



Item No: 13

Meeting Date: Wednesday 18th March 2026

Glasgow City Integration Joint Board

Report By: Pat Togher, Chief Officer

Contact: Stephen Fitzpatrick, Depute Chief Officer, Strategy, Innovation and Best Value

Phone: 0141 276 5596

Service Prioritisation Programme Update

Purpose of Report:

To update the IJB on progress with the Service Prioritisation programme since the report to the IJB on [21 January 2026](#).

Background/Engagement:

A programme of engagement in relation to the service prioritisation programme is currently ongoing. This was reported in detail to the Public Engagement Committee on [18 February 2026](#).

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) Note this update on the service prioritisation programme.

OFFICIAL

Relevance to Integration Joint Board Strategic Plan:

The service prioritisation programme is fully aligned to the IJB Strategic Plan 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:	Provider organisations will be a key stakeholder group and will be invited to participate in engagement events. Programme updates will be issued in line with current legislative and operational processes.
--------------------------------	--

Equalities:	No issues
--------------------	-----------

Fairer Scotland Compliance:	No issues
------------------------------------	-----------

Financial:	The 2026/27 IJB budget report includes a proposed saving of £10 million against the service prioritisation programme.
-------------------	---

Legal:	No issues
---------------	-----------

Economic Impact:	No issues
-------------------------	-----------

Sustainability:	No Issues
------------------------	-----------

Sustainable Procurement and Article 19:	No issues
--	-----------

Risk Implications:	No issues
---------------------------	-----------

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 | <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"/> |

OFFICIAL

OFFICIAL

1. Purpose

- 1.1 To update the IJB on progress with the Service Prioritisation programme since the report to the IJB on [21 January 2026](#).

2. Background

- 2.1. The IJB will receive progress reports on the service prioritisation as a standing item at meetings for the duration of the three-year programme. Previous reports were presented to the September, November and January meetings, with the [November](#) report addressing the programme governance arrangements.
- 2.2 This brief report updates on progress since the IJB met in January.

3. Progress

- 3.1. The Executive Steering Group (ESG), which has responsibility for the overall direction of the programme and is chaired by the HSCP Chief Officer, met for the first time on 28 January. At this meeting the ESG acknowledged its terms of reference; approved the service review methodology underpinning the programme; and the initial tranche of 9 service reviews.
- 3.2. Those reviews were commenced the following day, 29 January, and relate to a broad range of HSCP activity across care groups:
 - Enhanced Drug Treatment Service (EDTS)
 - Complex Needs Service at Hunter Street
 - Intermediate Care – for older people being discharged from hospital
 - Supported Living Services for older people
 - Older People’s Day Care Services
 - Learning Disability Day Services
 - Simon Community Overnight Homelessness Service
 - 16 plus Children’s Service
 - Financial Inclusion Services, including welfare rights
- 3.3 Those HSCP staff working in those services were briefed by their operational line management and received a standard briefing on the scope of the service review process. Where the services are partly or fully provided by external providers their HSCP commissioning link officer has provided the necessary briefing.
- 3.4 In line with the review methodology approved by the ESG, an initial stakeholder workshop is being arranged for each service review that will include HSCP staff and their trade union representatives. It will be structured around the key strategic question of “do we need to change”? and will be informed by the ‘as is’ mapping of the current service arrangements.
- 3.5 Where the workshop identifies a potential case for change the review will progress to developing that case and a scored options appraisal that will ultimately be presented in the form of recommendations to the ESG for approval.

OFFICIAL

OFFICIAL

- 3.6 The service review process will simultaneously be evaluated through this initial tranche of 9 reviews, with a particular focus on any amendments required to the review methodology. Any revisions to the methodology will be applied in the next tranche of reviews, which will be presented to the ESG on 24 March for approval (full membership of the ESG is noted in Appendix 1). This next tranche will relate to the 2026/27 financial year and is expected to incorporate between 20-25 separate reviews that will be sequenced over the course of that year. Identification of these reviews will be informed by the expectation that service prioritisation will deliver £10 million of savings during 2026/27.
- 3.7 A communication and engagement plan has been developed to support delivery of the service prioritisation programme and was reported to the Public Engagement Committee (PEC) on [18 February](#). The plan includes a range of in-person and online communication and engagement activities that will continue to evolve along with the programme and in response to the feedback built into the plan. That includes feedback from the PEC. Large-scale engagement has continued through March, with sessions with service providers, third sector organisations and HSCP staff all taking place. This dialogue will continue throughout the life of the programme.
- 3.8 Since the review programme remains in its initial stages there are no concluded service reviews to report to the IJB today. However, this will change over the course of time as reviews are concluded and considered by the ESG. Subsequent reporting to the IJB will be in line with the governance arrangements approved at the November IJB meeting.
- 3.9 As agreed at the November IJB meeting, governance arrangements will be kept under review and may be subject to future amendment by the IJB based on their effectiveness in practice. The initial review is planned for the first IJB meeting following the 2026 summer recess.

4. Recommendations

- 4.1 The Integration Joint Board is asked to:
- a) Note this update on the service prioritisation programme.

OFFICIAL

Membership of Service Prioritisation Executive Steering Group

Pat Togher	Chief Officer, HSCP (Chair)
Stephen Fitzpatrick	Depute Chief Officer, Strategy, Innovation and Best Value, HSCP
Kelda Gaffney	Depute Chief Officer, Operations and Governance and Chief Social Work Officer, HSCP
Duncan Black	Depute Chief Officer, Finance and Resources, HSCP
John O'Dowd	Interim Director of Public Health, NHS GG&C
Lorraine Cribben	Interim Chief Nurse, HSCP
Michelle Booth	Head of Policy and Corporate Governance, Glasgow City Council
Angie Wood	Co-director Social Care and NCS Development, Scottish Government
David Reilly	Independent Sector Representative
Claire MacArthur	Director of Planning, NHS GG&C
Ian Bruce	Chief Executive, GCVS
Janet Hayes	Head of Planning, HSCP
Liam Herbert	Head of Planning, HSCP
Dominique Harvey	Head of Planning, HSCP
Nicola Dolan	Project Manager, HSCP
Pamela Murphy	Business Support Officer, HSCP (Minutes)