



Item No. 9

Meeting Date

Wednesday 19th August 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

Purpose of Report:

This report aims to update the Committee on the communications and engagement activity underpinning the STEP Forward Programme.

Background/Engagement:

Engagement has been carried out in the last quarter via two further staff reference groups, a fifth large-scale staff engagement event and implementation sessions with executive group and SMT. The citywide Locality Engagement Forum (LEF) is being scheduled for late September/early October following the September IJB. Full details of all engagement events are provided in the Communications and Engagement activity matrix (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 ☐

Council Corporate Management Team ☐

Health Board Corporate Management Team ☐

Council Committee ☐

Update requested by IJB ☐

Other ☒

STEP Forward Executive Steering Group

Not Applicable ☐

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Recommendations:	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; and c) Continue to seek a regular update on the communications and engagement activity underpinning the STEP Forward 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 STEP Forward approach (p.76).

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	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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Personnel:	Staff are being invited to participate in individual reviews, engagement events and the staff reference group.
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Carers:	Carers are a key stakeholder group in the process of engagement, and a session with the carer centre managers is taking place on 18 August 2026.
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Provider Organisations:	Provider organisations are a key stakeholder group and are being invited to participate in engagement events. Programme updates are being issued in line with current legislative and operational processes, and the annual HSCP provider event is scheduled for 14 August 2026.
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Equalities:	All proposals emerging from the application of the STEP Forward approach will be subject to Equality Impact screening/ assessments to inform the development of the proposals by understanding the full implications and taking steps to mitigate the impacts identified, wherever possible.
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Fairer Scotland Compliance:	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
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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 is 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 is adopting the IJB's risk management policy to assess and manage the programme risks. 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 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 Approach to Service Design, published by the Scottish Government.
Implications for NHS Greater Glasgow & Clyde:	The STEP Forward plan, programme methodology and communications and engagement plan align with the health board'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. The purpose of this report is to provide an update on recent progress with implementing the Communications and Engagement Plan, and the engagement carried out so far.

2. Background

- 2.1. The Communication and Engagement plan is being updated to reflect recent staff and stakeholder feedback. As the programme moves closer to implementation stage, many of the questions are related to the practical implications of the programme and the impact on staff.

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3. Progress

- 3.1. A fifth staff engagement event is taking place on 17 August 2026. The event is aimed at Council Grade 9 and NHS Band 8b and above. Following a series of formal inputs on the programme and wider strategic and financial context, staff will engage in tabletop discussions. This feedback will inform programme plans, future engagement, and development of communications and the website.
- 3.2. A citywide Locality Engagement Forum (LEF) is taking place on 07 October 2026, following the IJB, to update local community stakeholders on progress with STEP Forward following the event that took place last year when the three LEFs merged to focus solely on STEP Forward.
- 3.3. Staff Reference groups took place on 4 June and 5 August 2026. The group is chaired by the Chief Officer to provide a forum for staff to ask questions, provide feedback and test communications and engagement materials. Discussion points included emerging trends from tranche 1, potential outcomes and decision points for reviews, consideration of external drivers and impact, timescale of programme and plans after 3-year period, the implementation period, review interdependencies, risk management arrangements, communication related to completed reviews, formal consultation process and equalities impact assessments.
- 3.4. A staff web page, including a 'Frequently Asked Questions' page, has been launched, supported with videos filmed by the Depute Chief Officer. The first video achieved 492 views of an average duration of 2 minutes and 23 seconds and the second video had 185 hits of average 4 minutes and 51 seconds. The website has achieved a total of 667 hits since launching a couple of months ago. The longest duration of time spent on the website of 3 minutes and 42 seconds has been on the page hosting the internal audit assurance report.
- 3.5. The frequently asked questions have been updated to take into account questions raised within the staff reference group, including engagement of staff in the final outcome of the review, management of reviews of hosted services, potential for outsourcing, review of property, in addition to the themes outlined in section 3.3.
- 3.6. Online survey links are being distributed widely to seek ongoing feedback from staff, including an option for anonymous feedback. Limited feedback has been received so far, relating to specific service development ideas, and some enquiries about processes and role implications. The survey has been adapted to share with third sector colleagues.
- 3.7. In the last couple of months, Assistant Chief Officers (ACOs) recorded videos outlining the importance of STEP Forward for their services, detailing the potential for redesign to meet current and emerging population needs, and to improve outcomes for service users; to address duplication and inefficiencies; and to ensure that services are fit for the future.

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- 3.8. In line with employment law requirements, the HSCP is undertaking formal consultation meetings with HSCP staff impacted by STEP Forward reviews prior to the formal decision stage of the process. This process involves face-to-face consultation commencement meetings hosted by the Depute Chief Officer, Strategy, Innovation and Best Value and the use of an online portal to answer resulting staff and trade union questions and any alternative proposals. This process has already been applied in relation to a number of STEP Forward reviews.

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; and
 - c) Continue to seek a regular update on the communications and engagement activity underpinning the STEP Forward programme.

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Appendix 1: Communication and Engagement Activity Matrix (version 2.4)

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

Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
Staff engagement – leadership event	Pat Togher Stephen Fitzpatrick	Face-to-face	Service Managers Team leaders Practitioners	Nov 2025 Mar 2026 17 Aug 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's Council for the Voluntary Sector to plan engagement with third sector	Stephen Fitzpatrick Heads of Planning	MS Teams	Third sector	Nov 25 Mar 2026	Ongoing	Exploratory discussion around engaging third sector and follow up discussion
Citywide Locality Engagement Forum (LEF)	Heads of Planning / Planning Managers	Face-to-face	Community representatives	21 Jan 2026 7 Oct 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, with a further citywide LEF session on 7 Oct 26 following September IJB.
Providers' Reference Group	Janet Hayes	MS Teams	Provider representatives	3 Mar 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	14 Aug 2026	Scheduled	

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Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
Meeting with Glasgow Disability Alliance	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	Face-to-face	Commissioned carers' centre managers, followed by further engagement at key points across the programme	18 Aug 2026	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
Meeting with Healthcare Improvement Scotland to support interpretation of Planning with People guidance	Pat Togher Stephen Fitzpatrick	MS Teams	HIS leadership	Feb 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	

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Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
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	
Trade Union consultation and engagement	Pat Togher Stephen Fitzpatrick Geraldine Collier	Face to face MS Teams	Trade unions	Jan 2026 and monthly throughout 2026	Ongoing	Further engagement with trade union representatives at STEP Forward workshops
Executive Steering Group members methodology pre-briefing	Liam Herbert	MS Teams	ESG members	Jan 2026	Completed	
Children's Services Executive Group	Dominique Harvey	MS Teams	CSEG members	Jan 2026	Completed	
Presentation to Public Engagement Committee	Stephen Fitzpatrick Dominique Harvey	MS Teams	PEC members	18 Feb 2026	Completed	
Glasgow's Council for the Voluntary Sector networking event	Stephen Fitzpatrick Janet Hayes Dominique Harvey	Face to face	Third sector providers	30 Mar 2026	Ongoing	Plan to attend future networking events

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Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
Staff reference group	Pat Togher Stephen Fitzpatrick	Face to face	Staff representatives	9 Apr 2026; 4 Jun 2026; 5 Aug 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. Second session generated ideas for updating the frequently asked questions.
Update to Public Engagement Committee	Stephen Fitzpatrick Janet Hayes Dominique Harvey	Online	PEC members	20 May 2026; 19 Aug 2026	Ongoing	
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	Completed	
Core leadership meetings	Depute Chief Officer	Face-to-face	OP, Adults, Children's and Operations and Governance	Summer – autumn 2026	Scheduled	To support ongoing feedback loop
STEP Forward Head of Service and Executive team meeting	Chief Officer Executive team Heads of Service	Face-to-face	SMT	12 Aug 2026	Scheduled	Addressing feedback from previous SMT development session to ensure effective programme delivery

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Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
Implementation briefings to HSCP Executive team, SMT, Heads of Service involved in tranche 1	Depute Chief Officer Heads of Planning	Face-to-face	Executive and SMT teams	Jun - Aug 2026	Ongoing	Led by Depute Chief Officer and Head of Organisational Development, focusing on implementation of preferred option following approval at ESG / IJB.

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