

**OFFICIAL**

**APPENDIX C**

**GLASGOW CITY COUNCIL BEST VALUE THEMATIC REPORT - MAY 2025 - ACTION PLAN PROGRESS**

Classification of Recommendations
<b>Grade 1:</b> Key risks and/or significant deficiencies which are either critical to the achievement of strategic objectives. Consequently management needs to address and seek resolution urgently.
<b>Grade 2:</b> Risks or potential weaknesses which impact individual objectives, or impact the operation of a single process, and so require prompt but not immediate action by management.
<b>Grade 3:</b> Less significant issues and/or areas for improvement which we consider merit attention but do not require to be prioritised by management.

No.	Recommendation	Grading	Responsible Officer	Implementation Date	Management Update - January 2026
1	There is an expectation that the Council will have a workforce strategy that sets out how it will deliver its vision, priorities and values in the medium term.	Grade 2	Head of Human Resources	March 2026	The council wide Workforce Board has been established and Terms of Reference have been agreed by the Corporate Leadership Team. This provides the forum to take forward the appropriate workforce strategy and work is currently underway to align this with the vision, values and priorities associated with Public Sector Reform and locally the Equal Pay Programme implementation currently planned for April 2027. However we would alert that March 2026 target date is unlikely and this is more likely to be into 2027 and after Pay & Grading Structure implementation.
2	The Council should take steps to improve participation rates in the Performance Coaching and Review process across the Council.	Grade 2	Head of Human Resources	30 June 2026 (following next two rounds of PCR Oct 25 and May 26)	For areas in scope records indicate improved mid year returns which sit at 66%. Reporting arrangements are variable however and not complete for other areas – an issue which will be addressed for end of year reports. Additionally, plans are in place to extend the deployment of Performance Coaching Review within wider arena, most notably HSCP.
3	The Council should develop plans to monitor and track employee engagement, including workforce surveys.	Grade 2	Head of Human Resources	March 2026	As reported in September 2025, a Culture review by Internal Audit has kicked off at leadership level. From a corporate perspective there are no planned council wide employee surveys appropriate at this point in the Equal Pay Programme schedule. This matter will be kept under review and a variety of employee engagement methods and feedback will be incorporated as we work through the implementation period to April 27.