

**Glasgow City
Integration Joint Board
Public Engagement Committee**

Report By: Stephen Fitzpatrick, Depute Chief Officer, Strategy, Innovation and Best Value

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Communications and Engagement Plan for Service Prioritisation Programme

Purpose of Report:	This report aims to update the IJB Public Engagement Committee on the communication and engagement approach underpinning the three year Service Prioritisation Programme, and the engagement carried out so far.
Background/Engagement:	Engagement has been carried out with the citywide Locality Engagement Forum, a range of key stakeholders across the Community planning Partnership (including representatives from NHS, Council, GCVS, third and independent sector, and University of Strathclyde). An initial staff engagement event was carried out in November 2025, and two more events are planned for March 2026. Trade unions have been consulted and will engage in monthly meetings with the Chief Officer and individual service reviews. Full details of all engagement events are provided in the communications and engagement plan (Appendix 1).
Governance Route:	The matters contained within this paper have been previously considered by the following group(s) as part of its development. HSCP Senior Management Team <input type="checkbox"/> Council Corporate Management Team <input type="checkbox"/> Health Board Corporate Management Team <input type="checkbox"/> Council Committee <input type="checkbox"/> Update requested by IJB <input type="checkbox"/> Other <input checked="" type="checkbox"/>

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	Service Prioritisation Executive Steering Group Not Applicable <input type="checkbox"/>
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Recommendations:	The IJB Public Engagement Committee is asked to: a) Note the content of the communications and engagement plan (Appendix 1); b) Note the iterative nature of the plan and the commitment to updating the context, based on ongoing learning and feedback; and c) Seek a regular update on the communications and engagement activity underpinning the service prioritisation programme.
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Relevance to Integration Joint Board Strategic Plan:
The proposals in the report clearly align with the engagement approach underpinning the IJB Strategic Plan, ensuring key stakeholders “feel actively involved and empowered” in shaping the service prioritisation approach (p.76).

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The service prioritisation programme impacts all nine of the national health and wellbeing outcomes, whilst the communications and engagement plan has been developed to ensure that “people [have] greater opportunities to participate in shaping the decisions that impact on their human rights” (p.14).
Personnel:	Staff will be invited to participate in individual reviews, engagement events and the staff reference group.
Carers:	Carers will be a key stakeholder group in the process of engagement, and a session with the Carers Forum is currently being planned.
Provider Organisations:	Provider organisations will be a key stakeholder group and will be invited to participate in engagement events. Programme updates will be issued in line with current legislative and operational processes.
Equalities:	All proposals emerging from the application of the Service Prioritisation approach will be subject to Equality Impact Assessments to inform the development of the proposals through understanding the impact and to take steps to mitigate the impacts identified, wherever possible.
Fairer Scotland Compliance:	One of the key critical success factors underpinning the service prioritisation methodology relates to impact on child poverty, thereby ensuring that recommendations are informed by equalities considerations set out in Fairer Scotland Compliance, and reflected in the Council’s Grand Challenge to reduce poverty and the IJB’s partnership priority to address the challenges of poverty

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	and financial insecurity through effective prevention and early intervention.
Financial:	There are no specific issues arising from this report.
Legal:	There are no specific issues arising from this report.
Economic Impact:	There are no specific issues arising from this report.
Sustainability:	There are no specific issues arising from this report.
Sustainable Procurement and Article 19:	There are no specific issues arising from this report.
Risk Implications:	The establishment of robust governance arrangements are a prerequisite of the successful delivery of the service prioritisation programme, which is a core element of the IJB's future sustainability plan. The programme team will adopt the IJB's risk management policy to manage the risks associated with the initiative. Where these risks have implications for broader stakeholders, these will be communicated in line with the principles outlined in the communications and engagement plan.
Implications for Glasgow City Council:	The service prioritisation plan, programme methodology and communications and engagement plan align with the Council's strategic priorities, and the communications and engagement plan encompasses the principles of the Scottish Government's Scottish Approach to Service Design.
Implications for NHS Greater Glasgow & Clyde:	The service prioritisation plan, programme methodology and communications and engagement plan align with the Council's strategic priorities, and the communications and engagement plan encompasses the principles of Health Improvement Scotland's Planning with People guidance.

1. Purpose

- 1.1. This report aims to update the IJB Public Engagement Committee on the communication and engagement approach underpinning the three year Service Prioritisation Programme, and the engagement carried out so far.

2. Background

- 2.1. The aims of the Communication and Engagement plan are to:

- raise awareness and understanding of the reasons for the programme
- promote engagement in the review, and support managers to cascade the key messages

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- involve and inform key stakeholders about the programme, including any wider impact of review findings and mitigations
- develop clarity about the governance and rationales underpinning decision-making
- offer transparency about the programme and the outcome of the reviews

2.2. With a wide group of stakeholders, the aims will be achieved through a mix of methods, including face-to-face meetings, online sessions, email communications, Partnership Matters articles and a dedicated web page, including a 'Frequently Asked Questions' page, with one specifically designed for staff and another for wider stakeholders.

2.3. In addition to the communications and engagement aims, the plan includes the core messages, standards, timescales, governance, audience (stakeholders and channels) and activity matrix. The matrix is being updated with all engagement activity to provide a programme log.

2.4. A staff reference group will be set up to test, evaluate and provide feedback on the communications and engagement work and wider programme. The group will be chaired by the Chief Officer. One large-scale staff engagement event took place in November 2025 and wider engagement sessions are planned. Practitioners and managers will be involved in individual service reviews.

2.5. An engagement session took place with the citywide Locality Engagement Forum on 21 January 2026. The session was solely focused on service prioritisation, with around 20 attendees. Feedback provided suggested that community stakeholders value a bottom-up approach and wanted assurance of continued focus on early intervention and prevention. The criticality of transparency in communications and clarity around the savings driver for the programme were also key themes in the discussion. This will remain a standing item on the Locality Engagement Forum agenda, and it was emphasised that the Communications and Engagement plan is an iterative document that will be amended based on learning and feedback.

3. Recommendations

3.1. The IJB Public Engagement Committee is asked to:

- a) Note the content of the communications and engagement plan (Appendix 1);
- b) Note the iterative nature of the plan and the commitment to updating the context, based on ongoing learning and feedback; and
- c) Seek a regular update on the communications and engagement activity underpinning the service prioritisation programme.

**Service Prioritisation Programme
Communications and Engagement Strategy and Plan (draft)****1. Purpose**

1.1 The purpose of this document is to outline the Communications and Engagement Strategy and Plan for the Service Prioritisation programme. It includes:

- background
- communication and engagement aims
- core messages
- standards
- timescales
- governance
- audience/stakeholders and channels
- communications and engagement activity matrix

2. Background

2.1 Glasgow City IJB is facing unprecedented financial pressures currently and projected in the coming years. Since the inception of the IJB there has been a requirement to remove circa £190m from the IJB budget through annual savings plans. Financial settlements from Scottish Government and the funding received from NHS GGC /GCC partners remains inadequate and does not account for the level of complexity, growth, demand and poverty that exists within Glasgow City. This has resulted in the need to conduct a service review exercise across the HSCP in order to meet financial targets over the next 4 – 5 years to ensure the long-term sustainability of Glasgow City Health and Social Care Partnership (HSCP). All services are in scope for a review. This is in response to IJB members' call for a strategic approach to reviewing our current service provision, in order to avoid a piecemeal approach to achieving savings each year.

2.2 The aim of the programme is to develop fit for purpose services to meet population needs in the context of available resources across Glasgow City HSCP.

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The legislative framework underpinning this programme includes a wide range of legislation, including, for example, [Social Work \(Scotland\) Act 1968](#), [Social Care \(Self-Directed Support\) \(Scotland\) Act 2013](#) and [Children and Young People \(Scotland\) Act 2014](#), placing a duty to assess needs, and to meet needs at a specific threshold, based on the principles of promoting choice, control, and outcomes.

- 2.3 The HSCP provides direct health and social care services through children's, adult and older people's services, including homelessness services as a delegated function to the IJB.
- 2.4 To meet Glasgow City Council and NHS Greater Glasgow and Clyde's statutory responsibilities, and to ensure early intervention to prevent failure demand, the HSCP requires to ensure that its resources are used effectively, achieving best outcomes for service users and best value.
- 2.5 The current funding of health and social care services and of public services more generally is not keeping pace with increasing demand for services and increasing costs linked to delivery. This represents a challenging backdrop to deliver on the IJB's and HSCP's ambitions for health and social care in Glasgow and is having an impact on service delivery and timescales, particularly in the context of Glasgow's demographics. With a population of 622,050 (based on 2022 data as presented in [Glasgow HSCP Demographics and Needs Profile 2024](#)), Glasgow City hosts 11.4% of the population, with a projected increase of 2.3% between 2024 and 2034 including an expected increase of 22.3% in the cohort of older adults. This compares with 1% and 19% nationally and needs to be considered in the context of shifting population dynamics. Based on 2024 data, 72.8% of Glasgow's population has a White or British Ethnic background and 19.3% has a Black Minority Ethnic background, and more than a quarter (27.6%) of Glasgow pupils are from a Black and Minority Ethnic background, compared to 11.3% of Scottish pupils. Current and future demand presents the context for IJB and HSCP's prioritisation of decisions for investment and disinvestment in order to support delivery of the Strategic Plan for health and social care.
- 2.6 The service prioritisation programme is seeking to engage with all stakeholders – individuals with lived experience, local communities, staff and managers, local authority trade unions, NHS staffside, the SMT and Executive teams, Elected Members, and external partners across the community planning partnership to review services in line with current challenges. This will involve a programme of engagement, with clear aims and aspirations for the programme, in order to develop a shared understanding of the parameters for engagement, and to invite ideas for redesigning the system of health and social care in Glasgow. Working collaboratively with partners in the third and independent sectors, as well as people with lived experience and communities, the approach will use critical success factors, to review all elements of health and social care to ensure a sustainable approach that meets the health and social care needs of the population, taking into account deprivation,

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trauma and specific needs associated with homelessness in the content of the housing emergency and shift in population dynamics.

- 2.7 It is against this backdrop that it is even more critical that the IJB's and HSCP's approach to reviewing services is fit-for-purpose, with resources used effectively to achieve best outcomes and value.
- 2.8 The planning teams have been reconfigured under the Depute Chief Officer for Strategy, Innovation and Best Value in order to undertake the reviews, in partnership with stakeholders.
- 2.9 The methodology is being developed, based on the learning from the Treasury's Green Book, and other relevant models, to ensure a consistent approach across services, with outcomes related to generating efficiencies through ceasing, reducing, reprovisioning or reconfiguring services.
- 2.10 This communications and engagement plan will be updated to reflect the learning throughout the programme, particularly where there are implications for the approach to communicating and engaging with key stakeholders.
- 2.11 The Planning with People guidance (<https://www.hisengage.scot/media/2550/his-pwp-overview-aug24.pdf>) is being considered specifically in relation to health services, and will guide the approach to communications and engagement, as well as the overall methodology.

3. Communication and Engagement Aims

- 3.1 Communication and engagement activity will aim to support the Service Prioritisation programme in the following ways:
 1. raise awareness and understanding of the reasons for the programme
 2. promote engagement in the review, and support managers to cascade the key messages
 3. involve and inform key stakeholders about the programme, including any wider impact of review findings and mitigations
 4. develop clarity about the governance and rationales underpinning decision-making
 5. offer transparency about the programme and the outcome of the reviews

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4. Core Messages

- 4.1 Communication and engagement activity will promote the following core messages throughout the programme.
- 4.2 Glasgow City HSCP and our staff employed by Glasgow City Council and NHS Greater Glasgow and Clyde are committed to delivering statutory duties and universal healthcare but are operating in the context of increasing demand and decreasing funding. The aim of the Service Prioritisation programme is to review services using a comparable and consistent methodology in order to assess outcomes and ensure best value, as well as fit with legislative and strategic priorities, as delivered via Glasgow City Health and Social Care Partnership on behalf of Glasgow City Council and NHS Greater Glasgow and Clyde, with strategic direction by Glasgow City Integration Joint Board (IJB).
- 4.3 The approach will be consistent for each service area to ensure fairness and transparency for all stakeholders, with the methodology to be tested in the first tranche of reviews and refined based on learning.
- 4.4 A reference group, with representation of practitioners and managers at all levels of the system, will support with sense checking messages, and developing a robust feedback loop from the review, executive and SMT teams to frontline teams.
- 4.5 The use of digital technology will be explored, in accordance with legislative and corporate guidance, to maximise efficiencies for practitioners to maximise time with service users.
- 4.6 The aim is to reset/ redesign services to ensure sustainability of support to meet the level of demand generated through the population shift and acuity of need.
- 4.7 The vision for the work is to deliver high-quality health and social care at the right place and time to protect the most vulnerable, reduce inequality, and tackle child poverty, making the best possible use of resources, and equipping staff to ensure that every decision supports a sustainable future for Glasgow's citizens.
- 4.8 The engagement approach will recognise practitioners and frontline managers as assets in the generation of ideas and solutions, supporting a bottom-up approach to engagement and improvement.
- 4.9 Ongoing communication and engagement work will address concerns expressed by staff, with ongoing opportunities for staff to offer feedback about the programme.

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4.10 Service users and community representatives, third and independent sector organisations will be involved through existing networks, including the Provider Reference Group and other forums.

4.11 Workstreams supporting the Service Prioritisation programme:

- Project management
- Digital
- Development of methodology

This list is not exhaustive and will be reviewed as the programme progresses. Commissioning and HR teams are supporting the process, and representatives attend the core group meetings in order to ensure aligned and timely communications.

4.12 Specific approaches to engagement will be considered in EQIAs, tailored to each service area.

5. Standards

5.1 Communication and engagement activity will be informed by standards set out within the HSCP's [Communications Strategy](#) and IJB's [Consultation and Engagement Good Practice Guidelines](#), as well as the [Planning with People](#) guidance.

6. Timescales

6.1 Communication and engagement activity will take place during the full course of the programme, with robust feedback established to engage and inform key stakeholders, ensuring transparency and promoting engagement.

7. Governance

7.1 The programme is being led by Stephen Fitzpatrick, Depute Chief Officer, Strategy, Innovation and Best Value, with an Executive Steering Group chaired by the Chief Officer, Pat Togher, and with representation from the HSCP executive team. A steering group has been established, with external representation from Scottish Government, GCVS, Glasgow City Council and NHS Greater Glasgow and Clyde. Routine operational issues will be overseen by the Programme Management Coordination Group.

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- 7.2 The Executive Steering Group and IJB will be the main governance forums for approving decisions, and communications and engagement work will be reported to the Public Engagement Committee.
- 7.3 This Communication and Engagement Strategy and Plan will be reviewed, approved and owned by the Core Team (Depute Chief Officer and Heads of Planning and Strategy), reporting into the Executive Steering Group. The communication and engagement plan will be updated based on learning about approaches working well to keep staff and key stakeholders informed.
- 7.4 A staff reference group will be set up to test, evaluate and provide feedback on the communications and engagement work.
- 7.5 The development of the feedback loop will be supported by in person sessions, staff communications, a web page (including FAQs) and leadership, staff and provider events.
- 7.6 Where relevant, providers will be kept informed, in line with advice from the commissioning team, based on current legislation and operational processes.
- 7.7 The review and approval of communications and engagement activity will normally be delegated to the Depute Chief Officer (or delegate), with support from the Executive Steering Group, when required.

8. Audience/Stakeholders and Channels

- 8.1 Communication and engagement activity will include the following stakeholders:

- Core Executive
- HSCP Executive Group
- Core Leadership Teams
- Senior Management Team
- Whole HSCP staff group
- Local authority trade unions
- NHS Staffside
- GCC and NHSGG&C Chief Executives
- IJB Public Engagement Committee

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- Scottish Ministers and relevant officials
- HSCP Locality Engagement Forums
- GCC Public Sector Reform Taskforce
- Commissioned service providers
- Third sector/ community organisations
- Service user and patient forums
- Carers forums
- Media
- General public

8.2 Communications and engagement activity will incorporate a number of methods:

- Face-to-face meetings and briefings
- Online meetings and briefings
- Email communications and briefings, with designated programme email to be considered for questions, comments and feedback. An anonymous mechanism for feedback and questions may also be developed to ensure different communication styles and preferences are accommodated
- Partnership Matters articles
- Web page (including FAQs)

9. Communication and Engagement Activity Matrix

9.1 The following matrix outlines the communications and engagement activity that will be undertaken to support the Review.

Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/Timescale	Comments
Staff engagement – leadership event	Pat Togher Stephen Fitzpatrick	Face-to-face	• Grade 8s/ Band 7s	November 2025	Initial awareness raising of approach and key milestones for SP programme

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Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/Timescale	Comments
Staff engagement – team leaders/ practitioners	Pat Togher Stephen Fitzpatrick	Face-to-face	<ul style="list-style-type: none"> • Service Managers • Team leaders • Practitioners 	19 March 2026	Initial awareness raising of approach and key milestones for SP programme
Introductory discussion with Third Sector	Stephen Fitzpatrick Heads of Planning	MS Teams	Third sector	November 2025 March 2026	Exploratory discussion around engaging third sector and follow up discussion
Citywide LEF	Heads of Planning Planning Managers	Face-to-face	Community representatives	21 January 2026	Initial awareness raising of approach and key milestones for SP programme
Providers Reference Group	Stephen Fitzpatrick	MS Teams	Provider representatives	3 March 2026	
City Wide Providers Event	Executive Team	Face-to-face	GDA Chief Executive	18 February 2026	
Meeting with Glasgow Disability Alliance	Pat Togher and Stephen Fitzpatrick	Face-to-face			
Meeting with HIS to support the interpretation of the Planning with People guidance	Stephen Fitzpatrick Heads of Planning			TBC	

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Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/Timescale	Comments
Planning team training and peer supports sessions on developing the methodology	Stephen Fitzpatrick Heads of Planning Planning teams	Face-to-face MS Teams	Planning team members	December 2025 and monthly throughout 2026	
Trade Union consultation and engagement	Pat Togher Stephen Fitzpatrick Geraldine Collier	Face to Face MS Teams	Trade unions	January 2026 and monthly throughout 2026	Further ongoing engagement at review meetings
Executive Steering Group members methodology pre-briefing	Liam Herbert	MS Teams	ESG members	January 2026	
Children's Services Executive Group	Dominique Harvey	MS Teams	CSEG members	January 2026	

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