PERFORMANCE MANUAL
AUGUST 2025

Glasgow
CITY COUNCIL

Purpose of this Performance Manual

The purpose of this Performance Manual is to provide a guide for Elected Members Citizens, Officers and Services of how performance is managed within the Council.

This manual provides the following guidance:

- ➤ Importance of Performance Management arrangements
- ➤ How we develop Performance Measures
- ➤ How we ensure calculations/assessment of Performance Measures
- ➤ How we define our Risks
- ➤ How we set our Actions to deliver performance and manage the risks
- ➤ How performance is measured for scrutiny
- ➤ Case Studies
- ➤ How we audit
- ➤ Glossary of Terms for Performance Management

Performance Management arrangements

It is clear from previous Internal Audit of Performance, the service responses within the review, and the recent External Audit and that there is an ongoing requirement for support and clarity around a number of key components of Performance Management. There is also a challenge in the recent External Audit to ensure that outcomes are clearly reported, and that ongoing work to provide accessible performance information is progressed.

In conjunction with internal audit colleagues and based on these audit recommendations the manual focuses on the delivery of Services responsibilities outlined by the Council Strategic Plan.
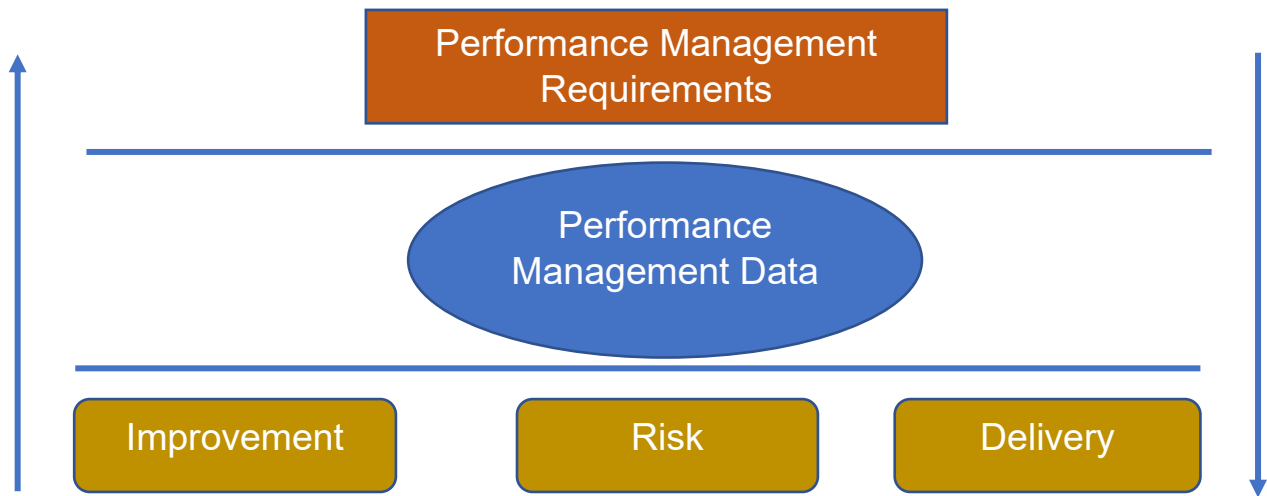
The main aim of performance management is to help services to achieve better outcomes; when addressing themselves to the key areas of responsibility within the Council Strategic Plan. Without reliable, timely and accurate performance management information, it is difficult for residents, members, scrutiny bodies and officers to know how the Council is performing.

Then key focus of the manual therefore is to ensure that:

➢ Management in all services liaise with Corporate Policy and Governance to continue to refine and implement a central Performance Management Framework.
➢ Chief Executive Department (CED) Management should continue to review the current arrangements in place to ensure that performance information being reported is subject to regular review and update and remains fit for purpose. Service Management should also continue to ensure that formal approval of the suite of key performance indicators can be demonstrated.
➢ Continue to demonstrate the link between the performance information being reported on service and strategic objectives, and the impact on outcomes.
➢ Ensure that the target setting process drive improvements in service performance. Where future targets being set are at a level below the performance achieved in previous years, management should ensure that robust record keeping is in place to demonstrate the reasons for this.
➢ Management from all services should review the current suite of key performance indicators to determine where documented procedures or process notes are required.
➢ Continue to ensure that all performance related terminology is clearly explained and that tools that support performance (templates/ reports) are clear and useful to Services, Elected Members and the public.

It can be helpful to think about the value of performance management at different levels within the council. Performance management is often seen as a tool for strategic leadership. However, used well, each piece of performance management

data can influence improvement, manage risks to, and progress of delivery at a range of levels in the Council.

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│  Performance Management          │
│  Requirements                    │
└─────────────────────────────────┘

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          │   Performance      │
          │   Management Data  │
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│ Improvement  │  │    Risk      │  │  Delivery    │
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The 2022-2027 Strategic Plan was approved at Council in October 2022 and was reviewed in October 2024. This sets out 4 key challenges and 230 commitments on how all council services will help address, support and deliver on the city's main priorities.

The four grand challenges which have been identified are:
➢ Reduce poverty and inequality in our communities
➢ Increase opportunity and prosperity for all our citizens
➢ Fight the climate emergency in a just transition to a net zero Glasgow
➢ Enable staff to deliver essential services in a sustainable, innovative, and efficient way for our communities.

The Grand Challenges clearly articulate a key overarching challenge that the Council and its partners face. The Grand challenges will underpin the focus of the Council's Strategic plan. These Grand Challenges may have a particular emphasis in some areas of Council delivery; but given the breadth of the challenges, will also typically cut across areas of Council delivery.

In order for the Council to meet the commitments outlined in the Council Strategic Plan, a process has been established to facilitate the management and performance measurement of these commitments.

The Corporate Policy Manager links with the Strategic Performance Working Group to formally agree ownership of each Commitment and any Emerging Commitments in the Council Strategic Plan. It is the responsibility of owners to put in place appropriate Performance Management arrangements.

Owners should, where applicable, agree targets or milestones which show the key stages in achieving the outcome resulting from Commitments.

As with most of the activities undertaken by the Council, Performance Management will be undertaken in line with the 3 lines of defence model. This model breaks down how risk is managed and controlled into 3 main elements:

Level	Detail
Level 1 – Ownership of Risk	Service Performance owners will ensure that monitoring is put in place and that appropriate checks are embedded into the process to ensure that the measures provide an accurate reflection of progress, including risk management in line with the Council's risk management framework.
Level 2 – Management Oversight	Management oversight is a key source of assurance for the performance management process. This includes scrutiny by SMTs, Corporate Policy and Governance and the Strategic Performance Working Group, and where applicable OPDSC
Level 3 – Independent Assurance	Performance will be subject to regular review to provide independent assurance. This will primarily be conducted by Internal Audit but may include other bodies such as the Council's External Auditor.

Case Study 1

Issue

One member of staff was solely responsible for preparing a performance measure and there were no documented procedures to describe the process to be followed to calculate it. The member of staff left the council and when it came time to calculate the measure it was discovered that no-one knew the methodology or process for the calculation. This meant that there could be no certainty that the performance measure was correct or a true measure of the performance.

Mitigating Actions

Performance measure owners must ensure that there are written procedures describing how each performance measure is calculated. The procedures should be detailed enough so that someone with no knowledge of the measure could calculate it if required and they should be stored in a central location so they can be easily located. Where resources allow, more than one person should be familiar with the process for calculating and assessing each performance measure.

How we develop Performance Measures

Measuring progress is an essential part of setting an effective goal because it can help prioritise tasks and measuring progress can help to identify where things are going well and where improvements are required.

A good performance measurement system should have the following characteristics:

It should be based on activities over which managers have control or influence.

- It should be measurable.
- It should be timely.
- It should be consistent in its application

Owners should review Council Strategic Plan Commitments and establish what should be monitored to measure performance. Where relevant, commitments should be risk assessed and broken down into tangible actions which will
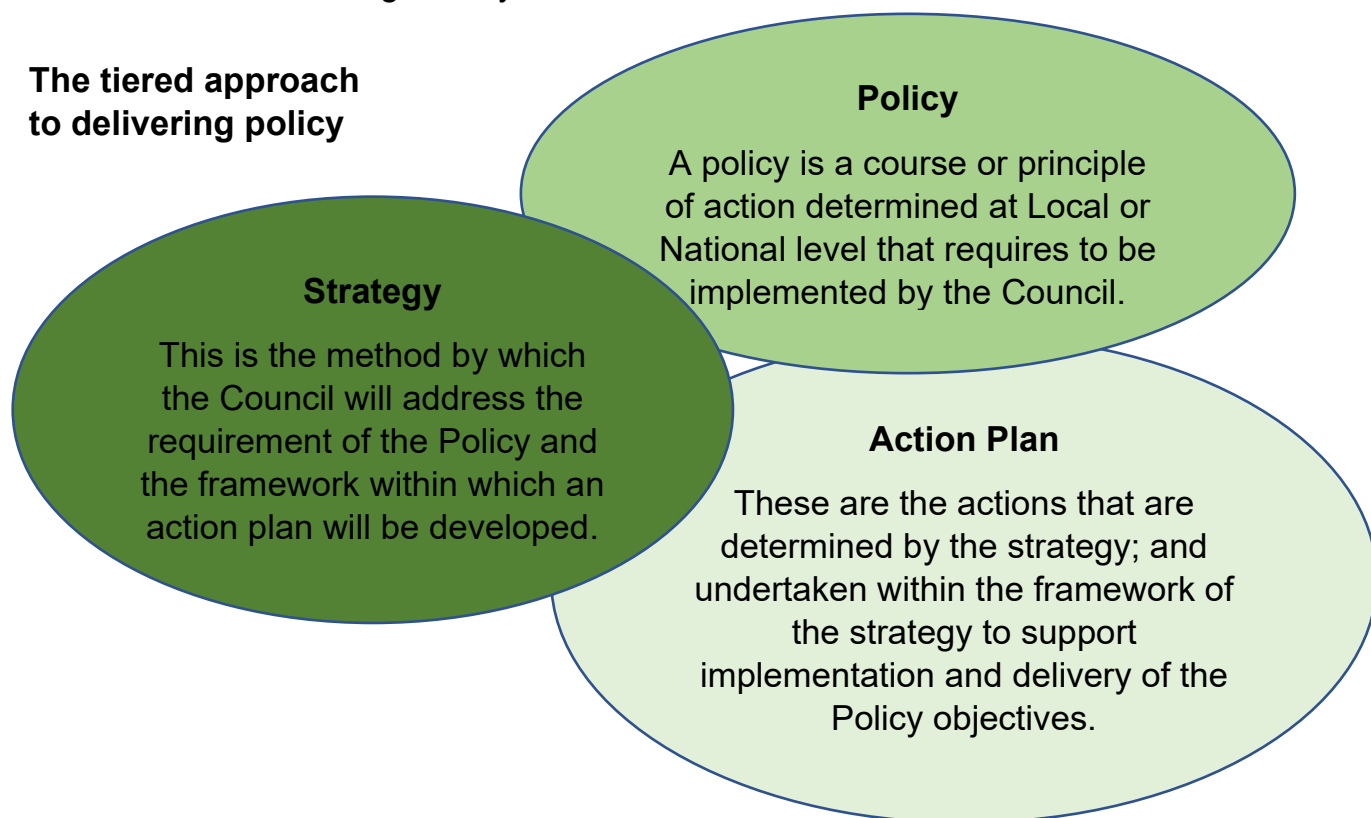
effectively manage identified risks achieve the desired outcome. These risks and actions should be monitored by setting out the milestones which will be passed for each. Where necessary is it also pertinent to consider dependencies with other stakeholders when considering risk and achievable timelines for delivery. Further information related to planning and delivery of activities and projects, including templates can be found within the Governance Management Toolkit.

Whilst not relevant for all commitments/actions, when developing performance measures, owners should seek to ensure that, where possible, they are 'SMART':

- Specific – should detail something definitive
- Measurable – should be able to be measured
- Achievable – ensure that any measure set is possible to achieve
- Relevant – measures should be relevant to your area of work
- Timed – measures should be based on a specific time period

All Council Strategic Plan performance measures should be agreed by the Service Senior Management Team (SMT), and any other performance measures considered service critical. Where applicable, the SMT should also agree the tolerance levels for the measures to be reported. When reporting, each performance measure should be reported with a Red, Amber or Green (RAG) status which should be agreed by the relevant SMT.

The tiered approach to delivering policy

Policy

A policy is a course or principle of action determined at Local or National level that requires to be implemented by the Council.

Strategy

This is the method by which the Council will address the requirement of the Policy and the framework within which an action plan will be developed.

Action Plan

These are the actions that are determined by the strategy; and undertaken within the framework of the strategy to support implementation and delivery of the Policy objectives.

How we ensure calculations/assessment of Performance Measures

It is essential that the process for the calculation and assessment of performance measures is robust and that the results are defendable when challenged.

Performance Measure owners should therefore ensure they comply with the following key principles:

Principle	Details
Transparent	Performance measure owners should ensure that the process for calculating and assessing performance is transparent and can be explained if challenged. Measures which require to be calculated should have the calculation method documented.
Evidence Based	Quantitative measures should be based on robust information sources. The source data used to calculate performance and the calculation should be retained.

Qualitative measures should be assessed based on a reasonable consideration of the facts. The assessment should be recorded with the reasoning behind the assessment. |
Defendable	Performance measure owners should be prepared to defend their calculation/assessment if challenged.
Up to date	It is essential that performance measures are calculated/assessed regularly and that the information provided to stakeholders is as up to date as possible.
Accurate	It is essential that performance measures are calculated/assessed accurately. Any caveats should be clearly explained when measures are being reported.
Consistent	In order to ensure stakeholders are provided with an assessment of performance which they can rely on, it is essential that performance is reported consistently in all locations/publications. Any differences due to timing or differences in definitions should be clearly explained.

How we define our Risks

Some of the key risks and associated mitigation actions in the Performance Management process are outlined below:

Risk	Mitigation Actions
Ownership of each performance measure is not clear or maintained.	Ensure that there is a designated owner for each performance measure, and also back-up arrangements so that the measure can be managed in absence of the owner.
Commitment in the Strategic Plan is not tangible enough to allow for performance measures.	Performance measures may not be required for all commitments in the Strategic Plan. SMTs should ensure, when setting actions, that they are relevant and recognise elements which may be outwith the control of the council (e.g. some commitments are to work with an external body).
Performance measures may be vague or uncertain.	When agreeing performance measures, owners and SMTs should ensure that, where possible, performance measures meet the SMART criteria. For Commitments which are aspirations, the resulting actions should be risk assessed and establish tangible activities which will be undertaken to help achieve the desired outcome.
Performance measures are not calculated regularly or accurately.	An agreed timetable should be set for when each performance measure should be calculated and reported. A process for calculating the performance measure should be documented so that the calculation will be consistent. Performance reporting should be a standing item on SMT agendas.
Performance issues are not identified in a timely manner to allow appropriate action to be taken.	Performance measures should be regularly reported to the relevant SMT. Where performance is not a green status, action should be agreed on how to address the performance issue including a realistic timeline. Performance measure owners should have an escalation process for highlighting risks and issues with performance outwith the regular SMT reporting arrangements to ensure that issues can be addressed in a timely manner and not left until the next reporting date.
Performance measure owners feel pressure to show progress.	Performance measure owners should have a clear reporting line so that risk to and issues with measures can be discussed. Explanations should be provided for any issues with performance measures so that there can be a discussion on how to make improvements.
Reporting of progress / lack of progress in	When reporting progress or lack of progress on performance measure, particularly where there is a lack of progress, the

Risk	Mitigation Actions
performance measures may lead to poor reputation management.	possible reputational damage to the council (or its stakeholders and delivery partners) should be considered and an explanation / alternative performance measure details reported to mitigate this.

How we set our Actions to deliver performance and manage the risks

Owners must ensure that performance measures that they are responsible for are being actively monitored and must be satisfied that the performance measurement is an accurate reflection of progress being made.

Actions which support analysis of Performance Measures should be given a Red, Amber or Green (RAG) status to reflect whether they are on track for delivery.

Any risks or issues which may impact on delivery should be assessed and reflected in the updates provided to SMTs and OPDSC etc. Significant risks and / or issues should be escalated within a timely manner. Actions / mitigations to address the risks / issues should be developed and implemented; progress against these actions should also be monitored.

Currently the council utilises a Red/ Amber/ Green traffic light system to provide an accessible method of determining the progress of actions in its performance framework. The Council's corporate RAG (Red / Amber / Green) rating system for Quantative measures where metric measurement is possible; is as follows

Green   G

A green rating indicates performance has exceeded target, met target or is no more than 2.49% outwith target

Amber   A

An amber rating indicates performance is between 2.5% and 4.99% outwith target performance

Red   R

A red rating indicates performance is 5% or more outwith the target Performance

Please note: As noted above where a target is not expressed as a numeric value and percentage assessments cannot be made; (a Qualitative Indicator), performance is assessed on a more subjective basis taking account of progress against factors such as timescales, budgets and overall project completion

Case Study 2

Issue

Although progress on a performance measure did not seem to be very good, it had been classified as a green status, and there was no evidence to show why the progress had been classified as such. When challenged, the performance measure owner was unable to adequately explain how the RAG status had been determined.

Mitigating Actions

Performance Measure Owners should be prepared to justify how they determined the RAG status of their measures. Assessments should be based on available facts as far as possible; where professional judgement is used, the basis for the determination should be recorded.

It should also be noted that the ongoing work on the Performance Management Framework for the Community Planning Partners will also inform future developments and approaches to Performance Management for the council. These developments will be shared with Scrutiny Committee in due course.

This is line with recent Audit Scotland direction putting an emphasis on locally directed outcomes more relevant to the communities they serve.

How performance is measured for scrutiny

In order to ensure that the Council is meeting the objectives set out in the Council Strategic Plan and elsewhere, it is essential that performance measurement is subject to appropriate scrutiny. There are two main aims of a scrutiny framework:

1. To ensure that performance measures are being accurately calculated/assessed and provide an honest and realistic assessment of the performance of the area being considered.
2. To consider the performance of each area and assess whether sufficient progress is being made, that risks are being managed, and whether action is required to address any concerns.

It is essential that performance measurement is subject to scrutiny throughout the process. The main stages are as follows:

Stage	Example of Scrutiny Activities
Regular Calculation/Assessment of Performance	Officers charged with the calculation of performance measures should ensure that their work is reviewed by colleagues to provide assurance that the calculation is correct and that the assessment of performance is reasonable.
Senior Management Teams	SMT members should • Ensure that appropriate measures and sufficient resources are allocated to the calculation and monitoring of performance information. • Consider the information provided and challenge the accuracy and reasonableness. • Consider the progress being made and determine what action may be required if progress is insufficient.
Committee (OPDSC)	OPDSC will receive regular reports outlining excerpts of performance monitoring information. Members will scrutinise performance and raise any concerns. The Corporate Policy Manager will liaise with the Chair and members of OPDSC to agree the content and frequency of reports to Committee.
Internal Audit	Internal Audit will consider the Performance Management process when developing their risk based annual Internal Audit plan. Areas examined may include the calculation of indicators to ensure they are accurate and adherence to this performance management toolkit.

A Performance Template is provided in **Appendix 1** as an example of how we will measure Performance.

Risk	Cause	Effect	Mitigation Actions
Ownership of each performance measure is not clear or maintained.	Ownership of performance measures is not clearly defined.	No-one takes responsibility for the individual performance measures	Ensure that there is a designated owner for each performance measure, and also back-up arrangements so that the measure can be managed in absence of the owner.
Commitment in the Strategic Plan is not tangible enough to allow for performance measures.	Strategic Plan commitments are not measurable.	Performance Measures cannot be developed for all Strategic Plan commitments.	Performance measures may not be required for all commitments in the Strategic Plan. SMTs should ensure, when setting actions, that they are relevant and recognise elements which may be outwith the control of the council (e.g. some commitments are to work with an external body).
Performance measures may be vague or uncertain.	Performance measure is not clearly defined.	Performance is difficult to measure.	When agreeing performance measures, owners and SMTs should ensure that, where possible, performance measures meet the SMART criteria. For Commitments which are aspirations, the resulting actions should be risk assessed and establish tangible activities which will be undertaken to help achieve the desired outcome.
Performance measures are not calculated regularly or accurately.	Performance is not appropriately measured.	Out of date or incorrect performance is reported.	An agreed timetable should be set for when each performance measure should be calculated and reported. A process for calculating the performance measure should be documented so that the calculation will be consistent. Performance reporting should be a standing item on SMT agendas.
Performance issues are not	Performance is not measured	No opportunity for performance	Performance measures should be regularly reported to the

Risk	Cause	Effect	Mitigation Actions
identified in a timely manner to allow appropriate action to be taken.	or reviewed frequently enough.	to be addressed/ improved.	relevant SMT. Where performance is not a green status, action should be agreed on how to address the performance issue including a realistic timeline. Performance measure owners should have an escalation process for highlighting risks and issues with performance outwith the regular SMT reporting arrangements to ensure that issues can be addressed in a timely manner and not left until the next reporting date.
Performance measure owners feel pressure to show progress.	Pressure is applied to improved performance.	Performance Measure owners may report inaccurate performance figures.	Performance measure owners should have a clear reporting line so that risk to and issues with measures can be discussed. Explanations should be provided for any issues with performance measures so that there can be a discussion on how to make improvements.
Reporting of progress / lack of progress in performance measures may lead to poor reputation management.	Performance appears to be unsatisfactory or progress is not communicated.	Reputation of the council / service is adversely impacted.	When reporting progress or lack of progress on performance measure, particularly where there is a lack of progress, the possible reputational damage to the council (or its stakeholders) should be considered and an explanation / alternative performance measure details reported to mitigate this.

Case Studies

In order to provide assurance, case studies to support performance reporting have been developed. Some research into case studies across UK has provided best practice examples in how outcomes can be reflected within performance.

Case study examples from Local Government Association (LGA) demonstrate wide variety of examples to apply clarity with RAG status ratings to provide explanations of extended performance reporting.

Services were advised to present case studies in terms of good practice and on areas of improvement by RAG status ratings. The case study templates offers an opportunity for services to provide an explanation of how the learning from their service can be applied within our performance template. The templates can also assist with managing expectations in terms of RAG status ratings remaining green over a period of time and how services have managed to sustain areas of improvement. This can equally be applied to RAG status ratings of red to provide an opportunity at regular intervals of how areas of improvement are being reflected within performance.

Hyperlinks have been used to direct readers to further information of performance. This function would support the Council's regular Strategic Plan update reports.

The case study templates are illustrated in Appendix 2.

How we audit

In order to provide assurance that the calculation/assessment of performance measures provides an accurate reflection of performance, the process may be subject to review by colleagues, managers and by Internal Audit. An Internal Audit of Performance also supports the culture of continuous improvement:

So that performance assessments can be explained, it is essential that performance measure owners maintain a robust audit trail of source data and assessment calculations/considerations. This should be stored in a central location which will be available even if roles/responsible officers change.

Internal Audit will consider performance management in their risk based internal audit plan and may ask for details of performance measure calculations/assessments at any time.

Case Study 3

Issue

When recalculating a performance measure, it was found that the reported figure had not been calculated correctly. As the calculation had not been checked by anyone else to ensure it was accurate, an incorrect figure had been reported. This meant that management and other stakeholders had not been receiving an accurate reflection of performance and had been basing their decisions on an incorrect assessment.

Mitigating Actions

Prior to performance measures being reported, calculations should be subject to secondary checks, thereby reducing the possibility of incorrect performance measure figures being reported.

Any assumptions built into the calculation should be challenged to ensure they are reasonable.

Support

- Where to go for support if needed
- What to do if you believe part of the process is not being followed correctly

If you are looking for support or have queries relating to performance please contact:

Cormac Quinn at cormac.quinn@glasgow.gov.uk

Glossary of Terms for Performance Management

Key Terms	Definition
Glossary of Terms: High level	
Grand Challenge	The Grand Challenge clearly articulates a key overarching challenge that the Council and its partners face. The Grand challenges will underpin the focus of the Council's Strategic Plan. These Grand Challenges may have a particular emphasis in some areas of Council delivery; but given the breadth of the challenges, will also typically cut across areas of Council delivery. For the Strategic Plan they flow from the key challenges identified as needing to be addressed by the Covid Recovery and Renewal work.
Mission	Missions are high-ambition, high-profile initiatives which seek to address the Grand Challenges by putting forward concrete solutions; while also maintaining a clear, measurable, time-bound and realistic direction. Missions will aim to be bold, ambitious and inspiring and to be clear in their direction and purpose.
Commitment	The Commitment relates to the strategic response of a Service or Services to delivering a Mission. Essentially it details the commitment or commitments the service (s) undertakes to deliver the solution outlined in the Mission. Those Commitments outlined in the Strategic Plan may be grouped together with associated Actions outlined to achieve their aims.
SPI	Statutory Performance Indicator
Dependency	A dependency is a logical, constraint-based or preferential relationship between two activities such that the completion or the initiation of one is reliant on the completion or initiation of the other.
Sustainable Development Goals	Sustainable Development Goals or Global Goals are a collection of seventeen interlinked objectives designed to serve as a "shared blueprint for peace and prosperity for people and the planet, now and into the future.
Risk	Risk can be perceived either positively (upside opportunities) or negatively (downside threats). A risk is the potential of a situation or event to impact on the achievement of specific objectives
Dashboard	A dashboard is a way of displaying various types of visual data in one place. Usually, a dashboard is intended to convey different, but related information in an easy-to-digest form. This includes key performance indicators (KPI)s or other important business metrics that stakeholders need to see and understand at a glance.

Key Terms	Definition
Glossary of Terms- Performance management	
Strategy	Strategy is where you will focus your efforts to achieve your goals, and how you will succeed. It defines a specific course of action that will take you from where you are now to where you want to be. A Strategy is a plan of action designed to achieve a long-term or overall aim.
Governance	Project governance is the means by which projects are monitored, controlled and reported.
Strategic Level	-Provides regular information from across the Council -Enables scrutiny and informed decision making -Provokes debate about what should happen next -Evidence progress against corporate priorities
Operational level	-Informs planning, resourcing, quality management and service delivery -informs workforce development and continuing professional development -informs service improvement
Front line	-encourages changed behaviours and approaches -enables the experiences of the public to be conveyed directly to strategic leaders -enables the public to understand how funds are being used and what improvements they should expect

Glossary of Terms- Management meeting acronyms

Key Terms	Definition
Council Management Meetings	
CMT	CORPORATE MANAGEMENT TEAM
SMT	SERVICE MANAGEMENT TEAM
Council Committees	
CAC	CITY ADMINISTRATION COMMITTEE
FASC	FINANCE AND AUDIT SCRUTINY COMMITTEE
OPDSC	OPERATIONAL PERFORMANCE AND DELIVERY SCRUTINY COMMITTEE
PDCs	POLICY DEVELOPMENT COMMITTEE
EHTR	ECONOMY, HOUSING, TRANSPORT AND REGENERATION POLICY COMMITTEE
ELN	ENVIRONMNET AND LIVEABLE NEIGHBOURHOODS POLICY COMMITTEE
ESEY	EDUCATION, SKILLS AND EARLY YEARS POLICY COMMITTEE
NZCPM	NET ZERO AND CLIMATE PROGRESS MONITORING POLICY COMMITTEE
WECEE	WELLBEING, EQUALITIES, COMMUNITIES, CULTURE AND ENGAGEMENT CITY POLICY COMMITTEE
PUBLIC	GENERAL PUBLIC
ALEO	ARMS LENGTH ORGANSIATION
GMG	GOVERNANCE MANAGEMENT GROUP

The project management Glossary of Terms provides an awareness of project management terms that link with performance management, risk and delivery of projects.

Key Terms	Definition
	Glossary of Headings in Performance management template (Appendix 1)
Action	Action refers to the direct tactical activity undertaken to achieve the aims of the Commitment or group of Commitments. These actions can be a mix of Qualitative and Quantative Indicators._ Qualitative Indicators These refer to performance measures which have elements of metric or numeric value that can be represented in reporting. They can be presented in reports in the form of percentages or in simple numbers depending on the context. Quantitive Indicators These refer to performance measures that are assessed on a more subjective basis taking account of progress against factors such as timescales, budgets and overall project completion. They may contain supporting narrative to outline the progress and detail any matters of interest to Elected Members relating to the action.
Milestone	A milestone is a specific point within a project's life cycle used to measure the progress toward the ultimate goal OR A key event during the life of a project, usually completing project deliverables or other noteworthy achievements.
Progress and Impact	What Progress has been made for the measure and What demonstrable impact has been in relation to this commitment if appropriate
Planned Activity and Route to Green	The activities of gradually improving or getting nearer to achieving or completing a plan. Where the indicator is not green, outline how the indicator will become green again
Lead Service	A lead service will collaborate with team members and services to complete their project work on time and within budget. Whether that's liaising with the project team about

Key Terms	Definition
	specific tasks, or working with other services to get things moving, collaboration is always important.
RAG	RAG is an acronym that stands for Red, Amber and Green and is based on a traffic light system. These colours, like those in (UK) traffic lights, are used to denote the status of a contract or vendor in a way that relates specifically to your business objectives and priorities.

GRAND CHALLENGE (1-4): XXXXXX					
MISSION X: XXXXXXXXXXX					
Commitment X: XXXXXXXXX.					
Action	**Milestones**	**Progress and Impact**	**Planned Activity/Route to Green**	**Lead Service**	**RAG**
Commitment X: XXXXXXXXX.					
Action	**Milestones**	**Progress and Impact**	**Planned Activity/Route to Green**	**Lead Service**	**RAG**
Commitment X: XXXXXXXXX.					
Action	**Milestones**	**Progress and Impact**	**Planned Activity/Route to Green**	**Lead Service**	**RAG**

GRAND CHALLENGE (1-4): XXXXXX					
SERVICE **XXXXXXXXXXX**					
SPI	**Milestones**	**Progress and Impact**	**Planned Activity/Route to Green**	**Lead Service**	**RAG**
SPI	**Milestones**	**Progress and Impact**	**Planned Activity/Route to Green**	**Lead Service**	**RAG**
SPI	**Milestones**	**Progress and Impact**	**Planned Activity/Route to Green**	**Lead Service**	**RAG**

Example of inclusion of Case Studies in RAG Performance Reviews

Using Examples from: Strategic Plan Performance:

Grand Challenge 1: Mission 1 and 3

GRAND CHALLENGE ONE Reduce poverty and inequality in our communities					
MISSION 3: Improve the health and wellbeing of our local communities					
Commitment 5. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Connect people and those they care for to the right supports, in the right place and at the right time through more straightforward and timely signposting and information for those looking for support within their communities.	Embed Health and Social Care Connect service	Phase 1 of Health and Social Care Connect was launched in November 2022, including the following social work services: Children and families, Homelessness and adults and older people.	Monitor and review the recently launched Health and Social Care Connect service	HSCP	**GREEN**
	Launch Alcohol and Drug Recovery Services	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Prepare for the launch of HSCC for Alcohol and Drug Recovery Services and some community services.	HSCP	**AMBER** *Click Here for Further Information*
Commitment 6. Ensure that Glasgow's carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Continue to give voice to those with lived experience of being and unpaid carer by ensuing young carers voices are being heard within health and social care decision making structures.	Continue to support carers	An HSCP officer with a primary role in supporting and advocating for the interests of carers has been identified as a non-voting Member of the IJB and Member of the Public Engagement Committee.	Support carer representation on the Integration Joint Board and Public Engagement Committee	HSCP	**GREEN**
	Continue to support carers	Activity to recruit a Carers Champion falls within the responsibility of Glasgow City Council. HSCP officers and the IJB will support the recruitment process and ongoing support requirements.	Support Glasgow City Council activity to appoint a Carer's Champion	HSCP	**RED** *Click Here for Further Information*

Case Studies

1. **Launch Alcohol and Drug Recovery Services**

Launch Alcohol and Drug Recovery Services	
Commitment	**Commitment 5**. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities
Action	Connect people and those they care for to the right supports, in the right place and at the right time through more straightforward and timely signposting and information for those looking for support within their communities.
Milestone	Launch Alcohol and Drug Recovery Services
Case study title	
RAG Rating	Amber
Synopsis (100 words)	*Background of work done to date*
The challenge	*Information on the challenges and why commitment hasn't been achieved*
The solution	*What work is being done to address this*
The impact (including cost savings/income generated if applicable)	*Impacts to date*
How is the new approach being sustained?	
Lessons learned:	*Key lessons learned to date*
Contact:	*Key contact of those working on specific project/work*
Links to relevant documents:	*Any supporting evidence. Links to news articles etc*

2. Continue to support carers

Launch Alcohol and Drug Recovery Services	
Commitment	Commitment 6: Ensure that Glasgow's carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential
Action	Continue to give voice to those with lived experience of being and unpaid carer by ensuing young carers voices are being heard within health and social care decision making structures.
Milestone	Continue to support carers
Case study title	
RAG Rating	RED
Synopsis (100 words)	*Background of work done to date*
The challenge	*Information on the challenges and why commitment hasn't been achieved*
The solution	*What work is being done to address this*
The impact (including cost savings/income generated if applicable)	*Impacts to date*
How is the new approach being sustained?	
Lessons learned:	*Key lessons learned to date*
Contact:	*Key contact of those working on specific project/work*
Links to relevant documents:	*Any supporting evidence. Links to news articles etc*

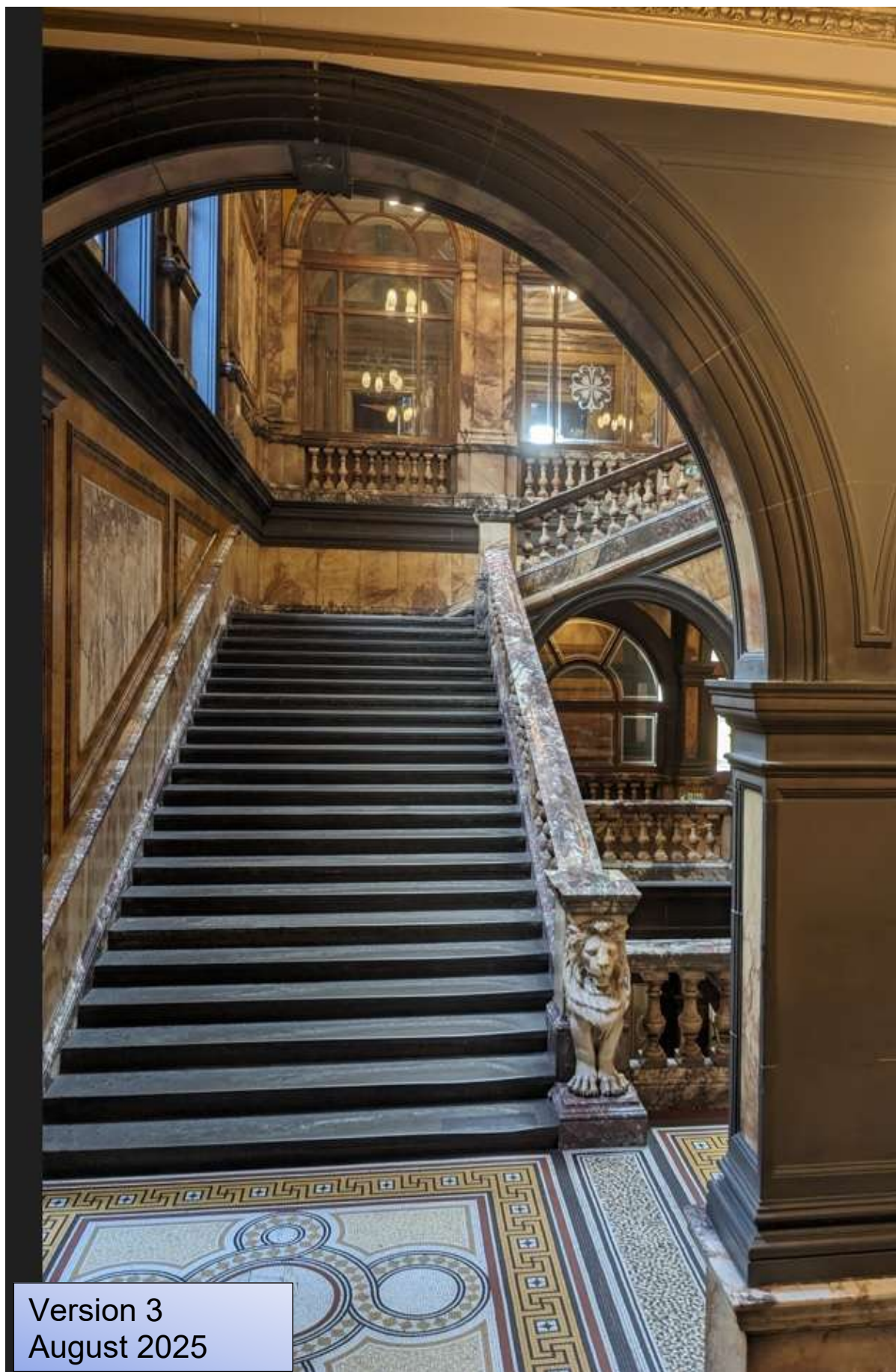| CASE STUDY	
Commitment	Commitment 2: Work with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions about the lives they live and supports they choose to receive.
Action	Support patients and service users to exercise greater control over their support journey
Milestone	Advance the Diabetes Care Improvement Programme
Case study title	Diabetes Care
RAG Rating	Green
Synopsis (100 words)	Throughout 24/25 GCHSCP has continued to advance the Diabetes Care Improvement Programme, which aims to improve support for individuals living with Type 2 Diabetes through an enhanced care planning pathway, and data-driven clinical decision making.
The challenge	The programme has placed a significant focus on delivering person-centred Diabetes care, ensuring existing and new patients receive a tailored support plan to manage their condition effectively, whilst also reducing preventable complications and hospital admissions.
The solution	The SCI-Diabetes Care plan was introduced following an extensive development and consultation process, ensuring its effectiveness in delivering patient-centred Diabetes care. A key area of development has been the continued implementation and refinement of the SCI-Diabetes Care plan, a structured, patient-centred tool designed to provide comprehensive care planning for existing and new patients with Type 2 Diabetes. Throughout 24/25, efforts were concentrated on increasing the uptake and utilisation of the care plan, ensuring that GP practices and community health teams are fully embedded within the service delivery. A particular focus was placed on ensuring there is equitable access to Diabetes care across all localities within Glasgow City. Targeted

	engagement has taken place within areas of higher deprivation, where Diabetes prevalence and associated complications remain disproportionately high. Another major achievement in 2024/2025 has been the expansion of structured education programmes, aimed at enhancing self-management skills amongst patients living with Type 2 Diabetes. The "Control It Plus" programme which was designed to provide patients with practical strategies to manage their condition, saw a significant increase in participation, particularly amongst newly diagnosed patients and those identified as being at risk of diabetes-related complications. Alongside this, there has been a concerted effort to strengthen digital engagement, with more patients able to access online diabetes education, support and self-monitoring tools, supporting long-term condition management outside of traditional healthcare settings. Work has also continued to improve care transitions and post-diagnosis support, which has ensured that individuals with newly diagnosed Diabetes are provided with immediate access to a structured care plan and a tailored lifestyle intervention where recommended. Enhanced referral pathways between primary care, specialist diabetes services, and community-based support networks have contributed to a collaborative approach to diabetes management across the partnership. A board wide roll-out commenced in October 2023 after successful testing across a small number of GP practices. Key developments focused on: • A fast-track resolution process to address SCI-Diabetes access and login issues. • Development of an instructional video to provide refresher training for clinical staff. • Agreement on key metrics for baseline assessment and tracking ongoing improvements. • Communication and engagement strategy, promoting the initiative through board wide Practice Nurse Meetings, newsletters, and GP learning events.
The impact (including cost savings/income generated if applicable)	This continued and expanded into 24/25, as an open-door policy was implemented, which allows any GP practice to join the programme, at any stage. This approach has capitalised on the early momentum and has ensured there is an equal opportunity for participation with the project. As of July '24 the project covered 101 practices, with 66 successfully using the Care plan for at least three months. Significant improvements were noted after reviewing initial feedback and roll-out: • The number of practices using the Care plan increased from 2 to 117 within 12 months. • Care plans issued increased from 424 to 2,315, reflecting an 545% increase in Diabetes care planning.

	• "Control It Plus" structured education attendance increased by 16.2%, evidencing the support available and interest in better self-management. • "My Diabetes My Way" registrations increased by 12.6%, enhancing patient engagement with digital self-monitoring tools.
How is the new approach being sustained?	To ensure sustainability, all supporting documentation, including training materials, baseline reporting templates, and engagement resources, has been retained within the Type 2 Diabetes Prevention & Early Intervention Team's repository. This structured, patient-focused approach to diabetes care ensures there is continuous improvement within the self-management of Diabetes, which reinforces GCHSCP's commitment to delivering a high-quality, evidence-based diabetes services for adults and older people.
Lessons learned:	
Contact:	
Links to relevant documents:	

Case Study	
Commitment	To deliver actions from Glasgow's 'Resource and Recycling Strategy': Ensure equity in recycling and waste collection services between flatted properties and main door properties. Measurable Outcome: Provision of infrastructure to collect the same material streams from all housing types. Review of waste collection services to align with current and future national policies, including the Charter for Household Recycling and Extended Producer Responsibility (EPR) for Packaging Waste. Measurable Outcome: Alignment of council collection services with Code of Practice and requirements of EPR. Collection of additional material streams within recycling services.
Action	To introduce new on-street recycling services (bin hubs) to 4,100 flats in Glasgow.
Milestone	To deliver an improved waste and recycling collection service to 4,100 flats in 3 areas of Glasgow by introducing 'bin hubs' for waste and recycling. Address challenges related to waste collection, littering, crew safety and pest control. Enhance recycling efforts by providing designated, localised waste collection points in high-density urban areas.
Case study title	Bin Hub Pilot
RAG Rating	Green
Synopsis (100 words)	To deliver a new, sustainable operational model for flats by introducing new on-street recycling bins in 'bin hubs', remove all bins from backcourts, improve the frequency of collections, reduce missed collections and improve the health and safety of the GCC cleansing collection workforce.

The challenge	**Overburdened traditional waste collection systems**: With an increasing urban population and limited space for bins, waste management has become inefficient, with overflowing bins, littering, missed collections and pest control issues. **Contamination in recycling streams**: Improper disposal of waste and contamination in recycling bins undermine recycling efforts and hinder the city's sustainability goals. **Public dissatisfaction**: Residents and businesses in certain areas have raised concerns about the cleanliness of streets, pest control, bin management, and the frequency of collections.
The solution	**Improve Waste Management Efficiency**: Streamline waste collection by consolidating waste into central hubs, reducing the need for frequent individual wheeled bin collections. **Enhance Recycling and Waste Sorting**: Offer separate bins for recyclables, food waste, and non-recyclables to encourage better sorting by residents. **Reduce Littering and Overcrowded Bins**: Minimise the occurrence of overfilled bins and litter in streets by ensuring regular waste, recycling and street cleansing collections. **Improve Public Satisfaction**: Increase public satisfaction with waste services by providing cleaner, more accessible, and well-maintained waste disposal options. **Sustainability**: Contribute to Glasgow's environmental goals by providing opportunities to recycle additional materials, increasing recycling rates and reducing energy from waste processing.
The impact (including cost savings/income generated if applicable)	**Increased Recycling Rates and Reduced Contamination**: A key benefit of the Bin Hub system will be the ability to more effectively separate recyclable materials, leading to increased recycling rates. **Waste Diversion**: By promoting the separation of food waste, the project will contribute to Glasgow's broader goals of reducing energy from waste dependency and promoting food waste diversion. **Improved Waste Collection Efficiency**: The use of localised hubs will reduce the burden on the traditional waste collection system, allowing for more efficient use of resources (e.g., fewer collections needed, optimised collection routes). **Data-Driven Waste Management**: With the introduction of technology such as in cab telemetry information, the city will gain valuable data to refine waste collection schedules and improve efficiency. **Cleaner Streets and Cleaner Backcourt Bin Areas**: The Bin Hubs will reduce the occurrence of overflowing bins, resulting in cleaner public spaces and streets. **Community Engagement**: The project will foster a sense of community responsibility around waste disposal and encourage residents to actively participate in recycling initiatives. **Healthier Urban Environment**: Reducing waste on the streets and promoting proper disposal can help mitigate health risks associated with poorly managed waste. **Reduced Complaints** - full impact of the pilot is still to be measured over a longer period of time

	High Level of Resident Satisfaction – positive feedback from customer satisfaction surveys **Public Engagement**: Communication and outreach campaigns to educate the public about the new waste management system.
How is the new approach being sustained?	The new waste and recycling collection system remains in place. This approach will be used in Phase 1 of the new project
Lessons learned:	Lessons learned from the bin hub pilot are informing the rollout to Phase 1 and Phase 2 of the new project (Improving Recycling Services for Flats (Including Bin Hubs)). Examples of lessons learned include minor changes to the installation process, minor structural changes to the bin hub design and follow up communications to residents.
Contact:	David McCulloch
Links to relevant documents:	https://www.glasgow.gov.uk/article/5731/Resource-and-Recycling-Strategy-2020-30

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