

# Public Document Pack



Thursday, 4 May 2023

To: Members of the MCA - Business Recovery and Growth Board and Appropriate Officers

You are hereby invited to a meeting of the South Yorkshire Mayoral Combined Authority to be held at **South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ**, on: **Monday, 15 May 2023 at 2.30 pm** for the purpose of transacting the business set out in the agenda.

A handwritten signature in black ink that reads 'Martin Swales'.

Martin Swales  
**Chief Executive and Head of Paid Service**

## Member Distribution

Mayor Ros Jones CBE (Co-Chair)  
Neil MacDonald (Co-Chair)

Tom Bousfield  
Councillor Glyn Jones  
Councillor Denise Lelliott  
Councillor Martin Smith  
Sharon Kemp

City of Doncaster Council  
Private Sector LEP Board  
Member  
SYMCA Executive Team  
City of Doncaster Council  
Rotherham MBC  
Sheffield City Council  
Rotherham MBC

## MCA - Business Recovery and Growth Board

Monday, 15 May 2023 at 2.30 pm

Venue: South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ

SOUTH YORKSHIRE  
**SYMCA**



MAYORAL  
COMBINED  
AUTHORITY

### Agenda

Agenda Ref No	Subject	Lead	Page
1.	Welcome and Apologies	Chair	
2.	Declarations of Interest by individual Members in relation to any item of business on the agenda.	Chair	
3.	Urgent items / Announcements	Chair	
4.	Public Questions of Key Decisions	Chair	
5.	Minutes of the Previous Meeting	Chair	5 - 10
6.	Matters Arising / Action Log	Chair	11 - 12
7.	Growth Hub Transition Plan	Muz Mumtaz	13 - 20
8.	Business Support Funding Priorities	Joseph Quinn	21 - 34
9.	Any Other Business	Chair	
<b>Date of next meeting:</b> Tuesday, 27 June 2023 at 2.00 pm			
<b>At:</b> South Yorkshire MCA, 11 Broad Street West, Sheffield, S1 2BQ			

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None.

## 76 **Urgent items / Announcements**

The Board noted that, having taken on the role of Chair of the LEP, Richard Stubbs had resigned from the Business Recovery and Growth Board.

## 77 **Public Questions of Key Decisions**

None.

## 78 **Minutes of the Previous Meeting**

**RESOLVED:** That the minutes of the meeting held on 9<sup>th</sup> February 2023 be agreed as a true record.

## 79 **Matters Arising / Action Log**

**RESOLVED:** To note that all actions in the log were now closed.

## 80 **Business Support and Investment**

A report and presentation on Business Support and Unlocking Investment in South Yorkshire were presented. Current issues in the South Yorkshire economy were noted as being:

- Low jobs and business density,
- Low skill, low wage equilibrium,
- Weak productivity,
- Underdeveloped Finance supply,
- A high level of low value sectors.

Strengths of the South Yorkshire economy were noted as:

- An improving business eco-system,
- A strong Asset Base, such as high density of manufacturing sectors.

Launch Pad, Productivity Grants, Net Zero and Specialist Business Advisors were all noted as elements of business support which were in the process of contracting and delivery, with funding from the UK Shared Prosperity Fund (UKSPF) and private investment.

A question was asked on the governance of UKSPF decision making, and the UKSPF Partnership Group. **ACTION: Innovation Project Director** – follow up on UKSPF governance with Rotherham MBC.

A pipeline of investible propositions in the region was presented, including:

- Mechanisms of Early-stage investment,
- Opportunities with institutional investors such as South Yorkshire Pension Fund, who were seeking to invest in productivity and community in the region,
- Development of key sites in the Innovation Corridor.

**ACTION: Director Resources & Investment** to follow up with marketing colleagues to communicate the announcement from South Yorkshire Pensions Fund.

An overview of the work which the MCA was seeking to undertake to increase the supply of investible propositions in the region was given. It noted:

- A proposal for acceleration activities which support entrepreneurs to start, grow and innovate,
- Proposals for innovation support in the form of workshops, networking opportunities, sector focussed innovation advisors, skills training for skills managers.

Proposals to support nascent sectors in the region were presented, including:

- Programmes of mentoring, and training, and financial support programmes for tech and creative and cultural sectors,
- Supply chain development through events and a web portal,
- Graduate retention; It was noted that the level of priority of graduate retention varied in throughout the region, and more detail was welcomed on how proposals could adequately meet the needs of the whole region. Members also welcomed evidence on what the Universities could contribute to retaining graduates in the region.
- Promoting ownership models through a marketing campaign and a programme of workshops, training sessions and larger events.

The board endorsed priority levels given in the paper, and noted that further detail and formal approval of schemes would be required at a later time.

Alternative options for future Growth Hub models were considered, and the Board recommended Option 1 as the preferred outcome. The Board noted that more detail on transitioning to this option would be provided at a future meeting, and would depend on confirmation of government funding for Growth Hubs.

An overview was given on the development of the International Strategy, noting in particular:

- That a 10 year internationalisation strategy for South Yorkshire had been commissioned,
- Two consultancies had conducted thorough research and benchmarking of potential global investment opportunities,
- Analysis had shown short term opportunity markets as the USA, Germany and France, and medium- and long-term markets as Japan, India, Italy and Sweden,
- Priority sectors for investment were noted, with the top 3 being digital, energy and environmental, and health and wellbeing,
- Further workshops would take place where Local Authorities would have the opportunity to consider the research, and shape future proposals.

An update on the MCA's attendance at the UK Real Estate Investment & Infrastructure Forum (UKREIIF) was presented, noting that there was high demand for a programme of activity from the region as part of the main event, the South Yorkshire stand space and for speakers at events throughout the event.

**RESOLVED:** That the Board:

- Note the ongoing activity to increase the volume of private sector investment in South Yorkshire,
- Endorse the prioritisation of future business support provision,
- Recommended that Option 1 for future Growth Hub delivery be developed for the forthcoming fiscal year,
- Note the activity underway to develop the South Yorkshire International Strategy,
- Note the proposals to promote and market South Yorkshire at the 2023 UK Real Estate investment and infrastructure Forum (UKREiif).

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### **Budget, Performance and Programme Approvals**

An update on Budget Performance was presented, noting a small revenue underspend, underspend in the Made Smarter fund, commitment of Renewal Action Plan funding for specialist business advisors, and a rebate on capital funding for Building Digital UK made in 2015.

Two schemes delegated by the MCA Board were also presented for approval:

- Scheme D0049 - A £7m loan from Doncaster's gainshare allocation, which would support site development activity, research and development and the creation of 63 high-productivity jobs.
- Scheme D0060 – a £1.5m equity investment from the MCA's gainshare allocation in to venture capital company, alongside other MCAs in the north of England.

These schemes were put forward as examples which support the development of a healthy business landscape in the region.

**RESOLVED:** That the Board:

- Note the financial and performance updates,
- Approve the progression of scheme reference "D0049" to full-approval and contract award,
- Approve the progression of scheme reference "D0060" to full-approval and contract award,

Note the forward plan timeline.

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### **Any Other Business**

A verbal update was given on how the 15<sup>th</sup> March budget announcement might impact the region:

- 8 regions in England had been nominated to develop plans for Investment Zones for approval by government,
- A further 5 years capital funding for transport had been agreed,
- There had been no mention of Shared Prosperity Funding,
- Formal commitment had been made for additional capital funding from DLUC, some of which would fund the National Centre for Child Health Technology,

Trailblazer devolution deals had been confirmed for the West Midlands and



Greater Manchester Combined Authorities. These would see a move away from multi-pot funding for MCAs to single-pot funding, devolution of the affordable homes and retrofit budgets, devolution of post-19 education and skills, and implementation of an Enhanced Accountability Framework for these Combined Authorities.

In accordance with Combined Authority's Constitution/Terms of Reference for the Board, Board decisions need to be ratified by the Head of Paid Services (or their nominee) in consultation with the Chair of the Board. Accordingly, the undersigned has consulted with the Chair and hereby ratifies the decisions set out in the above minutes.

Signed .....

Name .....

Position .....

Date .....

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## Business, Recovery and Growth Board Action Log 09 February 2023

### Recently Closed Actions –

Meeting Date	Minute No	Action	Action Owner	Update	Status
09/02/23	68	<p><b>Investment Team Activity – Status Update</b></p> <p><b>Minute:</b></p> <p><b>ACTION:</b> Senior Business Development Manager to provide more detail in future updates regarding the number of jobs likely to be created by each enquiry, the conversion rate of all enquiries, alongside Mayoral priorities.</p>	David Moore	Overall committee feedback has been incorporated into investment activity updates going forward.	Closed
16/03/23	80	<p><b>Business Support and Investment</b></p> <p><b>Minute:</b></p> <p>A question was asked on the governance of UKSPF decision making, and the UKSPF Partnership Group. <b>ACTION:</b> Innovation Project Director – follow up on UKSPF governance with Rotherham MBC.</p>	Joseph Quinn		Closed

16/03/23	80	<p><b>Business Support and Investment</b></p> <p><b>Minute:</b></p> <p><b>ACTION: Director Resources &amp; Investment</b> to follow up with marketing colleagues to communicate the announcement from South Yorkshire Pensions Fund.</p>	Gareth Sutton	This has been followed up with the marketing team.	Closed
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**Business Recovery and Growth Board**

**Monday, 15 May 2023**



**Growth Hub Transition Plan**

<b>Is the paper exempt from the press and public?</b>	No
<b>Reason why exempt:</b>	Not applicable
<b>Purpose of this report:</b>	Policy Decision
<b>Is this a Key Decision?</b>	No
<b>Has it been included on the Forward Plan of Key Decisions?</b>	Not a Key Decision

**Director Approving Submission of the Report:**  
Tom Bousfield – Corporate Director Growth, Business & Skills

**Report Author(s):**  
Muz Mumtaz – Assistant Director for Development and Business Support.  
muz.mumtaz@southyorkshire-ca.gov.uk

**Executive Summary**

This report provides details of the proposed transition of SYMCA’s Growth Hub service to a primarily online service, as directed by the Board at February’s BRG Board meeting.

The report provides details and options available on the timescale for the transition of services and highlights any related risks.

**What does this mean for businesses, people and places in South Yorkshire?**

Businesses will continue to be able to access key information about funding and programmes available in South Yorkshire via the MCA’s website. The direct client function will be channelled through local authority gateway teams or other service providers for more detailed support, including the option to engage a Business Growth advisor for more intensive one to one advice and support.

**Recommendations**

The Board are asked to consider the 3 options presented below on the transition to a web only service, presented in this paper, and to agree on a preferred timeline. The recommended timeline is 6 months.

**Consideration by any other Board, Committee, Assurance or Advisory Panel**  
None.

## 1. Background

- 1.1 In March 2023, The Business Growth and Recovery Board agreed that the Growth Hub should become a primarily web service at the SYMCA level (Option 1), with local authorities taking on functions delivered by SYMCA. This paper provides details on the plan and actions required to support the transition to the new model.
- 1.2 The key principles underlying this plan include:
- **Moving to a new model which adds value to the services delivered by others and avoids duplication** of business support provision offered by both local or regional business organisations, including local authorities, Universities and Chambers of Commerce.
  - **Represents value for money**, ensuring that the optimal level of staff and financial resources are deployed by the MCA to undertake agreed activities and services valued by both partners/ stakeholders and end-beneficiaries.
  - **Ensures that a new model and any agreed wider activities and functions (beyond the delivery of core Growth Hub services) helps to add value** in supporting the South Yorkshire economy to grow.
- 1.3 In addition, this also represents an opportunity to undertake a wider review of the role and purpose of the business support function at a regional level, which both compliments and adds value to local delivery.

1.4 The key actions included in the transition plan are outlined in the table below, including an approximate timescale to prepare and implement the changes.

Actions	Timescale
Develop initial proposals/options for a primarily web-only Growth Hub service, including which activities to stop and which to pass to LA partners, and consult with LAs	1 month
Commencement of key activities; <ul style="list-style-type: none"> <li>- Review all MCA Growth Hub web pages, amending content, where necessary to reflect new model.</li> <li>- Removal of reference to phone support referrals.</li> <li>- Develop new web content on referrals to local authority or other business support provision to enhance signposting to partner provision.</li> <li>- Develop and implement a Communications plan to socialise changes to the Growth Hub to the business community and stakeholders.</li> <li>- Commission new interactive web tools to enhance customer experience.</li> <li>- Develop and implement a clear plan for transition</li> <li>- On-going monitoring of performance including level of usage etc.</li> </ul>	1-6 months
Launch of the new web only Growth Hub.	Dependent upon which option is selected.

## 2. Key Issues

2.1 The transition to a primarily web-based Growth Hub provision requires careful planning and communication with all key stakeholders and end-beneficiaries to ensure that there is no disruption of business support for SMEs, who may contact the MCA requesting advice or support.

It is also important to ensure that the existing Growth Hub web presence is fit for purpose, is up to date and sign-posts enquirers to the appropriate local service provider.

Hence, the illustration below shows 3 options on the speed of the transition, ranging from 1 month to 6 to complete – including an initial consultation with stakeholders and communication to end users.

Option	Activity
<b>Option 1 - Rapid (8 weeks)</b>	<ul style="list-style-type: none"> <li>• Develop and publish a new holding page on MCA website - referring enquirers to LA delivery partners.</li> <li>• Remove all references to Growth Hub/Gateway phone enquiry service.</li> <li>• Update back office systems, including phone enquiry messaging</li> </ul>
<b>Option 2 - Medium (6 months)</b>	<p>In addition to the above:</p> <ul style="list-style-type: none"> <li>• Develop a share a transition plan.</li> <li>• Communicate changes about the Growth Hub delivery model to stakeholders and responding to any queries/concerns.</li> <li>• Develop an agile enquiry management approach with partners.</li> <li>• Enhance the website content to reflect the new delivery model.</li> <li>• Update CRM system for recording referrals and data exchange with LA systems.</li> <li>• Continuous improvement by undertaking a review of customer experience after 3-4 months and improving services where required.</li> </ul>
<b>Option 3 – Gradual (1 year)</b>	<p>In line with Option 2, but with extended time to:</p> <ul style="list-style-type: none"> <li>• Develop further interactive tools e.g. A.I tools to assist user enquiries.</li> <li>• Develop more extensive coverage business support services available across South Yorkshire.</li> <li>• Undertake additional research on user experience and to identify any gaps in the provision of information.</li> </ul>

2.2 Following the transition to a web-based Growth Hub model, the illustration below highlights the functions that the Growth Hub will provide and those provided by local/regional business support teams including local authority business support teams.



## Future provision of business support services, following the transition of the Growth Hub.



- 2.3 The primary differences between the options is the time allowed to update stakeholders of the changes, the time to develop a new website presence and the time to pass over the data systems. This could be achieved at pace, though there is a significant risk of service interruption and loss.

### 3. Options Considered and Recommended Proposal

#### 3.1 Option 1

Fast and immediate move to an online Growth Hub service, with all face to face or telephone enquiry management services discontinued within 8 weeks.

- 3.2 CRM data capture changes would require a little longer to progress due to other dependencies.

#### 3.4 Option 1 Risks and Mitigations

Higher risk of disruption to services, as it leaves less time to engage and communicate with stakeholders and end users. This could be mitigated, in part, through immediate comms to those affected by the changes.

#### 3.5 Option 2

Medium – 6 months for transition to new model. This allows for a longer period of engagement with stakeholders, and the opportunity to reconfigure some parts of the existing web provision to ensure less potential for any service disruption to end users.

### 3.8 Option 2 Risks and Mitigations

Lower level of risk in the disruption to services, as more time is allowed to consult and engage with both partners and end-users. Nevertheless, a full review of web services and the investment /deployment of interactive services is unlikely to be completed within this timeframe.

### 3.9 Option 3

Gradual transition of the Growth Hub to an interactive website model, taking up to 12 months to complete. This provides sufficient time to engage with partners and end users about any gaps and additional requirements.

3.10 This timeframe allows for new interactive tools to be acquired, tested and deployed to ensure an enhanced user experience from a web only service.

### 3.11 Option 3 Risks and Mitigations

Relatively lower risk with regards to the potential disruption of services to businesses/end users.

### 3.12 Recommended Option

We recommend Option 2, as it provides sufficient time for transition planning, while meeting the ambition for speed set by the Board.

## 4. Consultation on Proposal:

4.1 Planned to take place with LA partners in early May.

## 5. Timetable and Accountability for Implementing this Decision

5.1 May 2023

## 6. Financial and Procurement Implications and Advice

6.1 An allocation of £380,000 has been awarded to SYMCA from BEIS for the financial year 2023/24. As part of the transition plan, a fully costed budget will be required as to the way in which this allocation is going to be spent.

## 7. Legal Implications and Advice

7.1 Ensuring the transition plan and the new model for the Growth Hub complies with any subsequent legal agreement we sign with the Department for Business & Trade to fund/finance the South Yorkshire Growth Hub for 2023/24. The Service Level Agreement is likely to be similar to last years.

## 8. Human Resources Implications and Advice

8.1 N/A

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## 9. Equality and Diversity Implications and Advice

9.1 N/A

## 10. Climate Change Implications and Advice

10.1 N/A

## 11. Information and Communication Technology Implications and Advice

11.1 N/A

## 12. Communications and Marketing Implications and Advice

12.1 Currently there is a separate website for the Growth Hub which sits on Wordpress and is hosted by external company Ink & Water. Last summer we did an exercise to get that site updated to a point that it could be migrated onto the MCA website, just as the SYInvest one has, along with some development work to improve the site. This next step hasn't happened yet due to capacity within the I.T team.

12.2 As part of the decision, consideration needs to be made around which site this new online only service should sit on. It seems logical to make these changes within the MCA site and discontinue the Wordpress site but that will most likely take a much longer time. Consideration should be given to the time constraints of the design, development and management requirements of an online portal as a replacement for the current Growth Hub service. There is a question over whether there is sufficient capacity within both the Communications and IT departments to facilitate this transition or whether external procurement would be required, which could extend transition timelines.

12.3 If a digital replacement is agreed, it should be considered which team will be responsible for managing the service and referrals and whether any extra capacity is required. A comms and marketing strategy will need to be developed to cater to these new changes to ensure we still work in partnership with the local authorities on any new announcements, case studies and scheme updates.

12.4 A comms and marketing plan will also need to be created to communicate the changes both to stakeholders and the business audience.

### List of Appendices Included:

None.

### Background Papers

Business Support and Investment, Business Recovery and Growth Board, 16/03/2023

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**Business Recovery and Growth Board**

**Monday, 15 May 2023**

**Business Support Funding Priorities**

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<b>Is the paper exempt from the press and public?</b>	No
<b>Reason why exempt:</b>	Not applicable
<b>Purpose of this report:</b>	Funding Decision
<b>Is this a Key Decision?</b>	Yes
<b>Has it been included on the Forward Plan of Key Decisions?</b>	Yes

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**Director Approving Submission of the Report:**

Tom Bousfield, Corporate Director Growth, Business and Skills

**Report Author(s):**

Joseph Quinn Innovation Project Director  
[Joseph.Quinn@southyorkshire-ca.gov.uk](mailto:Joseph.Quinn@southyorkshire-ca.gov.uk)

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**Executive Summary**

This paper seeks approval and recommends funding for prioritised business support interventions focused on improving the productivity and dynamism of the business base in South Yorkshire.

**What does this mean for businesses, people, and places in South Yorkshire?**

The Business Support Ecosystem supports entrepreneurship, enterprise, job creation and growth. A well-balanced business support offer, and established finance infrastructure, will be instrumental in transforming South Yorkshire’s economic fortunes.

**Recommendations**

That the Business Recovery and Growth Board:

- Approve deployment of £3.1m underspent Renewal Action Plan (business) funding for the business support priorities set out in para 1.5

- Recommend the deployment of £3m from the Renewal Action Plan (skills) budget for the business support priorities set out in para 1.5, recognising the important skills improvement dimension to the BRGB's prioritised interventions
- Recommend the deployment of £2m Mayoral gainshare and £1.8m of DUK clawback

## Consideration by any other Board, Committee, Assurance or Advisory Panel

N/A

### 1. Background

- 1.1 Productivity per capita in South Yorkshire is 35% below the national average. Closing this gap requires action across a number of different dimensions, of which business support is an important one. The South Yorkshire business base faces a lack of density, dynamism: for every 10,000 people, Barnsley has 312 businesses, Doncaster has 363, Rotherham has 346 and Sheffield has 335. The equivalent in Manchester is 505 and 458 in Leeds. The region also has fewer high growth businesses (3.2), compared to 3.9 in West Yorkshire and 3.4 in Greater Manchester.
- 1.2 This demonstrates the need to improve support to businesses seeking to start up and scale up. To do this, the region needs to foster a business support ecosystem that is capable of generating, nurturing, and sustaining new business formation, and that facilitates access investment to grow and scale.
- 1.3 The changing financial landscape affecting Local Government (LG) has necessitated a reduction in core funding for business support provision over the last decade. Historically, this has been offset/supplemented with European Regional Development Funding (ERDF) to ensure adequate provision is available to address local economic challenges. ERDF's replacement – UK Shared Prosperity Fund (UKSPF) – has resulted in a circa 40% annual reduction in funding resulting in a need to reassess support provision and prioritise future intervention.
- 1.4 The current funding envelope provided by UKSPF will not be adequate to fund several interventions that are considered important by the MCA. In March, the Business Growth and Recovery Board (BGRB) prioritised the following programmes:
- High Priority:** Acceleration, innovation, entrepreneurship, and intrapreneurship.
  - High Priority:** Early-stage finance including the development of co-investment models.
  - High Priority:** Sectoral development programmes for both digital and tech, and culture and creativity.
  - Medium Priority:** Supply chain development.
  - Medium/Low Priority:** Ownership models and graduate retention programmes.
- 1.5 The current funding gap to deliver the high and medium priority interventions (a-d) is £11.6m over the next two financial years.

### 2. Options Considered and Recommended Proposal

2.1

There are several potential routes to addressing this funding gap:

- a. **Renewal Action Plan (business):** In January 2021, £6.91 million of Gainshare was allocated to the priorities identified in the Renewal Action Plan (RAP). **To date £3.1m remains uncommitted, which could be deployed.**
- b. **Renewal Action Plan (skills):** In January 2021 £7.2m was allocated and to date there has been approximately £170k committed. Where business support activity is primarily delivering skills interventions (acceleration, innovation, graduate retention) these could be considered for commissioning via the skills element of the RAP budget. Note: There are two skills interventions under development (South Yorkshire Jobs Fund and Apprenticeship Hub) care would be taken to ensure that adequate headroom is retained for these programmes. **£3m of this budget could be redeployed without significant effect to other priorities.**
- c. **Early-Stage finance:** The Mayoral gainshare allocation presents an opportunity to fund investment in early-stage finance in particular the development of a co-investment model. **£2m could be deployed from Mayoral gainshare.**
- d. **Building Digital UK (BDUK) clawback:** This total budget is £3.4m, which supports digital infrastructure roll out. There are further opportunities to use this budget to support the region's tech sector and, potentially, the region's creative and cultural industries. However, mindful that companies in these sectors will benefit from economy-wide business support, **£1.8m could be deployed from this budget.**

2.2

### Recommended Proposal

That the Business Growth and Recovery Board:

- Approve deployment of £3.1m underspent Renewal Action Plan (business) funding for the business support priorities set out in para 1.5
- Recommend the deployment of £3m from the Renewal Action Plan (skills) budget for the business support priorities set out in para 1.5, recognising the important skills improvement dimension to the BRGB's prioritised interventions
- Recommend the deployment of £2m Mayoral gainshare and £1.8m of BDUK clawback

## 3. Financial and Procurement Implications and Advice

3.1

The funding is sufficient to meet the high and medium priorities identified by the Board. There is insufficient funding to meet all the priorities.

## 4. Legal Implications and Advice

4.1

There are no implications at this stage.

## 5. Human Resources Implications and Advice

5.1 Not applicable

**6. Equality and Diversity Implications and Advice**

6.1 This will be assessed at an individual project by project basis to ensure compliance.

**7. Climate Change Implications and Advice**

7.1 This will be assessed at an individual project by project basis to ensure compliance.

**8. Information and Communication Technology Implications and Advice**

8.1 There are no implications at this time.

**9. Communications and Marketing Implications and Advice**

9.1 A schedule of branding and communication requirements is under development as part of the Business Support review, and it is anticipated any cost will be absorbed within the 4% administration allowance.

**List of Appendices Included**

A presentation is appended to this report.

**Background Papers**

None



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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