Item No: 14

Meeting Date: **Wednesday 24th June 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 13 May 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 20 May 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.

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:	No issues
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 1 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 the IJB on progress with the STEP Forward programme since the IJB meeting on 13 May 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, November, January, March and May meetings.

3. 2026-27 Service Review Programme

3.1. A total of 26 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 all nearing completion. The first two reviews going to the Executive Steering Group (ESG) for decision on 26 June are the 16+ Leaving Care Services and Learning Disability Day Services. At this stage neither review is expected to result in significant service change.

3.3. Further reviews relating to Welfare Rights, Older People's Day Care, Complex Needs, Commissioned Overnight Homelessness Services, Older People's Supported Living, Intermediate Care and Enhanced Drug Treatment Services are expected to be taken for ESG decision in July and August.

3.4. The September IJB will be presented with the outcomes of each of these reviews either for noting or for approval, in line with the governance arrangements approved in November 2025.

3.5. It is anticipated that the 17 tranche 2 reviews detailed in the May IJB report will begin to come forward to ESG for decision from September onwards. Tranche 3 reviews will then commence, the details of which will be shared with IJB once confirmed as part of the standing update report.

4. Internal Audit Report (phase 1)

4.1 The Council's Internal Audit Team will audit the STEP Forward programme on a rolling basis over its three-year lifespan. Its phase 1 report was presented to the IJB Finance, Audit and Scrutiny Committee (FASC) on 10 June 2026, with a focus on the governance arrangements for the programme.

4.2 The audit report findings reflected that the programme remains in development and therefore remains a work in progress. This was reflected in its overall audit assessment that the programme governance arrangements provide a reasonable level of assurance.

4.3 The report concludes that "the key controls are in place and generally operating effectively". However, in terms of specifics it makes five recommendations and proposes one service improvement. All are of medium or low priority. HSCP officers have welcomed the audit report as a rigorous aid to continuous improvement of programme governance.

5. Implementation of Review Recommendations

5.1 Implementation of review recommendations will be time-critical given the savings targets associated with the programme. Any delay in implementation will generate an associated financial risk, especially given the first tranche of reviews are not scheduled for approval until the end of quarter 1 of the financial year at the earliest.

5.2 Once approved, each review will be translated into a formal implementation plan and its delivery will be governed under the auspices of the HSCP's Integration Transformation Board (ITB), chaired by the Depute Chief Officer, Finance and Resources. Senior operational managers will lead on implementation, supported by a range of HR, organisational development, planning, finance and learning and development resources as appropriate.

5.3 Implementation will also be subject to appropriate engagement with Council and NHS trade unions under existing strategic agreements.

6. Communication and Engagement

6.1 Updates on 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 20 May 2026 and highlighted the broad range of ongoing engagement activity involving HSCP staff, carers, commissioned providers and local community organisations.

6.2 The PEC sought reassurance in respect of local authority Unison's statements at the May IJB and beyond that it would not participate in the STEP Forward programme and advise its members to adopt the same position.

6.3 The HSCP's position remains that the STEP Forward programme is as a transformation vehicle that aims to deliver evidentially based optimal deployment of HSCP resources by the end of its three-year cycle. Whilst that will take place within a financial context of a projected 5% net reduction in revenue budgets, this is not the only or defining feature of the programme. The HSCP continues to encourage staff to participate in the programme as the input of their knowledge, expertise and ideas will result in stronger, better informed decision-making in respect of service reviews.

7. Recommendations

7.1 The Integration Joint Board is asked to:

a) Note this update on the STEP Forward programme.