



**Item No: 10**

**Meeting Date: Wednesday 25<sup>th</sup> June 2025**

## **Glasgow City Integration Joint Board**

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

**Contact: Tracy Keenan, Assistant Chief Officer, Human Resources**

**Phone: 07880 294747**

### **Glasgow City HSCP Executive Team Restructure**

**Purpose of Report:**

This report updates the Integration Joint Board on proposals to redesign the Glasgow City HSCP Executive Team and seeks approval for the allocation of funding to support the recruitment of executive level posts.

**Background/Engagement:**

These proposals have been developed by the Glasgow City HSCP Executive Team. They have been shared with the Glasgow City HSCP Senior Management Team, and a briefing has been provided to the Chief Executives of Glasgow City Council and NHS Greater Glasgow and Clyde.

The proposals have been discussed with the Glasgow City Staff Partnership Forum, and there will be ongoing engagement to progress the proposals as required.

**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 ☒ IJB Development Session
- Not Applicable ☐

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<b>Recommendations:</b>	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"><li>a) Approve the allocation of the £477k Service Prioritisation Earmarked Reserve, as referenced in the 2024/25 Outturn Report, to support the proposed restructure and the two Grade 12 posts;</li><li>b) Note that under the Scheme of Delegation the IJB Finance, Audit and Scrutiny Committee will be asked to convene an Appointments Panel to organise and oversee the recruitment to the two Grade 12 posts; and</li><li>c) Note that under the Scheme of Delegation, the appointment of the two Grade 12 posts will come back to IJB for approval.</li></ul>
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**Relevance to Integration Joint Board Strategic Plan:**

The HSCP's Executive Management Team is responsible for driving the work of the HSCP to deliver the strategic priorities outlined with the IJB's Strategic Plan. Successful implementation of the new structure is therefore crucial to all strategic priorities.

**Implications for Health and Social Care Partnership:**

**Reference to National Health & Wellbeing Outcome(s):**

None.

**Personnel:**

The contents of this report refer to the Executive Management team of the HSCP and outlines the personnel changes this will result in. The new structure will enable the HSCP to resolve a number of interim arrangements currently in place.

**Carers:**

None

**Provider Organisations:**

None

**Equalities:**

None

**Fairer Scotland Compliance:**

None

**Financial:**

The financial implications of implementing the revised Executive Management structure is outlined in section three of this report. Year 1-3 costs will be funded from with IJB's overall budget and the proposed earmarking of reserves. The funding requirement from year 4 will be included in a future year budget.

**Legal:**

The structure referred to in this report will enable the HSCP to ensure positions appointed to the IJB that comply with requirements set out within the Public Bodies Act and associated statutory guidance. This includes the Chief

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	Officer, Chief Finance Officer, and Chief Social Work Officer.
<b>Economic Impact:</b>	None
<b>Sustainability:</b>	None
<b>Sustainable Procurement and Article 19:</b>	None
<b>Risk Implications:</b>	There is a risk to the IJB if a revised Executive Management structure is not in place and operating efficiently to deliver the IJBs Strategic Plan and the National Health and Wellbeing Outcomes.
<b>Implications for Glasgow City Council:</b>	The posts which are being added to the Executive Management structure as outlined in this paper are integrated posts and as such depending on the successful appointees might be directly employed by Glasgow City Council.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	The posts which are being added to the Executive Management structure as outlined in this paper are integrated posts and as such depending on the successful appointees might be directly employed by NHS Greater Glasgow & Clyde.
<b>Direction Required to Council, Health Board or Both</b>	
<b>Direction to:</b>	
1. No Direction Required	<input 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 checked="" type="checkbox"/>

**1. Purpose**

- 1.1. This report updates the Integration Joint Board on proposals to redesign the Glasgow City HSCP Executive Team and seeks approval for the allocation of funding to support the recruitment of executive level posts within the revised structure.

**2. Background**

- 2.1. A review of the Glasgow City HSCP Executive Team structure commenced in Summer 2023 under the leadership of the then Chief Officer, Susanne Millar. This activity was interrupted by the departure of the Chief Officer and the introduction of interim leadership arrangements. Since the appointment of Pat Togher, discussions have recommenced with the resulting proposal having been developed.

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### 3. Main Issues

- 3.1 The chart at Appendix 1 below shows the current structure (including interim arrangements for Assistant Chief Officer (ACO) posts).
- 3.2 The chart at Appendix 2 shows the proposed structure for the Executive Team.
- 3.3 The role of Assistant Chief Officer, Early Intervention and Primary Care, is to be removed with associated duties of this role distributed to existing ACOs.
- 3.4 The role of Chief Officer, Operations & Governance, is to be reintroduced to the structure. This post was previously within the structure but was removed when it became vacant as part of the 2023/24 IJB budget. It is recognised that over time, the removal of this post has had a detrimental impact upon the operational management of the care groups and created an unacceptable span of control for the Chief Officer. It has been determined that this post should be reintroduced, and the duties of the Chief Social Work Officer be aligned to this role.
- 3.5 The proposal introduces a new 3-year fixed term to the structure – Chief Officer, Strategy, Innovation and Best Value. This is a time critical project planning post setting out the sustainability of the HSCP within the context of financial planning, policy and legislative requirements, while protecting the most vulnerable. This will be required to mobilise the HSCP and IJB at a rapid pace.
- 3.6 The financial implications of these changes are shown in the table below. Year 1-3 will be funded from with IJB's overall budget and the proposed earmarking of reserves to support this work, which is the subject of a separate report to this IJB. The funding requirement from year 4 will be included in a future year budget.

	<b>Change</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4+</b>
<b>Grade 11</b>	<b>-1</b>	<b>-£143,000</b>	<b>-£143,000</b>	<b>-£143,000</b>	<b>-£143,000</b>
Grade 12	2	£320,000	£320,000	£320,000	£160,000
<b>+Net Cost/-Net Savings</b>	<b>1</b>	<b>£177,000</b>	<b>£177,000</b>	<b>£177,000</b>	<b>£17,000</b>

- 3.7 The timetable for next steps is provided below:

11 June 2025	Proposal communicated to HSCP SMT
w/c 16 June 2025	Discussion with NHS / Council Trades Unions
18 June 2025	Discussion at IJB Development Session
25 June 2025	Report to Glasgow City IJB
26 June 2025	Remuneration Committee (NHS)
July 2025	Report to IJB FASC Chair and Vice Chair seeking approval for a recruitment exercise to recruit to G12/B8d posts.

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1 July 2025	Vacant G11/B8d posts and Vacant G12/B8d posts to Workforce Planning Sub Group for approval to fill. Posts sent to NHS for Chief Exec approval.
By end July 2025	Recruitment exercises underway for all vacant posts

**4. Recommendations**

4.1. The Integration Joint Board is asked to:

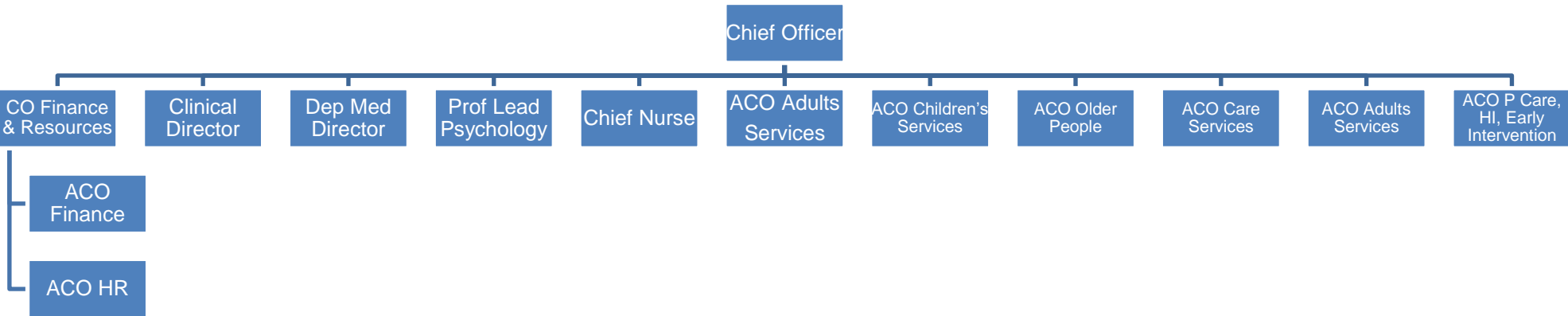
- a) Approve the allocation of the £477k Service Prioritisation Earmarked Reserve, as referenced in the 2024/25 Outturn Report, to support the proposed restructure and the two Grade 12 posts;
- b) Note that under the Scheme of Delegation the IJB Finance, Audit and Scrutiny Committee will be asked to convene an Appointments Panel to organise and oversee the recruitment to the two Grade 12 posts; and
- c) Note that under the Scheme of Delegation, the appointment of the two Grade 12 posts will come back to IJB for approval.



## Direction from the Glasgow City Integration Joint Board

1	Reference number	250625-10
2	Report Title	Glasgow City HSCP Executive Team Restructure
3	Date direction issued by Integration Joint Board	25 June 2025
4	Date from which direction takes effect	25 June 2025
5	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
6	Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)	No
7	Functions covered by direction	This Direction covers all of the delegated functions of the Integration Joint Board.
8	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to utilise £477k Service Prioritisation Earmarked Reserve, as referenced in the 2024/25 Outturn Report, to support the revised executive management structure, via recruitment of two Council Grade 12/NHS Band 9 (subject to confirmation) executive level posts, as outlined in this report.
9	Budget allocated by Integration Joint Board to carry out direction	The financial allocation for completion of this Direction consists of £500k of earmarked reserves, subject to approval of the Annual Outturn Report for 2024/25.
10	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
11	Date direction will be reviewed	25 June 2026

Appendix 1 – Current Executive Team Structure (including interim arrangements)



Appendix 2 – Proposed Executive Team Structure

