



**Item No. 15**

**Meeting Date Wednesday 10<sup>th</sup> September 2025**

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

**Report By: Tracy Keenan, Assistant Chief Officer, Human Resources**

**Contact: Tracy Keenan**

**Phone: 07557 801419**

**Recruitment to Deputy Chief Officer, Operations & Governance / Chief Social Work Officer; and Deputy Chief Officer, Strategy, Innovation & Best Value**

**Purpose of Report:**

To note the approval from the Chair and Vice Chair of the IJB Finance, Audit and Scrutiny Committee, on the grounds of urgency, to proceed with a recruitment process to the role of Deputy Chief Officer, Operations and Governance / Chief Social Work Officer and Deputy Chief Officer, Strategy, Innovation and Best Value (3 year fixed term).

**Background/Engagement:**

This recruitment proposal has been discussed with the Chief Executive of Glasgow City Council and the Chief Executive of NHS Greater Glasgow & Clyde. In addition, the proposal has been discussed with the Head of HR of Glasgow City Council and the HR Director of NHS Greater Glasgow & Clyde.

**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 ☐

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<b>Recommendations:</b>	The IJB Finance, Audit and Scrutiny Committee is asked to: a) Note the approval of the Chair and Vice Chair of IJB FASC, on the grounds of urgency, of the membership of the Appointments Panel; and commencement of the recruitment process for the roles of Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Depute Chief Officer, Strategy, Innovation and Best Value.
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<b>Relevance to Integration Joint Board Strategic Plan:</b>
These roles are critical for the ongoing management of the Glasgow City HSCP, and to lead on the transformation of the HSCP over the next 3 to 5 years.

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

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	None- relates to matters of governance
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<b>Personnel:</b>	Non filling of the Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Depute Chief Officer, Strategy, Innovation and Best Value posts would directly impact upon the proper functioning of the HSCP. A fair recruitment process will be followed in accordance with the Recruitment & Selection policies of both Glasgow City Council and NHS Greater Glasgow & Clyde and in compliance with the relevant employment legislation.
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<b>Carers:</b>	None - relates to matters of governance
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<b>Provider Organisations:</b>	None - relates to matters of governance
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<b>Equalities:</b>	None - relates to matters of governance
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<b>Fairer Scotland Compliance:</b>	None - relates to matters of governance
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<b>Financial:</b>	None - relates to matters of governance
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<b>Legal:</b>	Section 3 of the Social Work (Scotland) Act 1968 requires the local authority to appoint a Chief Social Work Officer.
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<b>Economic Impact:</b>	None - relates to matters of governance
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<b>Sustainability:</b>	None - relates to matters of governance
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<b>Sustainable Procurement and Article 19:</b>	None - relates to matters of governance
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<b>Risk Implications:</b>	Failure to appoint a Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Chief Officer, Strategy, Innovation and Best Value would risk impacting on the IJB's ability to implement its Strategic Plan.
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<b>Implications for Glasgow City Council:</b>	Failure to appoint a Chief Social Work Officer would breach the local authority's statutory duty under Section 3 of the Social Work (Scotland) Act 1968.
<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	None.

### 1. Purpose

- 1.1. The purpose of this report is to note the approval from the Chair and Vice Chair of the IJB Finance, Audit and Scrutiny Committee, on the grounds of urgency, to proceed with a recruitment process to the roles of Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Depute Chief Officer Strategy, Innovation and Best Value.

### 2. Background

- 2.1. Following a review of the Executive team structure, a proposal was presented to the IJB on [25 June 2025](#) outlining changes to the Executive team structure. This was approved at that meeting. The posts referenced in this report were therefore approved for recruitment at that forum.
- 2.2. The IJB's [Schemes of Delegation to Officers and Committees](#), at 1.6, states that *The IJB will delegate to the Finance, Audit and Scrutiny Committee, the responsibility for convening an Appointments Panel to organise and oversee the recruitment to the posts of Chief Officer, Chief Officer – Finance and Resources, Chief Officer – Strategy and Operations and any other executive level posts that may in future be established. This panel must include the Chair and Vice Chair of the IJB. Recommendations for appointment will be provided by the Panel to the full IJB for appointments to be made.*
- 2.3. The IJB Integration Scheme, at 8.1, outlines the process for the appointment of the Chief Officer as per section 10 of the Public Bodies Act, and the structural arrangements outlined in the Integration Scheme for Glasgow City IJB requires that the same process applies to the posts of Depute Chief Officer, Operations and Governance and Depute Chief Officer, Strategy, Innovation and Best Value.

### 3. Current position

- 3.1. In accordance with the Scheme of Delegation to Officers and Committees, the IJB Finance, Audit and Scrutiny Committee is required to identify and convene an Appointments Panel to oversee the recruitment and selection process. In line with precedent, it is proposed that the following are invited to join the Appointments Panel:

- Chief Officer, Glasgow City HSCP
- IJB Chair
- IJB Vice Chair
- NHSGGC CMT member
- Glasgow City Council CMT member

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- Assistant Chief Officer – Human Resources (adviser to panel)
- Representative to be identified from External partners/stakeholders (Depute Chief Officer – Strategy, Innovation and Best Value post only)

- 3.3 An exercise to identify a suitable recruitment agency to undertake the executive search and to conduct the selection process on behalf of the Appointments Panel has been undertaken and a suitable agency to conduct this campaign has been identified. The agency in question has been extensively used for executive search and as recruitment agency for a number of senior roles in Scotland across the NHS, Local Authority and HSCPs and has most recently supported the recruitment to executive level roles within Glasgow City HSCP.
- 3.4 In view of the requirement to commence the recruitment process as quickly as possible, and the timing of IJB FASC meetings, approval was sought from the Chair and Vice Chair of the IJB Finance, Audit and Scrutiny Committee on the grounds of urgency. Approval was given on 20<sup>th</sup> July 2025 and the report is attached at Appendix 1.
- 3.5 Interviews for the posts are scheduled for 1<sup>st</sup> and 2<sup>nd</sup> September 2025 and the committee will be updated thereafter upon successful appointments to the posts.

## **4. Recommendations**

- 4.1. The IJB Finance, Audit and Scrutiny Committee is asked to:
- a) Note the approval of the Chair and Vice Chair of IJB FASC, on the grounds of urgency, of the membership of the Appointments Panel; and commencement of the recruitment process for the roles of Depute Chief Officer, Operations and Governance / Chief Social Work Officer and Depute Chief Officer, Strategy Innovation and Best Value.



Date:

17 July 2025

**Glasgow City  
Integration Joint Board  
Finance, Audit and Scrutiny Committee**

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

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

**Phone:** 07557 801419

**Recruitment to Chief Officer, Operations & Governance / Chief Social Work Officer  
and Chief Officer, Strategy, Innovation & Best Value (3-year fixed term)**

**Purpose of Report:**

To seek approval to proceed with a recruitment process to the roles of Chief Officer, Operations and Governance / Chief Social Work Officer; and Chief Officer, Strategy, Transformation and Best Value (3-year fixed term).

**Background/Engagement:**

This recruitment proposal has been discussed with the Chief Executive of Glasgow City Council and the Chief Executive of NHS Greater Glasgow & Clyde. These posts were approved as part of the new Glasgow City HSCP Executive Team structure by the IJB on [25 June 2025](#).

**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 IJB Finance, Audit and Scrutiny Committee is asked to:

- a) Approve the membership of the Appointments Panel; and
- b) Approve commencement of the recruitment process for the roles of Chief Officer, Operations and Governance / Chief Social Work Officer, and Chief Officer, Strategy, Innovation and Best Value (3-year fixed term).

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### Relevance to Integration Joint Board Strategic Plan:

These roles are critical for the ongoing management of the Glasgow City HSCP, and to lead on the transformation of the HSCP over the next 3 to 5 years.

### Implications for Health and Social Care Partnership:

<b>Reference to National Health &amp; Wellbeing Outcome:</b>	None - relates to matters of governance
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<b>Personnel:</b>	Non filling of the Chief Officer roles, would directly impact upon the proper functioning of the HSCP. A fair recruitment process will be followed in accordance with the Recruitment & Selection policies of both Glasgow City Council and NHS Greater Glasgow & Clyde and in compliance with the relevant employment legislation.
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<b>Carers:</b>	None - relates to matters of governance
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<b>Provider Organisations:</b>	None - relates to matters of governance
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<b>Equalities:</b>	None - relates to matters of governance
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<b>Fairer Scotland Compliance:</b>	None - relates to matters of governance
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<b>Financial:</b>	None - relates to matters of governance
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<b>Legal:</b>	The Social Work (Scotland) Act 1968 requires local authorities to appoint a single Chief Social Work Officer (CSWO) for the purposes of listed social work functions.
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<b>Economic Impact:</b>	None - relates to matters of governance
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<b>Sustainability:</b>	None - relates to matters of governance
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<b>Sustainable Procurement and Article 19:</b>	None - relates to matters of governance
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<b>Risk Implications:</b>	Failure to appoint to these roles would risk impacting on on the IJB's ability to implement its Strategic Plan.
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<b>Implications for Glasgow City Council:</b>	The IJB Integration Scheme states that the Chief Officer roles will be appointed by the Integration Joint Board, employed by one of the Parties and seconded by that Party to the Integration Joint Board. The local authority is required to appoint a Chief Social Work Officer.
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<b>Implications for NHS Greater Glasgow &amp; Clyde:</b>	The IJB Integration Scheme states that the Chief Officer roles will be appointed by the Integration Joint Board, employed by one of the Parties and seconded by that Party to the Integration Joint Board.
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### 1. Purpose

- 1.1. The purpose of this report is to seek approval from the IJB Finance, Audit and Scrutiny Committee to proceed with a recruitment process to the roles of Chief Officer, Operations and Governance / Chief Social Work Officer, and Chief Officer, Strategy, Transformation and Best Value (3-year fixed term).

### 2. Background

- 2.1. Glasgow City HSCP has undertaken a review of the Executive Team structure which was approved at the Integration Joint Board on [25 June 2025](#).
- 2.2. As a result, there has been a re-introduction of a Grade 12 / Band 9 post to the structure and the creation of a new 3-year fixed term post at Grade 12 / Band 9.
- 2.3. The IJB's [Schemes of Delegation to Officers and Committees](#), at 1.6, states that *The IJB will delegate to the Finance, Audit and Scrutiny Committee, the responsibility for convening an Appointments Panel to organise and oversee the recruitment to the posts of Chief Officer, Chief Officer – Finance and Resources, Chief Officer – Strategy and Operations and any other executive level posts that may in future be established. This panel must include the Chair and Vice Chair of the IJB. Recommendations for appointment will be provided by the Panel to the full IJB for appointments to be made.*
- 2.4. The IJB [Integration Scheme](#), at 8.1, outlines the process for the appointment of the Chief Officer as per section 10 of the Public Bodies Act, and the structural arrangements outlined in the Integration Scheme for Glasgow City IJB requires that the same process applies to any posts at Chief Officer level.

### 3. Current position

- 3.1. In accordance with the Scheme of Delegation to Officers and Committees, the IJB Finance, Audit and Scrutiny Committee is required to identify and convene an Appointments Panel to oversee the recruitment and selection process for these posts. In line with precedent, it is proposed that the following are invited to join the Appointments Panels:
- IJB Chair
  - IJB Vice Chair
  - Chief Officer, Glasgow City HSCP
  - Chief Officer, Finance & Resources
  - Chief Executive - NHS Greater Glasgow & Clyde (or designated representative)
  - Chief Executive – Glasgow City Council (or designated representative)
  - Representative to be identified from External Partners/stakeholders (Chief Officer, Strategy, Innovation and Best Value role only)
  - Assistant Chief Officer – Human Resources (Adviser to panels only)

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- 3.2 An exercise to identify a suitable recruitment agency to undertake the executive search and to conduct the selection process on behalf of the Appointments Panel has been undertaken and a suitable agency to conduct this campaign has been identified. The agency in question has been extensively used for executive search and as a recruitment agency for a number of senior roles in Scotland across the NHS, Local Authorities and HSCPs and has most recently supported recruitment to executive level roles within Glasgow City HSCP.

## **4. Recommendations**

- 4.1. The IJB Finance, Audit and Scrutiny is asked to:
- a) Approve the membership of the Appointments Panel; and
  - b) Approve commencement of the recruitment process for the roles of Chief Officer, Operations & Governance / Chief Social Work Officer and Chief Officer, Strategy, Transformation and Innovation (3-year fixed term).