Glasgow City Council Internal Audit Section
Committee Summary
Corporate Review – Leavers Process

Item 2(a)

23rd October 2024

1 Introduction

1.1 As part of the agreed Internal Audit plan, we have carried out a review of the corporate Leavers Process.

1.2 In late 2023 the Council updated its leavers form and Guide to Resignation and Exit Procedures documentation. The aim of this was to enhance the links between payroll, Information Technology (IT), and other areas such as physical security, e.g., the recovery of keys, uniforms, Identification (ID) badges and fobs etc.

1.3 The purpose of this audit was to gain assurance that the updated leavers process is effective and is being adhered to by Services.

1.4 The scope of the audit included a review of:

- The Council's leavers form and associated guides, ensuring that these are clear and understandable.
- Communications relating to the updated leavers process, ensuring that all managers have been made aware of their responsibilities and can locate the forms and guides.
- Service compliance with the updated procedures ensuring that they have been followed in a consistent manner and that relevant records have been kept.
- A sample of leavers, ensuring that they have been actioned effectively and that confirmation has been provided by the completing manager that all relevant elements have been dealt with (e.g., HR/payroll, IT and physical access etc.).

2 Audit Opinion

2.1 Based on the audit work carried out a reasonable level of assurance can be placed upon the control environment. The audit has identified some scope for improvement in the existing arrangements and two recommendations which management should address.

3 Main Findings

3.1 We found that the key controls are in place and generally operating effectively across the Leavers Process.

3.2 We confirmed that the new Leavers Process was developed through service wide consultation across the Council. The revised process and documentation were communicated to all staff and are available on Connect for staff to reference and utilise. The new Leavers Process was approved by the Information Security and Integrity Board (ISIB), who will also review it at least annually.

3.3 A report was obtained listing all staff who had left GCC in the period following the new guidance introduction in November 2023 and sampling work was conducted on this dataset. This audit testing identified improvements that could be made across four services in terms of completing, distributing, and storing leavers forms. Eight forms (out of 25) could not be located across four of the five services sampled. However, other documentation was available to support the staff member leaving such as an e-mail instruction from a manager or a note of intended retiral, and they had been removed from the Council payroll.

3.4 We determined that leaver information is not always sent to CGI in order that staff access is removed timeously across all GCC systems. These leavers are eventually picked up by CGI carrying out their own clear up exercise, but should be removed sooner, and would be, if forms were submitted to CGI as per the corporate guidance. We found that for the 8 cases referred to at 3.3 where no standard leavers form was on file, they were identified as leavers by CGI, although this happened later than if the correct process had been followed.

3.5 Furthermore, we noted that a process is in place whereby potential leavers information can be provided by CGI to the Council. A counter check is undertaken to ensure that any officer having system access removed by CGI has correspondingly been removed from the GCC payroll. However, we noted that this process is only undertaken on an ad-hoc basis.

3.6 An action plan is provided at section four outlining our observations, risks and recommendations. We have made two recommendations for improvement. The priority of these recommendations is:

Priority	Definition	Total
High	Key controls absent, not being operated as designed or could be improved. Urgent attention required.	0
Medium	Less critically important controls absent, not being operated as designed or could be improved.	2
Low	Lower level controls absent, not being operated as designed or could be improved.	0
Service Improvement	Opportunities for business improvement and/or efficiencies have been identified.	0

3.7 The audit has been undertaken in accordance with the Public Sector Internal Audit Standards.

3.8 We would like to thank officers involved in this audit for their cooperation and assistance.

3.9 It is recommended that the Head of Audit and Inspection submits a further report to Committee on the implementation of the actions contained in the attached Action Plan.

4 Action Plan

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: Managers are following the Leavers Guidance and leavers are timeously removed from GCC systems.				
1.	Errors were discovered at four of the five services audited. Eight leavers in the sample of 25 were not supported by a fully completed form (One for CEX, two each for NRS & SWS, and three for EDS) but by some other documentation such as an e-mail instruction from a manager or a note of intended retiral. We noted that CGI only became aware of these leavers after they were picked up by their own monthly check of information provided by the Council. Additionally, across the five services (between one and three cases per service) the administration of leavers in the GCC database was incomplete with employee files sitting in the active section of the database when they should have been moved to leavers. If the leavers procedures are not followed, there is an increased risk that employee access will not be removed timeously from Council systems and / or all equipment may not be recovered.	Services should remind managers of the importance of ensuring that standard leaver documentation is completed in full for all staff leaving Council employment. CBS / HR should undertake a clear up exercise to ensure that all leavers documentation is moved to the correct folder on EDRMS to ensure that the audit trail is up to date.	**Medium**	**Response:** CEX, EDS, SWS, CBS – Accepted NRS - Communication will be issued to all managers. **Officer Responsible for Implementation:** CEX -Strategic HR Manager CBS- Head of Customer Operations EDS - Strategic HR Manager NRS - Assistant HR Manager SWS – Principal HR Officer **Timescales for Implementation:** CEX, EDS, SWS – 31 October 2024 NRS, CBS - 30 September 2024

No.	Observation and Risk	Recommendation	Priority	Management Response
Key Control: All leavers are removed timeously from the GCC payroll.				
2.	At the time we conducted our fieldwork, we noted that a process is in place whereby information on potential leavers can be provided by CGI to the Council. A counter check is undertaken to ensure that any officer having system access removed by CGI has correspondingly been removed from the GCC payroll. However, we noted that this process is only undertaken on an ad-hoc basis. The information referred to is a report showing all leavers that CGI have processed in a week which is then compared to the GCC payroll to ensure that any leaver has been removed and is not overpaid. This process is a helpful extra check to ensure that leavers are dealt with by the Council even if the normal process has not been followed. If the process is not undertaken on a regular basis, then there is an increased risk that leavers will not be removed from the payroll in a timely manner.	CBS should agree a timescale for the receipt of potential leaver information from CGI and ensure that this is reviewed regularly to identify leavers where the normal process has not been followed.	**Medium**	**Response:** Accepted **Officer Responsible for Implementation:** Head Of Customer Operations **Timescales for Implementation:** 31 October 2024