

APPENDIX 4 – FEEDBACK RECEIVED FROM MANAGERS’ ASSURANCE STATEMENTS

Subject	Governance or Operational	Number of responses	Level of concerns	Feedback Received
Capacity	Operational	12	1 - Substantial 7 - Some 4 - Minor	Comments covered the financial pressures affecting the number of staff that are employed. In turn this is noted to affect the quality of service and a lack of resilience. Where staff are new, there can be a lack of knowledge and experience which is more notable where there are fewer staff. It was also noted that there is a higher demand on staff time.
Finances	Operational	8	1 - Substantial 3 – Some 5 - Minor	Comments covered the pressures of the cost-of-living crisis on expenditure and budgets. It was also noted that this pressure on finances affects the ability to keep up with training and development as well as affecting the scale of delivery of services.
Establishment List	Governance	2	1 – Substantial 1 - Some	The responses raised the concern that there is not an agreed and defined establishment list and therefore what is held is unreliable and makes workforce planning difficult.
Training	Both	8	2 – Some 6 - Minor	Comments were mostly around the need to maintain training for new staff, staff moving positions, or where legislation is implemented, but with a concern that financial pressures are impacting this. There were also comments about training being required for governance documents and council values.
Contracts	Both	2	Some	Both comments were with regard to training, and raising awareness of the Contract Procedure Rules, being required as instances of poor practice are still noted.
Performance and Appraisals	Both	2	Some	Both comments were with regard to there being no check on whether managers carry out appraisals and the feeling that there is inconsistency across the authority. It was also questioned whether anything had changed since working from home became normal.

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Recovery and Stabilisation	Both	4	2 – Some 2 - Minor	Continued financial pressures require extension and development programmes with a requirement to monitor and manage, and to ensure continued robust financial planning. It was also noted that continuous improvement is necessary.
Retention and Disposal	Governance	4	1 – Some 3 – Minor	Concerns were raised about whether documents are being retained for longer than is necessary. Concern was also raised that Legal Services do not hold all agreements, so cannot confirm compliance with the Retention and Disposal Schedule.
Governance	Governance	2	1 – Some 1 - Minor	Concerns were raised about work being required to embed financial and governance requirements and also that governance documents (codes, rules, policies) could be better highlighted to staff.
Internal Communications	Both	2	Some	Two concerns were raised about communications being late or non-existent between departments, resulting in work/advice being requested urgently or causing issues later.
Risk Management	Both	1	Some	One concern was raised by a manager about risk not being embedded.
Scheme of Delegation	Both	4	Minor	The Scheme of Delegation has been updated but, with changes of staff, this requires further updates.
Member Training	Governance	1	Minor	Code of Conduct training and ensuring arrangements are in place to investigate complaints against councillors in accordance with legislation.
Committee Meetings	Governance	1	Minor	Still awaiting change in legislation to enable councillors to attend meetings in person or remotely.

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Safeguarding	Operational	1	Minor	Procedures are in place
SEESL	Operational	4	2 – Substantial 1 – Some 1 - Minor	Concerns over Fleet Management replacement procurement. Also concerns over financial pressures on capacity as well as changes to recycling requirements adding to costs.
EHL	Both	2	Some	Concerns around restructuring and bringing back in-house and how rising costs are impacting services.
EHICL	Operational	2	1 Some 1 Minor	Concerns over increased costs and limitations on income potentials. Plus high inflation financially affecting the company.
Aspiration Homes	Operational	1	Minor	Concern over the challenging wider economic environment
All Companies	Governance	1	Some	Legal Services do not hold copies of all agreements so cannot confirm if these are held according to the Retention and Disposal Schedule.