

APPENDIX C

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

Classification of Recommendations
Grade 1: 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.
Grade 2: 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.
Grade 3: 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
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	A council wide Workforce Board is under active development and will contribute significantly to this recommendation. Terms of Reference for this senior officer group are being finalised and it is expected to be in operation by the end of 2025. This will provide a forum to take forward the workforce strategy across the council for March 2026.
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)	Preparation work is underway as indicated for the PCR mid year review in October 2025 to make increased efforts to improve participation rates for the service areas covered by PCR. This will be monitored and reported on in January 2026 at the end of the mid year window for returns to be collated and assessed to improve participation rates.
3	The Council should develop plans to monitor and track employee engagement, including workforce surveys.	Grade 2	Head of Human Resources	March 2026	A culture review is currently being planned by Internal Audit with work underway to agree timings. Additionally, service and project level surveys are under consideration. All engagement survey planning includes an assessment of our Equal Pay programme engagement which will continue to take priority at this time.