Item No: 14

Meeting Date: **Wednesday 23rd September 2026**

Glasgow City
Integration Joint Board

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

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STEP Forward Programme Update

Purpose of Report:	To update the IJB on progress with the STEP Forward programme since the IJB meeting on 24th June 2026.

Background/Engagement:	A programme of engagement in relation to the STEP Forward programme is currently ongoing. This was reported in detail to the Public Engagement Committee on 19 August 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 STEP Forward programme; specifically noting the review outcomes approved by the Executive Steering Group on 11th August 2026; and b) Approve the timescales for the proposed review of governance set out at section 6.3.

Relevance to Integration Joint Board Strategic Plan:

The STEP Forward programme is fully aligned to the IJB Strategic Plan vision and partnership 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:	No issues
Fairer Scotland Compliance:	No issues
Financial:	The 2026-27 IJB budget report included service prioritisation in year savings of £10million with a further £10million to be delivered as at 1st April 2027.
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 STEP Forward plan must align with the Council's strategic priorities.
Implications for NHS Greater Glasgow & Clyde:	The STEP Forward 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 update IJB members on progress with the STEP Forward programme since the IJB meeting on 24th June 2026.

2. Background

2.1. The IJB will receive progress reports on STEP Forward as a standing item at meetings for the duration of the three-year programme. Previous reports were presented to the September 2025, November 2025, January 2026, March, May and June meetings.

3. 2026-27 Service Review Programme

3.1. A total of 25 service reviews are currently ongoing under the auspices of the programme, with a combined revenue budget of circa £300 million.

3.2. The 9 reviews comprising tranche 1 commenced at the beginning of February and are either completed or nearing completion. Some tranche 2 reviews are also now progressing towards the Executive Steering Group (ESG) for decision on 8 September and 7 October (see Appendix 1**).** Tranche 3 reviews will commence during October and November.

3.3. However, despite this momentum the overall programme status is currently coded **red**. This rating reflects that whilst all reviews currently are self-reporting **green**, the programme meets more than one red trigger:

- Forecast breach of agreed programme time tolerances, with a proportion of tranche 2 reviews not yet progressed beyond initiation and scope.
- Escalated NHS Staffside grievance risk affecting sign-off, consultation and implementation timelines for health-related reviews.
- Potential IJB or political risk if agreed programme milestones cannot be achieved.

3.4 In respect of impact the programme remains active, and reviews continue to progress where possible. However, the position requires visibility because if not addressed these issues may delay progression through key gates, affect planned ESG and IJB timelines and reduce confidence in the programme's ability to deliver within agreed timescales.

4. Staff Consultation

4.1 A formal staff consultation process has been established for reviews of directly provided HSCP services. This is in line with statutory requirements where 20 or more HSCP staff may be impacted by a potential organisational change process, a threshold that the STEP Forward programme meets.

4.2 The consultation process extends for 30 days in line with statutory requirements. A standard format applies:

- A consultation commencement meeting with staff and trade unions, hosted by senior HSCP management, supported by HR.
- The preferred option that has emerged from the review is presented, in line with UK Treasury Green Book principles.
- An online consultation portal is then put in place for staff and trade unions to post questions, comments and alternative proposals to the preferred option under consultation.
- This portal operates in a live, dynamic environment where HSCP management responds to the above.
- An HR Change Pack is issued to all affected staff providing relevant HR policy and process information.
- Cascade briefing arrangements are put in place to ensure all affected staff receive the necessary consultation information.
- After the 30-day consultation period concludes HSCP management produces a summary consultation report and shares this with staff and trade unions.
- Within this report management indicates any changes to the preferred option that will be presented for decision to the ESG; and the reasoning for any alternative proposals that are not accepted.
- Irrespective of the management response, the summary consultation is shared with ESG to inform its decision-making.
- Where decisions are escalated from ESG to IJB the consultation summary is included in the IJB report. This applies to the for decision report on today's IJB agenda.

4.3 To date formal consultations have been undertaken in relation to Learning Disability Day Services, Older People's Day Care Services and Welfare Rights. More than 200 questions and comments have been posted, common themes include: potential impact on staff roles, terms and conditions and future work locations; how any redeployment or retraining would work; potential impact on service users and families/ carers; and challenges to the evidence basis for preferred consultation options.

4.4 IJB members are asked to note that a collective trade union grievance was submitted to the Council on 13th August 2026 seeking resolutions in relation to the sharing of all management documentation relating to the preferred options under consultation in relation to Learning Disability Day Services, Welfare Rights and Older People's Day Care Services.

5. ESG Review Decisions for Noting

5.1 Three reviews were approved by the Executive Steering Group at their meeting on 11 August 2026:

- The 'Do Minimum' option was approved in relation to the HSCP's directly provided Learning Disability Day Services. This option involved a reduction of 3.6 WTE management posts and a realignment of care planning and review responsibilities within the team. Otherwise, services will remain unchanged.

- The 'Business as Usual' option was approved in relation to commissioned Accommodation and Support Services for young people aged 16+. This means no change to those services arising from this review.
- The 'Change to Charging Policy' option was approved for the review of commissioned Discharge to Assess service. This will see the application of the HSCP charging policy from day 1 of the service rather than day 28 at present and will generate a saving to the HSCP in excess of £600,000 per annum.

6. Governance Issues

6.1 The IJB had sought a review of the governance of the STEP Forward programme to be presented at this meeting. However, it would be difficult to undertake a meaningful systematic review of governance at this stage because it is only now being tested through decisions being made for the first time at both ESG (11th August per para 5.1) and the IJB (today, see separate for decision report).

6.2 In line with HSCP's commitment to continuous improvement for the STEP Forward programme there has been an ongoing focus on opportunities to strengthen governance. As reflected in the June STEP Forward update report to the IJB, the phase 1 Internal Audit report examining governance arrangements was presented to the Finance, Audit and Scrutiny Committee on 10 June 2026; the formal staff consultation process detailed in section 4 has been added; invitations to attend ESG meetings have been extended to both Council and NHS Staff Side trade unions.

6.3 It is proposed that this incremental approach to improving governance continues pending a more formal review after 12 months since the first meeting of the ESG, which would be to the first IJB meeting in 2027.

6.4 The IJB is also asked to acknowledge the NHS Staff Side grievance that was submitted on 15th July that seeks resolution to a number of stated governance concerns, principally, in relation to partnership working principles and practice.

7. Finance

7.1 In setting its 2026/27 budget the IJB approved a £20 million savings contribution from the STEP Forward programme, £10 million in-year and £10 million from IJB reserves to reflect the timing of reviews coming through in year 1.

7.2 At present there remains a high degree of confidence that £20 million of savings options will be identified from the 2026/27 service review programme. However, there will be a challenge in realising the proposed £10 million in-year 2026/27. This is principally due to lead-in times for implementation of review recommendations, specifically where HSCP staff are subject to redeployment. The HSCP is proactively managing redeployment of impacted staff but there is an unavoidable time component that impacts on the realisation of savings. Delays associated with grievance processes is also a risk factor in respect of savings delivery.

7.3 Appropriate budget balancing measures are being developed in lieu of the STEP Forward in-year shortfall, which is expected to be in the region of £6-7 million. These include utilising one off underspends across the wider IJB budget, staff vacancy management controls and care group-based service proposals. An initial probable outturn exercise will be undertaken for M5/P5 which will outline in more detail these mitigating actions.

8. Internal Audit

8.1 The Council's Internal Audit Team will continue to audit the STEP Forward programme on a rolling basis over its three-year lifespan. The Internal Audit Team is currently finalising the phase 2 audit scope which will focus on considerations such as data collation and validation, application of the review methodology, decision-making and implementation handover arrangements.

8.2 This audit activity will continue to be routinely reported to the Finance, Audit and Scrutiny Committee.

9. Communication and Engagement

9.1 The STEP Forward Communication and Engagement Plan is a standing item on the Public Engagement Committee (PEC). The latest update report was considered at the PEC meeting on 19 August 2026 and highlighted the broad range of ongoing engagement activity involving HSCP staff, carers, commissioned providers and local community organisations. Three Staff Reference Group meetings chaired by the Chief Officer have now taken place with frontline staff from across the HSCP and these continue to be scheduled on a bi-monthly basis.

10. Recommendations

10.1 The Integration Joint Board is asked to:

a) Note this update on the STEP Forward programme; specifically noting the review outcomes approved by the Executive Steering Group on 11th August 2026; and
b) Approve the timescales for the proposed review of governance set out at section 6.3.

Appendix 1

SUMMARY OF STEP FORWARD REVIEWS' GATE PROGRESS

The position as at ESG meeting of 11th August:

Last Gate Passed	Tranche 1	Tranche 2	Total
Gate 5 – Options Approval	**3**	**0**	**3**
Gate 4 – Identify Preferred Option	**2**	**0**	**2**
Gate 3 – Shortlist Development	**3**	**1**	**4**
Gate 2 – Long List Development	**1**	**2**	**3**
Gate 1 – Case for Change	**0**	**1**	**1**
Gate 0 – Initiation & Scope	**0**	**12**	**12**
Total	**9**	**16**	**25**