Item No: 10

Meeting Date: **Wednesday 26th November 2025**

Glasgow City Integration Joint Board

Report By: **Pat Togher, Chief Officer**

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Governance of the Service Prioritisation Programme

Purpose of Report:	To seek IJB approval for the proposed governance arrangements for the Service Prioritisation programme over the 3 years 2025-28.

Background/Engagement:	The Service Prioritisation programme has been established to support the long-term sustainability of community health and care services in the city in response to the projected £135 million IJB funding gap over the next 5 years. A programme of engagement in relation to the service prioritisation programme is currently under development.

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 ☐ Not Applicable ☒

Recommendations:	The Integration Joint Board is asked to: a) Approve the proposed service prioritisation governance arrangements set out at 3.1; b) Note that these arrangements will be kept under review and may be subject to future amendment by the IJB based on their effectiveness in practice; and c) Approve that progress reports on service prioritisation become a standing item on IJB agendas for the duration of the programme.

Relevance to Integration Joint Board Strategic Plan:

The proposals in this report align clearly with the Strategic Plan's vision to support people at the right time and in the right place, and all the Partnership's strategic priorities.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome(s):	The proposals in this report principally relate to national outcomes 1-9.
Personnel:	There are no specific issues arising from this report
Carers:	There are no specific issues arising from this report
Provider Organisations:	There are no specific issues arising from this report
Equalities:	Previous EQIA undertaken and further work to be progressed: https://glasgowcity.hscp.scot/equalities-impact-assessments
Fairer Scotland Compliance:	No Issues
Financial:	No issues
Legal:	No issues
Economic Impact:	No Issues
Sustainability:	No Issues
Sustainable Procurement and Article 19:	No Issues
Risk Implications:	The establishment of robust governance arrangements are a pre-requisite 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.

Implications for Glasgow City Council:	The service prioritisation plan must align with the Council's strategic priorities.

Implications for NHS Greater Glasgow & Clyde:	The service prioritisation plan must align with the Health Board's strategic priorities.

Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☒
2. Glasgow City Council	☐
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

1. Purpose

1.1. To seek IJB approval for the proposed governance arrangements for the Service Prioritisation programme over the 3 years 2025-28.

2. Background

2.1. The Depute Chief Officer, Finance and Resources in his Service Prioritisation Update report to the IJB on 24 September indicated that *"given the scale and importance of the Service Prioritisation reviews, a comprehensive governance structure will be established to ensure appropriate levels of senior management oversight and scrutiny prior to any proposals being finalised. Full details of these governance arrangements will be reported back to the Board in November once the new Depute Chief Officer – Strategy, Innovation & Best Value is in post"*.

2.2. Good practice in large-scale transformation process such as this prescribes the following governance arrangements:

i) An executive steering group that has overall responsibility for the programme.
ii) A Project Management Office (PMO) Co-ordination Group charged with co-ordinating the programme on a day-to-day basis.
iii) Executive sponsors providing leadership and guidance.
iv) Workstream teams that are charged with individual targets and milestones.

2.3 The proposals below reflect this approach, tailored to the relatively complex decision-making environment in which the HSCP and IJB operate. For example, Glasgow City Council, NHSGG&C and Scottish Government will all have a legitimate interest in how the service prioritisation programme progresses and the decisions that are made.

2.4 This report seeks to clarify how these legitimate interests relate to the IJB's formal decision-making responsibilities whilst ensuring governance of the programme is as transparent, simple and manageable as possible. Maintaining the balance between these elements will be the challenge given the 400+ reviews that are potentially in scope over the next 3 years.

2.5 The service prioritisation reviews will be conducted based on HM Treasury's Green Book methodology and will be evidence-based, objective, transparent, consistently applied and will apply an integration lens. The critical success factors (CSFs) detailed in the 24 September IJB report will be applied as part of this methodology.

3. Proposed Governance Arrangements

3.1. Accordingly, and in line with the good practice guidance above, the initial proposal for the formal governance arrangements in support of this programme are as follows:

- An Executive Steering Group responsible for the overall direction of the programme to be chaired by the HSCP Chief Officer as programme sponsor. This group would also be responsible for considering completed reviews and their recommendations in line with the HSCP's Scheme of Delegation. Proposed membership to include the Core Executive and Core Service Prioritisation Team as well as senior officials nominated by Glasgow City Council, NHSGG&C and Scottish Government (see Appendix 1 for terms of reference (TORs) and membership). Representation will also be sought from the third and independent sectors. This group will have responsibility for ensuring the programme is progressing according to agreed timescales and for directing corrective actions in the event of any slippage.

- A PMO Co-ordination Group responsible for enabling and organising the detailed programme. This group will be chaired by the Depute Chief Officer, Strategy, Innovation and Best Value, supported by a designated programme manager. Membership to include service review workstream leads, Finance, HR and nominated care group senior management representatives.

- Workstream Groups to oversee/ deliver specific elements of the review programme.

- Full IJB to formally note review recommendations on a rolling programme at each meeting where necessary. Given the potential of 400+ detailed review reports to swamp normal IJB business the expectation would be that in most cases the IJB will be satisfied there has been sufficient due diligence applied through the application of the agreed approach/methodology when reviewing the cost effectiveness of services against specific criteria and critical success factors. As Chair of the Executive Steering Group the HSCP Chief Officer will make determinations on where individual service reviews require the formal approval of the IJB.

3.2 In addition to the formal governance arrangements outlined above it is proposed that routine reports on progress with the service prioritisation programme be submitted for noting to relevant Glasgow City Council committees, the NHSGG&C Board and/ or relevant committees; Glasgow City Council Core Leadership Group; and NHSGG&C Corporate Management Team.

3.3 Appendix 2 represents all of the above in diagrammatic form.

3.4 Out with the formal decision-making structures will sit the formal engagement arrangements with both NHS and Council trade unions. Detailed proposals for these are currently being developed and will be subject to discussion with trade union colleagues. A wider stakeholder engagement plan is being developed to support the programme and will report as appropriate to the IJB's Public Engagement Committee.

3.5 As this is an entirely new process the above governance arrangements will remain under review and amendments may be proposed in light of the practical experience of their effectiveness.

3.6 It is proposed that the progress reports on service prioritisation become a standing item on IJB agendas for the three-year duration of the programme. Reports in the early part of 2026 will cover the service review methodology, communication and engagement plan and equality impact assessment approach. In time the focus of these reports will be on completed service reviews.

4. Recommendations

4.1. The Integration Joint Board is asked to:

a) Approve the proposed service prioritisation governance arrangements set out at 3.1;
b) Note that these arrangements will be kept under review and may be subject to future amendment by the IJB based on their effectiveness in practice; and
c) Approve that progress reports on service prioritisation become a standing item on IJB agendas for the duration of the programme.

Appendix 1

EXECUTIVE STEERING GROUP MEMBERSHIP & TERMS OF REFERENCE

Responsible for the overall direction of the programme to be chaired by the HSCP Chief Officer as programme sponsor. This group would also be responsible for considering completed reviews and approving or rejecting their recommendations in line with the HSCP's Scheme of Delegation. The HSCP Chief Officer will make determinations on which review recommendations require formal approval by the IJB.

Proposed membership:

HSCP Chief Officer (Chair)

Depute Chief Officer, Finance and Resources

Depute Chief Officer, Operations and Governance and Chief Social Work Officer

Depute Chief Officer, Strategy, Innovation and Best Value

HSCP Clinical Director

HSCP Chief Nurse

Head of Planning, Children and Families Services

Head of Planning, Adult Services

Head of Planning, Older People and Primary Care Services

Glasgow City Council representative (TBC)

NHSGG&C representative (TBC)

Scottish Government representative (TBC)

Third Sector representative (TBC)

Independent Sector representative (TBC)

Meeting frequency:

Monthly from January 2026.

Formally approve recommendations from Executive Steering Group (ESG)

Portfolio management of Service Prioritisation. Day-to-day direction.

Enable and organise resourcing.

Delivery of Reviews

