



Scrutiny Committee

Tuesday 14 July 2015 at 7.00 pm

Board Room 7&8 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:
Filson (Chair)
Colwill (Vice-Chair)
Daly
Farah
Kelcher
Miller
Stopp
Tatler

Substitute Members

Councillors:
Agha, Hector, Khan, J Mitchell Murray, Nerva,
Ketan Sheth and Thomas

Co-opted Members

Ms Christine Cargill
Mr Alloysius Frederick
Dr J Levison
Mr Payam Tamiz
Vacancy
Vacancy (Parent Governor representative)

Observers

Ms J Cooper
Ms C Jolinon
Mrs L Gouldbourne
Brent Youth Parliament representatives

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
1 Declarations of interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Deputations	
3 Minutes of the previous meeting	1 - 6
4 Matters arising	
5 Performance of Brent Housing Partnership	7 - 18
This report provides an update on BHP performance in relation to 2014/15.	
6 Developing the Scrutiny work programme 2015/16	19 - 42
This report sets out the arrangements for the future operation of the Scrutiny Committee and the process for developing a relevant and robust work programme for the Committee during 2015/16.	
7 Any other urgent business	
Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.	

Date of the next meeting: Wednesday 12 August 2015



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



MINUTES OF THE SCRUTINY COMMITTEE **Tuesday 16 June 2015 at 7.00 pm**

PRESENT: Councillor Filson (Chair), Councillors Daly, Farah, Kelcher, Stopp, Miller and Tatler, together with co-opted members Mr Alloysius Frederick, Dr J Levison and Mr Payam Tamiz.

Also Present: Councillors Agha, Butt, Choudhary, Colwill, Harrison, Hector and Hossain.

Apologies were received from: Co-opted Member Ms Christine Cargill and appointed observer Lesley Gouldbourne.

1. Declarations of interests

None declared.

2. Introduction to scrutiny from the Chair

The Chair thanked Councillor Choudry for the work he carried out as chair of the Scrutiny Committee during 2014/15. He reminded members that the job of scrutiny was to hold the executive to account. He would be looking to scrutinise what the Council was doing more closely, utilising 'call-in' or setting up task groups as necessary. He acknowledged the importance of scrutinising health services but not at the expense of investigating the decisions and operations of the Council. Councillor Filson added that he would be attending the Brent Connects forums to explain the role of scrutiny. In the meantime the more immediate work programme for the committee had been largely determined by the previous committee. In moving forward, he was inviting all councillors to suggest topics to him for scrutiny.

3. Deputations

None.

4. Minutes of the previous meeting

The chair reported that he had received representations from Mr Philip Grant regarding minute 2 – Deputations, requesting that a fuller explanation be included on why he had not been able to make his deputation. The Chair supported his suggested amendment.

RESOLVED:-

- (i) that the minutes of the previous meeting held on 30 April 2015 be amended as follows:

Minute 2 – Deputations (if any)

Delete the 3rd sentence:

'Mr Grant advised that he would not be able to make his deputation under these terms' and replace with:

'Mr Grant advised that he could not accept the restriction which the Chief Legal Officer wished to impose, and went on to explain why. He said that Councillor Pavey's review had been set up to learn the lessons from that Employment Tribunal case, and one of the points he wished to make in his deputation was that an important lesson from it had not been learned. Reference to the case was also necessary to explain what he wished to say about the draft Action Plan, which Scrutiny Committee was being asked to give its views on. The case was relevant to the committee's consideration of item 9 on its agenda, and could not be ignored. The Council lawyer present advised that the case was not fully concluded, so should not be referred to. Mr Grant responded that he would only be referring to findings of fact in the Tribunal's Judgment of September 2014, which was not under appeal. Those findings were final, so he could not see how any reference to them would prejudice the position of any party to the remaining "remedy" hearing.'

Minute 7 – Future commissioning intentions of Brent Clinical Commissioning Group

1st paragraph, 2nd sentence substitute '...reduce hospital admissions;' for '...reduce hospital emissions;'.

4th paragraph, 9th sentence add '.....services for people with learning disabilities, continuing healthcare and carer support.

(ii) that, subject to the above amendments the minutes of the meeting held on 30 April 2015 be approved as an accurate record of the meeting.

5. Matters arising

It was requested that in future the minutes of the meeting should record specific dates for when a matter was to be reported back to committee.

6. Paediatric Services in Brent

Rob Larkman (Accountable Officer, Brent CCG) introduced the report submitted which had been jointly produced by the Brent Clinical Commissioning Group (CCG) and the London North West Healthcare NHS Trust (LNWHT). The report summarised current paediatric provision in Brent and set out the potential impact on Northwick Park Hospital of the changes to paediatric services at Ealing Hospital taking place on 3 June 2016.

John Hutchins (Consultant Paediatrician, LNWHT) drew attention to the timetable for the closure of maternity and neonatal services at Ealing Hospital on 1 July 2015 and the closure of paediatric inpatient services at Ealing Hospital on 30 June 2016. The report detailed the implications these closures would have for hospital sites elsewhere in North West London. He expressed confidence in the level of provision at Northwick Park hospital (Jack's Place) because of the detailed modelling that had been undertaken and the additional capacity of 27% built into the system.

Members of the committee questioned the CCG and LNWHT over the proposals. Mr Hutchins stated that the requirement level for high dependency units was a matter for NHS England but it was unfunded provision and therefore a cost pressure on LNWHT. Increasingly it was to treat chronic disability which was as a result of a rise in the number of successes in keeping the patient alive. It tended to consist of a relatively small number of children that needed to be seen frequently. A recent publication had recognised that there was an increasing high dependency need. In answer to a question regarding who had the ultimate say in signing off the proposals contained in the 'Shaping a Healthier Future' (SaHF) programme, Mr Larkman explained that local commissioners had originally made the decisions but it was the referral of these decisions that had led to the Secretary of State's intervention. Referring to the proposals for moving the paediatric diabetes service out of hospital care and into the community by using community nurses, Mr Hutchins explained that the nurses would be peripatetic, attending to patients at health centres, at home etc. He confirmed that this would require an increase in the number of community nurses. Models of provision from around the country were being studied and, working with the CCG, plans would be developed but he could not give a timescale for this as it was still an evolving piece of work. In response to further questions exploring this issue, Mr Hutchins re-assured the committee that there would be no cut in the provision of diabetic services. The SaHF had included a lot of analysis of the predictions in demand and this had resulted in a greater level of assurance being provided to the CCGs than had been the case at the start of the project. Going forward was contingent on Ealing CCG being assured by March 2016 that the analysis was correct. Mr Hutchins agreed to provide a copy of the data modelling that had been used to reach this point.

With reference to the transition of services agreed by Ealing CCG for June 2016, Ms Benson agreed that a report back to the committee in February 2016 could be provided in order to provide re-assurance that progress towards transition was going smoothly.

With reference to the table at paragraph 2.2 of the report, the committee asked for an explanation as to how the Treatment Function described as Paediatric could achieve the level of savings indicated in the table whilst treating virtually the same number of patients as forecast.

The Chair thanked the members of the Health Service for their attendance at the meeting.

7. Access to Extended GP Services and Primary Care in Brent - Interim Report

Councillor Colwill introduced the report by firstly thanking the members of the task group for their hard work. He explained that the task group was still in the process of gathering information to finalise its work. The Scrutiny Committee was being asked to note the summary of progress to date. Following discussion by members of the committee, the task group was asked consider if it could include in its work:

- the location and access to the additional GP hubs
- strategy outlining how proposals for a public awareness campaign will be delivered
- evidence of patient satisfaction with their GP
- the age profile of GPs and how many operate on their own or as part of a joint practice

- any emerging data that would show whether demand of general practice was increasing incrementally or if there were spikes of increased demand
- information on those people not registered with a GP and those on a GPs register who were not making use of them because they had moved away
- any recruitment difficulties attracting trained staff and whether this could be linked to a lack of affordable housing.

[the above minute was amended at the meeting on 14 July 2015]

8. **Public Health - priorities and progress**

Dr Melanie Smith (Director of Public Health) introduced the report and explained that the priorities outlined had been drawn from her Annual Report for Public Health in Brent reported to Cabinet on 10 November 2014. Since writing the report, Dr Smith had to report on a very recent development with the announcement by the Treasury that £200M was to be cut from the public health budget. It was too early to know how this would impact on Brent.

Councillor Hirani (Lead Member for Adults, Health and Wellbeing) explained that the initial work in taking on the public health function had been to evaluate the contracts transferred over from the NHS and bring them under the Council's procurement regime. The opportunity was now being taken to consider the delivery of the public health agenda across the Council and how various Council activities could improve public health.

The spread of funding had initially provided little flexibility to target local need. Dr Smith drew attention to the area of sexually transmitted infections where she felt the Council had been spending more than it needed and so, as explained in paragraphs 3.19/20 it had joined with other authorities to collaboratively negotiate contracts with a range of providers resulting in securing savings. In response to concern expressed that when joining with other authorities it might reduce the flexibility to target local need, Dr Smith explained that the London wide work and local services complemented each other.

In answer to questions from the committee, Dr Smith explained that public health messages about smoking were largely run nationally by Public Health England and the council focused on issues more specific to Brent. Councillor Hirani stated that the progress made on working jointly with schools was varied depending on the issue. He outlined some of the programs that were being run with schools and it was explained that messages were fed back to schools through the Headteachers forum which ensure they got back to all categories of schools. The increase in child obesity largely stemmed from it being too easy to eat poorly and not exercise. Mr Frederick (co-opted member) felt that messages needed to go out to parents rather than trying to stop children buying unhealthy food. It was explained that the healthy eating message went out to children's centers and early years settings, as well as schools, and these places allowed more engagement with parents.

In response to a request from the public gallery it was agreed to consider including in the committee's work programme an evaluation of the current school nurse service.

It was pointed out that the drug and alcohol service accounted for nearly one quarter of the local public health budget. It was explained that the service included the treatment aspect which made it expensive.

The committee noted the report and requested:

- that members of the committee be sent a copy of the financial return for public health expenditure made to the Department of Health
- that members of the committee be informed of how many people were offered and accepted a health check by GP practices
- a breakdown of the drugs and alcohol budgets with numbers of patients in treatment by type of treatment be provided to the committee
- a brief overview of the school nurse service and its effectiveness be considered for inclusion in the committee's work programme.

9. Access to affordable childcare

Gail Tolley (Strategic Director, Children and Young People) introduced the report and the officers responsible for producing it – Sue Gates, Head of Early Years and Family Support and Sasi Srinivasan, Operations Manager, Early Years and Family Support. She paid tribute to their idea that led to the Council winning the Innovation Award at the Local Government Chronicle Awards, as mentioned in paragraph 4 of the report.

It was suggested that affordability appeared to be the overriding aspect to providing access to child care. It was explained that the Troubled Families programme was successfully supporting people into work allowing them to pay for childcare. The Council worked closely with all the child care providers. Many were committed to providing affordable places but the majority were small businesses that had to charge at market level in order to be viable. The Council did not have the resources to provide financial support but did provide access to training which increased the quality of the provision.

The Committee asked for information on the use of discretionary housing payments to support child care costs for people moving into employment who had been affected by changes in welfare benefit payments.

With regard to questions on the distribution of the Nursery Education Grant, Councillor Daly asked to be told what percentage was retained by the Council.

The Chair requested that an update on the implementation of the Child Poverty strategy be included in the committee's work programme for 2016.

10. Future work programme

The chair proposed the following two task groups be established immediately in order to be able to report back in August 2015:

- Food standards
- Sale of old Town Hall and occupation of Civic Centre

He further suggested that the following items should be the subject of task groups upon completion of those referred to above:

- Resourcing of GP services
- CCTV in Brent

Membership of the task groups would be the subject of discussion. The Chair also asked that the following items be identified for further work in the future:

- South Kilburn regeneration – impact on social housing
- Garden waste scheme

The Chair invited further suggestions for the work programme, especially around education matters where the co-opted members would be able to make a greater contribution.

11. **Any other urgent business**

None.

The meeting closed at 10.00 pm

D FILSON
Chair

Agenda Item 5

LBB/ BHP Scrutiny Committee

Date: 14th July 2015

BHP Performance 2014/15

Report Author:	Rowann Limond
Contact Officer from BHP	Rowann Limond rowann.limond@bhphousing.co.uk 020 8937 2283
For decision, discussion or information	Information
Does the report contain private and confidential information	No

Implications of this report

Status of this report	This report provides an update on BHP performance in relation to 2014/15
Value for Money	The plan set out the high level approach as to how we will demonstrate VFM
Business Risk	There is a requirement in the management agreement for BHP to agree a Delivery Plan each year with the Council. Failure to deliver against this requirement would have a significant impact on the future of the company.
Environmental Impact	There are no direct implication on the environment in respect of this report
Equality and Diversity	Equality and diversity are key themes in the implementation of the tasks set out in the Delivery Plan.
Financial and Legal Impact	The BHP Budget was designed to enable this plan to be delivered
Service Delivery Impact	The Plan was designed to improve service delivery
Co-regulatory Impact	We have worked in partnership with senior council colleagues on the formation of the plan to ensure that the regulation requirement contained within the management agreement are met to the council's satisfaction.
Access to information	No restrictions apply

1. Recommendations

- 1.1 That the Council note the BHP performance in respect of 2014/15.

2. Purpose of this report

- 2.1 The Board are required in the management agreement to provide the Council with information in respect of the provision of services. This report is intended to provide this information in respect of performance in 2014/15.

3. Report Detail

- 3.1 It is imperative that BHP can demonstrate to the Council that it is delivering against the objectives set out by the Council.

3.2 Achievements

3.2.1 The highlights of BHP's overall performance in 2014/15 are:

- The change programme was agreed by the Board and implemented
- A new Finance and Human Resources system was implemented
- A new Leasehold Management System was implemented
- A full review of service charges was undertaken
- The new repairs and maintenance contracts were mobilised
- The Risk Management Strategy was updated and a Board Risk Appetite statement developed
- A new 5 year Medium Term Financial Strategy was agreed
- Leadership in Diversity status was achieved
- Investors in People status was retained
- A successful funding bid was made to the GLA on the council's behalf
- A New Business Evaluation Model was agreed

3.2.2 There were also a number of projects with the Council which will continue into 2015/16:

- The implementation of an agreed Brent/BHP action plan for the community at the Gypsy and Traveller site at Lynton Close
- Progress the identified sites (75 new homes) included in the 2015/18 GLA Funding Bid
- The setting up of a Lettings Agency
- Work with adult social care, mental health, children's services, health and the voluntary sector to maximise the opportunity for customers to maintain their independence/ tenancies/ families

3.3 Resident Engagement and Community Leadership

3.3.1 The Committee expressed an interest in understanding the work which is carried out by BHP in respect of resident engagement and community leadership.

3.3.2 The BHP Board has six resident representatives, one of whom is the Vice-Chair, who are elected for a three year period (this is in addition to three independents, three councillors and an independent chair appointed by the council). Elections have just concluded for three new resident representatives and in addition the BHP Board has agreed a secondment of a younger person to the Board as there is under-representation of young people.

3.3.3 As part of the election and selection process a BHP Academy was established with every BHP resident given the opportunity to get involved in a training and development programme which would equip them to stand for the BHP Board and for other opportunities for involvement with BHP. There are around 30 members of the BHP Academy and they have had training on a whole range of issue including governance, performance management, the establishment of a BHP ethical lettings agency and safeguarding.

3.3.4 BHP has a Customer Committee which is chaired by a resident and which oversees the performance of BHP. In addition there are key areas that residents have been involved in looking at to improve and develop the service. Some examples include:

- a panel that is looking at how BHP deals with complaints and how this can be made more resident focussed;
- scrutinising a major works scheme, where there were a number of resident complaints, to understand from their point of view what went wrong and what is needed to put it right;

- A Board Community Panel made of around 20 residents who see the BHP Board papers in advance of the meetings and scrutinise and comment on these so that the Board can take into account (and feedback) their comments. This has led directly to changes in the BHP Business Plan for 2015/18
- A community fund panel made up of members of the customer committee who consider funding applications received from organisations. These projects must benefit the local community in Brent.

3.3.5 We undertake quarterly Talkback meetings to which all leaseholders are invited. Over 300 residents have attended these meetings over the past year.

3.3.6 A large part of the work for 2014/15 has focussed on Financial Inclusion, and the impact of Welfare Reform on our residents.

3.3.7 The team are also actively involved in the Working Places, Working People Project on the St Raphaels estate which will involve getting residents in one of our most deprived ward back into work.

3.4 Performance

3.4.1 The Scrutiny Committee has specifically requested information against a number of indicators, more detail on which is set out below:

3.4.2 Rent collection - 98.52% collection against a target of 98.75%:

BHP is 0.23% below target on annual collection. There has been a significant improvement in quarter four, with a collection rate of over 100% for the last three months. There are approximately 30 succession cases pending at year end. Use and occupation charges for successors are enforced however in instances where these cases accrue arrears, it is very difficult for rent officers to take actions to collect them and this has a detrimental affect on rent collections.

An agreement has been reached with the council to authorise these within two weeks of receipt beginning in the new financial year, this will enable officers to have more power to escalate high arrears cases where necessary. However it should be noted that this performance was achieved even though the amount of DHP money made available to our tenants reduced considerably.

In 2013/14 we received £496,270 in DHP money which reduced by over half in 2014/15 to £216,000 making it harder for our tenants affected by welfare reform changes to keep up with rent payments. Good practices that have helped increase collection towards the end of this year will be carried forward into 2015/16.

3.4.3 Arrears and actions arising and evictions

The table below sets out the level of actions undertaken in 2014/15:

Action	Of which	Number
Notices to seek possession orders		832
Notices for proceedings for possession (Court Referrals)		170
Suspended Possession Orders	76	
Firm Possession Orders	13	
Total Actual possession orders		89

In respect of evictions there were 24 in total of which 12 were for rent arrears and 1 was for recorded fraud. The average tenure at eviction was 11 years, 4 months. The shortest tenure was 1 year, 8 months.

3.4.4 Repairs performance - 93% completed in time against a target of 95%

Over the past year the major mobilisation of a new contract has taken place. Over the last six months BHP's Property Services team has been working closely with Wates to ensure that WIP (work in progress) is kept to a minimum and that all jobs are updated daily. Working towards a more streamlined process will have a follow on effect in reducing turnaround times. It is hoped that by working together to achieve this, the 95% target will be met every month and the over target jobs will be minimum.

3.4.5 Right to buy

The figures for Right to Buy both applications and completions have reduced over the last year as shown in the table below:

Action	2012/13	2013/14	2014/15
Number of Right to Buy forms received	351	167	173
Number of Right to Buy 2 notices issued indicating eligible (snapshot figures)	30	32	42
Number of Right to Buy section 125 offer notices issued	262	292	187
Number of applicant intention forms received indicating yes	98	168	114
Number of Right to Buy's completed	13	93	78

There are proposals in the Queen's Speech to extend the right to buy to housing association tenants and to fund the discount through the sale of empty, higher value void council properties, however there are no details about how this will operate.

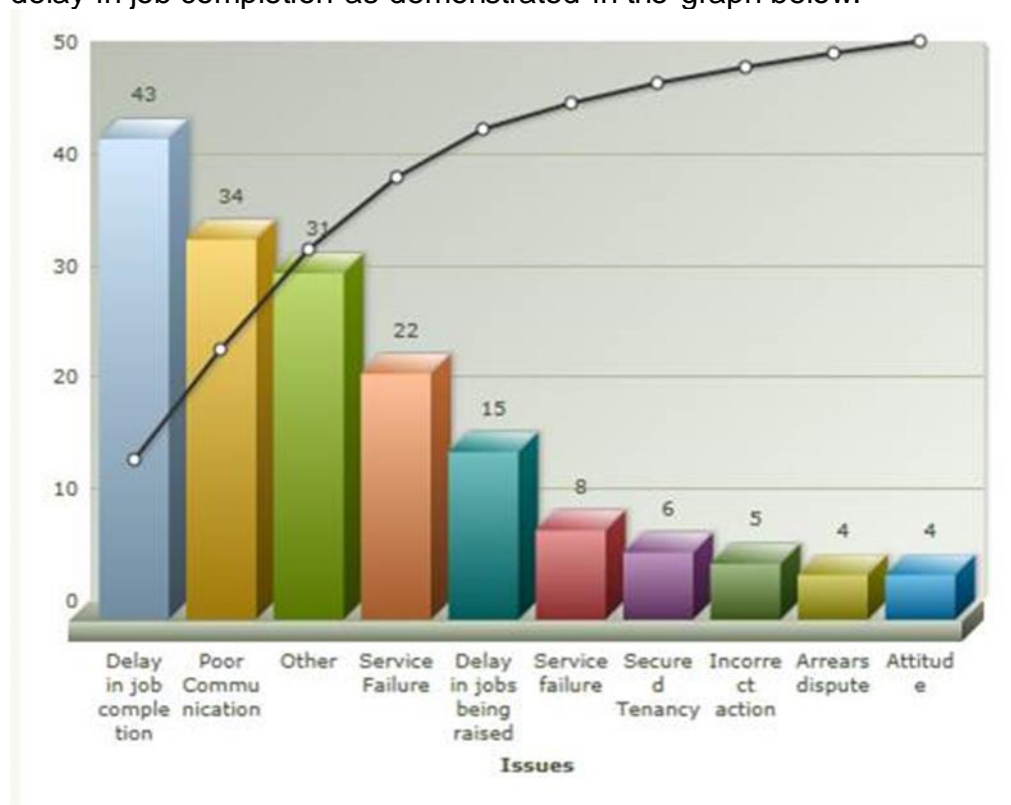
3.4.6 Voids and void turn around times.

Voids are categorised as either standard, or major, with the major voids being those which require more extensive work to make them lettable.

- **Standard voids (turnaround time of 55.7 days against a target of 24days):** The target turnaround for standard voids of 24 days is very challenging as the process of obtaining a short-list of applicants from the council's choice-based lettings system to view the property takes on average 14 days. However, standard void turnaround performance has dramatically improved from 79.1 days (Q2) to 51.6 days (Q3) to 40.5 days in Q4. The time taken to undertake repairs on void properties is now consistently within the 12 day target in Q4. The most significant factor contributing to lettings delays of standard voids is the number of refusals, particularly of the smallest studio-sized properties. A specific action plan to address the issue of refusals is gradually bearing fruit.
- **Major voids (turnaround time of 79.3 days against a target of 61days):** Although this indicator would be green against the benchmark, it is red against the target. Performance on the turnaround of vacant properties was poor in the first two quarters of 2014/15. However a wide-ranging action plan to address all aspects of void turnaround performance was devised and implemented in quarter three. As a result major voids performance improved from 75.8 days (Q2) to 69.0 days (Q3) to 63.8 days in Q4. This is very close to the target of 61 days set at top quartile performance for comparator landlords. The voids team met their targets for completing major works within their 35 day target in quarter three. It is worth noting that were it not for one property, the overall target for turnaround time for major works voids would have been met in quarter four. Very extensive works were required in this property and an applicant waiting for the work to be completed changed their mind at the last minute.

3.4.7 Complaints, numbers, reasons time taken to respond, numbers upheld and escalation rates.

BHP received 855 cases over the year, 139 were received through our informal 48 Hour response offer, 377 were logged as formal stage 1 complaint cases and 339 members enquiries were logged. The majority of these cases were received in the Property Services area, 45% and neighbourhood services area, 27%. This is also reflected in the top 10 issues in BHP complaints with the number one issue being delay in job completion as demonstrated in the graph below:



Please note that top 10 issue analysis is only from iCasework, Brent Council's complaint management system, which BHP started using in November 2014, the issue analysis comes from 5 months worth of complaints logged. This out come is not unexpected, repairs have historically accounted for around 50% of BHP complaints (2012/13 = 53%, 2013/14 = 40%).

The escalation rate increased in 2014/15 to 9.8% from 6% in 2013/14. However we have seen this reduce from it's highest in quarter 2 at 15.2% to 7.4% in quarter 4, with the level of stage 1 compensation for 2014/15 set out in the table below:

Stage 1 compensation 2014/15:

18	£1,949.00	Respond
26	£6,143.52	icase
44	£8,092.52	Total

4. Appendices

None

5 Material and Published Documents referred to in compiling this report

BHP Management Agreement
Reports to BHP Board and Committees

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Summary of Resident Engagement

Type of involvement. This can include surveys also	Address	Reason for engagement (Outputs)	Expected outcome (outcomes & impact)	Cost incurred
CAMS Gardening Project	Ainsworth Close, Neasden, London, NW2 7EE	Encourage Resident Participation	An average amount of 10 residents attend each week to help garden on the green space of the entrance of Ainsworth Close	Funding has been given by O2 Think Big (£300) and the Community Fund (£1970)
Roadshow Planning Meeting	11 Normansmead	Consultation alongside Officers from different BHP departments and contractors on BHP Roadshow	To get ideas and feedback on what should be included in resident roadshows	Resident Expense & Staff Costs
Meeting with AgeUK	189a Kilburn Lane	Planning meeting to discuss ideas for spending the left over funds from Age UK grant	Type of event confirmed. Easter Tea Party	Staff Costs
Old Boiler House Project Proposal Meeting	Brent Civic Centre - Meeting Room 6th Floor Room 2	To review the proposals sent by organisations interested in managing The Old Boiler House	A decision was made not to go with any of the two groups that submitted a proposal because the proposals had not addressed the points stated on the criteria. Groups programmes did not seem as though they would be able to attract the entire community	Resident Expense & Staff Costs
Fiveways RA AGM	Mapes House Car Park, Mapes House, Winchester Avenue, Kilburn, London NW6 7TR	Annual General meeting to elect new committee and present financial account	Elect new committee	Staff Costs
Longstone Avenue & Harlesden Road Community Group Meeting - Door knocking advertising exercise	Longstone Avenue and Harlesden Road	To advertise Community Group Meeting the following week and encourage resident engagement	Encourage Resident Participation and attendance at Community Group Meeting	Staff Costs
Marley Walk RA Registration	46 Marley Walk	To complete the registration for their RA for the financial year 2012-2013	If funding approved, the association will be able to arrange events for the benefit of the entire community	Staff Costs
Longstone Avenue & Harlesden Road Community Group Meeting	Roundwood Park Youth Club	To raise concerns and update on previous problems that have been dealt with	6 Residents attended	To be confirmed
KCA Residents Tea Party	Craig Court Meeting Room Carlton Vale, London, NW6 5HL	There was unspent funding received from AgeUK for an event for elderly people	Improvement in morale; prevention of illness, poverty and fuel poverty; meeting of physical needs and social contact and company	Money was funded to the KCA Resident Association by Age Concern (£400)
Talkback	Brent Civic Centre - Winter Garden, Bridge & Olympic View	To meet all new public realm contractors - Question & Answer session. Surgeries before presentation for residents to report issues.		To be confirmed
Meeting with Resident Association	Henderson House	Discuss the progression of the resident association.	To discuss how they can involve more residents and the wider community	Staff Costs
Meeting with Resident Association	100 Alexandra Court	Take pictures and copy of the resident association accounts.	Monitoring of accounts	Staff Costs
Marley Walk AGM & Meeting regarding Parking	Marley Walk	Annual General meeting to elect new committee and present financial account	Elect new committee	Staff Costs
Anti-Social Behaviour and Crime Prevention Event	Residents' Community Centre, Henderson House, 46 Henderson Close, NW10 0UD	Crime prevention equipment awareness (personal alarms/safety and anti-theft liquid)	120 BHP residents attended the event (45 residents turned up in the morning session and 75 in the evening session)	Funding was £1693 Refreshments £10
KCA RA Registration	189a Kilburn Lane	To complete the registration for their RA for the financial year 2013-2014	If funding approved, the association will be able to arrange events for the benefit of the entire community	Staff costs only
Meeting with Fiveways RA.	Fiveways Meeting Room Mapes House, Winchester Avenue, Kilburn, London NW6 7TR	Discuss the purpose of the Community Roadshow. Explain that the RA will also be holding a fun day for the residents	Meeting with just Maureen Coughlin	Staff Costs
Disability Forum	Brent Civic Centre - Board Rooms 3 & 4 Level 3	Gives residents with disabilities a chance to meet up and learn from each other and share experiences with BHP and also participate in decision making process.	Information sharing from DWP, Penderels Trust and 1 Voice Community	Resident Expenses and catering costs. Board Rooms complimentary.
St Raphael's AGM	The Old Boiler House	Annual General Meeting - Electing committee members	Approx. 25 residents attended in order to elect the new committee and but across problems with were occurring with the estate	Refreshments - £10
CIH Conference feedback	Brent Civic Centre	Informal discussion with Chair of BHP Board about experience of attending CIH Conference	Feedback fed back to board and executive	Staff costs only
Alpha, Gorefield and Four Courts AGM		Annual General meeting to elect new committee and present financial account	Elect new committee	Staff costs only
Talkback	Brent Civic Centre - Winter Garden, Bridge & Olympic View	To meet repairs and maintenance contractors - Question & Answer session. Surgeries before presentation for residents to report issues		To be confirmed
Meeting with Fiveways RA.	Fiveways Community Hall	Meeting to discuss combining fun day with the roadshow and what they could do to help	All the members of the committee came down to ask questions and put across ideas	Staff costs only
Clement Close Coffee Morning	Clement Close Meeting Room	Meeting with residents and BHP Staff from the regeneration and growth team to discuss future plans for the area.	Poor turnout with only 1 resident attending the meeting	Refreshments - £10
BHP & Wates Launch Event	Brent Civic Centre	Event to inform residents of the new contract between Wates and BHP.	large turnout with over 50 residents attending and even more Wates and BHP staff helping and attending the event.	To be confirmed
South Kilburn Fun Day	South Kilburn Open Green Space	Interaction with Residents.	Poor turnout, due to the weather	£20 for table and chairs
Resident Roadshow	Fiveways Open Green Space	Information, fun day for residents to come along and enjoy different activities as well put across any concerns of which they may have	Large turnout. Approx. 70 adults and children attended.	Stored on the share drive
Meeting with Jresident Asocation	Brent Civic Centre - Melting Pot	Discussion about the use of the remaining funds in the resident associations account.	Agree how the money can be spent	approx.. £500 remaining in the Alexandra court RA bank account.
Survey - Disabled Forum	5 Survey Responses Received	Survey sent out to forum members to ask their views on whether the venue should be changed from the Civic Centre	5 responses received and all happy with Civic Centre location, although they suggested other possible venues.	Printing & postage costs (including pre-paid envelopes)

Summary of Resident Engagement

Type of involvement.. This can include surveys also	Address	Reason for engagement (Outputs)	Expected outcome (outcomes & impact)	Cost incurred
St Andrews AGM	CAM Community Hall	Annual General Meeting - Electing committee members	Approx. 18 residents attended in order to elect the new committee and but across problems with were occurring with the estate	Staff Costs
Tour Of St Raphael's	St Raphael's Estate			
Resident Roadshow	Shackleton House Open Green Space	Information, fun day for residents to come along and enjoy different activities and listen to music as well put across any concerns of which they may have	Approx. 150 adults and 100 children attended the roadshow.	Stored on the share drive
Dickens House Coffee Morning	Dickens House Community Room Located on the 1st Floor of the estate.	Discuss with residents what they would like to room to be used for in the future and possibly setting up a resident association	Approx. 4 residents attended in total.	Refreshments - £10
Resident Roadshow	Dickens House And Austin House play area	Information, fun day for all residents to come along and enjoy activities and music while putting across any housing concerns in which they may have	Approx. 40 residents in total attendance. Low turnout due to weather	Stored on the share drive
Sufra BBQ	St Raphael's Estate - Old Housing Office	A way to inform residents of the opening of Sufra Food Bank and what they are here to do.	Approx. 150 residents.	BBQ Materials - £150
Meeting with The Groves RA	The Groves Community Hall	Meeting to discuss involvement in Resident Roadshow	All the members of the committee came down to ask questions and put across ideas	Staff costs only
Resident Roadshow	Gauntlett Court Open Green Space	Information, fun day for all residents to come along and enjoy activities and music while putting across any housing concerns in which they may have	Approx. 25 residents in total attendance. Low turnout due to weather	Stored on the share drive
Resident Roadshow	The Groves Open Green Space	Information, fun day for all residents to come along and enjoy activities and music while putting across any housing concerns in which they may have	Approx. 55 residents in total attendance. Low turnout due to weather	Stored on the share drive
Friends Of BHP	Brent Civic Centre		Approx. 3 Residents In Total	
St Andrews Registration	16 Newfield Rise	Discuss the St Andrews Residents And Tenants Association financial Reports.	1 Resident and 2 Community Engagement Officer	Staff Costs
Meeting with Pauline from CAM Estate	2 Banting House	Discuss finances with regards to the Gardening Project		Staff Costs
Sufra Food Growing Project	Henderson House, 46 Henderson Close			
Meeting with Nick Von Bromsen	James Stewart House	Discussion about possibility of setting up a gardening project		Staff Costs
Eskdale & Loweswater AGM	Eskdale & Loweswater Meeting Room	Annual General Meeting - Electing committee members	Approx. 15 residents attended in order to elect the new committee and but across problems with were occurring with the estate	Staff Costs
Survey - James Stewart House & William Dromey Court Gardening Project	17 Survey Responses Received	Survey sent out to residents to enquire whether they were interested in setting up and taking part in a gardening project	17 responses received and of that 8 showed some interest in being part of a gardening group	Printing & postage costs (including pre-paid envelopes)
Meeting with CAM residents regarding development	CAM Meeting Room	Discussion about proposed infill development	Approximately 15 residents attended and voiced their concerns about the possible development.	Staff Costs
Residents Reps Training	Brent Civic Centre - Board Rooms 5 & 6 Level 3	Training following audit report to inform residents about procedures for managing meeting rooms and account administration	better manage their accounts and effectively manage their meeting rooms	Printing & stationary, refreshments and resident expenses costs
International Day For People With Disabilities Pre-Meeting	Brent Civic Centre	Discus previous event - identify what went well and what should be changed.	Approx. 8 residents attended in order to provide their feedback on the event.	£45 - tea, coffee and biscuits
Alexandra Court Community Group Meeting	St Joseph's Social Club	Meeting to discuss the proposed parking plan to address parking issues in the area		Staff Costs
Longstone Avenue & Harlesden Road Community Group Meeting	Roundwood Park Youth Centre	Raise concerns and update residents on previous problems as well as promote future events within the borough	5 Residents attended	To be confirmed
Meeting with Lodge and Manor Court RA and Developers	Lodge Court Meeting Room	Residents raised their concerns about the development and the contractors executing the plans to the Officer from St Modwen		Staff Costs
Talkback	Brent Civic Centre - Winter Garden, Bridge & Olympic View	To meet Senior Council Officers to discuss the Brent's Borough Plan - Question & Answer session. Surgeries before presentation for residents to report issues		To be confirmed
Customer Services Workshop	Brent Civic Centre	Review of Brent Council customer services	Total of 7 residents attended	To be confirmed
CAM RA Registration	CAM Meeting Room	To complete the registration for their RA for the financial year 2012-2013	If funding approved, the association will be able to arrange events for the benefit of the entire community	Staff costs only
Disability Forum	Brent Civic Centre - Board Rooms 5 & 6 Level 3	Gives residents with disabilities a chance to meet up and learn from each other and share experiences with BHP and also participate in decision making process.	Information sharing from DWP and Brent Mencap	Resident Expenses and catering costs. Board Rooms complimentary.
Meeting with CAM gardening project	CAM Meeting Room	Update and tour of gardening project and discussion about future of group		Staff costs only
International Day For Disabled People	Brent Civic Centre - Grand Hall	To Celebrate International Day for People with Disabilities Event for residents of Brent, providing information available to people with disabilities and x 2 workshops in the pm		£6000 - 1/3 of costs from Brent Councils contribution and another 1/3 from Wates Living Space
Bernard Shaw House AGM	Bernard Shaw House Meeting Room	Annual General Meeting - Electing committee members	Approx. 12 residents attended in order to elect the new committee and but across problems with were occurring with the estate	Staff Costs
Residents Award Ceremony	Brent Civic Centre - Grand Hall	Celebrating resident and office successes		To be confirmed
Talkback	Brent Civic Centre	To meet Senior Council Officers to discuss how to help shape the future of the community. Question & Answer session. Surgeries before presentation for residents to report issues		To be confirmed

Summary of Resident Engagement

Type of involvement.. This can include surveys also	Address	Reason for engagement (Outputs)	Expected outcome (outcomes & impact)	Cost incurred
Alexandra Court Parking Plan Meeting	St Joseph's Social Club	Meeting to discuss the proposed parking plan to address parking issues in the area	Approx 10 residents attended to put forward concerns they had in regards to the parking within the estate. Outcome unknown	N/A
Energy Roadshow	Brent Civic Centre	Information sessions on energy efficiencies		Resident Expenses
Resident Drop In Session	Sufra Food Bank Old Housing Office	Encourage residents to get involved in new project based in St Raphaels Estate	Low turnout, applications filled for resident representative filled out by two residents who live and work within the area.	N/A
CAM Gardening Group Inaugral Meeting	CAM Meeting Room	To formalise the gardening project group as a consituted association	Constitution adopted by residents	N/A
Voids Inspections	various voids			
Editorial Board	Brent Civic Centre			
Readers Panel	Brent Civic centre	Present communications to residents for them to identify possible changes to be made to documents	Approx. 12 resident attended	N/A
Council Tax Focus Group	Brent Civic centre	Present communications to residents for them to discuss council Tax	4 BHP residents attended.	Resident Expenses
Longstone Avenue and Harlesden Road Community Group Meeting	Roundwood Youth Centre	Chance for residents within the area to put forward their issues and concerns in regards to the cleaning of the estate as well as the increase in ASB.	Approx. 5 resident attended.	£25 - hall hire costs
Service Improvement Panel	Civic Centre	Looking at complaints	Improving responses to complaints and improving overall complaint response timescales	hall hire
Sufra Edible garden project	Sufra Food Bank St Raphaels	Brainstorming on edible garden project	Agreeing types of project and what will be grown	None
Disability Forum	Brent Civic Centre	Gives residents with disabilities a chance to meet up and learn from each other and share experiences with BHP and also participate in decision making process.	Consulted on EDI Strategy, given fire safety advice and information on election changes	Resident Expenses and catering costs. Board Rooms complimentary.
Resident Networking Event	Marley Walk Community Centre	Networking event for residents to interact with each other and share ideas. Gather information in regards to how BHP can help better the interaction between the key residents and the wider public	Improving responses to complaints	£140 - Light refreshments provided to residents throughout the day. £13 - per resident for expenses
Block Champion Training	Brent Civic Centre	Training for residents who are registered at Block Champions for BHP.	Improve reporting of communal issues	Resident expenses, light refreshments and lunch was provided
Meeting with Lodge and Manor Court and Veolia	Brent Civic Centre	Cheque presentation for winning a recycling competition	Cheque Presentation	None
International Womens Day	Brent Civic Centre	An event led by Brent Council's Equality Team to celebrate the achievements of women and also raise awareness about barriers to overcome	BHP had a stand to promote services - small number of BHP residents attended	None
International Womens Day	Bridge Park Complex	Information/fun stalls alongside a fitness agenda for women to embrace the success and changes for women over the years	Small number of residents none of which were BHP residents	N/A
Meeting with Chair of CAM residents association	CAM Meeting Room	Discuss outstanding issues with the RA's registration	Balance accounts for residents association	Staff Costs
Board Community Panel	Wates office	Feedback on what board are considering	Feedback from community reps	Resident expenses
Resident Academy drop in session	Civic Centre	Resident Academy	Drop in session for residents to find our more about new Academy	Staff costs and refreshments
Service Improvement Panel	Civic Centre	Looking at complaint responses	Improved responses to complaints an learning from complaints	staff costs and out of pockets expenses (£120.00)

Summary of Financial Inclusion Work

Number of bedroom tax cases	April 14 = 516 March 15 = 489
<ul style="list-style-type: none"> how many are in arrears from 1 April 2014 to 31 March 2015 	April 14 = 150 March 15 = 215
<ul style="list-style-type: none"> Out of those in arrears how many have increasing arrears 	April 14 = 78 March 15 = 100
<ul style="list-style-type: none"> How many are in credit and how many have reducing credits 	April 14 = 366 - 227 Reducing March 15 = 274 - 116 Reducing
Number of bedroom tax cases on DHP	April 14 = 0 March 15 = 166
How many with DHP are in arrears	April 14 = 0 March 15 = 69
Number of benefit cap cases	April 14 = 25 March 15 = 17
<ul style="list-style-type: none"> How many are in arrears 	April 14 = 7 March 15 = 7
<ul style="list-style-type: none"> How many are in receipt of DHP 	April 14 = 0 March 15 = 9
<ul style="list-style-type: none"> How many with DHP are in arrears 	April 14 = 0 March 15 = 5
Number of tenants who have downsized	25
Number of jobs that have been referred to tenants	62
Number of tenants offered a job	1 Known
Number of apprenticeship opportunities that have been referred	9
Death List – How many tenants have passed away where HB was in payment	46
Number of tenants contacted due to HB being suspended	326
Number of tenants who have completed a mutual exchange	11 in total – 1 of which was affected by the bedroom tax
How many tenants have attended the South Kilburn surgery	356
No of food bank referrals made	10
No of tenants assisted by the team which resulted in additional income from the DWP or HB	122
Total amount of additional income received by the 122 tenants	£157,527.83

Summary of Financial Inclusion Work


Case Studies

These were removed after publication of the agenda because they contained exempt information as specified in the Local Government Act 1972, namely:

1. Information relating to any individual.

Delivery Plan Out-turn Report 2014/15

HCA Standard	Indicators	Period	2014/15 Actual	2014/15 target	HouseMark benchmark			Prov Target 2015/16	Prov Target 2016/17	Prov Target 2017/18
					Upper 2013/14	Median 2013/14	Lower 2013/14			
Tenancy	Average re-let time minor voids (calendar days)	Monthly	55.7	24	27.85	33.10	35.64	27	27	27
Tenancy	Average re-let time major voids (calendar days)	Monthly	73.9	30	80.50	85.90	110.40	75	75	75
Value for Money	Voids Rent Loss	Monthly	0.85%	1%	0.79%	0.95%	1.17%	0.80%	0.74%	0.74%
Tenant Involvement and Empowerment	Percentage of members enquires responded to within 10 days	Monthly	69%	100%				100%	100%	100%
Home	Percentage of properties with a gas appliance that have a valid gas certificate	Monthly	100%	100%	100.00%	99.94%	99.86%	100%	100%	100%
Home	Percentage of all reactive repairs completed within target time (note 1)	Monthly	93%	95%				95.00%	95.0%	95.0%
Tenancy	Satisfaction with the overall quality of repairs work % very or fairly satisfied	Monthly	98.0%	96%	94.1%	92.5%	85.9%	96%	96%	96%
Value for Money	Rent collected by the local authority as a proportion of rent arrears owed	Monthly	98.5%	98.75%	99.90%	99.50%	99.40%	99.5%	100%	100%
Value for Money	Working days lost due to Sickness Absence	Monthly	7.1	10	6.7	7.9	9.8	8.5	7	6
			2013/14 Actual							
Value for Money	Direct cost per property of estate services excluding Wardens (Note 2)	Annual	£ 214	£ 280	£ 197	£ 267	£ 290	£197	£197	£197
Value for Money	Direct cost per property of Wardens services	Annual	£ 80	£ -	£ -	£ -	£ -			
Value for Money	Total Direct cost per property of estate services	Annual	£ 294	£ 280	£ 197	£ 267	£ 290			
Value for Money	Direct cost per property of housing management	Annual	£ 326	£ 250	£ 244	£ 294	£ 332	£290	£244	£244
Value for Money	Direct cost per property of major works & cyclical maintenance	Annual	£ 2,168	£ 1,500	£ 1,240	£ 2,012	£ 3,370	£1,900	£1,300	£1,300
Value for Money	Direct cost per property of responsive repairs and void works	Annual	£ 932	£ 700	£ 595	£ 737	£ 861	£700	£595	£595
Value for Money	Overhead costs as percentage adjusted turnover (note 3)	Annual	8.69%	5%	7.29%	9.95%	12.51%	7.5%	7%	7%
Value for Money	Overhead costs as percentage direct revenue costs (note 3)	Annual	19.65%	16%	18.30%	20.90%	28.90%	19%	18%	18%
Tenant Involvement and Empowerment	Overall Satisfaction	Annual	Not Available	80%	83%	77%	76%	82%	84%	84%
		Note 1	These targets are in line with contractual relationships							
		Note 2	The indicator has been adjusted to reflect the non-standard nature of the Wardens Service							
		Note 3	The additional costs of the move to the Civic Centre in 2013/14 impact on the overhead costs							

 Brent	<p style="text-align: center;">Scrutiny Committee 14 July 2015</p> <p style="text-align: center;">Report from the Chair of Scrutiny</p>
For action	
Developing the Scrutiny Work Programme 2015/16	

1. Introduction

- 1.1 This report sets out the arrangements for the future operation of the Scrutiny Committee and the process for developing a relevant and robust work programme for the Committee during 2015/16.
- 1.2 The Council wants to ensure a stronger, more joined-up approach to scrutiny in Brent, which has more impact on the quality of life of local residents and appropriate scrutiny of the deliver of local public services. Scrutiny Committee which will develop, oversee and deliver a programme of scrutiny focused on issues which really matter to local people and the service that are provided locally.
- 1.3 Effective, independent and rigorous examination of the proposals and decisions made by the Cabinet are a significant feature of the all local scrutiny arrangements and provide a key opportunity for non-cabinet members to positively influence the development of the council's work. Scrutiny is the mechanism for holding the Cabinet to account, but it is also the process through which members can respond to local community issues and champion the interests of residents. The activities of the Committee will afford all members the opportunity to contribute to the decision-making of the Cabinet, to influence the development of policy, and to review the quality of services provided locally by the council as well as other public agencies.
- 1.4 The Scrutiny Committee each year establishes an annual work programme which focuses on the key issues affecting local people. As part of this work programme it will also establish a number of time limited member panels to undertake in-depth reviews with an emphasis on actively engaging residents and partners in the scrutiny process.

2. Recommendations

Members of the Scrutiny Committee are recommended to:-

- 2.1 note the arrangements for the principles of effective operation of the Scrutiny Committee set out at paragraphs 3.1 – 3.6
- 2.2 agree the proposed process for defining the annual work programme for Scrutiny detailed at paragraphs 3.10 – 3.14.

3. Detailed Considerations

The scrutiny structure in Brent

- 3.1 Scrutiny activities will be led and co-ordinated by the Scrutiny Committee. This Committee will meet up to 10 times during the year. The Committee consists of fourteen members comprising eight Councillors, four voting education co-opted members and two non-voting co-opted members. The voting co-opted members only have voting rights in relation to education functions.
- 3.2 The Scrutiny Committee will:
- hold the Cabinet to account for its decisions.
 - contribute to strategy development through scrutiny of key policy documents and make comments on these to the Cabinet.
 - support policy development through commissioning Member-led investigations of issues affecting the community or borough.
 - provide scrutiny of external public bodies and services, including education, health and other partners as specified by the Localism Act, 2011
 - coordinate activities with other local bodies charged with scrutiny functions , for example, Healthwatch, tenant scrutiny, Brent's Safer Neighbourhood Board and the regional Joint Health and Overview Scrutiny Committee.
 - review and monitor performance to ensure continuous improvement.
 - receive call-in of Cabinet decisions, public petitions and community calls to action.
- 3.3 The Council has a number of statutory responsibilities with regard to scrutiny of local bodies which will be built into the work programme of the committee during the year, particularly concerning health and police services. Appendix A sets out the terms of reference for the Scrutiny Committee, these are set out in the constitution of the council.
- 3.4 The Committee will be able to establish time limited task and finish groups which will focus on particular topics or issues of local concern. Through these time-limited reviews of local issues and services, scrutiny activities will not be limited to the members of the Committee. Rather all non-cabinet Members can and should participate. These scrutiny reviews will also create opportunities for a broad range of organisations, stakeholders and the public in Brent to get involved in the work of scrutiny.
- 3.5 The Scrutiny Committee may undertake external scrutiny of other organisations that provide local services such as education. The council has a statutory power to scrutinise local health provision and also crime and disorder functions. This can be achieved by requesting information from other public agencies or by asking them to attend a meeting of the Committee for questions. Members can also investigate any issue that is affecting local communities or the borough. External scrutiny is an area in which real value can be added, enabling Members to explore issues of public concern and take the lead on behalf of their community.
- 3.6 The Scrutiny Committee will therefore:
- develop an annual work programme based on genuine public participation and feed back from elected Members on local priorities.
 - work closely with other local bodies and groups charged with scrutiny functions
 - monitor and challenge performance and the use of resources both internally and externally

- make evidence-based recommendations to improve the work of the Council and other partner organisations
- scrutinise decisions and develop policy both in respect of the Council and external organisations
- scrutinise the Council's budget, particularly at the pre-decision stage
- deal with call-in and pre-decision scrutiny
- commission in-depth reviews to be carried out by task and finish groups and to be brought back to the Committee for consideration
- produce an annual report on its work showing, in particular, the impact of the work of the Committee in improving outcomes for local people.
- bring different agencies together to broker solutions to seemingly intractable problems.

Effective scrutiny

- 3.7 Scrutiny provides councillors with the opportunity to question Cabinet Members, officers and others in order to gain knowledge around an issue and make effective, evidenced-based recommendations. It also enables Members to capture the views of their constituents to provide community leadership.

The principles of effective scrutiny are:

- **being Member-led**
The Scrutiny Committee determines its own work programme and decides what evidence to seek. Members take an active role in the scrutiny process, for example by going on visits, taking part in consultation activities with service users, residents and discussions with local organisations.
- **a consensual approach**
Effective scrutiny works towards developing a consensus-based view of the service or issue under consideration, focussed on the needs of service users and residents.
- **it is evidence based**
Scrutiny should take evidence from a wide and balanced range of sources in order to develop a rounded view of the issues under consideration. Recommendations made by scrutiny should be firmly supported by the evidence gathered.
- **provide constructive challenge**
Good scrutiny should foster a style of constructive challenge with officers and other witnesses, enabling sharing of views in an open and positive manner.

- 3.9 Members will be assisted in their scrutiny work by officers from the Policy and Scrutiny Team, located in the Chief Operating Officers Department.

Process for developing the work programme

- 3.10 The process for developing the work programme for Scrutiny will be shaped by evidence and information from a number of sources. This will include:-

- Feed back from resident consultation regarding their issues and concerns.
- Key strategies and policy documents being considered by the Cabinet.
- Improvement priorities for the Council.
- Issues of community concern raised by Members.

- Council performance information and areas of high complaints.
 - Statutory responsibilities to scrutinise the proposals and performance of health, crime and education services provided by external partners.
- 3.11 In consultation with the Chair and members of the committee this information will be used to define a forward plan of agenda items for the formal meetings of the Scrutiny committee as well as a programme of time limited investigations for the year. The draft work programme will be updated on a regular basis and considered by the committee at each meeting.
- 3.12 The Scrutiny Committee will also receive a number of annual and statutory reports in relation to issues such as safeguarding of children and adults, adult social care services, complaints and ombudsman cases. These will be built into the annual forward plan for the agendas. Appendix B contains the draft work programme 2014/15.
- 3.12 As and when necessary the Scrutiny Committee will be responsible for receiving Cabinet decisions which have been the subject of a call in by five or more Members, public petitions or delegations and councillor calls to action.
- 3.13 This committee has a specific remit to provide Member scrutiny of the Cabinet's annual budget proposals. In order to perform this function arrangements will be developed to undertake scrutiny of budget proposals and a report from Scrutiny on the Council's budget strategy and proposals will be produced in January 2016..
- 3.14 The annual work programme will also include regular monitoring up-dates on the implementation and impact of the work of the Scrutiny Committee. In order to facilitate this process a log of the recommendations arising from previous meetings will be maintained and considered by each meeting of the committee. The log of scrutiny recommendations is attached as Appendix C. Items where the committee has requested further follow-up will be built into the work programme.

4. Financial Implications

- 4.1 The purpose of effective scrutiny is to ensure that the Council and its partners are making the most efficient and appropriate use of their resources for the benefit of local residents. It is also to add value to the work of the Council by defining a relevant work programme that addresses local priorities and community concerns and brings forward positive solutions for improvement. The Scrutiny Committee has a specific responsibility to include within its work programme scrutiny of the Council's annual budget proposals.
- 4.2 There are no direct financial implications arising from this report.

5. Legal Implications

- 5.1 The Local Government Act 2000 requires that Councils have a committee which has specific powers to review and scrutinise the Cabinet's decisions and functions, and those of the Council generally. The Act provides that this committee shall have powers to report or make recommendations on matters that affect the council's area or inhabitants. There are also specific powers to review and scrutinise health bodies and services and crime and disorder matters. The committee has the power to obtain information from certain partner agencies and to require their attendance at

Committee meetings. The legal remit of the committee is summarised in its terms of reference and is outlined above in the body of this report.

6. Equalities Implications

- 6.1 The work programme of the Scrutiny Committee will be informed by consideration of equalities issues and the Council's responsibility to protect and promote equality of opportunity.

Contact Officer

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SCRUTINY COMMITTEE

Membership

- The Committee consists of fourteen members in total comprising of eight Councillors, 4 voting education co-opted members and 2 non voting education co-opted members.

None of the members shall be members of the Cabinet. Membership should not include members who are members of the Health and Wellbeing Board

Terms of reference

The Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To review or scrutinise the decisions made or other action taken in connection with the discharge of any of the Authority's executive functions.
2. To make reports and/or recommendations to the Council, or to the Cabinet in connection with the discharge of executive functions, or to their respective committees or sub-committees as the case may be.
3. To review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive and to make reports or recommendations to the Council or the Cabinet in respect of such matters.
4. To make reports and/or recommendations to the Council and/or the Cabinet or their committees or sub-committees on matters which affect the Council's area or the inhabitants of that area.
5. To review and scrutinise the performance of any organisational body carrying out any function on behalf of or in partnership with the Council
6. To scrutinise and review planning, provision and operation of health providers in the area.
7. To consider and draft recommendations to Full Council in response to any consultation relating to a substantial development of or variation in the health service in the local authority's area.
8. To coordinate the activities of the Committee with scrutiny undertaken by the voluntary sector and other bodies.
9. To meet as and when required to consider any matter 'called in' in accordance with Standing Orders and to make recommendations thereon.

10. To consider appeals on petitions as set out in the council's Standing Orders relating to petitions.
11. To produce and publish an annual report of it's work.
12. To commission a number of in depth evidence based reviews.

Limitations

- (a) The Scrutiny Committee will not scrutinise decisions made in respect of matters concerning individual applications for consent, permission, approval or grants, particularly individual decisions on planning, licensing, registration, etc.
- (b) The voting co-opted members may only vote on matters relating to school education and the non-voting co-opted members may not vote on any matter.

**Scrutiny Committee
Forward Plan 2015/16**

Date of Committee	Agenda items	Responsible officers
Tuesday 14 July 2015	<ul style="list-style-type: none"> Up-date on performance of Brent Housing Partnership Future work programme discussion 	Tom Bremner, Managing Director Brent Housing Partnership Andy Donald, Strategic Director Regeneration and Growth Chair of scrutiny
Wednesday 12 August 2015		
Wednesday 9 September 2015	<ul style="list-style-type: none"> Report from the Access to GP services 	Chair of the task group
Thursday 8 October 2015	<ul style="list-style-type: none"> Local Government ombudsman complaints and corporate complaints. 	Cathy Tyson, Head of Policy and Scrutiny
Thursday 5 November 2015		
Wednesday 2 December 2015		
Wednesday 6 January 2016	<ul style="list-style-type: none"> Budget Scrutiny Report 	Chair of Scrutiny
Tuesday 9 February 2016		
Wednesday 24 February 2016	<ul style="list-style-type: none"> School Achievements Report 	Gail Tolley, Strategic Director Children and Young People
Tuesday 5 April 2016		
Tuesday 26 April 2016	<ul style="list-style-type: none"> Annual Report of Scrutiny Committee 	Cathy Tyson, Head of Policy and Scrutiny
Tuesday 21 June 2016		
Wednesday 13 July 2016		

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2014-15 Scrutiny Committee Meetings – Key Comments, Recommendations and Actions

Meeting Date	Item	Comments and Recommendation	Action
6th August 2014	Central Middlesex Hospital Closure Assurance Transforming Healthcare in Brent	That an update be provided on the Central Middlesex Hospital A&E closure assurance at a future meeting of the committee. That a further report updating the committee on the progress made in relation to transforming healthcare in Brent be submitted to a future meeting of the committee.	Clearer understanding of the action plan proposed. Further transparency of plans between the CCG and Brent Council.
	Call In - Changes to Recycling and Green Waste Collections	An outline of the suggested course of action of the Scrutiny Committee is to: • Seek a report responding to the concerns outlined. • Question lead member and senior officers and the leader. • If necessary, set up a very brief task finish group to examine these issues in more depth. (i) that the decisions made by the Cabinet on 21 July 2014 regarding changes to recycling and green waste collections be noted; (ii) that a review be held following a period of 9 months; (iii) that efforts should be made to ensure the removal of the green waste bins be as close as possible to 1 March 2015 to minimise inconvenience to residents.	More consideration given to the impact of residents. Ensure that longer consultation is considered for such matter in the future.
	Scope for Promoting Electoral Engagement Task Group	The scope and timeline for the task group on Promoting Electoral Engagement as set out in Appendix A to the report was agreed.	
	Budget Scrutiny Panel - Terms of Reference	The terms of reference for the Budget Scrutiny Panel as set out in Appendix A to the report was agreed.	
9th September 2014	Closure of A&E at Central Middlesex Hospital	That an update on performance at Northwick Park Hospital Accident and Emergency Department to be provided to the committee in six months time.	Further information on the progress and performance of NPH and A&E services. Holding these services to account on improved performance for residents.
	Parking Services	That Cabinet be requested to reappraise the existing	Equality impact assessments to be

1 st October 2014	Update	arrangements for visitor parking permits, taking into account the serious concerns expressed by the Scrutiny Committee and members of the public.	reconsidered
	Proposed Scope for Scrutiny Task Group on the Pupil Premium	<p>It was proposed that the task group also examine qualitative data regarding the activities undertaken by schools. He advised that holistic activities which aimed to meet emotional as well as academic needs were also very important for a child's development and attainment. It was emphasised that some enrichment activities did not deliver immediately observable results and that this should be considered when looking at the period of study. It was further suggested that the task group engage with parents and children to discuss their experiences.</p> <p>The scope and time scale for the task group on the use of the Pupil Premium, attached as Appendix A to the report was approved with the condition that the recommendations be incorporated.</p>	Recommendations made were incorporated in the tasks group's scope of work.
	North West London Hospitals Trust Care Quality Commission inspection compliance action plan	<ul style="list-style-type: none"> • Members asked for further information on plans in respect of major emergencies and emphasised the importance of ensuring key roads were open as is this had been an issue, for example, during the 7 July 2005 London bombing incidents. • Members also asked whether the planned additional beds at NPH had happened and if so how many. The committee sort views with regard to the progress made since the CQC inspection and how confident was the Trust that the action plan would achieve the objectives and within the timescales set. <p>The Chair requested that a report be presented to the committee in about two months' time updating them on progress with the action plan, including whether the measures listed were on target to be achieved within deadlines set. In addition, any members who had questions</p>	

		requiring specific details were to submit these to Cathy Tyson (Head of Policy and Scrutiny, Assistant Chief Executive Service) who coordinate responses from NWLHT.	
	Local Safeguarding Children Board annual report	The Chair stated that a briefing note updating the work of the task group on the Pupil Premium would be provided to members. He emphasised the importance of safeguarding children and welcomed the report.	Gaps in the report which the committee raised have been considered and will be included in the next annual report
	Draft school places strategy	<ul style="list-style-type: none"> • Whilst members appreciated the opportunity the presentation gave for pre-scrutiny prior to a report going to Cabinet, enquired whether officers were confident that primary schools could maintain educational standards as they got larger. • Members also asked whether placing Special Educational Needs (SEN) pupils was relatively trouble free. A question was raised as to whether schools in the north of the borough were taking more pupils than those in the south and where could details be found of pupil numbers throughout the borough. Another member asked whether school expansion posed risks in terms of whether there was sufficient infrastructure in place. <p>The Chair concluded discussion by acknowledging the large interest from members and other councillors on this item and in noting the improvement in placing pupils in the last two years. However, he emphasised the need to sustain progress and requested that school places be considered at a Scrutiny Committee meeting in around two months' time.</p>	
	Children's centres	<ul style="list-style-type: none"> • Member suggested that the children centres were concentrated in a particular area and neglected the north of the borough. Members sought advice on what members should be focusing on in view of the fact that the report had already been approved by Cabinet. • A member sought clarity that the children's centres provided for those children up to and including four years of age. In noting that children were entitled to nursery 	

		<p>places between two to three years of age, she sought further reasons for how children's centres were being used.</p> <ul style="list-style-type: none"> • In respect of the Barham Park building, it was noted that there were proposals for a nursery to be included; however sought clarity on this matter as Barham Park Trust had stipulated that the building was for community use only and the lack of consultation on this proposal had also angered residents. <p>The Chair commented that the long term future of the children's centres would be clearer in around four months time and he requested that an update be provided to the committee at around that time.</p>	
3 rd November 2014	Employment, Skills and Enterprise Strategy consultation	<p>The Chair acknowledged the substantial work that had been undertaken in developing the strategy and the progress made so far. He requested that a progress report on the strategy be presented to the committee in two to three months' time.</p>	
	Overall impact of the Benefit Cap in Brent after one year of implementation	<ul style="list-style-type: none"> • Member asked if any lessons had been learnt since the OBC had been introduced and had there been any surprising developments. • Members also asked if there were any strategic issues that needed consideration in the future. In respect of resource issues, comments were sought about how significant these were and what were the expectations in the medium term. A question was raised as to where customers who moved out of the borough were moving to. • A member asked if the council was able to assist Brent CAB in dealing with the increased demand that they were struggling to cope with and was there any help for single under 35 year olds on Benefits. <p>The Chair explained that this item had been requested shortly before the meeting and this is why a presentation</p>	

		had been given. The importance of continuing to engage with residents about welfare reforms was emphasised and it was requested that the committee receive regular updates on this issue.	
26th November 2014	Care Quality Commission Quality Compliance and Quality Improvement Action Plan	<ul style="list-style-type: none"> Members sought an update was sought on Delayed Transfers of Care, responding to the committee's queries <p>NWLHT advised that the CQC had commented on the open and frank culture amongst staff.</p> <p>That an update on the progress made in addressing the recommendations of the CQC be presented to a future meeting of the committee.</p>	
	Local Impact resulting from Changes to maternity, neonatal, paediatric and gynaecology services at Ealing Hospital	<p>The committee questioned what contingency plans were in place if it was found that the proposals were not feasible or appropriate. It was questioned whether similar modelling had been undertaken regarding the anticipated dispersal of service pressures for A&E units following the closure of the unit at Central Middlesex Hospital (CMH).</p> <p>That the committee be provided with an update on the implementation of the proposed changes to maternity, neonatal, paediatric and gynaecology services at Ealing Hospital at a future meeting.</p>	
	Developing Central Middlesex Hospital	<ul style="list-style-type: none"> The committee sought further information regarding the provision of in-patient mental health service at the Park Royal site. Queries were raised regarding the consultation activities undertaken, including the number held and how they were advertised. Further details were sought regarding the services available in the North of the borough and the procedures in place to deal with large scale health emergencies. A view was put that consultation on changes to primary care had been poor. Councillor Daly requested that details of the number of beds to be removed across North West London under SaHF be provided to her in writing. 	

6 th January 2015		(i) That the update report be noted (ii) That further information regarding the proposals for Central Middlesex Hospital be provided to the committee in writing and include a breakdown of the financial implications of the proposals.	
	Promoting Electoral Engagement - Scrutiny Task Group report	That the recommendations of the 'Promoting Electoral Registration' task group as detailed in the report be endorsed.	Since the report was agreed by service areas, the Programme Management Office has been tasked with developing a project to support the implementation of the recommendations. The Project started in January 2015 with an advertising campaign. The team have completed promotional activities and are now focusing on outreach and community engagement activities. Since the beginning of the project voter registration has increased by 2768.
	Safer Brent Partnership Annual Report 2013 - 2014	The Chair welcomed the SBP report and stressed the need to continue dialogue between the partners in the SBP and the community. He requested that the committee receive an update on the work of the SBP in around six months' time.	Refocus on VAWAG stats, number may be going up, but this is due to more confidence in reporting and better recording of incidents.
	Interim feedback from the Budget Scrutiny Task group	Members suggested that the Investments and Pensions Manager be invited to the next Budget Scrutiny Task Group meeting. The Chair concluded by stating that there was still much work to do before the final task group report and the recommendations it would make.	The Cabinet responded positively to the concerns raised and the debates held by the Budget Panel Task Group of the Scrutiny Committee. . The Budget Panel's report and recommendations were included as part of the Final Budget Report which was agreed by the meeting of Full Council in March 2015.
10 th February 2015	Current Status of Systems Resilience Group and Winter Pressure Update	<ul style="list-style-type: none"> The committee commented that they had been told at previous meetings that transferring staff from the closed A&E at CMH to NPH would lead to improvements in staffing levels and clarification was sought as to whether this had been demonstrated. 	

		<ul style="list-style-type: none"> • An explanation of the difference between bank and agency staff was requested and members asked what the ring fenced grant in respect of delayed transfers of care was specifically for and what was the size of the grant. • Members added that he had a positive personal experience when he had needed to visit the A and E at NPH around Christmas time and the service he received was efficient. <p>The Chair added that in some reports, the information was provided was not always as clear as it could be and was difficult to explain to residents and he asked that this be taken into account in future reports. He asked that an update on the SRG be provided at a future meeting.</p>	
	Brent Education Commission - six month update on the implementation of the Action Plan	<p>(i) that the contents of the report be noted and that a further update be received in the autumn of 2015;</p> <p>(ii) that the introduction of a proportionate approach to school improvement and the more robust challenge offered to schools at risk of underperforming be welcomed; and</p> <p>(iii) that the local authority's role in progressing a shared approach to supporting schools with its key educational partners, including Brent Schools Partnership and the two Teaching School Alliances be welcomed.</p>	
	Annual report academic year 2013-14: Standards and achievement in Brent schools	<p>The Chair requested that an update on this item be presented to the committee at a meeting in the autumn of 2015.</p> <p>(i) that the priorities proposed for 2014-15 intended to accelerate improvement be noted; and</p> <p>(ii) that the progress made in the overall performance of Brent's primary schools in 2013-14 be welcomed.</p>	
11th March 2015	Update on Customer Access Strategy	<ul style="list-style-type: none"> • Members asked whether the testing would be undertaken borough wide and it was commented that the triage system had worked well to date and asked whether there was training for staff in dealing with particularly complex issues. 	

		<ul style="list-style-type: none"> • Members also asked what would be ideal way in which residents would describe the service they had experienced as far as the council was concerned. • Members sought further information on what service areas had been underperforming and how was misdirecting of calls by the switchboard being monitored or picked up. In terms of calls reported as misdirected, it was asked if this was formally recorded. • Comments were made regarding a danger of making the council too remote from the community by shifting access via IT and telephony channels and removing opportunities for direct contact with residents <p>The Chair requested an update on this item for the December 2015 Scrutiny Committee meeting. That the progress being made in implementing the aims of the new Community Access Strategy be noted</p>	
	Housing pressures in Brent	<ul style="list-style-type: none"> • Member stated that issue of extensions in rear gardens needed to be investigated more. • Another member queried whether information held on landlords was confidential and • Member commented that it was regretful that the large housing stock the council had in the 1980s had been eroded by selling a significant proportion to housing associations at lower cost over the past few decades. It was added that he felt that the council's Pension Fund should invest more in housing. <p>The Chair requested an update on this item in six months' time, including details of the number of people who were leaving the borough. That the report on housing pressures in Brent be noted.</p>	
	Unemployment and	The Chair emphasised the importance of the non disclosure	The issue of cooperation with work

	Work Programme providers	<p>agreement being reached between the Work Programme providers and the council. He added that it would be useful if there could be more information on how the council could assist Work Programme providers and their clients and that there needed to be a more joined up approach. He requested that the committee receive updates on unemployment levels and Work Programme providers on a quarterly basis.</p> <p>That the report on unemployment levels in Brent and the Work Programme be noted.</p>	<p>programme providers has been highlighted and a greater urgency to resolve some of the minor partnership issue is now at the forefront to the committee's agenda. Non disclosure agreements are being completed.</p>
30th April 2015	Environmental Sustainability Agenda	<ul style="list-style-type: none"> • In the subsequent discussion, the committee queried the ways in which the council could effect behavioural change regarding waste and recycling amongst residents and businesses. • The committee also questioned how retailers could be encouraged to reduce packaging and the financial benefit for the council of improved recycling rates. • Members sought further details regarding relationships with partner agencies, such as TFL and Northwest London Hospitals Trust. With regard to the former, it was queried what work had been done to identify pollution hotspots in the borough, whether there was any correlation with bus routes and how active reporting could be encouraged when buses were left running whilst parked. • The committee raised several queries regarding air pollutants and the use of diesel fuel, seeking information on when TFL would be introducing non-diesel buses, how the council would encourage the use of non-diesel private and commercial vehicles, how traffic flow could be improved across the borough and the number of charging points provided in Brent for electric vehicles. • Further information was sought regarding the work done with property developers across the borough, in recognition of the challenges for the existing infrastructure of increased road users. 	<p>Highlight to the committee the work undertaken across key service areas to address the issue of sustainability. Focusing on five key areas: transport and travel; air quality; in-house carbon management; street lighting and parking; public realm and waste; and parks and biodiversity.</p>

		<ul style="list-style-type: none"> • Officers were also asked to comment on whether consideration had been given to seeking an extension of the Mayor of London's bike hire scheme. • Members requested details of the number of staff responsible for addressing issues of sustainability and whether these were sufficient to support progress in this area. <p>That an update on the Environmental Sustainability Agenda be to the committee in six months time.</p>	
	Future Commissioning intentions of Brent Clinical Commissioning	<ul style="list-style-type: none"> • Members questioned the quality of engagement with community groups, emphasised the failure to meet national performance standards in the previous year, questioned what was being done differently to address these issues and sought specific timescales for achieving improvements. • Members queried what action was being taken to raise awareness of dementia amongst different communities, including the provision of materials in a variety of languages. • Members sought clarity regarding Brent CCG spending for 2014/15, noting that having accounted for commissioning for acute and community care there remained approximately a further £80m unaccounted for. • Members further queried the 2014/15 spending on enhanced GP services and the work undertaken to evaluate their success. <p>That an update be provided to a future meeting of the committee</p>	
	Use of Pupil Premium Grant Scrutiny Task group	<p>(i) that the recommendations of the task group be endorsed</p> <p>(ii) that subject to Cabinet agreement of the recs, an update on the implementation of the task group's recommendations be provided to a future meeting of the Scrutiny Committee</p>	To date, the work done by the task group has raised the profile of the Pupil Premium. It has also encouraged further partnership working by the council, schools, Children Centres, parents,

		The recommendations of the Pupil Premium Task Group be endorsed, subject to Cabinet approval. The committee receive an update on the implementation of the Task Group's recommendations at a future meeting of the committee.	children and all educational providers. The task group has opened up the discussions for innovative use of the PPG in Brent.
	Scrutiny Annual Report 2014/15	Committee members were invited to submit feedback on the draft report which would be finalised for the end of May 2015. The draft Annual Scrutiny Report 2014/15 was noted.	The Annual report highlights the work that the scrutiny committee has undertaken this year. Focussing on the part that the committee has played in key council decisions which have lead to improved outcomes and services for residents.
	Equalities and HR Policies and Practices Review and draft Action Plan	<ul style="list-style-type: none"> • Concerns were raised regarding the number of staff failing to receive supervisory appraisals, the implications this had for staff progression and whether managers were using the appraisals as an effective tool to support staff. • Clarity was sought on the policy for medical appointments and assurance was requested that this was not considered a reasonable adjustment for disabled employees. • The issue of unconscious bias was raised and it was strongly suggested that this form a core element of any training provided around recruitment. • Further details were requested regarding the training and support provided to members appointed to the Senior Staff Appointments Sub Committee. • With regard to BME representation at senior management, members queried how the council compared to other boroughs and whether there was an opportunity to learn from the practices of other local authorities. <p>The Chair highlighted the importance of ensuring that there was robust monitoring of the action plan and the committee agreed that an update should be provided on the progress achieved in six month's time.</p>	
16th June	Paediatric Services -	• Members requested a copy of the data modelling which	Joint report produced on behalf of Brent

2015	CCG	<p>was used by Shaping a Healthier Future to assure the CCG of the projections of demand to underpin the case for transfers of services from Ealing to Northwick Park and the future bed capacity required in the paediatric services at NWP. They also requested the data that will be used to inform reassurance decisions next March.</p> <ul style="list-style-type: none"> • Members request that the Accountable Officer – CCG, provide further details of the financial costs set out in the table at para 2.2 regarding how the same level of paediatric service would be achieved within reduced costs. <p>The committee requested that they receive a further update from the CCG on the information used to reach assurance on the safe and smooth transfer of services at their meeting in February 2016. CCG /NWLHT agreed to this request.</p>	<p>Clinical Commissioning Group (CCG) and London North West Healthcare NHS Trust (LNWHT). Provide insight into the Paediatric Services and current provision provided to Brent residents. Highlight the potential impact on Northwick Park Hospital with regards to the impending changes to paediatric services at Ealing Hospital taking place on 30 June 2016.</p>
	Access to GP services Interim Task Group Report	<p>The committee requested that the final report on the access to GP services should include further information on:-</p> <ul style="list-style-type: none"> • Details of the location of GP hubs, public awareness of the GP hub mechanism and any evidence of the public's confidence in their GP. • How the future publicity campaign for GP hubs will be delivered. • Members requested information on how many GP's were sited in single GP practices or in practices with more than one GP. The also requested information on the numbers of GP's who are approaching retirement age. • Information was requested on how many GP practices were experiencing difficulties in recruit trained staff and if this was related to housing costs. Any information on how GP's are addressing recruitment problems. • Information on the numbers of people registered with a GP, number of people not registered and those who may still be registered with a GP in Brent but have moved 	<p>Interim feedback on the work of the Scrutiny Task Group focused on Access to Extended GP Services and Primary Care in Brent. Provided an outline of the task group scope, methodology and an overview of emerging findings and recommendations.</p>

		<p>away.</p> <p>Members requested that the additional information requested is included within the final report of the task group on GP services which will be considered at the July meeting of the Committee.</p>	
	Brent Public Health Update	<ul style="list-style-type: none"> • Members requests that the financial return for Public Health expenditure made to the Department of Health is also circulated to scrutiny. • Members asked for a detailed breakdown of the numbers of people offered and accepting a health check update by GP practice • It was requested that a breakdown of the drugs and alcohol budget with numbers of patients in treatment by type of treatment is provided to the committee. This should include the indicative figures for the range of spend per patient for different types of treatment packages. • The number of people who have been helped to stop smoking by GP practice. • There was also a request for some future work to be undertaken on the school nurse service. This has only recently come under the councils contracting responsibilities and further work is being undertaken on the future contractual priorities. <p>Members commented that the report while outlining the expenditure and priorities for improving public health did not provide a picture of the impact made in tackling health inequalities. Would like further information on the actual change in prevalence of preventable health conditions.</p>	Highlight new local authority Public Health responsibilities and how the Council is discharging this responsibility as a result of the Health and Social Care Act 2012.
	Access to affordable childcare	<ul style="list-style-type: none"> • Members requested further information on the use of discretionary housing payments to support childcare costs for people moving into employment who have been affected by changes in welfare benefit payments. • It was asked if any work has been undertaken to assess the impact of support given to parents to access 	Focused look at the challenge of providing access to affordable and quality Childcare.

		employment. Members asked to receive an update on the implementation of the overall Child Poverty strategy in 2016.	
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