



**Item No. 6**

**Meeting Date Wednesday 20<sup>th</sup> May 2026**

**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 the STEP Forward Programme**

<b>Purpose of Report:</b>	This report aims to update the Committee on the communications and engagement activity underpinning the STEP Forward Programme (Strategic, Transparent, Effective and Planned, previously referred to as Service Prioritisation).
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<b>Background/Engagement:</b>	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). Four initial staff engagement events have taken place, and the staff website has been launched. Full details of all engagement events are provided in the Communications and Engagement plan (Appendix 1).
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<b>Governance Route:</b>	<p>The matters contained within this paper have been previously considered by the following group(s) as part of its development.</p> <p>HSCP Senior Management Team <input type="checkbox"/></p> <p>Council Corporate Management Team <input type="checkbox"/></p> <p>Health Board Corporate Management Team <input type="checkbox"/></p> <p>Council Committee <input type="checkbox"/></p> <p>Update requested by IJB <input type="checkbox"/></p> <p>Other <input checked="" type="checkbox"/></p> <p>STEP Forward Executive Steering Group</p> <p>Not Applicable <input type="checkbox"/></p>
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<b>Recommendations:</b>	The IJB Public Engagement Committee is asked to:
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	<ul style="list-style-type: none"><li>a) Note the progress with implementing the communications and engagement plan;</li><li>b) Note the iterative nature of the plan and the commitment to regular updates, based on ongoing learning and feedback; and</li><li>c) Continue to seek a regular update on the communications and engagement activity underpinning the STEP Forward programme.</li></ul>
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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 STEP Forward approach (p.76).

**Implications for Health and Social Care Partnership:**

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	The STEP Forward 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).
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<b>Personnel:</b>	Staff will be invited to participate in individual reviews, engagement events and the staff reference group.
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<b>Carers:</b>	Carers will be a key stakeholder group in the process of engagement, and a session with the Carers Forum is currently being planned.
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<b>Provider Organisations:</b>	Provider organisations are a key stakeholder group and are being invited to participate in engagement events. Programme updates will be issued in line with current legislative and operational processes.
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<b>Equalities:</b>	All proposals emerging from the application of the STEP Forward 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.
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<b>Fairer Scotland Compliance:</b>	One of the key critical success factors underpinning the STEP Forward 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 and financial insecurity through effective prevention and early intervention.
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<b>Financial:</b>	There are no specific issues arising from this report.
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<b>Legal:</b>	There are no specific issues arising from this report.
<b>Economic Impact:</b>	There are no specific issues arising from this report.
<b>Sustainability:</b>	There are no specific issues arising from this report.
<b>Sustainable Procurement and Article 19:</b>	There are no specific issues arising from this report.
<b>Risk Implications:</b>	The establishment of robust governance arrangements are a prerequisite of the successful delivery of the STEP Forward 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.
<b>Implications for Glasgow City Council:</b>	The STEP Forward 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.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	The STEP Forward 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 Committee on the communications and engagement activity underpinning the STEP Forward Programme (Strategic, Transparent, Effective and Planned, previously referred to as Service Prioritisation).

### 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
- 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

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### 3. Progress

- 3.1. Two further staff engagement events took place in March 2026. The events were well attended, with 144 participants in the morning session and 124 in the afternoon. Following a series of formal inputs on the programme, staff engaged in table top discussions and the key themes emerging related to: creating safe and trusting environments; providing protected time and space for creativity; using multiple channels for generating ideas; early and ongoing engagement; and visible, empowering leadership, demonstrating the qualities of listening, responding and valuing contributions. This feedback will inform future engagement, staff participation and is reflected in the involvement of Executive team members in the engagement events.
- 3.2. Staff attending the event in March 2026 were asked to generate ideas for a new name for the programme and STEP Forward was selected, reflecting the Strategic, Transparent, Effective and Planned approach to ensure services are fit for the future.
- 3.3. The first meeting of the Staff Reference group took place on 09 April 2026. The group is chaired by the Chief Officer to provide a forum for staff to ask questions, provide feedback and will be a mechanism for testing communications and engagement materials. Staff attending shared helpful ideas about generating savings related to transport, direct payments and procurement. Issues discussed included meaningful participation, to capture the voices of participants with lived experience, addressing power dynamics in workshops, for example, through developing a mechanism for anonymous feedback, and publication of review outcomes.
- 3.4. The Depute Chief Officer and Heads of Planning attended a third sector provider event organised by GCVS. The aim was to provide an overview of the programme and to answer questions. The questions were primarily about the methodology and timescales, and assurance was provided to continue to attend future network events, as required, given the level of interest in the programme.
- 3.5. A staff web page, including a 'Frequently Asked Questions' page, has been launched with work underway to develop a public page. Online survey links are being distributed to seek ongoing feedback from staff, including an option for anonymous feedback.
- 3.6. A one page summary has been developed in response to a request at the last PEC meeting for an accessible, plain English overview of the programme (Appendix 2).

### 4. Recommendations

- 4.1. The IJB Public Engagement Committee is asked to:
  - a) Note the progress with implementing the communications and engagement plan.
  - b) Note the iterative nature of the plan and the commitment to regular updates, based on ongoing learning and feedback.
  - c) Continue to seek a regular update on the communications and engagement activity underpinning the STEP Forward programme.

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**Communication and Engagement Activity Matrix (version 2.2)**

The following matrix outlines the communications and engagement activity that is being undertaken to support the Review.

<b>Communication/ Engagement Activity</b>	<b>Lead Officers</b>	<b>Communication and Engagement Channel</b>	<b>Main Audiences/ Stakeholders</b>	<b>Date/ Timescale</b>	<b>Status</b>	<b>Comments</b>
Staff engagement – leadership event	Pat Togher Stephen Fitzpatrick	Face-to-face	Service Managers Team Leaders Practitioners	Nov 2025 March 2026	Ongoing	Awareness raising of approach and key milestones for SP programme A rolling programme of in person and online events are being planned
Discussion with Glasgow Council for the Voluntary Sector (GCVS) to plan engagement with third sector	Stephen Fitzpatrick Heads of Planning	MS Teams	Third sector	Nov 2025 March 2026	Ongoing	Exploratory discussion around engaging third sector and follow up discussion
Citywide Locality Engagement Forum	Heads of Planning and Planning Managers	Face-to-face	Community representatives	21 January 2026	Completed	Initial awareness raising of approach and key milestones for SP programme STEP Forward will be a standing item at future locality engagement forums

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<b>Communication/ Engagement Activity</b>	<b>Lead Officers</b>	<b>Communication and Engagement Channel</b>	<b>Main Audiences/ Stakeholders</b>	<b>Date/ Timescale</b>	<b>Status</b>	<b>Comments</b>
Providers' Reference Group	Janet Hayes	MS Teams	Provider representatives	3 March 2026	Completed	Providers' feedback sought on information sheet to be issued to providers involved in reviews
Annual Citywide Provider Event	Executive Team	Face-to-face	Providers	August 2026	Scheduled	
Meeting with Glasgow Disability Alliance (GDA)	Pat Togher and Stephen Fitzpatrick	Face-to-face	Glasgow Disability Alliance Chief Executive	Feb 2026	Completed	
Meeting with carers' representatives	Stephen Fitzpatrick Heads of Planning	TBC	Commissioned carers' centre managers, followed by further engagement at key points across the programme	TBC	Date TBC/ Ongoing	Mechanism for engaging discussed at Citywide Carers Steering Group on 06/05/26 and a session is being planned with commissioned carers' centre managers (date TBC)

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<b>Communication/ Engagement Activity</b>	<b>Lead Officers</b>	<b>Communication and Engagement Channel</b>	<b>Main Audiences/ Stakeholders</b>	<b>Date/ Timescale</b>	<b>Status</b>	<b>Comments</b>
Meeting with Healthcare Improvement Scotland (HIS) to support interpretation of Planning with People guidance	Pat Togher Stephen Fitzpatrick	MS Teams	HIS leadership	February 2026	Completed	
Regular meetings with Healthcare Improvement Scotland to implement Planning with People guidance	Heads of Planning Head of Service – Governance	TBC	HIS engagement leads	Meeting planned for 30/04/26 to be rescheduled with regular meetings planned going forward	Ongoing	
Planning team training and peer support sessions on developing the methodology	Stephen Fitzpatrick Heads of Planning teams	Face-to-face MS Teams	Planning team members	Dec 2025 and monthly throughout 2026	Ongoing	

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Trade Union consultation and engagement	Pat Togher Stephen Fitzpatrick Geraldine Collier	Face to face MS Teams	Trade unions	January 2026 and monthly throughout 2026	Ongoing	Further engagement with trade union representatives at STEP Forward workshops
Executive Steering Group (ESG) members methodology pre-briefing	Liam Herbert	MS Teams	ESG members	January 2026	Completed	
Children's Services Executive Group (CSEG)	Dominique Harvey	MS Teams	CSEG members	January 2026	Completed	
Presentation to Public Engagement Committee (PEC)	Stephen Fitzpatrick Dominique Harvey	MS Teams	PEC members	18 February 2026	Completed	
Glasgow Council for the Voluntary Sector networking event	Stephen Fitzpatrick Janet Hayes Dominique Harvey	Face to face	Third sector providers	30 March 2026	Ongoing	Plan to attend future networking events

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Staff reference group	Pat Togher Stephen Fitzpatrick	Face to face	Staff representatives	09 April 2026 and bimonthly	Ongoing	First event generated helpful ideas for ongoing consultation with staff, including a website link for staff suggestions and a 'You Said, We Did' section on the website
Update to Public Engagement Committee (PEC)	Stephen Fitzpatrick Janet Hayes Dominique Harvey	Online	PEC members	20 May 2026	Scheduled	
Methodology briefings to Executive Steering Group, HSCP Executive Team and HSCP SMT	Stephen Fitzpatrick Heads of Planning Service Review Lead	Face to face	ESG and leadership teams	May and June 2026	Scheduled	

## STEP Forward – PEC Summary

STEP forward is an opportunity for us to review services to ensure they are fit for the future. Since Glasgow City Integration Joint Board was set up in 2016, there has been a change in the population of Glasgow. This means that we need to ensure that our services are responding to the current needs of our citizens. The name for the programme was suggested by staff to reflect the **S**trategic, **T**ransparent, **E**ffective and **P**lanned approach.

We are working with service users, staff, managers and other organisations to review our current services, and to scope out alternative approaches. These options are being assessed against a set of criteria to identify the best way forward. The aim of this work is to make best use of the funding we receive.

We are modernising our services through this process. We will be using the same process to review all services, and we are carrying out impact assessments to understand the consequences for specific groups, including those with protected characteristics (for example, families in poverty). Our aim is to minimise the impact on those who need our services the most. We will be prioritising the services we are required to deliver by law.

This work will also help us to manage our funding as we need to save 5% of our overall budget over the next three years. We want to do this in a fair and transparent way, which is why we are using a consistent approach. The programme will consider all of the services we provide, services we purchase from other organisations, as well as internal teams who provide key business functions.

The way we deliver services may change. We will work with teams and service users to implement any changes, with support from organisational development, human resources, programme teams and line managers.

The overall aim is to deliver support in a way that best meets the needs of our population within the resources we have available.