

## EPPING FOREST DISTRICT COUNCIL OVERVIEW AND SCRUTINY MINUTES

<b>Committee:</b>	Overview and Scrutiny Committee	<b>Date:</b>	Tuesday, 31 October 2017
<b>Place:</b>	Council Chamber, Civic Offices, High Street, Epping	<b>Time:</b>	7.30 - 9.02 pm
<b>Members Present:</b>	Councillors M Sartin (Chairman) R Brookes (Vice-Chairman) R Baldwin, N Bedford, J Lea, A Mitchell, S Murray, S Neville, A Patel, D Stallan, H Whitbread, D Wixley, G Chambers and J H Whitehouse		
<b>Other Councillors:</b>	Councillors A Grigg, H Kane, S Kane, A Lion, G Mohindra, G Shiell and C Whitbread		
<b>Apologies:</b>	Councillors N Avey, Y Knight and B Surtees		
<b>Officers Present:</b>	D Macnab (Deputy Chief Executive and Director of Neighbourhoods), S Tautz (Democratic Services Manager), D Bailey (Head of Transformation), P Maddock (Assistant Director (Accountancy)), J Leither (Democratic Services Officer), G J Woodhall (Senior Democratic Services Officer) and T Carne (Public Relations and Marketing Officer)		
<b>By Invitation:</b>	Mr Alan Gurney, Managing Director, Whipps Cross Hospital (Barts Health Trust) and Dr Heather Noble, Medical Director, Whipps Cross Hospital (Barts Health Trust)		

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### 27. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

### 28. SUBSTITUTE MEMBERS

It was reported that Councillor Chambers was substituting for Councillor Knight and Councillor J H Whitehouse was substituting for Councillor Surtees.

### 29. MINUTES

#### RESOLVED:

That the minutes of the last Committee meeting held on 18 July 2017 be signed by the Chairman as a correct record.

### 30. DECLARATIONS OF INTEREST

Councillor G Chambers declared a non-pecuniary interest in the following item of the agenda by virtue of being employed by the Barts Health NHS Trust three years ago. He advised that his interest was not prejudicial and that he would remain in the meeting for the duration of the item and consideration thereon:

- Item 6 – Scrutiny of external organisations – Barts NHS Health Trust.

**31. BARTS HEALTH NHS TRUST - SCRUTINY OF EXTERNAL ORGANISATIONS**

The Chairman welcomed officers from Barts Health NHS Trust, who were attending to update Members on their improvement plan from their last visit to this meeting on 23 February 2016. In attendance were Alan Gurney, Managing Director and Dr Heather Noble, Medical Director both from Whipps Cross Hospital.

Mr Gurney advised that the Care Quality Commission (CQC) undertook a focused unannounced inspection in May 2017 of three of the core services at Whipps Cross Hospital, these were surgery, end of life care and outpatients and diagnostic imaging. This visit was a follow up to the CQC's previous inspection of Whipps Cross Hospital in July 2016, which at that time, rated Whipps Cross Hospital as inadequate overall. In September 2017 the CQC published their report and the inadequate overall rating for the hospital had improved and the status had moved from inadequate to required improvement, although some areas such as surgery still remained inadequate.

The problems that remain with surgery are due to the age of the building and the state of repair, the theatres are old and needed major investment to repair and update them. Mr Gurney reported that Barts Health Trust were reinvesting £1.4 million in the current financial year to completely overhaul and refurbish two of the operating theatres that the CQC were concerned about and this refurbishment should be completed by Spring 2018.

In 2015 the CQC documented that they were concerned with the culture within the hospital and bullying and harassment was sited as a real problem. In the 2017 CQC reported it had been noted, that whilst there were still pockets of concern, a significant improvement had been noticed within the Hospital concerning culture, good relationships between management and staff and staff engagement with patients and colleagues.

Whipps Cross Hospital continued to focus their efforts on improvement including:

- Taking immediate action to improve surgical services by improving the environment and governance within the service;
- Recruit more permanent staff;
- To improve the flow through the hospital so that patients do not have to wait too long for treatment and cancellations are kept to a minimum;
- Identify and learn from incidents which occur; and
- To ensure all staff are aware of infection and control guidelines and policies.

Mr Gurney stated that the Whipps Cross Hospital site needed redeveloping the site was a 100 years old and needed a major overhaul, 43% of the site pre-dated the NHS, 70% of the site was more that 30 years old and the layout was confusing, making it difficult to deliver the best possible care. There was increasing pressure on services for example the Accident and Emergency department saw over 450 patients a day, making it one of the busiest departments in the country. There were also over 500,000 outpatients a year and the maternity unit delivered 5,000 babies a year.

There was a need to invest in the future of Whipps Cross and redevelopment was greatly needed. A strategic outline case was with the Trust's regulators for approval. Once approved the next level would be to outline a business case and then options would be looked at for the redevelopment of the site and how the Trust would be able to acquire the funding for this major project.

The meeting was then opened up to questions from members.

**Q.** Members expressed concerns regarding the diagnostics department, staff and patients could have been in contact with high levels of radiation which wasn't detected at the time. Why did this happen, why wasn't this detected at the time.

**A.** Each member of staff working in the diagnostics department had their own radiation monitor which would alert them if the levels were high. There was a problem with the system that was used to monitor and process the data that read the levels of radiation. The system failed as the monitors were not flagging when staff were near to the high levels. It had now been remedied the system was now working and the exposure to staff, at that time, was within the acceptable limit.

**Q.** It had been noted that Whipps Cross Hospital were looking build a new hospital has the Trust looked at any sites for redevelopment or would the new hospital be built on the same site.

**A.** The site that Whipps Cross Hospital sits on was 18 hectares of land, therefore the redevelopment of the hospital would be on that land. The Trust would be looking to reduce the footprint of the hospital as a nurse would leave the ward to go to the pharmacy and would be gone from the ward for 30-40 minutes due to the distance that they had to go.

**Q.** Have Whipps Cross lost much capacity from bed blocking, as the government have put emphasis on care in the community and have reduced the number of beds nationally in hospitals from 183,000 in 2002 to 136,000 now. have Whipps lost any bed capacity and what are you doing to facilitate the movement of patients through the hospital.

**A.** Firstly I would like to say we don't use the term bed blocking no longer exists its called delayed discharge. As of today we have 11 beds occupied by delayed transfer of care. We recognise as the winter approaches that this will become more challenging and we are working with our partners to see how we can keep the system flowing over the winter months. We have not closed any beds this year apart from some escalated winter beds that we opened last year and we are not looking to reduce any bed stock in the hospital.

**Q.** In your report it talks about the problems Whipps Cross have had with bullying, favouritism and unfair treatment causing a lack of confidence. What steps have you taken to alleviate these issues.

**A.** There was still a problem but on a much less scale, we have taken steps to put structures in place so that matters can get resolved in the right way. We have supported staff with information on how to deal with bullying and who to report it to. All areas of the hospital are working together and talking to each other we are implementing a culture change. A set of values and behaviours have been introduced throughout the trust and all staff are expected to follow these guidelines.

**Q.** Were all staff aware of who they should go to for any concerns they felt they had or if they felt procedures were not being followed.

**A.** Yes, they could go through their line managers or there was a confidential anonymous hotline.

**Q.** In regard to winter planning measures can you extend on any measures you have in place this winter for the A&E department.

**A.** We have a very robust winter plan that we have put into place, not just internally with the Barts Health Trust but also with our external partners. Additional resilience has been put in around the A&E department in terms of how we stream patients, as they come through the front door. £500,000 has been invested internally within Whipps Cross Hospital, geared around the weekend resilience to keep the

department moving. On the 6 November 2017 a brand new ambulatory care unit will open, £700,000 of capital was given to Whipps Cross Hospital by the Department of Health during the summer and building work has been going on for the last 6 weeks. At present 20-25 people a day are put through the ambulatory unit and new unit will allow 50 people a day to be put through the unit. Additional investment had also been put into the rapid response team.

**Q.** In your report it states under the heading 'Safe', 'Feedback was not shared consistently with staff, as monthly ward meetings did not always take place.' Has this issue been addressed.

**A.** This was within the surgical wards, when the CQC came out of the 6 surgical wards only two of them were able to produce consecutive minutes for the previous months. I can categorically say that this has been one of the improvements put into place and that these ward meetings are now taking place regularly and the minutes are available for every ward.

**Q.** When visiting the hospital it was noted the dilapidation of the old nurses living quarters, it was very expensive for nurses to live in London and maybe with having living accommodation you would be able to retain nurses. Are there any plans to bring back living quarters for nurses or could the accommodation be used for the delayed discharge patients

**A.** From September 2016 to September 2017 we have employed 60 new members to the nursing staff. As of today there are 96 further nurses in the process of being employed. We are looking into bringing living accommodation back on site for single and family affordable living accommodation.

**Q.** What is the purpose of the Strategic Outline Case (SOC) and when do you hope to take it to the Outline Business Case.

**A.** The SOC was prepared to outline the case for change, in terms of investing into the Whipps Cross Hospital site. That was with our regulators NHS Improvement and we are awaiting approval from them to agree that we can take it forward to Outline Business Case. This will probably take another 12 months as this would be where the detailed planning around options for the site would take place.

**Q.** How can we as a District Council support you.

**A.** The District Council could help by spreading the word particularly with the redevelopment and the problems with the current site. Need people to know that the building was very old and needs to be rebuilt in the hope that the support of the people will add weight of opinion when we take our funding bid to the Government.

**Q.** There have been press reports that the NHS was taking on more managerial staff than they are front line staff.

**A.** I don't believe this to be true but the NHS do need to employ managerial staff otherwise more of the paperwork and administrative side of the hospital would fall to the front line staff and therefore they would not be able to use the skills they trained for effectively.

**Q.** A presentation was received from your team at the Joint Health Overview and Scrutiny meeting a few weeks ago, there was some statistics discussed regarding inappropriate discharge into the community, particularly where people needed re-enablement services and were placed into care homes and they weren't given the adequate level of care to support their needs. What is the trust doing now to safeguard future discharges from hospital and the appropriate care package put into place.

**A.** We know that when elderly people are admitted into hospital they get deconditioned. Their life space was reduced from a house or a flat to a bed and a

chair. We need to get them back into their home as quickly as possible so their mobility doesn't deteriorate. We have a good service in the Forest Assessment Unit and that is where our care of the elderly team will put an appropriate care package into place to get them back into their own homes as soon as possible.

**Q.** In terms of recruitment what kind of relationship do you have with schools, colleges and universities and how do you foresee younger people wanting to join the medical profession and do you do any work around that.

**A.** Regarding schools and colleges, Whipps Cross Hospital do need to develop relationships with schools and colleges. We have work going on in other districts of Barts Health, for example, Newham they have a scheme which draws people from disadvantaged backgrounds that haven't made the grade to get into medical school and they are given some experience to help them to get into medical school the next time around.

**Q.** What have you done on the Dementia Care Service that has been put in place.

**A.** Dementia care is a priority for the Trust, we have more patients at Whipps Cross Hospital with dementia than at any of our other sites. Dementia was now part of the mandatory training for all staff and all new staff it was part of their induction. We have dementia champions who go out and educate staff. Our clinical areas are dementia friendly. We recognise that we haven't always got dementia care right but it was critical that we continue to work on our processes to dementia care.

The Chairman stated that what came out of the report positively was the caring and compassionate attitude of staff to patients and their relatives.

The Chairman thanked Mr Gurney and Dr Noble for coming to this meeting, presenting their report and answering all the questions.

## **32. PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE OVERVIEW AND SCRUTINY COMMITTEE**

### **(a) Public Questions**

It was noted that there were no public questions for the committee.

### **(b) Requests to address the Overview and Scrutiny Committee**

Janis Crowder, member of the public had requested to address the Committee regarding her concerns with the Barts Health Trust.

Ms Crowder explained that she had an ongoing complaint with Whipps Cross Hospital regarding her Mother's care. Her Mother who suffered with dementia was admitted to Whipps Cross Hospital late in 2016 for surgery. In Ms Crowder's opinion she felt her Mother was not treated with care and compassion and that she needed to make her concerns regarding her treatment at Whipps Cross Hospital public and to find out what went wrong with her Mother's care that ended in her death.

Ms Crowder advised that to date she had not received any response from Barts Health Trust regarding her complaint.

## **33. TRANSFORMATION TASK AND FINISH PANEL - FINAL REPORT**

Councillor A Patel presented a report to the Committee requesting that the work within the Transformation Programme be subject to scrutiny by members. Initially it

was proposed that the scrutiny be undertaken by the Resources Select Committee however a special meeting of the Resources Select Committee proposed that a Task and Finish Panel be established for this specific task.

At a meeting of the Overview and Scrutiny Committee on the 18 April 2017, the Committee agreed to establish of such a panel and at the following meeting on the 6 June 2017 the terms of reference and membership of the panel were agreed.

The Panel has now had three meetings to consider information relating to the programme and the report to the Agenda Item 8 summarises the work carried out and the recommendations made as a result of the meetings.

Councillor Sartin proposed that recommendations 4 and 5 should be amended to read:

4. That details of new projects should be submitted to the relevant select committee for their scrutiny, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

5. That project closure and benefits realisation reports should be submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

The recommendations were proposed by Councillor Sartin and seconded by Councillor Chambers.

**RESOLVED:**

1. That the Overview and Scrutiny Committee receive the five closure reports of the finished (high risks) projects, to enable them to compare lessons learned across projects (P013, P033, P116, P118, P136).

2. That an updated Transformation Programme Project Dossier should be reviewed at each Overview and Scrutiny Committee meeting.

3. That the Head of Transformation should submit an end of year report to the Overview and Scrutiny Committee, (preferably to their March meeting) summarising the project work during that year and setting out any potential areas for scrutiny for the coming year.

4. That details of new projects should be submitted to the relevant select committee for their scrutiny, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

5. That project closure and benefits realisation reports should be submitted to the relevant select committee for their information, or in the case of those being managed by the Chief Executive they would come to the Overview and Scrutiny Committee.

6. That reporting of projects entering lifecycle stages be included in the Cabinet 'Highlight Report' for information.

7. That arrangements be made for all members of the Select Committees and the Overview and Scrutiny Committee to receive training on transformation and the various elements of the project lifecycle.

8. That members be allowed 'read only' access to the Covalent system for information. The access to be at project level.
9. That the Overview and Scrutiny Committee undertake appropriate scrutiny of projects and initiatives that concern matters within the service responsibility of the Chief Executive.
10. That the Overview and Scrutiny Committee receive an annual update of the Customer Services Programme from the Head of Customer Service.
11. That existing projects be reported to the relevant Select Committee to be reviewed.

#### **34. OVERVIEW & SCRUTINY SELECT COMMITTEES - MEMBERSHIP 2017/18**

The Democratic Services Manager advised the Committee that following the death of Councillor G Waller, earlier this year, and the Leader appointment of Councillor S Kane as the Safer, Greener and Transport Portfolio Holder, appointments needed to be made to two of the Select Committees for the remainder of 2017/18.

The Committee noted that Councillor S Kane was a member of the Overview and Scrutiny Committee and the Council's Constitution provided (Article 6, Paragraph 5) that members of the Executive may not be members of the Overview and Scrutiny Committee. At a meeting of the Council on 26 September 2017, it was reported that Councillor J Lea had been appointed to the vacancy on the Overview and Scrutiny Committee arising from the appointment of Councillor S Kane to the Safer, Greener and Transport Portfolio Holder.

#### **RESOLVED:**

- (1) That Councillor A Patel be appointed as Chairman of the Resources Select Committee for the remainder of the 2017/18 municipal year;
- (2) That Councillor D Sunger be appointed as Vice-Chairman of the Resources Select Committee for the remainder of the 2017/18 municipal year;
- (3) That Councillor P Stalker be appointed as a member of the Resources Select Committee for the remainder of the 2017/18 municipal year; and
- (4) That Councillor N Bedford be appointed as a member of the Governance Select Committee for the remainder of the 2017/18 municipal year.

#### **35. EXECUTIVE DECISIONS - CALL-IN**

The Democratic Services Manager advised that a valid call-in had been received by the Chief Executive on 14 September 2017, in connection with a Cabinet decision agreed at its meeting on 7 September 2017 (Reference C-015-2017/18). This was in regard to the proposed relocation of the Council's Housing Repairs and Housing Assets Services to the Oakwood Hill Depot, Loughton. The call-in was made by Councillors C C Pond (lead member), C Roberts, S Murray, D Roberts and C P Pond.

At the request of the lead member for the call-in, this matter was considered at a meeting convened in accordance with the procedure for the 'withdrawal or modification of a call-in' contained in Article 6 (Overview and Scrutiny) of the Council's Constitution.

As a result of this meeting the Housing Portfolio Holder had agreed to ensure that an appropriate transport assessment was undertaken with regard to the relocation of Services to the Oakwood Hill Depot, prior to the preparation and submission of any planning application that was required for the provision of increased car parking facilities at the Depot.

This approach was supported by the lead member of the call-in and with that agreement, the Chairman of the Overview and Scrutiny Committee had determined that the call-in be treated as withdrawn.

**NOTED:**

That the Committee note the withdrawal of a call-in request in regard to the proposed relocation of the Council's Housing Repairs and Housing Assets Services to the Oakwood Hill Depot, Loughton.

**36. TRANSPORT FOR LONDON - SCRUTINY OF EXTERNAL ORGANISATIONS**

The Democratic Services Manager advised the Committee that Transport for London (TfL) would be attending the next meeting of the Overview and Scrutiny Committee on 9 January 2018, with regard to local bus services operated by TfL in the District.

The following matters were agreed by the Committee as the basis for such external scrutiny. If members had any further issues that they would like to raise with TfL they should advise democratic services officers by email of such matters no later than 30 November 2017. In accordance with usual practice, notice of all questions and matters to be raised would be provided to TfL in advance of the meeting.

- (a) Future changes proposed by Transport for London with regard to local bus services that serve the Epping Forest District, including 'cross-border' routes;
- (b) The future schedule (timetable) and integration of all local bus services operated by Transport for London that serve the Epping Forest District, including 'cross-border' routes;
- (c) Future funding arrangements for all local bus services operated by Transport for London that serve the Epping Forest District, including 'cross-border' routes;
- (d) The plans of Transport for London with regard to the current and future operation of Service No. 20 (Walthamstow to Vere Road, Loughton) within the Epping Forest District;
- (e) The plans of Transport for London with regard to the current and future operation of Service No. 167 (Ilford to Loughton Station) within the Epping Forest District, including the current financial performance of Service No. 167;
- (f) The plans of Transport for London with regard to the current and future operation of Service No. 549 (South Woodford to Loughton Station) within the Epping Forest District; and

- (g) The plans of Transport for London with regard to the 'digitisation' of service information provision at bus stops within the Epping Forest District, that serve local and 'cross-border' routes.

### **37. CORPORATE PLAN KEY ACTION PLAN 2017/18 - QUARTER 1 PROGRESS**

The Committee received a report from the Head of Transformation regarding the Quarter 1 performance of the Corporate Plan Key Action Plan 2017/18.

The Corporate Plan was the Council's key strategic planning document, setting out its priorities over a five year period from 2015/16 to 2019/20. These priorities or Corporate Aims were supported by Key Objectives which provided a clear statement of the Council's overall intentions for these five years.

The Key Objectives were delivered by an annual action plan, with each year building upon the progress against the achievement of the Key Objectives for previous years. The annual action plan contained a range of actions designed to achieve specific outcomes and was a working document and therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement.

The Corporate Plan Key Action Plan for 2017/18 was adopted by Council at its meeting on 27 September 2016.

Progress against the Key Action Plan was reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary.

It was noted that at the end of Quarter 1 there were 50 actions in total for which progress was as follows:

- 46 (92%) had been 'Achieved' or were 'On Target'
- 0 (0%) were 'Under Control'
- 3 (6%) were 'Behind Schedule'
- 1 (2%) were 'Pending'

#### **RESOLVED:**

That the progress achieved at the end of Quarter 1 against the Corporate Plan Key Action Plan for 2017/18 be noted.

### **38. FORWARD PLAN OF KEY DECISIONS - REVIEW**

The Committee reviewed the Council's programme of key decisions for 2017/18.

Councillor J H Whitehouse asked why each household was given two big rolls of dry recycling sacks a year as this was far too many and wasteful. Mr Macnab advised that work was ongoing to review the waste recycling provision, with the possibility of there being a third wheelie bin for dry recycling. There was a wide range of misuse of the recycling sacks and the Council were looking to reduce the number of sacks distributed per household.

Councillor Murray expressed concerns at another wheelie bin being imposed on the residents of the district as most households struggled to store two wheelie bins. Mr

Macnab advised the Council were looking at ways of making the third wheelie bin optional thereby not forcing them onto residents.

Councillor Mohindra advised that he had spoken with Councillor Breare-Hall, the Environment Portfolio Holder and that he had stated he was not in favour of a third wheelie bin, but a review of the amount of recycling bags distributed across the district should be looked at.

The Chairman pointed out that there was an error on page 68 in the heading, this should read Safer, Greener and Transport Portfolio and not Leisure and Community Services Portfolio.

**RESOLVED:**

That the Council's corporate priorities and programme of key decisions for 2017/18 be considered and noted.

**39. OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMMES 2016/17 - REVIEW**

**Overview and Scrutiny Committee**

The committee considered their work programme and noted the progress to date.

**Item 4** – Directorate Business Plans (2017/2018) – it was noted that the Directorate Business Plans (2018/19) would now go to the last meeting of the municipal year to the relevant Select Committees.

**Item 5** – Princess Alexandra Hospital NHS Trust – it was noted that this item would be rolled forward to the next municipal year to provide a further update on the improvements progress.

**Reserve Programme**

**Item 1** – Epping Forest Sixth Form Consortium – this had not been timetabled into the programme as yet. Members thought that by next May they would have been going for long enough to identify any problems and so should be programmed in for early in the 2018/19 municipal year.

**Item 2** – ECC Children's Services – a recommendation arising from the Children's Services Task and Finish Panel required this Committee to meet with Essex County Council in respect of Children's Services, on an annual basis. In April 2016 the Director of Children's Commissioning attended this meeting and it was agreed that this item be considered at a future date.

**Item 3** – Essex Police and Essex Fire and Rescue Service – the Committee agreed at its meeting of the 18 July 2017 to review the local operation of joint governance arrangements for Essex Police and Essex Fire and Rescue Service. This would be programmed into the 2018/19 work programme.

**Item 4** – East of England Ambulance Service – a recommendation arising from the joint meeting of the Overview and Scrutiny Chairman / Vice-Chairman to scrutinise activity to include call handling services. This would be programmed into the 2018/19 work programme.

Councillor A Patel requested that the relevant items from the Transformation Task and Finish Panel be carried forward into the work programme for the Overview and Scrutiny Committee.

### **Select Committees**

#### Communities Select Committee

Councillor Shiell reported that the Housing Allocation Scheme report would be going to the Cabinet for consideration on 1 February 2018.

Councillor Shiell advised members that at the next meeting of the Communities Select Committee on the 7 November 2018, Chief Inspector L Basford would be attending to give a presentation on the current policing and crime issues in the District.

#### Governance Select Committee

Councillor Chambers advised that item (12) Review of the operation of the Council's Petitions Scheme was an important part of the Council's constitution and a report should therefore come to a meeting of the Committee in this municipal year.

#### Neighbourhoods

There were no comments made on the Neighbourhoods work programme.

#### Resources

There were no comments made on the Resources work programme.

#### Transformation Task and Finish Panel

There were no comments made on the Transformation Task and Finish Panel work programme.

## **40. SCRUTINY OF EXTERNAL ORGANISATIONS - REVIEW**

The Committee noted details of those external organisations that had been subject to external scrutiny by the Council over the last three years.

**CHAIRMAN**

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