



**Item No: 12**

**Meeting Date: Wednesday 21<sup>st</sup> January 2026**

## **Glasgow City Integration Joint Board**

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

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### **Service Prioritisation Programme Update**

<b>Purpose of Report:</b>	To update the IJB on progress with implementation of the Service Prioritisation programme.
<b>Background/Engagement:</b>	The IJB approved the governance arrangements for the Service Prioritisation programme at its meeting on <u>26 November 2025</u> .
<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 checked="" type="checkbox"/></p> <p>Other <input type="checkbox"/></p> <p>Not Applicable <input type="checkbox"/></p>
<b>Recommendations:</b>	<p>The Integration Joint Board is asked to:</p> <ol style="list-style-type: none"><li>Note the progress with the Service Prioritisation programme detailed in 3.1; and</li><li>Note the commitment to bring a detailed report on the service review methodology and year 1 schedule to the IJB on 19 March 2026.</li></ol>

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**Relevance to Integration Joint Board Strategic Plan:**

The proposals in this report align clearly with the Strategic Plan's commitment to support people at the right time and in the right place

**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:** All proposals emerging from the application of the Service Prioritisation approach will be subject to Equality Impact Assessments to understand impacts and inform the development of proposals, and to take steps to mitigate any impacts identified, wherever possible. These will be made available to the Board.

**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

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### Direction Required to Council, Health Board or Both

#### Direction to:

1. No Direction Required	<input checked="" type="checkbox"/>
2. Glasgow City Council	<input type="checkbox"/>
3. NHS Greater Glasgow & Clyde	<input type="checkbox"/>
4. Glasgow City Council and NHS Greater Glasgow & Clyde	<input type="checkbox"/>

#### 1. Purpose

- 1.1. To update IJB on progress with implementation of the Service Prioritisation programme.

#### 2. Background

- 2.1. At its meeting on [26 November 2025](#) the IJB approved the governance arrangements for the HSCP's Service Prioritisation programme. That included a commitment to report on the implementation of the programme at each IJB meeting until its conclusion. Since the programme remains at the establishment stage this report focuses on the foundations currently being put in place to enable the review programme to begin in earnest later in January.

#### 3. Implementation Progress

- 3.1. A summary of progress against the key elements of the programme are detailed below:

- Following the IJB's approval of the governance arrangements on 26 November 2025, the first monthly meeting of the Executive Steering Group (ESG) has been scheduled for 28 January 2026. All members have confirmed their willingness to participate in the ESG, and the first meeting agenda will focus on agreeing its terms of reference, the service review methodology and initial service review programme.
- A service prioritisation programme management office has been established, and a formal Programme Initiation Document (PID) has been drafted along with all relevant programme management requirements. These will be key to ensuring the programme proceeds in a structured and timeous manner. As agreed by IJB on 26 November a Programme Management Co-ordination Group (PMCG) has been established to oversee day-to-day management of the programme activity. It held its first meeting on 8 January 2026 and it will meet fortnightly on an ongoing basis.
- Initial engagement with stakeholders has taken place regarding the title, mission statement and aims of the programme. This has included meetings with Locality Engagement Forums (LEFs), mental health service users, primary care strategic leaders, commissioned service providers and Glasgow Council for the Voluntary Sector (GCVS). The final options emerging from those engagement discussions will be taken

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to the ESG for approval on 28 January 2026 and reported to the IJB at its meeting on 18 March 2026.

- A detailed communication and engagement plan has been drafted to support the programme, drawing on examples of what has worked well under previous transformation programmes. The large-scale staff event is one element of that plan with HSCP staff identified as one of around 30 separate stakeholder groups to be engaged under this programme. The plan is also informed by an earlier engagement with middle and senior managers in the City Chambers on 19 November 2025 where their feedback called for amongst other things:
  - i) Clear, consistent, and honest messaging.
  - ii) Empowerment of staff at all levels of the organisation to contribute ideas and solutions.
  - iii) Visible, approachable and compassionate leadership from senior managers.
  - iv) Sensitivity to anxiety, uncertainty and change fatigue.
- Engagement with the trades unions has also commenced. The HSCP Chief Officer wrote to both local authority and NHS trades unions in November seeking feedback on how they wish to be engaged. The programme is now a standing item on the strategic trade union meetings.
- The service review methodology is a critical component of the programme as it will drive decision-making on whether services continue as is or are subject to change. It continues to be developed in draft but will be presented to the ESG on 28 January 2026 for approval. It will then be applied to a small number of initial reviews, evaluated and adjusted before broader roll out from April (see below).
- The review methodology itself will be based on the UK Treasury Green Book method that measures social value of public spending based on strategic, economic, financial, commercial and management criteria. This has been modified to reflect the context of HSCP services in Glasgow, with weightings being applied in respect of the impact on the most vulnerable, poverty, inequality, prevention and other IJB strategic priorities.
- The service review lead staff received accredited training on the Green Book methodology in the week 8-12 December and their reflections have since informed the final draft currently being finalised. A further programme of training on the final methodology is currently being developed with the HSCP's Learning and Development Team.
- The initial programme of service reviews that will test the methodology will be presented to the ESG on 28 January 2026 for approval. These will comprise a mix of 9 services from across children, adults, older people, primary care and support services. Each has been identified on the basis that they can be concluded quickly due to recent or ongoing review activity that will allow the service prioritisation methodology to be applied relatively rapidly. The aim is to conclude this initial group of

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reviews by the end of March whilst simultaneously evaluating the methodology. A further programme of more than 20 reviews has been earmarked to commence from April based on the adjusted methodology and taking account of purdah requirements in lieu of the Scottish Parliament elections. A more detailed presentation of the year 1 review programme and methodology will be reported to the March IJB.

- In other considerations the service prioritisation programme is being actively aligned with the Council's Public Service Reform and Health Board's Transforming Together programmes, as well as community planning. This includes cross-membership of senior officers on governance groups and the HSCP Chief Officer updates at routine joint meetings with the respective Chief Executives. Detailed work is also ongoing to align the programme with the HSCP's workforce plan and strategic commissioning plan, both of which will be key enablers of delivery. Other enablers being developed include a digital first approach and alignment with the professional audit work plan.

## **4. Recommendations**

### **4.1. The Integration Joint Board is asked to:**

- a) Note the progress with the Service Prioritisation programme detailed in 3.1; and
- b) Note the commitment to bring a detailed report on the service review methodology and year 1 schedule to the IJB on 19 March 2026.