOJ DUHDV IRULP SURY-P HQVFI

>VMI DOG \RXOJ SHRSOIFROMEXVNG VJ CL\_FDOQ VAR VKH VHD DMHWP HQV SURFHW LO  
SUHSDUDMRO IRU VKH LQASHFMROCFB HVKRXJ KVVKDVVKLV DSSURDFK G-P ROMVNG VKH  
VHYEFHV FRP P LVF HQVAP P HDQLOJ XQ LOYRQLOJ \RXOJ SHRSOIF DOG VMI LO VKH VHD  
DMHWP HQV SURFHW DOG DOR KHSHG VAR FUHDV D FXOMUHQZ KIEK VDFHYDOXDMROZ DV  
DQ LQMUUDOSDUVRI VHYEFH SURVMROFI

, COXDOGHYHOSP HQV SODQ HQDEOG VMI VAR IREFV RO VKH NH DUHDV IRUGHYHOSP HQVQ  
UHSROVH VAR VKH QHGV RI VKH \RXOJ SHRSOIF LO VKH UHQVDOG DOKRXJ K VKH VDP SOZ H  
QRNHG DVVKDUHG VRP HFRP P ROJ RDOV LVZ DV HMGHQVVKDVAH QHGV RI VKH SDUFXDUJ  
JURXS RI \RXOJ SHRSOIF LO XHQFHG VKH SURVMV IRUH DP SOVVRP H KDG DOHP SKDMV  
RO SDUFXDUJ DUHDV RI WDOQLOJ/ Z KLO DORVHUZ DV QRNOJ DVMKH GHYHOSP HQVRI  
DFVMVMVFI HYHOSP HQV SODQ Z HUH VJ QHG E\ VMI DOG \RXOJ SHRSOIF  
UHSUHVQMVHV/ DJ DQ HMGHQFLOJ D SDUHQVUKIS DSSURDFKFI

, QDASHVARI VKH RU DQVDMROV DSSURDFK VAR TXDDV D WXUDCFH HMGHQFHG DO H FHQDQV  
XCGH WDOGLOJ RI DOG FRP P LVF HQVAP VKH IP SOP HQVDMRO RI QDMRODOSROFV  
H VMOYHXVRI UHMDFK DOG JRRG SUDFVHJ XLGDOFH DOG DO RSHOCHW VAR H VMOQO  
LO XHQFH DORI Z KIEK SURMGGH D VROG EDMV IRU VKH FROMOXLOJ GHYHOSP HQVRI VKH  
VHYEFHFI

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ž F95G: CF =A DFCJ 9A 9BH

, QKRXJK VVH VLVLEH KDG H[FH SWRCDOTXDDNDVWXUDCFH VVWMP V DOG DXGLWQJ VVWMP V  
Z HIRXCG VRP HILWXHVZ KHUHLP SURY-P HQVZ DV QHGHGF?KMHILWXHV DUHSHVWQLOJ  
VR =LVN, VVWMP HQV DOG SHVRCOSOCVF?KH VLVLEH VKRXCG FROMOXHVR EXLQ RO VVHLU  
FRP P LVV HQVVR TXDDNDVWXUDCFH DOG LP SURY-P HQVRI VVHLVHVLLEHFI

%F589 5K 5F898: CF H-GGH5H9A 9BHŽ # fiAHU 2RRG

, I A 69FC: F9EI =9A 9BHŽ †

, I A 69FC: F97CA A 9B85HCBGŽ †



fl - H9F B: CFA 5HCB

! CA D@-BG

9R FRP SOLWKDY

£ 11 A A 5FL C : ; F589G

/I 5@L C : ! 5F9 5B8 1I DDCFH" £ " 39FL %CC8	
8	C




2C MB8 CI HA CF9 56CI HCI F -BGD97HCBG 5B8 -BGD97HCB F9DCFHG  
=FDGRXUØD HW3RZ Z HIQSHFWICRX FDOGR