# **PETERBOROUGH**



## MINUTES OF THE ADULTS AND COMMUNITIES SCRUTINY COMMITTEE MEETING HELD AT 7PM ON TUESDAY 11 SEPTEMBER 2018 BOURGES/VIERSEN ROOM, TOWN HALL, PETERBOROUGH

**Committee Members Present:** Councillors N Simons (Chair), A Ali, S Bashir, R Bisby (Vice-Chairman), R Brown A Ellis, S Hemraj, J Stokes, Parish Councillors N Boyce, J Hayes.

Officers Present: Wendi Ogle-Welbourn - Corporate Director, People and Communities Charlotte Black - Service Director, Adults and Safeguarding Debbie McQuade - Asst. Director, Adults and Safeguarding Helen Duncan - Head of Adult Safeguarding Russell Wate QPM - Chair of Peterborough Safeguarding Adult Board Sarah Ferguson - Assistant Director, Housing Communities and Youth Sean Evans, Head of Housing Needs Paulina Ford - Senior Democratic Services Officer David Beauchamp - Democratic Services Officer

#### 13. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr L Serluca (Councillor J Stokes in attendance as a substitute), Cllr D King, Cllr John Fox and Cllr A Shaheed

#### 14. DECLARATIONS OF INTEREST AND WHIPPING DECLARATIONS

There were no declarations of Interest or whipping declarations

#### 15. MINUTES OF THE ADULTS AND COMMUNITIES SCRUTINY COMMITTEE MEETING HELD ON 10 JULY 2018

The minutes of the meeting held on 10 July 2018 were agreed as a true and accurate record.

#### 16. CALL IN OF ANY CABINET, CABINET MEMBER OR KEY OFFICER DECISIONS

There were no requests for call-in to consider.

#### 17. ADULT SOCIAL CARE ANNUAL COMPLAINTS REPORT 2017/18

The report was introduced by the Assistant Director, Adult Operations, Adult Social Care, accompanied by the Service Director, Adults and Safeguarding introduced the report which provided information on Adult Social Care complaints and compliments received between 1 April 2017 and 31 March 2018.

The Adults and Communities Scrutiny Committee debated the report and in summary, key point raised and responses to questions included:

- The Council had a responsibility for complaints relating to independent providers as they commissioned these services. Complaints must be investigated with the provider. Common areas of complaint included late or missed calls and the quality of care provided. The Council had a quality improvement team to work with providers to ensure the standards of care were improved.
- More detailed information on staff attitude and conduct would have been useful. These complaints were not concentrated in any particular staff age bracket and Peterborough was lucky to have a stable workforce with a mix of age ranges.
- There would be less complaints in this area if communication with customers was improved. Customers who report concerns informally were sometimes not followed up on.
- Although no formal data was available on the demographic diversity of complainants, officers were aware through reviewing complaints that the diversity of the population was not reflected in complaints received. This could reflect the fact that the numbers of people from diverse communities having care and support were low.
- A large number of compliments were received through the reablement service and recorded in its own report but they had not been captured in this Adult Social Care Complaints report. Officers wanted to avoid 'double-counting' so this report reflects the majority of compliments but not all.
- Although many compliments were exceptional, the service provided by the council was an expectation for many people.
- The complaints were mostly from well-established providers. Very few new providers had entered the market recently. However, a new framework was now in place and the council had gone out to the market again so there would be new providers again.
- Members requested more information about the how the complaints and compliments process was promoted. Officers responded that the complaints procedure was promoted more effectively than its compliments procedure, for example workers routinely take complaints leaflets but not compliment leaflets on visits and this could be an area of improvement to be considered for the future.
- Members asked if staff workload was increasing, if this was having an effect on complaints and if so, what was being done about it. Officers responded that they tried not to overload front line staff. A typical figure was between 25 and 27 allocated with the caseload being reduced in more complex cases involving mental capacity and safeguarding this would be reduced. The increased demand, caused by an ageing population for example, meant that there was a waiting list and triaging system was used to prioritise work and some complaints were caused by customers not receiving an immediate response. Crisis cases were dealt with immediately. Demands on staff workload were actively managed.

### **ACTIONS AGREED:**

The Adults and Communities Scrutiny Committee considered the report and **RESOLVED** to scrutinise and review the Adult Social Care Annual Complaints Report for 2017/18.

### 18. CAMBRIDGESHIRE AND PETERBOROUGH SAFEGUARDING ADULT BOARD ANNUAL REPORT 2017-18

The Head of Adult Safeguarding and the Chair of Cambridgeshire & Peterborough Safeguarding Adult board introduced the report which made members aware of the work and progress of the Cambridgeshire and Peterborough Safeguarding Adult Board.

The Adults and Communities Scrutiny Committee debated the report and in summary, key point raised and responses to questions included. Please note references to 'officers' also include Russell Wate QPM, the Chair of the Peterborough Safeguarding Adult Board.

- The Chairman thanked officers for producing a comprehensive report.
- Members noted that Fenland had higher rates of depression, epilepsy and all learning disabilities than the national average with Peterborough also being higher than the national average for epilepsy and all learning disabilities and requested further information.
- The Chair of the Safeguarding Board responded that they addressed more severe cases and were using a 'zero suicide' strategy and had reviewed 10 adolescent and 2 adult suicides in the last few months. The Board were trying to learn lessons and intervene before people got to the stage of committing suicide.
- It was agreed that The Chair of Cambridgeshire & Peterborough Safeguarding Adult Board to provide a briefing note explaining the reasons for the distribution of rates of abuse among different age groups found on Page 43 of the reports pack.
- The Chair of the Board stated that all of the safeguarding reviews undertaken in the last few years 3-4 years were in the upper end of the age range
- Officers suggested that the apparently higher rates of abuse among older people might be caused by the ageing population and underreporting among younger age groups and the difficulties found in identifying abuse among people not receiving formal care.
- Members expressed concerns that that 30% of abuse occurs in care homes (page 45) and asked what was being done to tackle this. Officers responded that this data was from Cambridgeshire although the figures were similar in Peterborough. Officers mentioned that work had been done with care homes five years ago and referred to 5 Safeguarding Adults Review that had taken place, focussing on particular on discharge from care homes to hospitals and vice versa. An action plan had been developed. The quality improvement team and the Peterborough quality assurance team were working towards the same objective. A particular focus was on medication management and the treatment of ulcers. Recent reports from the Care Quality Commission (CQC) had looked more positive.
- In relation to the above point, officers commented that work was underway regarding pressure care and when this becomes a safeguarding issue or an issue about the quality of care. Safeguarding concerns were more likely to be received if a person was in a care home which could contribute to the high percentage of abuse that the figures suggest takes place there.
- Members commented that many people accessing services later in life had inherited property but were 'cash poor' and expressed concerns that many people in their later years were unable to cope with that level of financial responsibility. Members asked what the Council could do to support them and if providing them with independent advice would be beyond the Council's remit. Officers responded that they received a number of financial abuse enquiries, often involving a family member of carer appropriating funds from the person being cared for. However, the person often does not want anything done about it. Officers stated that they were working on how to support and encourage people to get out of the situation and there had been successes in Cambridgeshire within the last 12 months. Officers acknowledged that this was an issue.
- Officers also stated that prevention was key to tackling financial abuse and that the Council were getting better at future planning and the Adult Social Care team would start to talk to families about these issues. The Mental Capacity Act introduced good safeguards against financial abuse. Making people feel comfortable discussing these issues was important so that the council can be informed about cases of financial abuse. Information and advice could be distributed via other bodies e.g. doctors surgeries. The Council only receives a small number of reports about the issue.
- Members suggested that the process for reporting financial abuse needs to be made more straightforward and caring.

- Officers highlighted the importance of families having conversations regarding end of life issues, e.g. 'do not resuscitate' instructions and reviews had highlighted that this needed to be improved in care homes and acute hospitals. It was important that professionals encourage these difficult discussions to take place early and families' saw the importance of doing so once this had taken place. Improvements were being made in this area.
- Members asked at what stage the Council could make an intervention and what strategies were in place to communicate with the public about this.
- Officers stated that the process of safeguarding adults could be difficult because they
  had the right to make unwise decisions, unlike children. There was sometimes
  confusion between adult safeguarding and the Council's duty to keep adults safe.
  Developing a relationship with the person was important and was responding in a
  manner proportionate to their needs to help them make decisions. Decisions would
  only be made on their behalf when they lost the mental capacity to do so.
- Members mentioned the importance of having lines of communication to have an assigned individual to work with the person so that support could be given. Officers agreed and stated that building trust between the person and the professional was important so that the professional's advice would be listened to rather than waiting until the person had lost capacity.
- Partnership working was going well and OFSTED had reviewed the Children's Safeguarding who said that the partnership was strong and Peterborough should be pleased with this. This would cross over into adults.
- Officers stated that more work needed to be done and they were trying to make an impact in areas such as human trafficking.
- The Chairman offered her congratulations to officers on the progress made in relation to children's safeguarding.

## ACTIONS AGREED:

The Children and Education Scrutiny Committee considered the report and **RESOLVED** to receive and note the content of the Cambridgeshire and Peterborough Safeguarding Adult Board Annual Report 2017-2018 and for The Chair of Cambridgeshire & Peterborough Safeguarding Adult Board to provide a briefing note explaining the reasons for the distribution of rates of abuse among different age groups found on Page 43 of the reports pack.

### 19. COMMUNITY RESILIENCE: A SHARED APPROACH

The Assistant Director, Housing Communities and Youth introduced the report which presented the proposed Cambridgeshire and Peterborough partnership approach to community resilience, the principles and expected outcomes and set out the next steps for this shared approach.

The Adults and Communities Scrutiny Committee debated the report and in summary, key point raised and responses to questions included:

 A member raised concerns about the poor condition of sports fields operated by management agencies on behalf of the Council potentially causing a risk of injury, especially to children. Concerns were also raised about the Council potentially being liable for claims in the event of an injury. Officers responded that they were not directly responsible for this but would contact the member after the meeting to direct them to the responsible officer.

- Responding to members' concerns about levels service provision to young people to discourage gang membership, drug use and antisocial behaviour, officers responded that there were three areas of focus:
  - A review of targeted youth support services with a focus on community and intervention activities. This has not increased the resource available but a different commitment had been made to work with wider third sector partners to develop different long term solutions to young people's needs that are not solely dependent on the City Councils resources. This links to:
  - A successful bid for a significant amount of funding for young people's activities at the Peterborough Council for Voluntary Service (PCVS) via the Youth Investment Fund. This was about reaching about to young people and tackling issues such as anti-social behaviour
  - The Integrated Communities Strategy as part of the national pilot. One of the four themes was Young People and how to engage with those affected by integration issues and alienation. This would be coming to Peterborough if the submission to the Ministry of Housing, Communities and Local Government was successful.
- Members enquired about the success of the National Citizen Service (NCS) and if there were plans to work with schools other than the Thomas Deacon Academy. Officers responded that they were worked with all secondary schools and all schools were able to nominate and support students on the scheme and other schools were participating in the programme. There had been particular success at the Thomas Deacon Academy because a whole year group was participating. They had also worked with the council to help develop activities for the Integrated Communities Strategy.
- Officers were not aware of aware of plans for any additional regeneration areas in the city.
- Some members felt that Bretton had been 'abandoned' by the City Council and expressed concern about the development of community projects and events being restricted by lack of funding, despite active grassroots projects, e.g. an active Facebook page, a CV writing class and support for people with learning disabilities. Members requested additional information about how to find appropriate buildings for events and obtain funding and what could be done if local authority support was not available.
- Officers responded that PCVS were an important part of this conversation and it was
  important to work with the local infrastructure organisation to support community
  groups to access resources and develop solutions. Officers sought feedback from
  members of the committee on barriers they faced and how the City Council could
  address them in a more systematic way. Although nothing could be promised, there
  was the possibility of renegotiating a different relationship with the council's partners
  to help that.
- Members stated that many community initiatives came from well-meaning residents and not parish councillors.
- Members suggested that the provision of classes on how to apply for grants would be beneficial.
- Members raised several issues including Peterborough City Council's lack of a community regeneration department which used to exist, a desire to expand the 'can do' area across the city, concerns around derelict buildings and over reliance on the private sector to redevelop these sites and a desire for better engagement with parish councillors to avoid simple issues regarding enablement taking too long to deal. Members would be pleased to see improvements in this areas, especially with regard to infrastructure.
- Officers could not comment on historical levels of service provision by the council. The paper was written within the context of the resource levels that were presently available to examine how the council can work with its public sector partners

differently to focus the activity of willing volunteers around the needs of communities. The key question to take forward in the strategy was how can the council better describe the help that communities needed in order to offer better support

- Members commented that it was important for parishes and the city council to build a two way relationship to build a better understanding of each other's situation. Members praised the Cabinet Member for Communities and the Assistant Director for Housing Community and Youth for the help given in this area.
- The issues discussed at this meeting would be discussed at the Parish Conference with Neil Boyce being one of the speakers and this would be a good opportunity to look at addressing the issues raised by the committee more systematically.
- Members asked if officers would consult with community groups, parish councils and the Parish Council Liaison Committee about the issues that affect them. Officers responded that this report was focussed on reaching an agreement with partner organisations for the Think Communities approach. Work would be done at the local level once this was completed. This was about the how parts of the public sector could work together differently in the future and was not a community resilience strategy. Engaging with communities was of critical importance to ensure that any intervention was done in collaboration with them.
- Members suggested that this was a good opportunity to connect with parish councils to let them know where the help was and who they needed to contact. Communication with community groups was needed to provide support and guidance on where they needed to go to receive support.
- The committee agreed to request that the Assistant Director of Housing Communities and Youth work to improve communication with Councillors, Parish Councils, Neighbourhood Watch groups and other community groups to provide support and inform them about where the can receive help and who they need to contact regarding this.
- The Chairman stated that communication with parish councils was good in his ward were good and all three ward councillors tried to attend every parish council meeting.
- Members stated that they were sometimes frustrating complaints they receive about young people in general when only a small number of young people caused problems and should not all be accused of being criminals. Members suggested the Peterborough Council for Voluntary Service (PCVS) could use its funding to engage in outreach work with small groups of young people who do cause difficulties.
- In response officers suggested that they produce a briefing note to members of the committee on the Youth Investment Fund work and the work of the Peterborough Council for Voluntary Service (PCVS) in relation to youth outreach. This was agreed by the committee.
- Members stated that some issues such as youth work and engagement with marginalised groups needed to be tackled by Peterborough City Council and not from the community level despite some good work in this area by parish councils.
- Member requested clarification that the draft Think Communities approach the committee were being asked to recommend was still going to be subject to consultation from other bodies. Officers confirmed that this was the case and further work on the detail of needed to be done.
- In response to members' query about the proposed recommendation to Cabinet, officers stated they were seeking a 'signing up' to a loose agreement across the public sector. Further work on the detail of active community activity would be done afterwards.

### **RECOMMENDATION:**

The Adults and Communities Scrutiny Committee considered the report and **RESOLVED** to recommend the draft of the Think Communities Shared approach to Cabinet for approval, as set out in Appendix One.

## ACTIONS AGREED

The Adults and Communities Scrutiny Committee considered the report and **RESOLVED** to

- 1. Consider the draft single Community Resilience shared approach across Cambridgeshire and Peterborough
- 2. Comment on the principles for a single shared Community Resilience approach, as set out in paragraph 4.5
- 3. Scrutinise the draft of the Think Communities shared approach, as set out in Appendix One.
- 4. Request that the Assistant Director of Housing Communities and Youth work to improve communication with Councillors, Parish Councils, Neighbourhood Watch groups and other community groups to provide support and inform them about where the can receive help and who they need to contact regarding this.
- 5. Request that the Assistant Director of Housing, Communities and Youth distributes a briefing note to members of the committee on the Youth Investment Fund work and the work of the Peterborough Council for Voluntary Service (PCVS) in relation to youth outreach.

## 20. SAFER OFF THE STREETS

The Head of Housing Needs, accompanied by the Assistant Director of Housing, Communities and Youth introduced the report which provided the committee with details of the Safer off the Streets partnership work, which has come about following the recommendations of the cross-party Task and Finish Group's work reviewing the management of rough sleepers in early 2017.

The Adults and Communities Scrutiny Committee debated the report and in summary, key point raised and responses to questions included:

- Members welcomed the report, applauded officers' proactive approach to tackling rough sleeping and offered their support. Officers expressed their thanks but stated that the Safer off the Street works was a collective effort and no one person could take full credit for it.
- Members stated that the majority of rough sleepers were in this position due to difficult circumstances, employing security guards to move them on was not a good solution and praised the proactive multi-agency approach to tackling the issue.
- Members agreed to share details of contacts within neighbourhood watch groups with officers as these groups were keen to help tackle rough sleeping. Members also suggested that the Department for Work and Pensions could be involved and the City Council should look at jobs it could offer.
- Members referred to discussions they had had with outreach officers, in particular regarding different groups on the street or may or may not be genuine rough sleepers
- Work was underway to bring additional accommodation on-stream.
- Members made a variety of comments:
  - It was not good that rough sleeping remains an issue in Peterborough
  - Rough sleeping was linked to homelessness and lack of housing, high rents, evictions etc.

- It was good that the Council was taking action. Working with homeless people was important to help them back into housing.
- Aggressive begging was not acceptable but the prevalence of beggars who are not actually homeless should not be overstated
- Many rough sleepers had alcohol or drug issues and these could be exacerbated by their situation as alcohol but might be used to try to keep warm.
- The closure of centres for the homeless was backwards step
- Providing contactless terminals in rough sleeping 'hot spots' to offer members of the public a positive alternative to giving a rough sleeper money directly was a good thing.
- There needed to be better communication with the public around how they can best help rough sleepers including who they should donate to as people may not wish to engage with rough sleepers directly as it may not be socially acceptable for them to do so.
- Officers stated that the provision of emergency hostel accommodation was being increased so that rough sleepers would have an offer to leave the street on any given night. This was the result of increased funding from the Ministry of Housing, Communities and Local Government and would be launched around the same time as Safer off the Streets.
- Many charities working with rough sleepers had an oversupply of donations of tents, sleeping bags, coats etc. so the decision was taken not ask for these donations. Online advice would be providers about the best ways in which members of the public could help. Monetary donations were more helpful because this gives the charity the freedom to take actions that would most help rough sleepers.
- Members asked if there were plans to work again with the North West Anglia NHS Trust as patients were presently discharged to Bayard Place. Officers stated that it was frustrating to see a person being discharged from a caring environment like a hospital to Bayard Place. The Homelessness Reduction Act 2017 created a duty to for organisations to refer people at risk of homelessness and this would be in place from October 2018. The Council is working with hospitals to amend their discharge protocols and work with them further upstream to try to limit the problem of homeless people being discharged from hospital to Bayard Place. Unfortunately this would not always be successful and people without accommodation were sometimes discharged. Officers would do everything they could to prevent this and would aim to be involved whenever there was a planned discharged within the resources available to both the council and the hospital. The previous funding from the government for hospitals' work on discharging homeless people was unlikely to be forthcoming again
- The number of rough sleepers changes frequently. At the last meeting with the outreach time there were approximately 45 across the whole city.
- Officers stated that a few issues needed to be overcome with colleagues in Planning. A building had been offered by the cathedral.
- There had been previous issues regarding the location of day centres and there had been problems with anti-social behaviour at St. Theresa's day centre at Manor House Street. The new centre would be a supported environment for people to be given support to leave the streets when they were ready to do so, not somewhere for general recreation. It would be operated by the Light Project Peterborough. Peterborough. Peterborough City Council would placing some of its outreach officers at the new centre as a neutral location for supporting people.
- Outreach officers on the street could sometimes face barriers to engagement with rough sleepers due to the perception that they were in a position of authority. It was hoped that the adoption of the 'Safer off the Streets' identity across organisations would help to change this.
- The location in the cathedral grounds was a neutral location away from residential and business areas to minimise the number of complaints compared with St.

Theresa's. The cathedral grounds had the perception of being a protected environment so officers were confident that people would feel comfortable going there for assistance.

- Members requested that the Head of Housing Needs advises parish councils of the correct procedure for reporting concerns about someone who is sleeping rough or homeless.
- It was important that outreach officers were able to have an effective 'offer' for rough sleepers to help them leave the streets although this was not necessarily an offer of accommodation. Every rough sleeper was different and the amount of time taken to build a relationship of trust varied considerably. Sometimes it would not work at all and people would resist working with an outreach officer due to poor previous experiences. If someone refused an offer and caused a nuisance then enforcement action would be necessary.
- Members suggested that it would be more useful for the Prevention and Enforcement Service Officer (PES) to target begging rather than cycling. Officers responded that it was difficult to catch begging while it is taking place and nobody reported these incidents at the time. If a begging incident was reported immediately, the enforcement officer could intervene but not later on. o
- Members requested that the Head of Housing Needs liaises with the Assistant Director of Community Safety and Prevention and Enforcement to investigate the possibility of increasing enforcement against professional beggars who are not actually homeless as well as improving communication with members of the public about how they can report these incidents.
- People being released from prisoners at short notice continued to be an issue although the new duty to refer would help with this as there would be a requirement for the prison to notify the City Council of this as soon as they could. The limited amount of money provided to prisoners upon release was a problem but this was unlikely to be increased. It was important to ensure that services were as accessible as possible. The additional funding received from the Ministry of Housing, Communities and Local Government and the additional recruitment of outreach officers would go to increase the hours and days covered, improving the ability of the Council to help someone access services if they were released when Bayard Place was not open.
- Officers mentioned that a large amount of work had been done across Cambridgeshire and Peterborough to look at the 'offender pathway' in relation to housing and homelessness.
- The possibility of using posters in a variety of locations, e.g. shops to advertise the new contactless donation terminals was being explored. Talks were underway at Queensgate and officers were seeking a contact at Brotherhoods Shopping Park in Peterborough. Officers had not previously considered Bretton Centre but this could be an option. The contactless windows would not be the only way of donating. Printed materials would be distributed in a variety of locations and donations could also be made online. Work would be done with pubs, bars and clubs to enable cash donations.
- The Chairman thanked officers for their work.

## ACTIONS AGREED:

The Adults and Communities Scrutiny Committee considered the report and **RESOLVED** to review and comment on the proposals and ambitions of the Safer off the Streets partnership and:

1. Requested that the Head of Housing Needs advise parish councils of the correct procedure for reporting concerns about someone who is sleeping rough or homeless.

 Requested that the Head of Housing Needs liaises with the Assistant Director of Community Safety and Prevention and Enforcement to investigate the possibility of increasing enforcement against professional beggars who are not actually homeless as well as improving communication with members of the public about how they can report these incidents

### 21. MONITORING SCRUTINY RECOMMENDATIONS

The Senior Democratic Services Officer introduced the report which provided the Committee with a record of recommendations made at the previous meeting and the outcome and progress of those recommendations to consider if further monitoring was required.

Members referred to the committee's recommendation from the meeting on 10 July 2018 that those areas of enforcement currently carried out by Kingdom Environmental Services should be brought in-house and operated directly by the Council once the trial period had concluded.

- Members felt that while the update provided by the Cabinet Member for Communities said the recommendation was being considered, it did not give provide sufficient information on the progress of what was happening. Members noted that the Kingdom contract was due to keep going until the end of the year and expressed concern that the contract might be extended. Members were also concerned about the number of appeals received and those that had been upheld and the felt that the service could be delivered more effectively by the City Council.
- Members requested that the Service Director Community and Safety provides the committee with a briefing note providing more detail about the plans for Environmental Enforcement after the expiration of the Kingdom Contract. This issue would also be discussed at the next meeting of the committee

### **ACTIONS AGREED:**

The Adults and Communities Scrutiny Committee considered the report and **RESOLVED** to

- 1. Consider the responses from Cabinet members and officer to recommendations made at the previous meetings as attached in Appendix 1 to the report and;
- 2. Request that the Service Director Communities and Safety provides the committee with a briefing note providing more detail about the plans for Environmental Enforcement after the expiration of the Kingdom Contract. This issue will also be discussed at the next meeting of the committee

## 22. FORWARD PLAN OF EXECUTIVE DECISIONS

The Senior Democratic Services Officer introduced the report which invited members to consider the most recent version of the Forward Plan of Executive Decisions and identify any relevant items for inclusion within the Committee's work programme or to request further information.

### ACTIONS AGREED:

The Committee noted the Forward Plan of Executive Decisions and requested further information on the following Key Decision:

• Affordable Warmth Strategy - KEY/17APR17/03

#### 23. WORK PROGRAMME 2018/2018

The Senior Democratic Services Officer introduced the item which gave members the opportunity to considerer the Committee's Work Programme for 2018/19 and discuss possible items for inclusion.

### **ACTIONS AGREED**

The Committee noted the work programme for 2018/19

### 24. DATE OF NEXT MEETING

13 November 2018

7.00pm – 8.45pm CHAIRMAN This page is intentionally left blank