

# Report to Audit Committee

Date: 22 October 2025

## Subject:

Payroll Audit Progress

## For Information

## Report of:

Eleanor Devlin  
Assistant Director of Workforce &  
Organisational Culture

## Portfolio holder:

Cllr Abdul Jabbar

## Sign-off:

Fiona Greenway, Director of Resources

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## 1. Introduction

- 1.1. This report is designed to provide background and insight into the current context for the Payroll service at Oldham Council. It also provides detail on the recently agreed HR & OD ReBuild Recovery Plan and aspects designed to support improved quality, governance and resilience of Payroll services over the medium to long term.
- 1.2. This paper also gives update on progress against actions as included in the Payroll Audit Report 24/25.

## 2. Background

- 2.1. The Payroll service at Oldham Council has several, long-standing identified issues, which has led to it being classified as “*Inadequate*” by Internal Audit for a number of years.
- 2.2. The service provides a wide ranging and complex service across the borough. It provides a full range of Payroll and Pension service to Oldham Council. It also provides Payroll services to several schools and additional providers in the area, including Miocare Limited.

- 2.3. In total it provides 27 Payrolls monthly<sup>1</sup>, across two pay dates (15<sup>th</sup> and 20<sup>th</sup>) across a staffing headcount of almost 8,500. This is a significant headcount, spanning several organisations, payscales and sets of T&Cs.
- 2.4. The service has seen significant challenges in recent years. Structures were changed following transfer in from Unity Partnership. In addition, there has been turnover of established staff within the team, and difficulties recruiting and retaining team members. Payroll specialists, in particular, are often considered “hard to fill” roles due to the specialist knowledge involved.
- 2.5. There has also been recent turnover at senior level, including the HR Employment Services Manager, the Systems Lead, the Head of HR and the Assistant Director of HR & OD (as previously known).
- 2.6. Structural changes, budget restrictions and significant change within the team and in their senior structure has led to a lack of investment in the system (iTrent), a lack of specialist knowledge in the team and a lack of capacity to focus on required improvements.

### **3. Data**

- 3.1. Following a request in July 2025, this report contains high level information relating to pay errors for 24/25 and 25/26, specifically.
- 3.2. This report will not reference councillors’ pay, as this is covered through a separate report.
- 3.3. It is important to recognise that there is not one straightforward way to categorise or track “pay errors”. To date, this has not been systematically captured and reported on, including the reasons why this has happened. This is something that the HR & OD ReBuild plan (below) will look to address over time, through development of clearer payroll related metrics.
- 3.4. It is also important to recognise that pay errors occur across all Payrolls in all organisations, either due to late notification of changes or human/system error within HR teams.
- 3.5. It is possible to report on the number of overpayments made to staff or ex-staff, which is linked to either late notification of changes or an error within transactional or payroll services. In 2024/25 records suggest 104 overpayments across Payrolls, which required action to recover. In 2025/26 to date there are 48 recorded.

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<sup>1</sup> This number changes periodically based on buy-back arrangements through Oldham Connect and/or academisation of schools.

- 3.6. A separate piece of work has commenced following this review to ensure all overpayments over this period have been appropriately reclaimed or are in the process of being reclaimed. This work will be completed by 15<sup>th</sup> November. The service will also scope whether this information can and should be included as part of Corporate Performance reporting in the future.
- 3.7. It is also possible to report on the number of underpayments made, which is where it is recorded that a staff member has payment owed but not received at the expected time.
- 3.8. Across 2024/2025 there are 153 recorded “underpayments” according to Payroll records and 85 across 2025/26 to date. These were all rectified by 3-day payment, same day payment or invoice.
- 3.9. For context, the above under and overpayments cover all Payrolls provided by the Council, which as stated in s2.3 above, is currently 27 Payrolls across a headcount of 8,500. In August/September there were over 7,500 payroll transactions across each month. This would be the equivalent of 45,000<sup>2</sup> transactions to date for 25/26 alone.
- 3.10. Recorded reasons for overpayments are historically limited. There are some recent records relating to underpayments, however, linked to requests to make supplementary payment. Records in 25/26 to date suggest potentially about 50% relate to late or incorrect notification of changes from managers. Other errors include human and system issues across HR and payroll.
- 3.11. A query has been raised about redundancy payments and application of NI and tax. This had on an occasion been applied inappropriately due to the incorrect application of an element in the system. This has been corrected, and a review of recent redundancy payments has not highlighted similar errors.

#### **4. Improvement Plan and progress**

- 4.1. A permanent Assistant Director of Workforce & Organisational Culture commenced at the end of July 2025, providing consistent leadership to the HR & OD team.
- 4.2. Subsequently, HR & OD ReBuild Recovery Plan has been drafted in partnership with the senior HR & OD team. This is a 12-month plan focused on ensuring compliant and resilient services across the HR team. It is acknowledged that improvements will take longer than 12 months to develop and embed, so further plans will need to be developed.

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<sup>2</sup> This is a combination of automatic transaction and transactions which require manual input

- 4.3. The ReBuild plan structures improvements into 5 pillars – *strategy, systems and infrastructures, structures, team development and engagement and governance, legal and audit.*
- 4.4. A breakdown of intended actions for Payroll services as included in the plan is outlined in Appendix 1, note that some actions span the whole HR & OD team. The HR & OD ReBuild Plan spans wider than Payroll services, therefore Appendix 1 focuses specifically on actions relevant to this Payroll Audit.
- 4.5. Plan progress and achievements/risks will be overseen through HR & OD DMT and also through a Resources Scrutiny Committee, currently in formation. Progress will also report through to Management Board.
- 4.6. This plan launched from 1 September 2025, with key short-term achievements so far being as follows:
  - Appointment of permanent HR Employment Services Manager and recruitment process underway for a permanent Head of Operational HR.
  - Launch of a monthly Payroll Reconciliation Working Group, inaugural meeting September 2025, consisting of HR, payroll and Finance. Initial analysis was able to highlight cause of imbalance between ledger and payroll, which was due to a specific LGPS element. This is being investigated.
  - Seeking and obtaining approval for a programme of work to optimise the iTrent system, with a 12-month programme of work to improve specialist understanding of the system and to create processes which will create capacity e.g. batch uploading of 27 payrolls rather than individual uploading.
  - Launch of monthly reminders to manager on new starters, absence and expenses deadlines via Viva Engage and HR DMT reports.
  - Appointment of temporary 6-month Payroll resource which will – once trained – free up capacity for Payroll senior team to create Standard Operating Procedures.
  - Provisional identifying of Payroll colleagues to undertake the Chartered Institute of Payroll, Pensions and Reward qualification or similar, to support greater specialist knowledge in the team.
  - Appointment and launch of 6-month resource to undertake a full HR file audit and create standards/training for the wider team.
  - Implementation of stricter approvals for CHAPs payments, now approved by the Assistant Director of Workforce & Organisational Culture.

- (for wider team) launch of monthly HR & OD engagement sessions and launch of weekly “HR Stars” via Teams chat to say thank you to team members for good work and support.

## **5. Progress against Audit actions**

- 5.1. Progress against specific actions as outlined in the Payroll Audit 24/25 are included in Appendix 2. Several actions are also included above in section 4.6.
- 5.2. The most significant area of focus relates to more robust documentation and governance (e.g. formalised/documented Payroll reconciliation, overpayments and Standard Operating procedures).
- 5.3. The second biggest area of focus will be driving organisational compliance with deadline and transactional/payroll processes by managers, as this is the most common reason for pay affecting errors. This has commenced with monthly reminders through Viva Engage and DMTs. This will develop into targeted communication and compliance discussions through senior managers, where concerns persist. This will be a core objective of the Employment Services Manager.
- 5.4. The Audit Committee are asked to note delays against the originally agreed deadlines. This has been due to capacity constraints within the HR & OD function and some turnover in senior leadership. Progress against Audit actions plans is now a key priority for the service.
- 5.5. There is now action underway against all Audit actions, albeit at different stages of delivery.
- 5.6. Programmes of work to deliver against Audit actions will take time to roll out and embed. It is anticipated that actions will still be required following the next Payroll Audit, although it is expected that this will show progress compared to the previous audit.

## **6. Risks and interdependencies**

- 6.1. While work is underway at pace, sustained improvement will take consistent time, energy and dedication.

- 6.2. There are several interdependencies with other teams in the Council. For example, based on initial analysis of CHAPS requests and overpayments, most root causes are linked to manager error or late notification. While there is an action in the HR & OD ReBuild Plan to raise awareness of this, it will be incumbent on wider management teams to appreciate the importance of this.
- 6.3. Progress against the HR & OD ReBuild plan and the Payroll Audit Action plan is predicated on their being continued senior and team resource to deliver actions. While the team is in a stronger position than previously, the risk remains if further changes occur.

## **7. Conclusion**

- 7.1. Following some delay due to capacity and turnover of senior leadership, improvement work linked to the Payroll Audit action plan has now commenced at pace. Improvement will take time and consistent focus.
- 7.2. The Audit Committee is asked to note and acknowledge the above.

## Appendix 1 – Payroll specific actions as included in HR & OD Rebuild Recovery Plan

### SHORT TERM ACTIONS (1 – 3 MONTHS)

Theme	Key actions	HR DMT Lead
Strategy	Review and scope current progress for an Oldham Workforce/People & Culture Strategy, with informal discussions with stakeholders on their workforce priorities.	AD of Workforce & Organisational culture
Systems & infrastructure	Create business case and commission ITrent to lead on key actions as outlined in their Optimisation report. Specific separate working group to manage specific details and timelines (Payroll Audit action).	AD of Workforce & Organisational culture
	Scope clearer payroll reconciliation process with Finance (Payroll Audit action)	Head of HR
	Start catch-all “reminders” for payroll processing dates for managers (Payroll Audit action)	AD of Workforce & Organisational culture
Structure	Advertise for substantive Head of HR and Employment Services Manager (the latter is Payroll Audit action)	AD of Workforce & Organisational culture
	Commence additional, temporary Payroll resource to support Senior Payroll team in creating SOPs and improving processes (Payroll Audit action)	Head of HR

Team development & engagement	<p>Identify senior Payroll colleagues to undertake CIPP (payroll qualification) (linked to Payroll Audit)</p> <p>Scope and confirm buddying/network offer for Payroll team from external organisations e.g. Tameside Council.</p> <p>Commence a “skills audit” for HR Advisory &amp; Employment Services to create wider learning plan (linked to Resourcing and Advisory Audit action), based on ‘what good looks like’</p> <p>Plan inaugural HR &amp; OD Team Away Day to discuss team effectiveness and strategic links.</p>	<p>Head of HR</p> <p>AD of Workforce &amp; Organisational culture</p> <p>Strategic Workforce Partner</p> <p>Strategic Workforce Partner</p>
Governance, Audit & Legal	<p>Commence 6 month programme (additional resource) to create standards for pre employment checks and retention of resourcing/payroll/advisory documentation and audit against this (Resourcing and Advisory Audit action)</p> <p>Review Overtime Policy to identify when Grade 6 and above should receive OT/TOIL and communicate this out to managers (Overtime Audit action)</p> <p>Implement approval process for CHAPS payments via Head of HR/Assistant Director of Workforce &amp; Organisational Culture</p>	<p>Head of HR</p> <p>Head of HR</p> <p>AD of Workforce &amp; Organisational culture</p>



## MEDIUM TERM ACTIONS (3 – 6 MONTHS)

Theme	Key actions	HR DMT Lead
Strategy	Develop, consult on and agree organisation-wide Workforce Strategy, providing clear direction and focus for the organisation & HR & OD function.	AD of Workforce & Org Culture
Systems & infrastructure	<p>Continue/escalate work to reconcile payroll and finance ledger (Payroll Audit action)</p> <p>Implement “new ways of working” in Payroll following specific resource and review (Payroll Audit action)</p> <p>Provide oversight to roll out of ITrent optimisation programme – achievements, risks and issues (linked to Payroll Audit)</p> <p>Commence targeted review/campaign of support for areas where pay errors occur regularly due to management error.</p> <p>Undertake full process map of resourcing, system and payroll workflow to streamline and reduce duplication.</p>	<p>Head of HR</p> <p>Head of HR</p> <p>AD of Workforce &amp; Org Culture</p> <p>Head of HR</p> <p>Head of HR</p>
Structure	Implement/recruit to vacancies as agreed/highlighted in the HR & OD structure.	AD of Workforce & Org Culture

Team development & engagement	<p>Hold inaugural HR &amp; OD Away Day and agree programme of engagement moving forward.</p> <p>Review progress/uptake of CIPP training and buddying offer.</p>	<p>All</p> <p>Head of HR</p>
Governance, Audit & Legal	<p>Commence reporting on Overtime payments at Grade 6 or above (Overtime Audit action)</p> <p>Monitor 6 month programme (additional resource) to create standards for pre employment checks and retention of resourcing/payroll/advisory documentation and audit against this (Resourcing and Advisory Audit action) – during this time “standards” should be agreed, with the bulk of the work being auditing.</p>	<p>AD of Workforce &amp; Org Culture</p> <p>Head of HR</p>

### LONGER TERM ACTIONS (6 – 12 MONTHS)

Theme	Key actions	HR DMT Lead
Strategy	<p>Develop workstreams (if not already in existence) based around agreed Workforce Strategy.</p> <p>Develop &amp; roll out governance, reporting and monitoring requirements to support delivery and impact of Workforce Strategy</p>	<p>AD of Workforce &amp; Org Culture</p> <p>AD of Workforce &amp; Org Culture</p>

Systems & infrastructure	Ensure work to reconcile payroll and finance ledger is BAU (Payroll Audit action)	Head of HR
	Implement “new ways of working” in Payroll and Resourcing following specific resource and review and/or review progress (Payroll Audit action)	Head of HR
	Provide oversight to roll out of ITrent optimisation programme – achievements, risks and issues (linked to Payroll Audit)	AD of Workforce & Org Culture
	Agree and roll out programme of organisational wide workforce metrics – including over/under payments (linked to Payroll Audit)	AD of Workforce & Org Culture
Structure	No specific actions but review likely to be ongoing	AD of Workforce & Org Culture
Team development & engagement	Hold inaugural HR & OD Away Day and agree programme of engagement moving forward.	All
	Review progress/uptake of CIPP training and buddying offer.	Head of HR
	Implement HRA & Employment Services programme of learning based on output of skills matrix (linked to Recruitment and Disciplinary Audit).	Strategic Workforce Partner
Governance, Audit & Legal	6 month project to create standards for pre-employment checks/HR records/Payroll records plus organisational-wide audit and cleanse complete – learning and follow up spot-check audits agreed.	Head of HR

## APPENDIX 2 – UPDATE AGAINST AUDIT ACTION PLAN

No	Recommendation	Priority	Management Comments	Responsibility	Implementation Date	Progress October 2025
1	<p><u>Payroll Reconciliations</u></p> <p>Monthly Payroll Reconciliations should be carried out in a timely manner. The review noted that there were delays in performing the reconciliations.</p> <p>The working group established should continue to take steps to address the issues identified in connection with the payroll to General Ledger reconciliation process.</p> <p><b>Brought forward from 2023/24</b></p>	<b>High</b>	<p>Agreed. The Payroll Service continues to face challenges in recruitment and retention of staff. However, this issue has been raised and discussed and work continues to address a timely resolution to this issue.</p>	<p>Finance Manager</p> <p>Payroll Manager</p>	<p><del>June</del> 2025</p> <p>September 2025</p>	<p>This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.</p> <p>From September 2025 a monthly Payroll Reconciliation working group has been set up, currently led by the AD of Workforce &amp; Organisational Culture, although will ultimately be led by Head of Operational HR.</p> <p>The first meeting was able to identify the elements causing imbalance between Payroll and ledger, with actions for the</p>

						<p>Payroll Manager to address with GMPF.</p> <p>In addition, the organisation approved a programme of work with MHR to undertake various iTrent optimisation actions. This will create capacity for the Payroll team and allow for greater focus on this area. It is anticipated this programme will start from November.</p>
2	<p><u>Pre-employment and Right to Work Checklist- Schools</u></p> <p>The Payroll Service should liaise with the Head of Education Support Services and HR</p>	<b>High</b>	Agreed. This issue will be addressed.	HR Employment Services Manager	<p><del>June 2025</del></p> <p>March 2026</p>	<p>This action is included in the Payroll report also, however this is a wider HR issue and is not specifically a Payroll issue.</p>

	<p>colleagues to agree a procedure for the collection and storage of a central record of statutory pre-employment and DBS checks.</p> <p>The review has noted that this action has not progressed as expected and steps should be taken around storage of supporting information on pre-employment checks.</p> <p><b>Brought forward from 2023/24</b></p>			Head of Education Support Services	<p>This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.</p> <p>Currently, LAE schools retain pre-employment checks locally, and records are not kept in the OMBC HR team records.</p> <p>Since August 2025 a high-level options appraisal has been undertaken to understand options, including a regular audit cycle ran through the schools HR Advisory team.</p> <p>A meeting to discuss a way forward is being planned for October 2025 with the Heads of Education Support Services.</p>
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3	<p><u>Policies and Procedures</u></p> <p>Management should ensure the following:</p> <ol style="list-style-type: none"> <li>1. That the documentation of payroll procedures for the use of staff within the Payroll Team is expedited. Once complete, they should be circulated to all relevant staff within the Team and training provided if necessary.</li> <li>2. All policies and procedures including the Pay Policy and Procedures documentation should be regularly updated so that they remain relevant and refer to current systems.</li> <li>3. Set out formally (in writing) the roles and responsibilities of staff within the Payroll Team.</li> </ol>	High	<p>Agreed. The Service is currently recruiting for the role of Employment Services Manager. This post has been vacant since October 2024. This action will form part of the actions to be addressed by the new incumbent in this role.</p>	<p>HR Employment Services Manager</p> <p>Payroll Manager</p>	<p>September 2025</p> <p>March 2026</p>	<p>This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.</p> <p>Approval has been given for additional Payroll resource to support the team, which will commence imminently. This is for 6 months to create capacity for the Payroll Manager and Payroll seniors to focus on creation of SOPs.</p> <p>In addition a new HR Employment Services Manager has been appointed and will start in October 2025, who will oversee progress with this work in partnership with the Head of Operational HR.</p>
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	<b>Brought forward from 2023/24</b>					In addition, the organisation approved a programme of work with MHR to undertake various iTrent optimisation actions. This will create capacity for the Payroll team. It is anticipated this programme will start from November.
4	<p><u>CHAPS Payments – Review of all Chaps Requests</u></p> <p>A full review of CHAPS payment requests should be analysed in order to identify any common system or process issues, which can be addressed and rectified to reduce the number of CHAPS requests.</p> <p><b>Brought forward from 2023/24</b></p>	<b>Medium</b>	Agreed. This should be occurring on a monthly basis and this will be raised internally within the Service for action.	Payroll Manager	<p><del>May 2025</del></p> <p>August 2025</p>	<p>This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.</p> <p>However, from August 2025 it has been agreed all CHAPs payments will be approved by Assistant Director of Workforce &amp; Organisational Culture.</p> <p>An initial review of reasons for CHAPs payments suggests</p>



						<p>that late new starter forms is the primary reason so far.</p> <p>The HR Employment Services Manager will have an action to create metrics based around pay errors and to work with the HR Advisory team where there are trends for managers submitted information late.</p>
5	<p><u>Starters</u></p> <p>All supporting documentation should be retained in the central drive, in respect of starter details, including salary details, to ensure they are processed accurately and to ensure accurate data can be obtained should any future queries arise.</p> <p>The starters forms should be signed and dated by the appropriate line manager. If</p>	<b>Medium</b>	<p>Agreed. The Service is currently recruiting for the role of Employment Services Manager. This post has been vacant since October 2024. This action will form part of the actions to be addressed by the new incumbent in this role.</p>	<p>HR Employment Services Manager</p>	<p><del>June 2025</del></p> <p>March 2026</p>	<p>This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.</p> <p>There is a wider piece of work underway to support HR folder compliance.</p> <p>An extra resource has been appointed for 6 months to undertake a whole review of all</p>

	<p>errors are identified in the supporting recruitment documentation, they should be highlighted to the relevant authorising officer and rectified accordingly.</p> <p><b>Brought forward from 2023/24</b></p>					<p>HR files on the drive, highlighted gaps and risks. Where needed, information to fill gaps will be obtained.</p> <p>The end point will be clear SOPs and training where there are regular patterns of this being missed.</p> <p>The iTrent optimisation work highlighted above will also create capacity in the team allowing for more time to focus on documentation.</p> <p>In the meantime, teams are regularly reminded on the importance of saving approvals.</p>
6	<u>Exceptional Payments</u>	<b>High</b>	Agreed. This should be occurring on a monthly basis and this will be raised internally	Payroll Manager	June 2025	Complete.

	<p>Where exceptional payments are authorised by Services, Payroll Services should ensure it is line with policy and calculated correctly.</p> <p>Any decisions made outside the pay policy needs to be authorised by the relevant Service Director through the relevant form and supporting documentation. The documentation should be retained on the employees personnel file for audit and transparency purposes.</p> <p><b>Brought forward from 2023/24</b></p>		within the Service for action.			The HR Team now works in line with <a href="#">Special Severance Payments - GOV.UK</a> in partnership with our Legal Team.
7	<p><u>Overpayments -Communications to Managers</u></p> <p>Communication should be sent to all Managers responsible for staff to reiterate the importance of submitting leavers forms in a</p>	<b>Medium</b>	Agreed. The Service recruited an additional management grade post to address this issue in September 2024. However, the postholder left the Authority at short	HR Employment Services Manager	<p><del>July 2025</del></p> <p>October 2025</p>	This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.

	<p>timely manner to prevent overpayments</p> <p>Good practice needs to be re-enforced, potentially through a training / awareness campaign and/or targeted communications in cases of non-compliance.</p> <p><b>Brought forward from 2023/24</b></p>		<p>notice in December 2024. This task remains outstanding. The Service is currently recruiting for the role of Employment Services Manager. This post has been vacant since October 2024. This action will form part of the actions to be addressed by the new incumbent in this role.</p>			<p>From August 2025 regular monthly communication on pay affecting deadline dates is shared via Viva Engage and via HR reports through to DMTs.</p> <p>The HR Employment Services Manager will have an action to create metrics based around pay errors and to work with the HR Advisory team where there are trends for managers submitted information late.</p>
8	<p><u>Salary Overpayment Repayment Plans</u></p> <p>When an overpayment has been created, Payroll should adhere to the Overpayment Policy wherever possible.</p>	<b>Medium</b>	<p>Agreed. The Service recruited an additional management grade post to address this issue in September 2024. However, the postholder left the Authority at short notice in December 2024. This task</p>	Payroll Manager	<p><del>July 2025</del></p> <p>January 2026</p>	<p>This action had not been completed to the initial implementation date due to capacity constraints and turnover in senior leadership, however is now progressing.</p>

	<b>This is a new recommendation for 2024/25</b>		remains outstanding. The Service is currently recruiting for the role of Employment Services Manager. This post has been vacant since October 2024. This action will form part of the actions to be addressed by the new incumbent in this role.			<p>More is needed to ensure that overpayments are reclaimed in an appropriate and robust way.</p> <p>The iTrent optimisation work highlighted above will also create capacity in the team.</p> <p>The HR Employment Services Manager due to start October has this as an objective.</p>
9	<p><u>Employee Contracts</u></p> <p>Employees should be issued with employment contracts within a timely manner.</p> <p>In the absence of an employment contract outlining terms and</p>	<b>High</b>	Agreed. To be implemented immediately.	HR Employment Services Manager	January 2025	<p>This should be included in the Recruitment &amp; Disciplinary Audit as Payroll are not responsible for contracts of employment.</p> <p>An extra resource has been appointed for 6 months to undertake a whole review of all</p>

	<p>conditions of employment there is a risk that disputes may arise, and claims may be brought against the Authority.</p> <p><b>Brought forward from 2023/24</b></p>					<p>HR files on the drive, highlighted gaps and risks. Where needed, information to fill gaps will be obtained.</p> <p>In addition, the HR Employment Services Manager will have an objective based on auditing and tracking compliance with this action.</p>
10	<p><u>External Consultant Managers file – Communication to Recruiting Managers</u></p> <p>Starters forms for External Consultant Managers should be fully completed by an authorising officer prior to entering the individual in to the i-Trent system.</p>	<b>High</b>	Agreed. To be implemented immediately.	HR Employment Services Manager	<p>January 2025</p> <p>March 2026</p>	<p>This is partially implemented but there are gaps in the process. All external contractor/agency requests should come through the Corporate Vacancy Panel for approval, but currently this is not the case.</p> <p>An Agency Spend Working Group has been set up from October, whose role will be to create more robust governance</p>

	<p>A personnel file should be set up and include (where appropriate) the recorded delegation decision demonstrating the appointment process and employee timesheets, including a copy of a REC1.</p> <p>Managers should be reminded that external consultant staff members will not be processed unless the relevant paperwork is present.</p> <p><b>Brought forward from 2023/24</b></p>					<p>around agency workers and off framework workers.</p> <p>Therefore the date of this action has changed as this area will continue to have weakness until approval processes are strengthened.</p>
11	<p><u>Leavers Documentation</u></p> <p>All supporting documentation should be retained in respect of leavers details and stored in the appropriate folder.</p> <p><b>Brought forward from 2023/24</b></p>	<b>Low</b>	<p>Agreed. The Service will look to make further communication to Managers receiving resignations to help address delays in the receipt of these within the Payroll Service.</p>	<p>HR Employment Services Manager</p>	June 2025	Complete

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