Item No. 9

Meeting Date **Wednesday 11th November 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:	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 since the last update to the Committee.

Background/Engagement:	Engagement has been carried out in the last quarter via a citywide Local Engagement Forum, a further large-scale staff leadership event, the annual third sector provider event, and implementation sessions with executive group and the senior management team. 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 ☐

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.

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).

Personnel:	Staff are being invited to participate in individual reviews, engagement events and the staff reference group.

Carers:	Carers are a key stakeholder group in the process of engagement, and a session with the carer centre managers is scheduled for 10 November 2026.

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 took place on 14 August 2026.

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.

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 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:	Robust governance arrangements are in place to support decision-making, in line with the IJB's future sustainability plan. The programme team has adopted the IJB's risk management policy to assess and manage the programme risks. Where these risks have implications for broader stakeholders, these are being managed 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 Government's Scottish Approach to Service Design.

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 since the last update to the Committee.

2. Background

2.1. The Communication and Engagement plan and 'Frequently Asked Questions' section of the website has been updated to reflect recent staff and stakeholder feedback. As the programme has progressed towards to implementation stage, with several review recommendations having been approved by Executive Steering Group and IJB, many of the questions are related to the practical implications of the programme and the impact on staff.

3. Progress

3.1. A fifth staff engagement event took place on 17 August 2026. The focus of this event was on organisational values as they relate to the principles of the STEP Forward process. The values discussed included: people first, fair and focused, commitment to improvement, agile and responsive, and working together, which align with the critical success factors for STEP Forward (strategic fit, best value, affordability and achievability). The key takeaway at the event was that values should guide decision-making,

3.2. A citywide Locality Engagement Forum (LEF) took place on 7 October 2026 to update local community stakeholders on progress with STEP Forward following the successful event that took place last year when the three LEFs merged to focus solely on STEP Forward. A presentation was delivered by the Depute Chief Officer for Strategy, Innovation and Best Value (Appendix 2), followed by a discussion. Themes raised included decision-making processes, third sector sustainability, community resources, prevention and early intervention to support cost avoidance, and the role of LEF members in STEP Forward. Next steps are to agree the role and function of LEF members, as well as the format of LEF meetings going forward.

3.3. The session with carer centre managers is scheduled for 10 November 2026.

3.4. Formal staff consultation has concluded for a few reviews, with the review of older people's day centres generating over 100 responses from staff. This led to a change in the preferred option, allowing for up to five day centre hubs and a staff model to be configured by the management team. The original proposal was for four day centre hubs with a fixed staff group but, as a result of staff consultation, it has been recognised that this revised approach will allow more flexibility for service users within the same financial envelope. This demonstrates the value of building formal staff consultation into the process, which will provide six weeks for staff to share their views, with the potential for revisions to the preferred option based on panel appraisal of the feedback.

3.5. The staff web page, and 'Frequently Asked Questions' page, has been updated to reflect recent questions raised by staff via the anonymous web page link, at staff events, and during the formal period of consultation with staff following the identification of the preferred option. Recent questions added relate to: interdependencies between reviews, risk management process for reviews, communication about completed reviews, staff consultation, Equality Impact Assessments, implementation support, communication with managers, and potential voluntary redundancies.

3.6. Monthly updates are being issued by the Chief Officer about the programme, with teams being encouraged to discuss the updates and any questions about the programme at their team meetings. An update was also issued after the IJB to inform staff of the outcomes of the reviews, and to provide links to the relevant papers.

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.

Communication and Engagement Activity Matrix (version 2.5)

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	November 2025; March 2026; August 2026	Ongoing	Awareness raising of approach and key milestones for 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	November 2025 March 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 January 2026; 7 October 2026	Completed	Initial awareness raising of approach and key milestones for programme. STEP Forward will be a standing item at future locality engagement forums. A citywide LEF took place on 7 October 2026 to update local community stakeholders on progress.

Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
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	14 August 2026	Completed	
Meeting with Glasgow Disability Alliance	Pat Togher and Stephen Fitzpatrick	Face-to-face	Glasgow Disability Alliance Chief Executive	February 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	10 November 2026	Scheduled	Mechanism for engaging discussed at Citywide Carers Steering Group on 06/05/26 and a session is 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	February 2026	Completed	

Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
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 April 2026 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	December 2025 and monthly throughout 2026. Fortnightly methodology meetings now established for review leads.	Ongoing	
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. Staffside representation at key decision-making points confirmed from October 2026 onwards.

Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
Executive Steering Group members methodology pre-briefing	Liam Herbert	MS Teams	ESG members	January 2026	Completed	
Children's Services Executive Group	Dominique Harvey	MS Teams	CSEG members	January 2026	Completed	
Public Engagement Committee	Stephen Fitzpatrick Dominique Harvey	MS Teams	PEC members	18 February 2026; 20 May 2026; 19 August 2026	Ongoing	Next meeting is 11 November 2026.
Glasgow's 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.
Staff reference group	Pat Togher Stephen Fitzpatrick	Face to face	Staff representatives	9 April 2026; 4 June 2026; 5 August 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.

Communication/ Engagement Activity	Lead Officers	Communication and Engagement Channel	Main Audiences/ Stakeholders	Date/ Timescale	Status	Comments
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	Older People, Adults, Children and Operations & 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 August 2026	Ongoing	Addressing feedback from previous SMT development session to ensure effective programme delivery
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	June – August 2026	Ongoing	Led by Depute Chief Officer and Head of Organisational Development, focusing on implementation of preferred option following approval at ESG/ IJB.

Citywide Locality Engagement Forum

07 October 2026
STEP Forward Programme
Stephen Fitzpatrick
Glasgow City Health and Social Care Partnership

GCHSCP STEP Forward Programme

What is it?

A three-year comprehensive review of all HSCP services, using a Strategic, Transparent, Effective and Planned approach.

Why are we doing it?

The HSCP faces a £140 million funding gap over the next 5 years; we want to systematically review every £ spent by the HSCP to ensure services are fit for purpose and meet the needs of our citizens into the future.

When are we doing it?

Reviews are underway, with the first set approved by IJB last month and a further 17 currently being completed.

How are we doing it?

The review methodology is based on the UK Treasury's Green Book methodology to establish 'public value', tailored to the delivery of health and social care in Glasgow.

Glasgow City HSCP
Health and Social Care Partnership

Review methodology

- Workshop 1 – to understand **current service model**
- Workshop 2 – to generate ideas for **different approaches to service delivery**, considering available data, evidence and feedback. This workshop considers implications of stopping/ reducing services and generates a **'long list'** of service delivery options
- Meeting with Heads of Service to produce **'short list'** of options, including 'business as usual' as the benchmark to assess all other options
- Appraisal panel – members of Executive team identify **preferred option**
- In-depth scoping of preferred option to assess **best value.** This stage includes staff consultation period and equalities assessment, where appropriate
- Recommended option presented to **Executive Steering Group/ Integrated Joint Board for approval**

NHS Greater Glasgow and Clyde

Glasgow City Council

Glasgow City HSCP
Health and Social Care Partnership

Engagement approach

- **Communications and engagement plan**
- **Staff website** with anonymous feedback survey (public website in development)
- **Lived experience** informing reviews (either directly via workshop participation or service feedback)
- **Local engagement forums**
- **External stakeholders' involvement** in Executive Steering Group (Scottish Government, NHS Greater Glasgow and Clyde, Glasgow City Council and third and independent sectors)
- **Third sector network events**

NHS Greater Glasgow and Clyde

Glasgow City Council

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Review outcomes so far (1)

- HSCP provided **learning disability day services – 'do minimum'** option, representing a reduction of 3.6 whole time equivalent management posts and realignment of care planning and review responsibilities within the team.

- Purchased **Discharge to Assess service – 'change to charging policy'**, resulting in application of the charging policy from day 1 of the service, as opposed to day 28 currently.

- Purchased **16+ accommodation and support services – 'business as usual'**, indicating no change arising directly from the outcome of this STEP Forward review.

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Review outcomes so far (2)

- **Welfare rights service** – **'redesign and reduce'** option. Service will be more focused on core HSCP functions, targeted support to HSCP service users and groups most vulnerable to financial hardship.

- **Older people's day care services** – **'four centre community hub model'** which will consolidate capacity into fewer sites and develop a more sustainable operating model.

- **Enhanced Drug Treatment Service and Complex Needs Service** – **'redesign and reinvest'** option will retain the strongest elements of the two services, with the aim of improving patient flow, reducing duplication, and strengthening recovery pathways, whilst increasing sustainability.

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Reviews currently underway

- Older people's supported living services
- Dementia services
- Care homes
- Hospital at home
- HALT and Family Support Service
- Women's services
- Children and young people's intensive support services
- Family Group Decision making
- Supported employment
- House cleans
- Mental health assessment units
- Primary care mental health services
- Learning disability services
- LACs/ inclusion officers
- Marie Curie Fast Track service
- Emergency out of hours service
- Business change

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Questions and discussion

Thank you for your participation and feedback!



NHS Greater Glasgow and Clyde

Glasgow City Council