

**REPORT TO:** Audit and Governance Committee

**MEETING DATE:** 28 November 2017

**BY:** Depute Chief Executive (Resources & People Services)

**SUBJECT:** Internal Audit Report – Training

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## **1 PURPOSE**

- 1.1 To inform the Audit and Governance Committee of the recently issued audit report on Training.

## **2 RECOMMENDATION**

- 2.1 That the Audit and Governance Committee note the contents of the Executive Summary and Action Plan.

## **3 BACKGROUND**

- 3.1 A review of the internal controls surrounding training and development was undertaken as part of the Audit Plan for 2017/18.
- 3.2 The main objective of the audit was to ensure that the internal controls in place were operating effectively.
- 3.3 The main findings from our audit work are outlined in the attached report.

## **4 POLICY IMPLICATIONS**

- 4.1 None

## **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

## **6 RESOURCE IMPLICATIONS**

6.1 Financial - None

6.2 Personnel - None

6.3 Other - None

## **7 BACKGROUND PAPERS**

7.1 None

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<b>DATE</b>	16 November 2017

# EAST LOTHIAN COUNCIL – INTERNAL AUDIT TRAINING

## 1. EXECUTIVE SUMMARY

### 1.1 Introduction

As part of the Audit Plan for 2017/18, a review was undertaken of the internal controls in place for training and development. A summary of our main findings is outlined below.

### 1.2 Areas where Expected Controls were Met

- The Council has adequate arrangements in place to demonstrate its commitment to learning and development. A Learning at Work Policy is in place – the Policy was reviewed and updated in 2015 and seeks to ensure that employee learning and development supports the delivery of the Council's plans, aims and ambitions.
- A comprehensive e-learning system is in place, which provides a flexible opportunity for learning and development – learnPro is the Council's online learning portal and staff have access to a suite of e-learning modules.
- Arrangements are in place for coordinating staff training and development within the Council – the Organisational Development team has responsibility for preparing, coordinating and delivering corporate training, while dedicated development officers are in place within certain service areas (e.g. Education, Health and Social Care Partnership) to support learning and development specific to their service area.
- A Performance Review and Development (PRD) process is in place to support individual employees in their learning and development.
- Our review highlighted examples of good practice in some service areas including a structured approach to training being adopted; an annual Learning and Development Plan being drawn up at service level and the alignment of the Plan to the training budget; training needs analysis identifying the training required for each post being undertaken; and training application forms being completed clearly outlining the relevance of the training being requested and how the training will be used, evaluated and feedback provided.

### 1.3 Areas with Scope for Improvement

- In some cases, where employees had been granted financial assistance by the Council to undertake further or higher education studies, there had been a failure to complete a Learning/Qualification Contract outlining the employee's obligations and their agreement to repay course fees should they leave the Council within two years of completing their studies. *Risk – loss of income to the Council.*
- There was a lack of a consistent approach for the recording of training and development activities across the Council. *Risk – information held may be incomplete.*

### 1.4 Summary

Our review of training and development has identified some areas with scope for improvement. Detailed findings and recommendations are contained in our main audit report.

**Mala Garden**  
Internal Audit Manager

**November 2017**

**EAST LOTHIAN COUNCIL – INTERNAL AUDIT  
TRAINING**

**ACTION PLAN**

<b>PARA REF</b>	<b>RECOMMENDATION</b>	<b>GRADE</b>	<b>RESPONSIBLE OFFICER</b>	<b>AGREED ACTION</b>	<b>RISK ACCEPTED/ MANAGED</b>	<b>AGREED DATE OF COMPLETION</b>
3.2.1	Consideration should be given to adopting a consistent approach for the recording of training and development activities across the Council.	Medium	Service Manager – Corporate Policy and Improvement	The new HR / Payroll system will have the capability to record training and development across the Council.		November 2018
3.3.1	For all employees granted financial assistance by the Council to undertake further or higher education studies, Management should ensure that a Learning / Qualification Contract is completed and is passed to HR, as required by the Learning at Work Policy.	Medium	Service Manager – Corporate Policy and Improvement	All Managers to be reminded of the Learning at Work Policy.		December 2017
3.4.1	Management should explore the options available for ensuring that training costs paid via purchase cards are allocated to the appropriate code in the Council's general ledger.	Medium	Service Manager – Business Finance	Agreed – current processes to be reviewed.		March 2018

PARA REF	RECOMMENDATION	GRADE	RESPONSIBLE OFFICER	AGREED ACTION	RISK ACCEPTED/ MANAGED	AGREED DATE OF COMPLETION
3.5.1	Management should ensure that appropriate feedback arrangements are in place for evaluating external training/conferences attended by staff, to ensure that the desired impact is being achieved.	Medium	Service Manager – Corporate Policy and Improvement	All Managers to be reminded of the need to ensure staff who attend external training/conferences provide feedback and evaluation – consideration to be given to providing a simple feedback/ evaluation template.		January 2018

### **Grading of Recommendations**

In order to assist Management in using our reports, we categorise our recommendations according to their level of priority as follows:

Level	Definition
<b>High</b>	Recommendations which are fundamental to the system and upon which Management should take immediate action.
<b>Medium</b>	Recommendations which will improve the efficiency and effectiveness of the existing controls.
<b>Low</b>	Recommendations concerning minor issues that are not critical, but which may prevent attainment of best practice and/or operational efficiency.