



# PERFORMANCE MANUAL

**September 2024**



## **Purpose of this Performance Manual**

The purpose of this Performance Manual is to provide a clear guide for Elected Members Citizens, Officers and Services of how performance is managed within the Council, and across Grand Challenges, Missions, Strategies, and Action Plans (Milestones/Targets/Outcomes etc).

This manual would aim to provide the following:

- [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](#)

## Importance of Performance Management arrangements

It is clear from previous [Internal Audit of Performance](#) and the service responses within the review that there is a requirement for support and clarity around a number of key components of Performance Management that strongly suggest the benefit of Performance management.

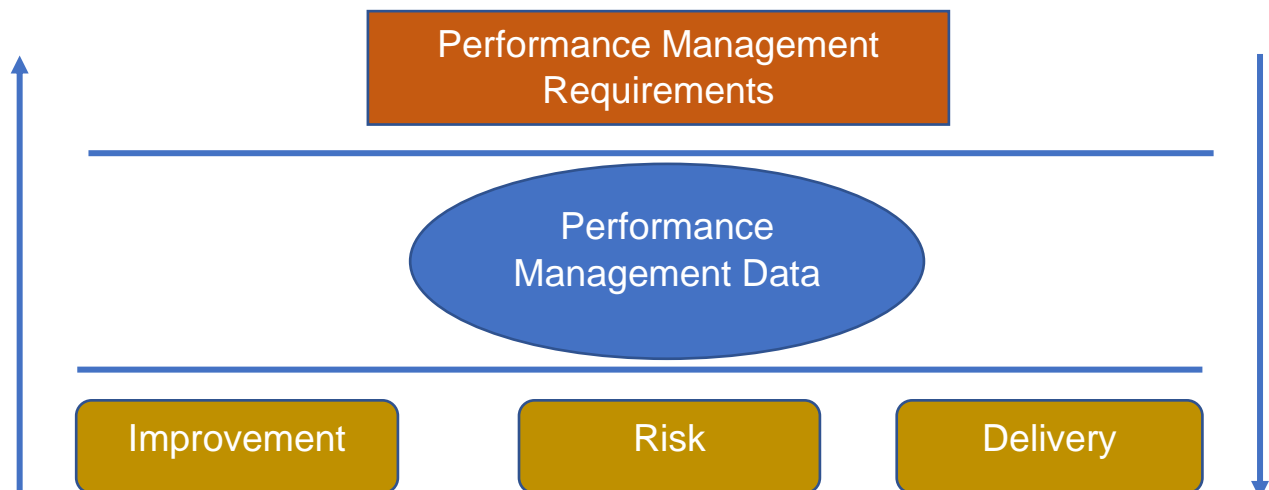
In conjunction with internal audit colleagues and based on the audit recommendations the manual will focus on the delivery of Services responsibilities outlined by the [Council Strategic Plan](#).

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.

Among the key recommendations from the [Internal Audit of Performance](#) were that:

- Management in all services should liaise with Corporate Policy and Governance to investigate the possibility of developing and implementing a central Performance Management Framework.
- Chief Executive Department (CED) Management should 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. Any required amendments should then be formally implemented and communicated to the relevant officers. Service Management should also ensure that formal approval of the suite of key performance indicators can be demonstrated.
- Demonstrate the link between the performance information being reported and service and strategic objectives.
- 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.

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.



The [Council Strategic Plan](#) will involve and affect Council services outside of planning although other departments may not initially see the relevance to their area of work or the need to be involved in the process, it's a blueprint of the city's goals, planned projects to achieve those goals, and metrics to determine success. The [Council Strategic Plan](#) outlines how the Council will address the Grand Challenges it faces.

[The 2022-2027 Strategic Plan](#) was approved at Council in October 2022. 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 will liaise with the Strategic Performance Working Group to formally agree ownership of each Commitment in the [Council Strategic](#)



[Plan](#). It will be 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
<b>Level 1 – Ownership of Risk</b>	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.
<b>Level 2 – Management Oversight</b>	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 <a href="#">OPDSC</a>
<b>Level 3 – Independent Assurance</b>	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

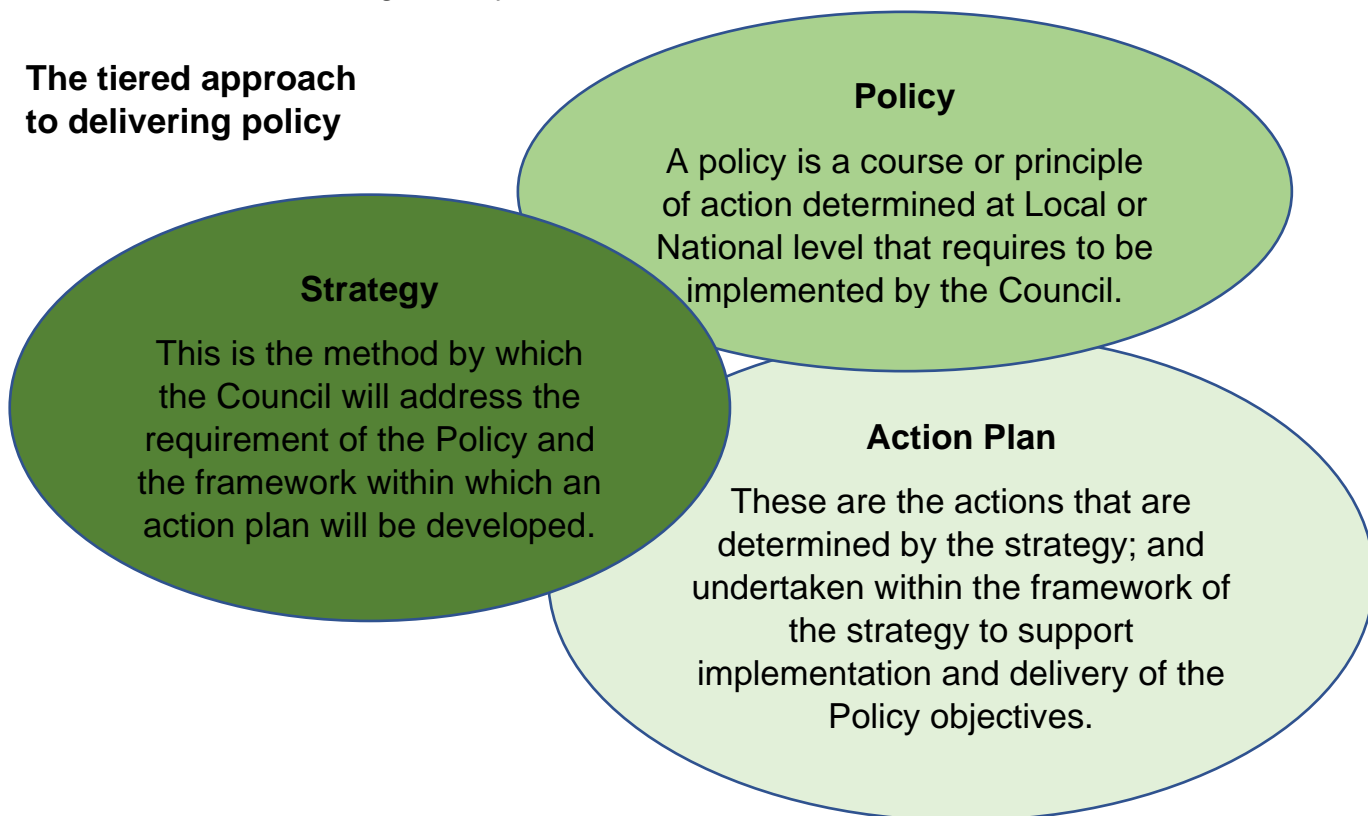
effectively manage identified risks achieve the desired outcome. These risks and actions should be monitored by setting out the milestones which will be passed for each. Where necessary is it also pertinent to consider dependencies with other stakeholders when considering risk and achievable timelines 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**



## 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 defensible when challenged.

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

Principle	Details
<b>Transparent</b>	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.
<b>Evidence Based</b>	<p>Quantitative measures should be based on robust information sources. The source data used to calculate performance and the calculation should be retained.</p> <p>Qualitative measures should be assessed based on a reasonable consideration of the facts. The assessment should be recorded with the reasoning behind the assessment.</p>
<b>Defendable</b>	Performance measure owners should be prepared to defend their calculation/assessment if challenged.
<b>Up to date</b>	It is essential that performance measures are calculated/assessed regularly and that the information provided to stakeholders is as up to date as possible.
<b>Accurate</b>	It is essential that performance measures are calculated/assessed accurately. Any caveats should be clearly explained when measures are being reported.
<b>Consistent</b>	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.	<p>When agreeing performance measures, owners and SMTs should ensure that, where possible, performance measures meet the SMART criteria.</p> <p>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.</p>
Performance measures are not calculated regularly or accurately.	<p>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.</p> <p>Performance reporting should be a standing item on SMT agendas.</p>
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

Risk	Mitigation Actions
	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.	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 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



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

### Amber



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

### Red



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 is our intention that, in time, we will begin to include sustainable development goal indicators in our reporting. This will fulfil the obligations agreed by world leaders at the UN in 2015.

[More information on the goals and what they mean are outlined on the GOV.UK website.](#)

# SUSTAINABLE DEVELOPMENT GOALS





## 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 <ul style="list-style-type: none"><li>• Ensure that appropriate measures and sufficient resources are allocated to the calculation and monitoring of performance information.</li><li>• Consider the information provided and challenge the accuracy and reasonableness.</li><li>• Consider the progress being made and determine what action may be required if progress is insufficient.</li></ul>
Committee (OPDSC)	<a href="#">OPDSC</a> will receive regular reports outlining excerpts of performance monitoring information. Members will scrutinise performance and address any concerns.  The Corporate Policy Manager will liaise with the Chair and members of <a href="#">OPDSC</a> 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
<b>Ownership of each performance measure is not clear or maintained.</b>	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.
<b>Commitment in the Strategic Plan is not tangible enough to allow for performance measures.</b>	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).
<b>Performance measures may be vague or uncertain.</b>	Performance measure is not clearly defined.	Performance is difficult to measure.	<p>When agreeing performance measures, owners and SMTs should ensure that, where possible, performance measures meet the SMART criteria.</p> <p>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.</p>
<b>Performance measures are</b>	Performance is not	Out of date or incorrect	An agreed timetable should be set for when each performance

Risk	Cause	Effect	Mitigation Actions
not calculated regularly or accurately.	appropriately measured.	performance is reported.	<p>measure should be calculated and reported. A process for calculating the performance measure should be documented so that the calculation will be consistent.</p> <p>Performance reporting should be a standing item on SMT agendas.</p>
Performance issues are not identified in a timely manner to allow appropriate action to be taken.	Performance is not measured or reviewed frequently enough.	No opportunity for performance to be addressed/improved.	<p>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.</p> <p>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.</p>
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

Risk	Cause	Effect	Mitigation Actions
			be a discussion on how to make improvements.
<b>Reporting of progress / lack of progress in performance measures may lead to poor reputation management.</b>	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 has 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. 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.

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:

Alan Speirs at [alan.speirs@glasgow.gov.uk](mailto:alan.speirs@glasgow.gov.uk) or

Naghat Ahmed at [naghat.ahmed@glasgow.gov.uk](mailto:naghat.ahmed@glasgow.gov.uk)

## Glossary of Terms for Performance Management

Key Terms	Definition
<b>Glossary of Terms: High level</b>	
Grand Challenge	<p>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.</p> <p>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.</p>
Mission	<p>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.</p>
Commitment	<p>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.</p>
Action	<p>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.</p> <p><u>Qualitative Indicators</u> 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.</p> <p><u>Quantitive Indicators</u> 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</p>

Key Terms	Definition
	completion. They may contain supporting narrative to outline the progress and detail any matters of interest to Elected Members relating to the action.

Key Terms	Definition
<b>Glossary of Headings in Performance management template (Appendix 1)</b>	
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 Performance	Progress is the process of gradually improving or getting nearer to achieving or completing a plan
Planned Activity	A planned activity is a scheduled process in a project plan.
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 specific tasks, or working with other services to get things moving, collaboration is always important.
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.
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.

Key Terms	Definition
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
<b>Glossary of Terms- Performance management</b>	
Strategy	<p>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.</p> <p>A Strategy is a plan of action designed to achieve a long-term or overall aim.</p>
Governance	Project governance is the means by which projects are monitored, controlled and reported.
Strategic Level	<ul style="list-style-type: none"> <li>-Provides regular information from across the Council</li> <li>-Enables scrutiny and informed decision making</li> <li>-Provokes debate about what should happen next</li> <li>-Evidence progress against corporate priorities</li> </ul>
Operational level	<ul style="list-style-type: none"> <li>-Informs planning, resourcing, quality management and service delivery</li> <li>-informs workforce development and continuing professional development</li> <li>-informs service improvement</li> </ul>
Front line	<ul style="list-style-type: none"> <li>-encourages changed behaviours and approaches</li> <li>-enables the experiences of the public to be conveyed directly to strategic leaders</li> <li>-enables the public to understand how funds are being used and what improvements they should expect</li> </ul>

## Glossary of Terms- Management meeting acronyms

Key Terms	Definition
Council Management Meetings	
CMT	CORPORATE MANAGEMENT TEAM
CMG	CORPORATE MANAGEMENT GROUP
SMT	SERVICE MANAGEMENT TEAM
Council Committees	
CAC	CITY ADMINISTRATION COMMITTEE
FASC	FINANCE AND AUDIT SCRUTINY COMMITTEE
<a href="#">OPDSC</a>	OPERATIONAL PERFORMANCE AND DELIVERY SCRUTINY COMMITTEE
PDCs	POLICY DEVELOPMENT 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.](#)

## **Further detailed definitions**

### **RAG rating**

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**

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

➤ **Amber**

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

➤ **Red**

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.

## **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.

<b>GRAND CHALLENGE (1-4):</b> XXXXXX					
<b>MISSION X:</b> XXXXXXXXXXXX					
<b>Commitment X: XXXXXXXXXX.</b>					
<b>Action</b>	<b>Milestones</b>	<b>Progress and Performance</b>	<b>Planned Activity</b>	<b>Lead Service</b>	<b>RAG</b>
<b>Commitment X: XXXXXXXXXX.</b>					
<b>Action</b>	<b>Milestones</b>	<b>Progress and Performance</b>	<b>Planned Activity</b>	<b>Lead Service</b>	<b>RAG</b>
<b>Commitment X: XXXXXXXXXX.</b>					
<b>Action</b>	<b>Milestones</b>	<b>Progress and Performance</b>	<b>Planned Activity</b>	<b>Lead Service</b>	<b>RAG</b>

<b>GRAND CHALLENGE (1-4):</b> XXXXXX					
<b>SERVICE</b> XXXXXXXXXXXX					
<b>SPI</b>	<b>Milestones</b>	<b>Progress and Performance</b>	<b>Planned Activity</b>	<b>Lead Service</b>	<b>RAG</b>
<b>SPI</b>	<b>Milestones</b>	<b>Progress and Performance</b>	<b>Planned Activity</b>	<b>Lead Service</b>	<b>RAG</b>
<b>SPI</b>	<b>Milestones</b>	<b>Progress and Performance</b>	<b>Planned Activity</b>	<b>Lead Service</b>	<b>RAG</b>



## 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					
<b>Commitment 5.</b> 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 <a href="#">Click Here for Further Information</a>
<b>Commitment 6.</b> 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 ensuring 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 <a href="#">Click Here for Further Information</a>

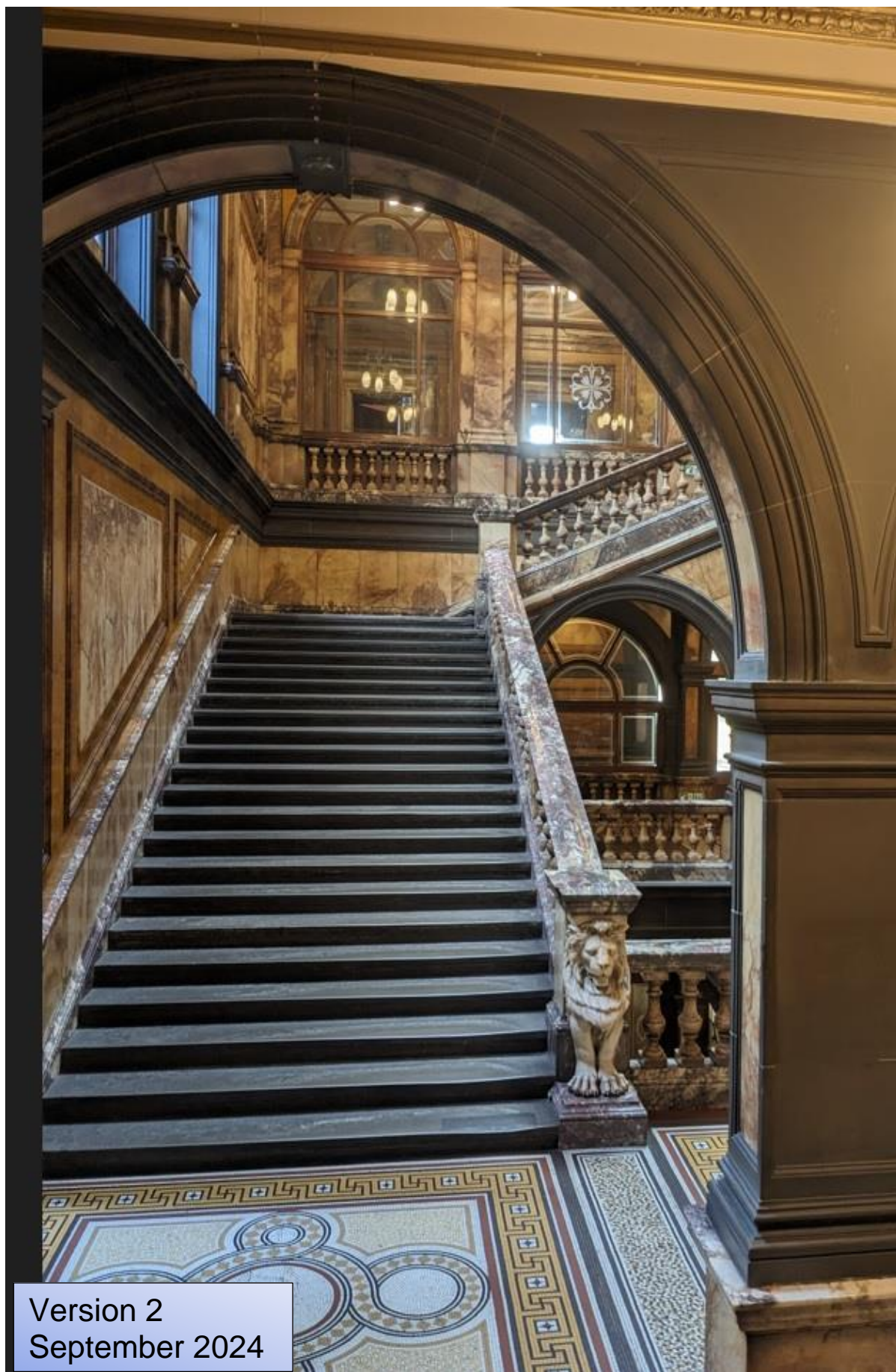
## Case Studies

## 1. Launch Alcohol and Drug Recovery Services

Launch Alcohol and Drug Recovery Services	
<b>Commitment</b>	<b>Commitment 5.</b> 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
<b>Action</b>	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.
<b>Milestone</b>	Launch Alcohol and Drug Recovery Services
<b>Case study title</b>	
<b>RAG Rating</b>	Amber
<b>Synopsis (100 words)</b>	<i>Background of work done to date</i>
<b>The challenge</b>	<i>Information on the challenges and why commitment hasn't been achieved</i>
<b>The solution</b>	<i>What work is being done to address this</i>
<b>The impact (including cost savings/income generated if applicable)</b>	<i>Impacts to date</i>
<b>How is the new approach being sustained?</b>	
<b>Lessons learned:</b>	<i>Key lessons learned to date</i>
<b>Contact:</b>	<i>Key contact of those working on specific project/work</i>
<b>Links to relevant documents:</b>	<i>Any supporting evidence. Links to news articles etc</i>

## 2. Continue to support carers

Launch Alcohol and Drug Recovery Services	
<b>Commitment</b>	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
<b>Action</b>	Continue to give voice to those with lived experience of being and unpaid carer by ensuring young carers voices are being heard within health and social care decision making structures.
<b>Milestone</b>	Continue to support carers
<b>Case study title</b>	
<b>RAG Rating</b>	RED
<b>Synopsis (100 words)</b>	<i>Background of work done to date</i>
<b>The challenge</b>	<i>Information on the challenges and why commitment hasn't been achieved</i>
<b>The solution</b>	<i>What work is being done to address this</i>
<b>The impact (including cost savings/income generated if applicable)</b>	<i>Impacts to date</i>
<b>How is the new approach being sustained?</b>	
<b>Lessons learned:</b>	<i>Key lessons learned to date</i>
<b>Contact:</b>	<i>Key contact of those working on specific project/work</i>
<b>Links to relevant documents:</b>	<i>Any supporting evidence. Links to news articles etc</i>



Version 2  
September 2024