



## OVERVIEW AND SCRUTINY COMMITTEE

**MEETING** : Monday, 27th March 2023

**PRESENT** : Cllrs. Field (Chair), Pullen (Vice-Chair), Durdey (Spokesperson), Ackroyd, Campbell, Dee, Evans, Gravells MBE, Hilton, Kubaszczyk, Sawyer, Taylor, Wilson and Conder.

### Others in Attendance

Deputy Leader and Cabinet Member for Performance and Resources, Councillor Hannah Norman  
Cabinet Member for Communities and Neighbourhoods, Councillor Raymond Padilla

Director of Communities  
Head of Culture  
Policy and Development Officer  
Democratic and Electoral Services Officer

**APOLOGIES** : Cllrs. Castle and Hudson

### 115. DECLARATIONS OF INTEREST

Councillor Gravells declared a personal interest in Agenda Item 8 (Integrated Care System Update) owing to his position as Chair of the Health Overview and Scrutiny Committee for Gloucestershire County Council.

### 116. DECLARATION OF PARTY WHIPPING

There were no declarations of party whipping.

### 117. MINUTES

**RESOLVED** – That the minutes of the meeting held on 27<sup>th</sup> February 2023 were approved and signed as a correct record by the Chair.

### 118. PUBLIC QUESTION TIME (15 MINUTES)

There were no public questions.

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**119. PETITIONS AND DEPUTATIONS (15 MINUTES)**

There were no petitions nor deputations.

**120. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME AND COUNCIL FORWARD PLAN**

**RESOLVED** - That the Overview and Scrutiny Committee **NOTE** the Work Programme.

**121. INTEGRATED CARE SYSTEM UPDATE**

121.1 The Integrated Care Board Chief Executive delivered a presentation on the One Gloucestershire Integrated Care System (ICS). She provided Members with an overview of how the Integrated Care System worked, including its vision for health and care in Gloucestershire and key priorities, such as transformation initiatives and plans to improve care across Gloucestershire in the future. She further explained that the NHS Gloucestershire Integrated Care Board (ICB) was responsible for deciding how NHS money was spent in the local area and consisted of a formal Board structure with Executive and Non-Executive Directors.

121.2 The Integrated Care Board Chief Executive went on to explain that the One Gloucestershire Health and Wellbeing Partnership or 'Integrated Care Partnership' (ICP) included representatives from health, social care, public health, and voluntary sector partners and was responsible for writing the interim Integrated Care Strategy for Improving Health and Wellbeing in Gloucestershire. She confirmed that this strategy had been approved and published back in December 2022, and offered to circulate the published document to Overview and Scrutiny Committee Members.

121.3 In relation to issues and challenges particular to Gloucester, the Integrated Care Board Chief Executive confirmed that respiratory health was an issue in the city and that there had also been ongoing challenges with local dentistry provision. She noted that the ICP were focusing on tackling health inequalities, particularly in relation to children and young people, and provided an overview of the 10 priority areas to assist with the development of the One Gloucestershire workforce.

121.4 At this stage in the meeting, the Integrated Care Board Chief Executive invited questions from Members.

121.5 Councillor Wilson referred to the narrative in the presentation concerning the development of a Gloucestershire Citizens Panel and asked for further information as to how the panel would operate. The Integrated Care Board Chief Executive confirmed that the ICB were in the process of advertising for representatives and would be in a position to provide further information over the next few months.

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- 121.6 The Chair also noted his interest in the Citizens Panel and suggested that the Overview and Scrutiny Committee might be keen to revisit this initiative and partnership working in the future. He stated that although oversight of health and social care was primarily a responsibility of Gloucestershire County Council, decisions made by the ICB and partnership would have an impact on City Councillors' wards and constituents.
- 121.7 The Integrated Care Board Chief Executive delivered an additional presentation on the ICB's approach to contract management, explaining that the ICB was a commissioning organisation and worked to design pathways for local health service procurement. She provided an overview of the stages of contract management, some of the existing contractual arrangements with Gloucestershire Hospitals NHS Foundation Trust, Gloucestershire Health and Care Foundation Trust, South Western Ambulance Service NHS Foundation Trust, Primary Care providers and local GP Out of Hours Services. The Integrated Care Board Chief Executive also provided Members with an overview of remedial actions to address under-performance or contract breaches.
- 121.8 In response to a query from the Chair regarding the contract with community pharmacies. The Integrated Care Board Chief Executive advised that pharmacy contracts were transferred to the ICB on 1<sup>st</sup> April 2022. She noted that there had been a key focus on Dentistry and Optometry and provided Members with an overview of a new IT system which enabled Optometrists to view hospital results.
- 121.9 Councillor Gravells reflected on some recent scrutiny projects undertaken by the Health Overview and Scrutiny Committee for Gloucestershire County Council, noting that the Health Scrutiny Committee consisted of a number of elected representatives including one representative from each District Council. He shared with Members some of the work undertaken by the Committee on NHS111 services and noted that the recent inspection from the Care Quality Commission of Out of Hours services had confirmed some of the initial findings of the Health Overview and Scrutiny Committee. He expressed the view that it was important that health scrutiny should also recognise positive achievements, such as steps forward in reducing inequalities and advancements in robotics and Ophthalmology. The Integrated Care Board Chief Executive confirmed that she would be happy to feed back to the Overview and Scrutiny Committee on the ICP work around tackling inequalities.
- 121.10 In response to a query from Councillor Wilson concerning executive decision making, the Integrated Care Board Chief Executive explained that the ICB was made up of 25 Members and included representation from NHS providers and Gloucestershire County Council. She noted that the ICP included representatives from the Gloucestershire District Councils and other partner agencies such voluntary sector organisations. The Integrated Care Board Chief Executive further explained that funding decisions were made by the ICB.

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- 121.11 In response to a query from Councillor Conder relating to housing, the Integrated Care Board Chief Executive confirmed that the ICB had an interest in housing on hospital discharge, and that following discussions with the County Council, the NHS had agreed to fund several housing posts, such as frailty housing. She also referred to partnership working through the Gloucestershire Strategic Housing Partnership.
- 121.12 The Chair requested clarification on the term 'Heat on Prescription'. The Integrated Care Board Chief Executive explained that Gloucestershire was one of the first counties taking part in a Warm Home Prescription pilot scheme which helped eligible residents pay their heating bill. It was noted that the scheme was targeted at residents who were experiencing difficulties with heating their homes during the difficult winter.
- 121.13 The Chair queried whether consideration had been given to working with libraries in Gloucestershire, to which the Integrated Care Board Chief Executive responded that there were small schemes in place, including working with local schools.
- 121.14 Councillor Durdey asked the Integrated Care Board Chief Executive what the local challenges in Gloucester were, and how Councillors may be able to assist with addressing these challenges. The Integrated Care Board Chief Executive noted that there was lots of community energy in Gloucester and confirmed that some funding was already being distributed to community networks and small groups. She felt it was key to ensure recognition of health inequalities and suggested that Councillors could assist with mapping the local support available. In relation to ongoing challenges, she noted that demand for Primary Care services had risen by 20% and that there was a need to think of different ways to deal with this demand, such as signposting to alternative services where appropriate.
- 121.15 Councillor Hilton outlined some difficulties he had experienced with making an appointment at his local GP surgery and asked what was being done to improve the quality of primary care in Gloucester. The Integrated Care Board Chief Executive noted that there was a challenge with recruiting GPs to work in areas of increased inequality and referred to her earlier comments around the 20% increase in demand for Primary Care services. She stated that the NHS was undertaking deep dive investigations to understand what had caused the spike in demand. She noted that residents with urgent medical issues would receive an on-the-day appointment and that colleagues were looking into modernising some of the telephone services.
- 121.16 Councillor Hilton raised concerns about the telephone appointment route and made a comparison to his experience of booking an appointment with his dentist. He also referred to the NHS app as an example of technology working well in this area. The Integrated Care Board Chief Executive acknowledged that Councillor Hilton's surgery was in a particular hotspot area and that the deep dives would produce results within the next few months. She advised Members that some GPs were overrun with telephone calls and that staff had to triage and signpost where appropriate.

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121.17 A discussion ensued around some Members' positive experience with making appointments at their GP surgeries in Quedgeley and Kingsway.

121.18 Councillor Gravells raised concerns about patients behaving aggressively towards GP receptionists. He referred to work undertaken by the Health Overview and Scrutiny Committee around GP vacancies and noted his view that it was encouraging to see the ICB's work in encouraging GPs to work in Gloucestershire. He also referred to Government initiatives to increase the number of GPs across the UK.

121.19 In response to a query from Councillor Sawyer regarding integrated IT systems, the Integrated Care Board Chief Executive confirmed that each individual part of the NHS system operated their own IT system, however initiatives such as 'Shared Care' records were in place and that it was hoped that there would be further IT pilots in due course.

**RESOLVED** – That the Overview and Scrutiny Committee **NOTE** the presentation.

**122. ANNUAL EQUALITY DIVERSITY AND INCLUSION REPORT 2022-23**

122.1 The Cabinet Member for Communities and Neighbourhoods introduced the report. He confirmed that the administration was committed to upholding the Equality Act 2010, noting that equalities, diversity and inclusion (ED&I) objectives had been embedded into the Council Plan, and that the council was reviewing and approving a new Action Plan for ED&I in 2023. The Cabinet Member for Communities and Neighbourhoods further highlighted that various initiatives to tackle inequalities had taken place across the Council and throughout the city over 2022.

122.2 The Chair referred to the 2022 Awareness Days Calendar at Appendix 2 and requested clarification on the 'IDAHOBIT' acronym. The Policy and Development Officer explained that this referred to 'International Day Against Homophobia, Biphobia, Intersex-phobia and Transphobia.'

122.3 In response to an additional query from the Chair regarding the Awareness Days Calendar, the Policy and Development Officer confirmed that the main aim of the calendar was to raise awareness and that he along with the Community Wellbeing Team compiled the list. He noted that awareness days could be marked through small campaigns, internal City Council newsletters or civic events.

122.4 The Chair asked whether the awareness days were promoted on the City Council's social media channels. The Policy and Development Officer confirmed that the Community Wellbeing and Communications teams did promote awareness days on the City Council's Twitter, Facebook and Linked- In webpages. He confirmed that the council did not use TikTok or Instagram at this stage.

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- 122.5 Councillor Pullen reflected on his experience of attending the recent Holocaust Memorial service which he found to be an impressive and sobering event and asked that his comments be fed back to the event organisers.
- 122.6 Referring to the narrative in Appendix 1 and the council's commitment to ensure that 95% of staff and Councillors receive training in ED&I by March 2024, Councillor Pullen asked whether this training was likely to be delivered in-house or by external organisations. He also asked whether the council planned to make this training mandatory. The Head of Culture confirmed that the council had committed money from the training budget towards ED&I training and that it would likely be a combination of in-house and external providers. He provided reassurances that the council as an employer was committed to ensuring that staff were appropriately trained in this area. Referring to the revised SMART goals in Appendix 1, the Policy and Development Officer confirmed that the council hoped to follow the approach of the Gloucester City Commission to Review Race Relations in engaging with local communities and was committed to working with community partners. He noted that consideration was being given to hiring translators.
- 122.7 In response to a query from Councillor Wilson regarding People Impact Assessments (PIA) and whether this was a statutory obligation, the Policy and Development Officer explained that a PIA screening process needed to be completed for every City Council report which considered the impact on protected characteristics. He noted that if any protected characteristics were identified, then a full PIA would be required.
- 122.8 In response to additional queries from Councillor Wilson regarding PIAs, the Policy and Development Officer confirmed that the screening process was a routine element of report writing and that work had taken place to increase awareness amongst Officers.

**RESOLVED** – That the Overview and Scrutiny Committee **NOTE** the report.

**123. OVERVIEW OF HERE TO HELP FACILITY**

- 123.1 The Director of Communities delivered a presentation on the Here to Help and Report It facilities. She provided an overview of the context, explaining that Report It and Here to Help were part of a digital transformation process brought about by the 'Together Gloucester' project. She noted that the work sat across several service areas, including Policy and Resources which had oversight of the council's IT and transformation services and Communities through the customer service element. The Director of Communities further advised that the cyber incident in December 2021 had had a significant impact on the transformation process as business analyst and IT resources were preoccupied for several months with the cyber recovery.
- 123.2 The Director of Communities provided an overview of the Here to Help central email inbox, and Report It as an online reporting tool accessed through My Gloucester. She explained that Report It was a quick and easy

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way for residents to report issues online, which allowed customer services colleagues to help residents who need more support over the phone or via Here to Help email. It was noted that registered Report It users were increasing, and the Cabinet Member for Performance and Resources confirmed that she had two separate Report It accounts for reporting issues as a resident, and reporting issues in her capacity as Councillor.

- 123.3 The Director of Communities outlined some planned new processes and next steps for the services. She confirmed that feedback from Members' interviews had been noted and was being taken on board. The Director of Communities also provided an update on the review of face-to-face services.
- 123.4 The Chair reflected on his frustrations with reporting issues and receiving return email notifications signposting to Gloucestershire County Council. He asked whether consideration could be given to passing Members' referrals onto County Council colleagues. The Director of Communities confirmed that City Council customer services colleagues were in regular contact with the County Council, however if emails were to be passed on automatically, the County Council would return a response to customer services rather than individual Members.
- 123.5 In response to a suggestion from Councillor Norman it was agreed that a list of City Council and County Council responsibilities be circulated to all Members to assist with signposting queries at first instance.
- 123.6 Councillor Hilton noted that he preferred to raise issues on behalf of residents via email rather than through online Report It or Contact Us forms as he found it easier to track casework through email trail. He expressed the view that a dedicated email box for Councillors was a good suggestion, noting that the County Council Highways team had a dedicated email box for Members which he found useful. Councillor Gravells noted his agreement with Councillor Hilton's comments.
- 123.7 Councillor Hilton stated that he was aware that reception staff at Gloucestershire County Council had raised concerns about signposting residents to the City Council, noting that the Eastgate Office was not open to the public. Councillor Norman noted that she was not aware that concerns from the County Council had been passed back to Officers and stated that the Customer Services team would welcome an approach from County Council colleagues to discuss the scale of the issue. The Director of Communities agreed to ask the Customer Services Manager to contact County Council colleagues to discuss the matter further.
- 123.8 In response to additional comments from Councillor Hilton regarding a City Council post box, the Director of Communities agreed that Officers would look into the location of the Gateway post box to ascertain whether it was easily accessible and signposted. Councillor Norman further advised that it was the recommendation of the Finance Team that residents either pay for their Council Tax online, or if residents preferred to pay via cash or cheque, they do so via their local Pay Point.

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- 123.9 Councillor Pullen agreed with earlier comments made by Councillor Hilton and Councillor Gravells concerning emails. He reflected on his own experience and expressed the view that it would be helpful to have a centralised email for Councillors. He highlighted that some residents did not have access to the internet or a phone and noted that he was concerned that these residents still needed to be able to access services. Councillor Pullen also referred to the narrative in the presentation confirming that 133 surveys had been completed in response to the face-to-face services review, and expressed the view that this was not enough data to solely base decisions on. Councillor Norman clarified that there were no plans to phase out the Here to Help email facility, explaining that the idea was to allow residents to contact the council in a way that suited them. She confirmed that digitally excluded residents still had options available to them including telephone and face to face contact, and that encouraging residents to make use of online reporting facilities would enable Customer Services Officers to maximise their time in helping residents who needed further support. Councillor Norman reflected on her own experience of using Report It and advised that Members and residents were able to track progress of their case on the dashboard.
- 123.10 In response to a query from Councillor Conder concerning Customer Services telephone calls, the Director of Communities explained that abandoned calls were not always necessarily where a resident ended the call as a result of waiting times, but might be where they have followed signposting hints on the holding message.
- 123.11 Councillor Wilson expressed that his preferred means of reporting issues was through Report It. A discussion ensued regarding possible improvements and Councillor Wilson noted that he would like to see a mechanism where he could thank Officers with their assistance with more complex cases through this facility. Councillor Norman confirmed that conversations had taken place with regards to improvements to the dashboard, however there had been delays in bringing these forward due to the 2021 cyber incident. She advised Councillor Wilson that she had received a commitment from the team to revisit improvements.
- 123.12 In response to comments from Councillor Sawyer concerning demand for face-to-face appointments, Councillor Norman pointed out that residents using the intercom and direct dial services were often individuals looking for assistance outside of the City Council remit who would then be signposted appropriately.
- 123.13 Councillor Sawyer requested clarification as to how residents were able to request a face-to-face appointment, to which Councillor Norman responded that they could do so via email or telephone. The Director of Communities further confirmed that residents could contact the Customer Service switchboard number on 01452 396396 or through the direct dial telephone at the Gateway.
- 123.14 Councillor Gravells commented that Councillors needed a quick and efficient reporting system and expressed that in his view, Report It and Here



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to Help did not deliver quick results. He reflected on some of his positive experiences of raising issues through County Council mechanisms and raised concerns regarding the tone of the Here to Help automatic acknowledgement emails. Councillor Gravells referred to elements of the Council Constitution suggesting that Members should liaise with Heads of Service and Directors rather than with junior Officers directly and expressed support for a Members email box. Councillor Norman responded that the acknowledgement email was standard across many organisations, and not unique to Gloucester.

123.15 Councillor Durdey queried whether further information on the 'any other query' category of calls was available and it was agreed that enquiries would be made with the Customer Services team. Councillor Norman noted that it was her expectation that following improvements to Waste and Street Scene online reporting, telephone traffic would reduce.

**RESOLVED** – That the Overview and Scrutiny Committee **NOTE** the presentation.

**124. DATE OF NEXT MEETING**

Monday 24<sup>th</sup> April 2023.

**Time of commencement: 6.30 pm hours**

**Time of conclusion: 8.45 pm hours**

**Chair**