



HILLINGDON  
LONDON



# Corporate Services, Commerce and Communities Policy Overview Committee

## Councillors on the Committee

Richard Mills (Chairman)  
Vanessa Hurhangee (Vice-Chairman)  
Lindsay Bliss  
Wayne Bridges  
Nicola Brightman  
Alan Deville  
Jazz Dhillon (Opposition Lead)  
Scott Farley  
Martin Goddard

**Date:** WEDNESDAY, 4  
NOVEMBER 2020

**Time:** 7.30 PM

**Venue:** VIRTUAL - LIVE ON THE  
COUNCIL'S YOUTUBE  
CHANNEL: HILLINGDON  
LONDON

**Meeting  
Details:** Members of the Public and  
Media are welcome to attend.

This agenda is available online at:  
[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk) or use a smart phone  
camera and scan the code below:



**Published:** Tuesday, 27 October 2020

**Contact:** Luke Taylor

**Tel:** 01895 250693

**Email:** [ltaylor3@hillingdon.gov.uk](mailto:ltaylor3@hillingdon.gov.uk)

Putting our residents first

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

## Terms of Reference

The Following Terms of Reference are common to all Policy Overview Committees (referred to as “The overview role”):

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. To review or scrutinise decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. To make reports and recommendations to the Council, the Leader, the Cabinet, a Policy Overview Committee or any other Council Committee arising from the exercise of the preceding terms of reference.
7. In accordance with the Local Government and Public Involvement in Health Act 2007, to consider ‘Councillor Calls For Action’ (CCfA) submissions.

To perform the policy overview role outlined above in relation to the following matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Climate Change
17. Energy use and carbon reduction
18. Health & Safety

# Agenda

## **CHAIRMAN'S ANNOUNCEMENTS**

- 1 Apologies for absence
- 2 Declarations of Interest
- 3 Minutes of the meeting held on 13 October 2020 1 - 4
- 4 Exclusion of Press and Public
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## Minutes

Corporate Services, Commerce and Communities  
Policy Overview Committee  
Tuesday, 13 October 2020  
Meeting held at VIRTUAL - Live on the Council's  
YouTube channel: Hillingdon London



Published on:  
Come into effect on: Immediately (or call-in date)

### **Members Present:**

Councillors Richard Mills (Chairman)  
Lindsay Bliss  
Nicola Brightman  
Alan Deville  
Jazz Dhillon (Opposition Lead)  
Scott Farley  
Martin Goddard  
Wayne Bridges

### **Apologies:**

Vanessa Hurhangee

### **Officers Present:**

Kevin Byrne, Head of Health Integration and Voluntary Sector Partnerships  
Ian Anderson, Business Manager, Complaints and Enquiries  
Luke Taylor, Democratic Services Officer

## **12. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Hurhangee.

## **13. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **14. MINUTES OF THE MEETING HELD ON 17 SEPTEMBER 2020**

**RESOLVED:** That the minutes of the meeting held on 17 September 2020 were received as a correct record.

## **15. EXCLUSION OF PRESS AND PUBLIC**

It was confirmed that all items were marked Part I and would be considered in public.

## 16. ANNUAL COMPLAINT & SERVICE MONITORING REPORT

The Business Manager for Complaints and Enquiries introduced the report, which detailed information and analysis of complaints and Members' Enquiries (MEs) received between 1 April 2019 and 31 March 2020.

Members heard that the number of informal complaints received during this period had reduced from 2,756 to 2,339, a drop of 15%, with a 3% increase of Stage 1 complaints (from 837 to 861), a small increase at Stage 2 (from 73 to 80), and no Stage 3 complaints were received for this period. There had also been a significant drop in Ombudsman investigations from 86 to 59, while compliments increased substantially from 234 to 301. The Business Manger expected the volume of complains to double for 2020/21 as a significant number of compliments had been received in relation to wildflowers planted across the Borough. MEs had seen a small drop from 11,675 to 11,423 but remained consistent. The Business Manager for Complaints and Enquiries confirmed that next year a five year analysis will be provided to the Committee. Waste Services also received the most MEs, with 5,949 enquiries, more than many other areas combined.

Councillors were informed that an analysis of complaints showed that delays or poor communication accounted for the majority of justified complaints, and it was vital that response times for complaints in some areas improved.

Responding to the Committee's questioning, the Business Manager for Complaints and Enquiries noted that Stage 1 complaints could take from four to five hours on average to investigate and respond. Enquiries from the Ombudsman took considerably longer to process, and on average this would take up five to seven hours of officer time to provide the information requested. Members also heard that complaints regarding Children's Services were even more time consuming as they were split into three tiers, with Stages 2 and 3 of this statutory process requiring independent investigators to be appointed and the need for all officers to be interviewed. There is also a financial cost to the Council for Stages 2 and 3. Although the Council did not receive many of these complaints, they do take up a considerable amount of time of staff at officer, manager and Head of Service levels.

The Business Manager for Complaints and Enquiries stated that, with regards to anti-social behaviour complaints, GDPR requires that we do not disclose to a complainant any personal details relating to their neighbour. This means that when a complaint is received, officers will not be able to tell a complainant what specific action was taken against their neighbour, if any, but a response in general terms will usually be issued. The Committee heard that there have been more anti-social behaviour complaints during the Covid-19 pandemic, including on noise and parking.

Members noted that the Council is focused in using feedback received to drive up service improvement in many areas, and thanked officers for their good work and the comprehensive report.

**RESOLVED: That the Annual Complaint and Service Monitoring Report for 1 April 2019 to 31 March 2020 be noted.**

## **17. REVIEW D: SCOPING REPORT**

Members considered a draft scoping report that put forward an initial plan for the Committee's next review.

The Head of Health Integration and Voluntary Sector Partnerships introduced the scoping report, and stated that it provided a brief overview of the voluntary sector's response to the Covid-19 pandemic in Hillingdon, which would be expanded on in the future witness sessions.

Members were informed that a review into the topic would not only look at the response to residents' needs, but also consider the impact the pandemic had on the voluntary sector. The Committee noted that a lot happened over a very quick period of time in response to the pandemic, but overall the Council and voluntary sector worked well together and received good feedback from residents.

The head of Health Integration and Voluntary Sector Partnerships confirmed that the response to the pandemic may continue to be a challenge over the coming months, but there were a number of different witnesses who could be asked to attend the meeting and give evidence for the Committee.

The Committee stated that the scoping report encompassed the Council and voluntary sector's response to the pandemic well, and asked whether domestic violence charities would also be contacted as witnesses given the increase in domestic violence through lockdown. Officers confirmed that this could be considered to an extent, and it was agreed that the Committee would consider this concern and the response to it, but may not require witnesses given the scope of the review.

The Chairman noted that the Council's own response to the pandemic was also still ongoing, but the performance of its response would be considered further down the line. Members agreed that the response was so wide ranging it would fall outside the Committee's specific remit and the Council would likely be conducting a much larger review into this in the future.

**RESOLVED: That the Committee agreed the scoping report and initiated a review into "The Voluntary Sector's Response to the Covid-19 Pandemic in Hillingdon".**

## **18. FORWARD PLAN**

**RESOLVED: That the forward plan be noted.**

## **19. WORK PROGRAMME 2018/2022**

**RESOLVED: That the Work Programme be noted, subject to:**

- 1. The information items regarding the "Alleygating Scheme" and "Anti-Social Behaviour during lockdown" be moved to the meeting on 12 January 2021;**

2. The past review delivery item regarding “Local Policing & Community Safety in Hillingdon” be moved to the meeting on 12 January 2021; and,
3. The information items regarding “Hillingdon First Limited” and the “Safety of Council-Owned Properties & Buildings” be moved to the meeting on 3 February 2021.

## REVIEW D: THE VOLUNTARY SECTOR'S RESPONSE TO THE COVID-19 PANDEMIC IN HILLINGDON

<b>Committee name</b>	Corporate Services, Commerce and Communities Policy Overview Committee
<b>Officer reporting</b>	Mike Talbot, Interim Director, Corporate Resources & Services
<b>Papers with report</b>	None.

### HEADLINES

This item will focus on the first witness session regarding the Committee's next review into the Voluntary Sector's response to the Covid-19 Pandemic in Hillingdon.

### RECOMMENDATION:

**That the Committee note the evidence heard at the witness session.**

### SUPPORTING INFORMATION

At the previous meeting, Members agreed the scoping report for the next Committee review on the Voluntary Sector's Response to the Covid-19 pandemic in Hillingdon.

The review will hear from key witnesses on the response and consider how the voluntary sector and Council worked together to help residents, in particular the Borough's most vulnerable residents, during the pandemic.

At this meeting, the Committee will hear evidence from two external bodies who played important roles in response to the pandemic:

- Julian Lloyd, Chief Executive Officer at Age UK, Hillingdon, Harrow and Brent; and,
- Sally Chandler, Chief Executive at Carers Trust Hillingdon

Council officers who played an important role in the Council's response will also be present to answer relevant questions.

### ***Terms of Reference***

The following Terms of Reference were noted for this review, subject to any changes agreed by the Committee:

1. *To consider how the voluntary and community sector (VCS) in Hillingdon was able to respond to needs of residents during the Covid-19 lockdown period.*
2. *To hear how the pandemic impacted on the VCS sector and its ability to deliver services, raise funds, and recruit volunteers.*
3. *To review how the Hillingdon Community Hub worked with the VCS to meet emergency needs.*

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4. *To make any recommendations that would increase resilience of VCS to respond to any future lockdown or restrictions.*

### **How this report benefits Hillingdon residents**

Policy Overview Committees directly engage residents in shaping policy and recommendations from the Committees seek to improve the way the Council provides services to residents.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL.

## PAST REVIEW UPDATE: RECRUITMENT IN HILLINGDON

<b>Committee name</b>	Corporate Services, Commerce & Communities
<b>Officer reporting</b>	Mike Talbot, Interim Director, Corporate Resources & Services
<b>Papers with report</b>	Appendix A – Summary Report of Exit Interviews

### HEADLINES

This report updates the Committee on the actions taken by officers following the Committee's review, "Recruitment in Hillingdon", which was agreed by Cabinet in March 2017.

### RECOMMENDATIONS:

**That the Committee note the update on the actions taken with regards to the previous review regarding "Recruitment in Hillingdon".**

### SUPPORTING INFORMATION

1. In April 2017, the Cabinet approved a Policy Overview Committee review into "Recruitment in Hillingdon", which included ten recommendations. The full report can be found [here](#).
2. Given the scale of the programme of change, especially the implementation of new technology solutions, a three-year plan was established and Cabinet agreed that these recommendations were to be delivered within existing operational budgets.
3. This report highlights the ongoing progress against each of the following recommendations, and includes further information regarding developments in recruitment within the Council.

#### Recommendation 1

***The Council develops an employment brand, agreed by the Leader of the Council as lead member for Communications, to ensure the organisation has a unique and attractive message that differentiates from other employers in the public, private and third sector.***

4. On 2 July 2018, the Council awarded a contract for the provision of recruitment marketing services to TMP Worldwide. This contract provides a range of strategic recruitment services, as well as support in securing best value media placement for recruitment advertising.
5. TMP Worldwide were subsequently commissioned to support the development of the Council's employment brand and work started on this project in 2019, with researchers interviewing senior managers from across each directorate. A number of focus groups were arranged with current employees at all levels, to identify what differentiates Hillingdon from other employers, and the key reasons that employees find the Council an attractive place to work.

6. The key message that came through from employees, especially those in professional roles who are often our target audience in 'hard-to-fill' campaigns, was that Hillingdon Council allows you the ability to really make a difference to residents' lives and there can be a tremendous sense of achievement when this is possible.
7. Following this, TMP developed a series of 'prototype' creative themes to use across all recruitment advertising. These themes were presented to the Leader of the Council, as the Communications lead, who decided that branding based upon the theme of 'the Hillingdon Feeling' would be progressed. This creative theme juxtaposed 'giant' employees with iconic Hillingdon locations and emphasised how employees of the Council can make a significant difference to our residents' lives and the positive sense of achievement and meaningfulness that can be realised (see Appendix A for example images).
8. The new branding was planned to be launched in April 2020 utilising the new imagery as part of a large scale recruitment campaign, however, this was delayed due to the pandemic lockdown. A meeting is scheduled for 6 November 2020 to reschedule the launch of the new branding.

## **Recommendation 2**

***The Council develops and implements a social media recruitment strategy, not only focused on advertising vacancies, but also promoting and managing the Council's online reputation and employer brand.***

7. During December 2018, TMP also conducted an 'online audit' to gather information on how the Council represents itself online, in relation to the workforce recruitment market. TMP presented a report detailing the Council's online presence, together with key recommendations in January 2019.
8. The recommendations from TMP's report informed the Council's social media recruitment strategy, which was developed for the 2019/20 financial year. The Council now has a number of annual social media contracts and heavily utilises LinkedIn, Facebook and Twitter as part of the recruitment approach.
9. The Council also replaced its recruitment platform and this has allowed direct applications to be made in LinkedIn and submitted for consideration without having to use the normal online application process.
10. Further development has ensured that the recruitment platform works across all types of mobile devices without any detriment to functionality.

### Recommendation 3

***The Council develops a culture of internal advocacy for the organisation among its staff, and reinforces this support through introducing a recruitment referral scheme.***

11. A recruitment referral scheme was developed as part of the Children's Services Workforce Plan, and was approved by the Director of Children's Services and Chief Executive. This scheme promotes advocacy and candidate referral in our most 'hard-to-fill' areas.
12. The scheme will be relaunched as part of our next recruitment campaign.

### Recommendation 4

***The Council develops a 'Total Reward' approach to recruitment marketing, which involves not only advertising remuneration, but also the total worth of the recruitment package.***

10. The Council completed local negotiations with the trade unions on a number of terms and conditions which impacted the 'Total Reward' approach (e.g. leave entitlement, flexible working) in 2019/20. Subsequently, our benefits page was updated to include the full range of benefits.
11. It was also agreed that the Council would begin the process of becoming *Timewise* accredited, to reflect our commitment to flexible working practices. The Council is now a *Timewise* Partner and the *Timewise* logo can be used in our own branding.
12. A full review of our benefits package has also be completed, together with a tender process for a new online employee benefits portal offering access to a comprehensive range of wellbeing, financial and retail incentives. This platform will be launched in Q4 of the current financial year.
13. The new benefits platform allows each employee to have an individual account which provides a total reward value for all benefits used.

### Recommendation 5

***The Council introduces and develops a workforce succession plan for all key roles within the organisation.***

14. A new performance management system has been procured and was due to be launched in April 2020, however, this has been delayed to November due to the impact of the pandemic and subsequent focus on restoring services. This system will provide the platform for developing a succession plan for key roles in 2021/22.

### Recommendation 6

***The Council creates talent pools on existing employees, an alumni network enabled by social media and an "Apprenticeship Talent Pool" to ensure talented apprentices have opportunities to maintain employment within the Council.***

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15. The Learning and Development now co-ordinate career discussions with all apprentices and their line managers when they enter their last six months of the apprenticeship. The purpose of this discussion is to ensure that the Council explore the options to provide apprentices with an ongoing, permanent role. Our recruitment policy has been changed to allow apprentices to be considered for permanent roles when they are within this last six-month period of their apprenticeship.
16. The new recruitment platform TalentLink allows for the creation of 'talent pools' and has recently been used to ensure a pool of casual workers is in place to support the Covid-19 Community Hub resourcing. A requirement to develop talent pools is also included in the tendering information for establishing our future agency contracts.
17. All voluntary leavers receive an email inviting them to complete an exit interview, and also join our alumni network via the Council's Facebook account. This social media channel is used to update users on relevant Council news, and is also used to post job vacancies to the site.

#### **Recommendation 7**

***A centralised Job Description Library is implemented, and all managers involved in recruitment are retrained on the new e-recruitment system, together with refresher training on selection methods and equalities.***

15. This functionality is part of the recently procured performance management system and this module will be implemented for January 2021.

#### **Recommendation 8**

***A review of the current competency framework is conducted by the Council.***

16. The Council's Officer Competency Framework has been reviewed and was launched in October 2018.
17. The new competency framework categorises the desired employee behaviours into four 'clusters', which reflect our organisational environment: Residents and Community; Leadership and Collaboration; Accountability and Responsibility; and Change and Improvement.
18. These new competencies will be embedded into each job description as part of the development of the new Job Description Library (see Recommendation 7).

#### **Recommendation 9**

***The Council introduces consistent interview questions associated with each job description, suitable selection techniques, and values-based interview techniques, to ensure employees are a culture-fit, and occupational testing for recruitment to key and***

***relevant roles. Appropriate IT assessment techniques are considered as part of the selection process to ensure the office-based workforce retains a high level of ICT competency.***

19. This recommendation will be delivered as part of the implementation of the online Job Library (see recommendation 7).

#### **Recommendation 10**

***The Council introduces an evaluation of recruitment and selection processes and performance indicators, as part of the probationary period sign-off process, reporting on a quarterly basis.***

20. The Council's 'exit' interview process is now established, and individual and summary reports are generated on a regular basis; the summary report is included as Appendix A to this report.
21. The Council has now introduced a similar product aimed at surveying staff at the end of their induction / probation period. This provides the necessary evaluation process to ensure that the 'on-boarding' of staff is effective and provides the necessary training and management support required to motivate new starters.

#### **Other Developments**

22. As part of a recent Human Resources service restructure, the dedicated recruitment team has been replaced with directorate-aligned generalist teams. This has reduced the need for 'hand-offs' between HR functions for line managers, who will now have specified HR contacts responsible for both employee relations (ER) and recruitment support.
23. The e-recruitment system has been upgraded and reconfigured to improve both the line manager and candidate experience.

#### **BACKGROUND PAPERS**

NIL.

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## FORWARD PLAN

<b>Committee name</b>	Corporate Services, Commerce & Communities Policy Overview Committee
<b>Officer reporting</b>	Luke Taylor, Democratic Services
<b>Papers with report</b>	Appendix A – Forward Plan

## HEADLINES

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

## RECOMMENDATION

**That the Committee note the Forward Plan, and comment on any items coming before Cabinet if they see fit.**

## SUPPORTING INFORMATION

The Forward Plan is updated on the 15<sup>th</sup> of each month. An edited version to include only items relevant to this Committee's remit is attached as Appendix A.

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## Upcoming Decisions

Ref

Further details

Ward(s)

Final decision by Full Council

Cabinet Member(s) Responsible

Officer Contact for further information

Consultation on the decision

**NEW ITEM**

Public or Private (with reason)

SI = Standard Item each month

Council Departments: RS = Residents Services SC = Social Care CR&S = Corporate Resources & Services FD= Finance

### Cabinet meeting - 12 November 2020

019	<b>Contract extension - Revenues and Benefits Service</b>	Cabinet will consider an extension to the current contract for the Revenue and Benefits service, which undertakes the collection and recovery of Council Tax, business rates, the processing of benefits claims and related queries.	All		Cllr Jonathan Bianco	FD - Muir Laurie			Private (3)
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### Cabinet meeting - Thursday 10 December 2020

020 a Page 17	<b>The Council's Budget - Medium Term Financial Forecast 2021/22 - 2025/26 (BUDGET FRAMEWORK)</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2021/22 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	<b>TO FULL COUNCIL 25/2/21</b>	Cllr Sir Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers		Public
021	<b>Financial assistance to Hillingdon's local voluntary organisations</b>	This report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2020/21 financial year, demonstrating continued commitment to the vital work they do for residents in Hillingdon.	All		Cllr Douglas Mills	RS - Kevin Byrne			Public

The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon. UK

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## WORK PROGRAMME 2020 - 2021

<b>Committee name</b>	Corporate Services, Commerce and Communities Policy Overview Committee
<b>Officer reporting</b>	Luke Taylor, Democratic Services
<b>Papers with report</b>	Appendix A – Work Programme

### HEADLINES

To enable the Committee to track the progress of its work in 2020-2021 and forward plan its work for the current, and next, municipal year.

### RECOMMENDATIONS:

**That the Committee note the Work Programme 2020 – 2021 and agree any amendments.**

### SUPPORTING INFORMATION

The Committee's meetings start at 7.30pm (unless stated otherwise below), and the meeting dates for the next municipal year are as follows:

<b>Meetings</b>	<b>Room</b>
17 September 2020	Virtual
13 October 2020	Virtual
4 November 2020	Virtual
12 January 2021	Virtual
3 February 2021	Virtual
4 March 2021	Virtual
6 April 2021	Virtual

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# Multi Year Work Programme

May 2018 - May 2022

	2020				2021				
Corporate Services, Commerce & Communities Policy Overview Committee	September 17	October 13	November 4	December CABINET	January 12	February 3	March 4	April 6	May CABINET

## Review D: Voluntary Sector Response during COVID-19 Pandemic

Topic selection / scoping stage	Scoping Report									
Witness / evidence / consultation stage	Witness 1				Witness 2		Witness 3			
Findings, conclusions and recommendations								Findings		
Final review report agreement									Final report	
Target Cabinet reporting										

## Regular service & performance monitoring

Mid year Budget Update	X									
Annual complaints & service update report			X							
Biennial Safety Review - Sports Grounds										
Cabinet's budget proposals for next financial year					X		All POCs			
Cabinet Forward Plan Monthly Monitoring	X		X		X		X		X	

## One-off service monitoring

Performance Improvement								X		
Safety of Council-Owned Properties & Buildings					X					
Alley Gating Scheme					X					
Hillingdon First Limited					X					
Anti-Social Behaviour during Lockdown					X					
Carbon Reduction									X	
Prevent									X	
Future Review Topics	X									

## Past review delivery

Recruitment					X					
Homophobic, Biphobic & Transphobic Bullying									X	
Local Policing & Community Safety in Hillingdon					X					
Local Commerce, Employment, Skills & Job Creation								X		

## Internal use only

Report deadline									
Agenda published									

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