

APPENDIX C(i) - ANNUAL GOVERNANCE STATEMENT

PRINCIPLES OF GOOD GOVERNANCE - SOURCES OF ASSURANCE 2020/2021 'BUSINESS AS USUAL'

	Core Principles of Good Governance	Actions by Council
I	Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	
	<p>Behaving with integrity</p> <p>Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation</p> <p>Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)</p> <p>Leading by example and using the above standard operating principles or values as a framework for decision making and other actions</p> <p>Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively</p>	<p>During March and April meetings were postponed but the organisation was quickly able to move to online meetings on its Youtube Channel ensuring that the public could access Council meetings.</p> <p>The Overview and Scrutiny Committee received reports on the progress to manage and respond to the Pandemic on 7 July 2020, 26 January 2021, and 19 April 201</p> <p>https://committees.royalgreenwich.gov.uk/CalendarofMeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2101/Committee/87/Default.aspx</p> <p>https://committees.royalgreenwich.gov.uk/CalendarofMeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2222/Committee/87/Default.aspx</p> <p>https://committees.royalgreenwich.gov.uk/CalendarofMeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2302/Committee/87/Default.aspx</p> <p>AskGreenwich sessions were arranged for residents to engage with cabinet members</p> <p>The individual Cabinet Member decision making process was able to continue, despite no physical meetings.</p> <p>New mechanisms for communication were established that evolved to ensure that residents and businesses were aware the opportunities for assistance and support as this became available as well as actions to apply the lockdown rules established by the Government.</p>
	<p>Demonstrating strong commitment to ethical values</p> <p>Seeking to establish, monitor and maintain the organisation's ethical standards and performance</p> <p>Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation</p> <p>Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values</p> <p>Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with ethical standards expected by the organisation</p>	<p>To prepare the Council for the potential effects of the COVID-19 outbreak, a COVID-19 Taskforce was established. The officer-led Taskforce included representatives of all Council services. The first meeting of the Taskforce took place on 13 March 2020.</p> <p>Internal and external communications were issued to advise staff and residents of the measures needed to be taken, and was used to provide support and reassurance</p> <p>Measures were taken to increase remote access to the Council's network to enable more officers to work from home, particularly for those in critical roles who need access to systems not available through Office 365</p>

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	<p>All London Boroughs activated their Borough Emergency Control Centres (BECCs) on March 17 activation established a Gold, Silver and Bronze procedures to ensure all decision response actions are properly recorded</p> <p>The COVID-19 and associated response measures had far reaching impacts on service provision and council staff, which required a range of measures in mitigation. to maintain delivery of Council services, and to support residents.</p> <p>The Council was responsible for supporting the Government and other public sector partners in their response to the pandemic. This included</p> <ul style="list-style-type: none"> • Operation Boundary, to support the enforcement of social distancing measures; • Community Shielding, to ensure that the most vulnerable individuals are supported; • working with the NHS, helping to free up hospital beds during the pandemic • Staff were identified to redeploy to priority areas such as registrars • Measures were introduced to support social distancing for staff in critical areas who cannot work from home. <p>Following the initial lockdown in March 2020 the Council took steps to restore its activities –</p> <p>Members and staff moved to online working and the IT systems were quickly available</p> <p>A significant number of Council officers were sick, self-isolating or shielding due to COVID-19 and the peak of absences was in April 2020. The Council continued to monitor levels of sickness absence (both normal and Covid related) and the impact it has on service delivery.</p> <p>Sources of PPE were obtained to help restore face to face services</p> <p>The Council worked with local NHS services to increase the rate of hospital discharge, in order to reduce the number of patients in hospital, increasing capacity.</p> <p>The impact of school closures on families with children in receipt of free school meals was identified as a particular concern and the need to support families.</p> <p>Excess deaths during the pandemic created challenges for Bereavement Services, particularly as Greenwich Mortuary received deceased individuals from some other boroughs. In order to manage this, some bodies have been transferred to hub facilities, and a temporary mortuary being set up to provide additional capacity in the area.</p> <p>Performance data continued to be monitored on a monthly basis to target issues as they arose.</p>

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<p>Respecting the rule of law</p> <p>Ensuring staff demonstrate a strong commitment adhering to relevant laws and regulations</p> <p>Creating the conditions to ensure that officers, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements</p> <p>Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders</p> <p>Dealing with breaches of legal and regulatory provisions effectively</p> <p>Ensuring corruption and misuse of power are dealt with effectively</p>	<p>Housing and Safer Communities was the primary service dealing with enforcement in conjunction with the Police, with the primary focus around business non-compliance.</p> <ul style="list-style-type: none"> • While powers and restrictions around people were the primary focus for Police, RBG staff supported Police acting as a deterrent and applying RBG powers as/when necessary. • Enforcement teams continue to be in the town centres, secondary shopping areas, council estates and other areas supporting the street population, especially where they pose a COVID risk but also cause wider anti-social behaviour and enviro-crime <p>The Council also assisted members of the public, employees of local business with concerns about their safety at work and/or businesses seeking advice on compliance with the restrictions.</p>
<p>2 Ensuring openness and comprehensive stakeholder engagement</p>	
<p>Openness</p> <p>Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness</p> <p>Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided</p> <p>Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used.</p> <p>In due course, ensuring that the impact and consequences of those decisions are clear</p> <p>Using formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action</p>	<p>The Overview and Scrutiny Committee received 3 detailed reports between July 2020 and April 2021 in public meetings. These reports were extensive and set out the measures that the Council had taken and intended to take in response to the pandemic. They set out resources available, the alignment with Government policies, and the reports show the monitoring of the outcomes achieved.</p> <p>In additional to the measures taken, the efforts to communicate, identify those in need, working across organisations, while maintaining services. The main channels used to communicate messages externally and internally, have included:</p> <ul style="list-style-type: none"> • Greenwich Info delivered fortnightly • two pages in the Greenwich Weekender delivered weekly • press releases for local, regional and national media • organic posts on Facebook, Twitter, Instagram and NextDoor • email bulletins for residents and businesses • outdoor advertising, posters, signage and banners • targeted advertising on social media • the council website
<p>Engaging comprehensively with institutional stakeholders</p> <p>NB institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well as other public or third sector organisations) or organisations to which they are</p>	<p>In addition to the support to the police, the Council has worked closely with other partners.</p> <p>In order to provide support to vulnerable individuals, such as those who have medical conditions mean that they are particularly at risk from COVID-19, Community, Cultural and Leisure Services and Public Health worked with a range of third sector organisations, including GCDA, CACT and Volunteer Centre Greenwich,</p>

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<p>accountable.</p> <p>Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably</p> <p>Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively</p> <p>Ensuring that partnerships are based on: trust a shared commitment to change a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit</p>	<p>to establish the Community Hub registering approximately 1,300 volunteers to provide a range of services, such as deliveries of food parcels, personal shopping, picking up medicines, befriending and making well-being calls.</p> <p>Public Health worked with the Contact Centre team to set-up a contact tracing service within the Borough. This service received case information from the National NHS Test and Trace Service where that service has not been able to make contact with Greenwich residents who have tested positive, handing the cases on to the Council to make continued efforts. This service operated well and supported the achievement of a 93% success rate in following up newly diagnosed positive cases in the Borough.</p> <p>RBG has worked closely with the NHS to plan and implement the roll-out of the COVID-19 vaccines in the borough, including identifying and mobilising resources and to use Charlton FC as a planned centre for large scale vaccinations</p> <p>To help support the NHS and Health and Adult Services across directorate project was implemented to recommission Langton Way Sheltered Housing Unit for Hospital Discharge</p>
<p>Engaging with individual citizens and service users effectively</p> <p>Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes</p> <p>Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement</p> <p>Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs</p> <p>Implementing effective feedback mechanisms in order to demonstrate how views have been taken into account</p> <p>Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity</p> <p>Taking account of the impact of decisions on future generations of tax payers and service users</p> <p>Behaviours and actions that demonstrate good governance in practice</p>	<p>While the Council adopted a “business as usual” approach, the pandemic created additional communication demands including:</p> <ul style="list-style-type: none"> • communicating changes to council services to residents • advising residents about changing lockdown restrictions • preparing for the possible roll out of surge testing • encouraging communities with lower vaccine uptake rates to get vaccinated • delivering a mass testing campaign • promoting test, track and trace services • holiday and free school meals campaigns • promoting support available for businesses • delivering shop safe campaigns for businesses and residents • consulting on and promoting streetspace measures • running #AskGreenwich sessions for residents to engage with cabinet members • creating a dedicated COVID-19 section of the website which is updated daily • creating a dedicated section of the website for staff • running virtual sessions for staff to engage with senior management • increasing the frequency of resident and staff email bulletins • an increase in media enquiries • an increase in enquiries from residents on social media.

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	are illustrated in the bullet points.	Monitoring of outcomes was undertaken to ensure effective communication by assessing the take up of support initiatives, and the outcomes achieved.
3	Defining outcomes in terms of sustainable economic, social, and environmental benefits	
	<p>Defining outcomes</p> <p>Having a clear vision, which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provide the basis for the organisation's overall strategy, planning and other decisions</p> <p>Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer</p> <p>Delivering defined outcomes on a sustainable basis within the resources that will be available</p> <p>Identifying and managing risks to the achievement of outcomes</p> <p>Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available</p>	<p>The objectives changed and evolved as each wave of the pandemic occurred and the Government reacted. The Council role evolved from maintaining and supporting its community, residents and businesses, to include test and trace and then to support the vaccine roll out.</p> <p>Although the plan in place has continued to evolve rapidly, the Council continues to review the MTFs in the medium and longer term to reflect the significant uncertainty resulting from the pandemic and gap that emerges from the economic impact locally and on the national economy.</p> <ul style="list-style-type: none"> • Delivering support to residents and local business • Assessing the impact on partner organisations and identifying ways to support them • Assessing the impact on the local voluntary sector • Monitoring the results <p>For example, 1,300 volunteers were registered to provide a range of services, such as deliveries of food parcels, personal shopping, picking up medicines, befriending and making well-being calls. The volunteers have come from across the borough and 2164 people responded to Council publicity and submitted an initial expression of interest in becoming a volunteer. The cumulative number of volunteers provided proof of identity and went on to be registered is 1259. As of 1 May 2020,</p> <ul style="list-style-type: none"> • 1325 Volunteer Hours had been provided with an average of 3 hours 15 minutes of volunteering completed per volunteer. There were 401 Registered volunteers with DBS checks. • more than 35,000 calls requesting support had been received by the hub. These resulted in a wide range of support services being provided including 6,389 community meals and 1,319 boxes of food being distributed to shielded individuals. <p>The Council's role change as new activities and responsibilities were assumed - The Council had a high level of success through Test and Trace (93%) and helped promote the vaccine take up - the above average take up of vaccines in London and across groups. The vaccination data for the Borough as of Wednesday, 06 April 2021 is as follows:</p> <ul style="list-style-type: none"> • aged 80 and over, 89.1% • aged 75-79, 88.4% • aged 70-74, 87.4% • aged 65-69, 83%

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		<ul style="list-style-type: none"> • aged 60-64, 79.1% • clinically extremely vulnerable, 79.7% • at risk, 70.2% • aged 55-59, 75.9% • aged 50-54, 71.2%
	<p>Sustainable economic, social and environmental benefits</p> <p>Considering and balancing the combined economic, social and environmental impact of policies and plans when taking decisions about service provision</p> <p>Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints</p> <p>Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs</p> <p>Ensuring fair access to services</p>	<p>One such example is the voluntary sector that the Council supports.</p> <p>From the outset of the pandemic, VCS organisations in receipt of RBG grant funding were advised to consider furloughing staff where they can no longer provide a service, to protect resources and focus on sustainability. By December 2020, VCS organisations in receipt of RBG funding have been impacted in different ways. Services including information and advice, strategic equalities and infrastructure services, can deliver many services on-line and via homeworking. Community Centres, however, generate most of their income from room hires, and have been disproportionately impacted, particularly those focusing services on vulnerable groups. The Council is analysing accounts and discussing a way forward with the organisations</p> <p>The reopening of libraries and leisure in July saw customers returns begin at a very low level. By September numbers were increasing, but at approximately 50% of normal business. The initial financial support package agreed supported GLL till September. The forecasting of income and expenditure until March 2021 required further support. This was agreed in December and the potential government support was through the National Leisure Recovery Fund. The recovery plan set out in December is on hold but will begin once the restrictions are lifted.</p>
4	<p>Determining the interventions necessary to optimise the achievement of intended outcomes</p>	
	<p>Determining interventions</p> <p>Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore, ensuring best value is achieved however services are provided</p> <p>Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts</p>	<p>Across the organisation activities were introduced and were closely monitored to ensure that the objectives were achieved and the interventions undertaken; for example,</p> <ul style="list-style-type: none"> • the pandemic led to a significant uplift in contact to the contact centre, both over the phone and via email and this peaked on 6th January where customer had to wait over 40 minutes on the phone, down to a current average wait time of 9 minutes. • Welfare Payments – Emergency Support Scheme - The total expenditure for the scheme in 2019/20 was £395k (£117k in emergency awards, and £278k in community awards). Anticipated expenditure from the ESS scheme in 20/21 to be £500k, allowing for further peaks due to residents being affected by the end of furlough, and further potential lockdowns. • Test and Trace Support Payments commenced in October 2020, to support low income working households who are required to self-isolate, and therefore their income would be affected. Local

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	<p>government were given three weeks to set up the scheme, including implementing an online application process, and designing an alternative discretionary scheme for those who fell outside the standard scheme. The expected demand was 2-3 applications a day but moving into 2021, the average level of daily applications rose sharply to over 40 per day. As at the end of December, 777 applications had been received, with 25% approved, 35% rejected and the remainder awaiting further information Almost £75k had been paid to successful applicants</p> <ul style="list-style-type: none"> • COVID Hardship Fund – Council Tax As at 31 December 2020 over £2M has been paid out in COVID Hardship Payments. Payments of up to £300 have been made to over 7,000 working age Local Council Tax Support Claimants. (NB Payments are made directly in to their Council Tax Account). • 19 notices being served to enforce closure requirements during the original lockdown and a small number of Fixed Penalty Notices have been issued following noncompliance with the 22:00 curfew for licensed premises • A Covid-19 Rent Support Policy was approved in April 2020 to give support to commercial tenants and targeted smaller businesses forced to close under lockdown measures from March to June with a rent concession assessment panel of senior officers and councillors was set up to consider applications - 140 applications were received, and 73 small business tenants across the borough were supported with rent concessions totalling £303,178 while a further 36 business tenants were assisted with rent payment arrangements. • When lockdown restrictions were lifted Children’s Social Care ensured that face to face visits were completed on all vulnerable children - 99% of children subject to a Child in Need Plan had been seen face to face since the start of September, 96% of children on a Child Protection Plan had been seen since the start of September and 87% of children in care had been seen mainly since the start of September but included a few from August where they are on 3 monthly visits.
<p>Planning interventions</p> <p>Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets</p> <p>Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered</p> <p>Considering and monitoring risks facing each partner when working collaboratively, including shared risks</p> <p>Ensuring arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances</p> <p>Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured</p>	<p>The Council prioritised its activities and comprehensive monitoring was undertaken to ensure service delivery and support across its residents, service users and businesses. Examples of interventions undertaken include</p> <ul style="list-style-type: none"> • The Council was aware of 46 rough sleepers, with five still sleeping rough who were not engaging • A rise in the number of calls to their service, from victims of abuse • The Housing Inclusion and Support Service have received between 20 and 30 homelessness approaches a week and use of Temporary Accommodation had increased to 1307 (as at 28 April, up from 1241 on 1 March) • In the first weeks of lockdown, 3000+ calls were made to tenants over the age of 70 that were living in Royal Borough of Greenwich to understand if they had any vulnerabilities and support with tasks such as shopping. This resulted in c.300 residents requiring support which was fed into the Community Hub model • The Hospital Discharge Team has been ensuring timely discharge of residents with a focus on them

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<p>Ensuring capacity exists to generate the information required to review service quality regularly</p> <p>Preparing budgets in accordance with objectives, strategies and the medium term financial plan</p> <p>Informing medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy</p>	<p>returning home with support to enable them to retain and regain independence, managing on average 25 discharges of residents not already known to Adult services every week and the team rota adapted to 7 days a week.</p> <ul style="list-style-type: none"> • Street cleansing was largely suspended on all residential roads to enable staff to be redeployed to support waste collection during the first lockdown. Town centres, main roads and fly-tipping removal were prioritised. The frequency of sweeping of residential roads changed from weekly in March to every three weeks in May, June and July which had an impact on the standards of street cleansing. The sweeping of residential roads was operating at a reduced capacity between April-May (around 30%), June and July (70%) and continued operating at a reduced level in August (80%). • Greenwich Mortuary reaching capacity, several bodies have been transferred to hub facilities the Council's additional units at Eltham Cemetery and Contracted Funeral Director facilities for storage. A temporary mortuary, providing capacity for a further 120 bodies. • School attendance throughout this period has been better than the London average with 90% of all pupils in Greenwich schools attending school or college at the week ending the 26th March 2021, which is the week prior to the close for Easter holidays. • Children and their families were seen virtually where possible and in February 2021 figures show that: 95% of children on a Child Protection Plan had been seen virtually or face to face, 89% of children in need had been seen virtually or face to face and 80% of children in our care had been seen virtually or face to face. Any child who had not been seen was reviewed to determine reasons why and action taken where needed • Young Greenwich have been delivering sessions to young people by appointment in line with National Youth Agency guidance which included a four-week long Summer Scheme in 2020 commissioned by Children's Services. This particularly provided support to vulnerable children and provided 570 spaces delivering a range of positive activities, creative arts and active learning, with 7,545 meals provided over the course of the programme • Children's Services also led on the development of the Greenwich Together for Winter Campaign with support from colleagues in Revenue and Benefits, Public Health and wider partners and over Christmas 2020 this included the provision of 8,367 Breakfast Bags and 2,560 packed lunches. During February 2021 half-term, additional provision included 1,850 lunches and 2,436 'take and make boxes' that provided ingredients and videos for families to make a healthy and tasty meal together. In addition during both Christmas and February half term, the Council also provided £15 per week to all children in Greenwich Schools on Free School Meals. • All Registration staff have been deployed to exclusively focus on death registrations, with all marriage ceremonies cancelled to June 2020 at the earliest and, following a temporary relaxation in the law, no births currently being registered. Additionally additional staff from Electoral Services, Legal Services and Internal Audit have been • The community centres had around 20% of their normal level of business, which decreased further as they moved into Tier 4. The government grants and furlough schemes have helped, but, with restrictions likely until full vaccine roll-out, their capacity to generate income to cover their costs is

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		<p>compromised. The Council is working on analysing accounts and discussing a way forward with the organisations</p>
	<p>Optimising achievement of intended outcomes</p> <p>Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints</p> <p>Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term</p> <p>Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage</p> <p>Ensuring the achievement of ‘social value’ through service planning and commissioning</p>	<p>The medium term financial strategy was reported to Cabinet on 27 January 2021 as part of the Council’s normal budget cycle. The report outlined the pressures faced by the Council and proposed a MTFs for 2021/22 to 2024/25. It included a period of public consultation between 20/12/20 to 17/1/21</p> <p>The report considered the options available and outline the various modelling that was used.</p> <p>It also assessed the pressures across the services of the Council.</p> <p>Throughout the pandemic each report to Overview and Scrutiny Committee included an assessment of the impact on the MFTS.</p>
5	Developing the entity’s capacity, including the capability of its leadership and the individuals within it	
	<p>Developing the entity’s capacity</p> <p>Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness</p> <p>Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently</p> <p>Recognising the benefits of partnerships and collaborative working where added value can be achieved.</p> <p>Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources</p>	<p>Another example of a service forced to adapt to continue to deliver and adapt was the library service. The library service over the last 12 months remained active and continued with online services and delivered the following:</p> <ul style="list-style-type: none"> • 260 story times • 280 craft sessions • 310 rhyme times • 280 ‘book of the day’ • 50 each of knit & natter zoom chats and knitting tutorials (which received great reviews). • The expanded E Book and other online resources hit record heights – April 2020 to February 2021 saw 160,000 + issues – a 213% increase on the previous period. • Greenwich Libraries also participated in the Feed and Read initiative, distributing thousands of lunch packs to children from five branches <p>The initial reopening of libraries and leisure in July saw customers returns begin at a very low level. By September numbers were increasing, but at approximately 50% of normal business. The initial financial</p>

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	<p>support package agreed supported GLL till September. The forecasting of income and expenditure until March 2021 required further support. This was agreed in December and potential government support through the National Leisure Recovery Fund. They were in place before Tier 4 restrictions were announced and Leisure currently closed.</p> <p>Libraries was closed, but under the formal restrictions, but RBG took the decision the keep them closed for the immediate future and monitor on a weekly basis.</p> <p>The recovery plan set out in December was on hold but will begin once the restrictions are lifted and necessary adjustments made, with a host of offers, new marketing plan and live streaming of exercise classes and home memberships pilot.</p> <p>As part of the move out of lockdown and leisure began to plan to open with offers to encourage people back to sport and physical activity over the coming weeks and include:</p> <ul style="list-style-type: none"> • 1,000 free family swim vouchers – distributed through the free holiday meals programme • 550 free family sport packs- distributed through free holiday meals programme • Free fitness taster classes for residents • Free junior gym sessions for all young people with a paying adult • Live streaming of classes remains free for all RBG residents • Membership offers £20 voucher live from 1st April – for all new joiners • Membership discount for concessionary members • Give It A Go scheme pilot including membership discount for inactive residents
<p>Developing the capability of the entity’s leadership and other individuals</p> <p>Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained</p> <p>Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body</p> <p>Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of</p>	<p>During 2020, the volume of casework raised by Councillors fell by 5.1% in comparison to 2019. This fall may be linked to the difficulties in holding in person surgeries during the pandemic</p> <p>In June 2020 a new Digital Listening Campaign was launched by a Councillor to reach tenants, leaseholders and clients using our housing services from across the borough. The purpose of these virtual meetings was to gather feedback on what services work well and what needs improvement, while also highlighting how residents working in partnership with the council is crucial to achieve real change.</p> <p>The number of Freedom of Information (FOI) and Environmental Information Regulation (EIR) requests received during the first lockdown fell but it did not appear to have been repeated during the second and</p>

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	<p>services and other outputs set by members and each provides a check and a balance for each other's authority</p> <p>Developing the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p> <p>ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged</p> <p>ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis</p> <p>ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external</p> <p>Ensuring that there are structures in place to encourage public participation</p> <p>Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections</p> <p>□ Holding staff to account through regular performance reviews which take account of training or development needs</p> <p>Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing</p>	<p>third lockdowns.</p>
6	<p>Managing risks and performance through robust internal control and strong public financial management</p>	
	<p>Managing risk</p> <p>Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making</p>	<p>The rapid change imposed upon the Council by the pandemic presented risks across the organisation which needed to be managed, for example:</p> <ul style="list-style-type: none"> • The move from an office based environment to remote working, and the associated IT risks

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<p>Implementing robust and integrated risk management arrangements and ensuring that they are working effectively</p> <p>Ensuring that responsibilities for managing individual risks are clearly allocated</p>	<ul style="list-style-type: none"> • The high risk of staff absence and the failure of services that could adversely affect service users • The high death rate and the additional capacity needed for the mortuary and the Council's responsibility to register the deaths • The rate of discharge from hospital and the ability of NHS partners to meet the influx of Covid patients • The support for those vulnerable in the community due to shielding, etc <p>Activities were actively managed and performance assessed to ensure that that the risks were controlled.</p> <p>Guidance was issued to staff, and publicity provided to support plans and maximise the likelihood of successful outcomes, while identifying any areas where additional measures were necessary</p>
<p>Managing performance</p> <p>Monitoring service delivery effectively including planning, specification, execution and independent post implementation review</p> <p>Making decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook</p> <p>Ensuring an effective scrutiny or oversight function is in place which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible</p> <p>(Or, for a committee system)</p> <p>Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making. Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement</p> <p>Ensuring there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements)</p>	<p>The Council has been active in providing financial support to local residents, businesses and other organisations, applying funding and support and working alleviate the impact of the pandemic. This information is reported to members, and shared publicly to encourage take up – for example:-</p> <p>There were various initiatives and support and the use is summarised below:-</p> <ul style="list-style-type: none"> • Emergency Support Scheme - The Emergency Support Scheme is to provide emergency support for residents, in both cash form and furniture, goods and services. Demand has remained to be significantly higher than the previous year, particularly for the emergency award side of the scheme. The average number of applications per month have been 412, compared to 314 in 2019/20 • MHCLG COVID Hardship Fund: Council Tax - the Council provided 100% support through our Local Council Tax Support scheme for the residents on the lowest incomes and was able to provide a top up to over 7,750 working age claimants, who were not in receipt of full LCTS. As a result many were required to pay no Council Tax in 2020-21. • DEFRA Emergency Assistant Fund - In July 2020, the government confirmed that 360k additional funds would be provided to local authorities to provide emergency grants and support to residents, affected by COVID • DWP COVID Winter Grant - In November 2020, partly following the campaigning from the footballer Marcus Rashford, the government provided additional funds of £967k through the COVID Winter Grant Scheme. The scheme recently had an extension, with an additional £336k awarded to cover the Easter holiday period. • DHSC: Test and Trace Support Payments - In October 2020, the Advice & Benefits started to deliver Test and Trace Support payments. Initially the scheme was due to be in place until January, but it has had several extensions and is due to be in place until June <p>The Council has targeted this funding to those identified as most in need.</p>

APPENDIX C(i) - ANNUAL GOVERNANCE STATEMENT

Core Principles of Good Governance	Actions by Council
<p>Robust internal control</p> <p>Aligning the risk management strategy and policies on internal control with achieving objectives</p> <p>Evaluating and monitoring risk management and internal control on a regular basis</p> <p>Ensuring effective counter fraud and anti-corruption arrangements are in place</p> <p>Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor</p> <p>Ensuring an audit committee or equivalent group/ function, which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment that its recommendations are listened to and acted upon</p>	<p>Where schemes were introduced new controls had to be introduced to verify that applications for support were legitimate. Given the short notice there were risks and additional measures introduced. For example, the Council's Internal Audit and Investigation staff were deployed to assist.</p> <p>The anti-fraud staff were involved supporting services the checking and verification process.</p> <p>The detailed performance reports provided assurance of the outcomes</p>
<p>Managing data</p> <p>Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</p> <p>Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies</p> <p>Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring</p>	<p>While Data Breaches became a significant risk, the pandemic left the Council exposed. Measures were put in place to enable operations to continue with many staff working remotely.</p> <p>To date no significant data breach has been identified and reported.</p>
<p>Strong public financial management</p> <p>Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance</p> <p>Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls</p>	<p>Covid-19 has had a significant impact on the Council's general fund resources in terms of additional expenditure, forgone savings and loss of income. The additional costs/income foregone identified as at December 2020 was £57.825m and this remains under review</p> <p>Existing control processes have been used to handle payment initiatives with Internal Audit and Anti-Fraud has provided support the arrangements and the necessary financial controls</p> <p>Changes in internal processes have been introduced to allow for remote working and new arrangements reflect the existing controls.</p>

APPENDIX C(i) - ANNUAL GOVERNANCE STATEMENT

	Core Principles of Good Governance	Actions by Council
7	Implementing good practices in transparency, reporting, and audit to deliver effective accountability	
7a	How do you ensure that reports are written and communicated for the public and other stakeholders style appropriate to the intended audience, balancing the amount of detail with transparency enhanced public scrutiny?	The Council has documented its actions in detail as part of the Overview and Scrutiny Committee as well as providing access to the Councillors to provide a transparent process to inform, share, promote and assure those it has supported and worked with. This has included both the government and its own support initiatives, as previously outlined.
7b	<p>Implementing good practice in transparency</p> <p>Writing and communicating reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate</p> <p>Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand</p>	<p>The Council quickly restored public meetings and actively engaged with the public to inform of new support initiatives, local changes, responses locally to implement the daily government announcements</p> <p>The Council communicated using a range of mediums about the implementation and relaxation of restrictions, the scope for support and assistance and the measures to deal with the pandemic, from Test and Trace to the rollout of the vaccination and the location of services.</p>
7c	<p>Assurance and effective accountability</p> <p>Ensuring that recommendations for corrective action made by external audit are acted upon. Ensuring an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon. Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations Gaining assurance on risks associated with delivering services through third parties and evidencing this in the annual governance statement. Ensuring that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met</p>	<p>The extended deadline to submit the accounts was met and the external auditor's report to the Audit and Risk Management Panel on 24 November 2020 indicated that they were: "satisfied that the Annual Governance Statement (AGS) fairly reflects the Council's risk assurance and governance framework and we confirm that we are not aware of any significant risks that are not disclosed within the AGS. The disclosures within the Narrative Report fairly reflect our understanding of the Council's financial and operating performance over the period covered by the financial statements."</p> <p>The external auditor explained that audit procedures undertaken in response to the identified risk of the pandemic included:</p> <ul style="list-style-type: none"> • working with management to understand the implications of the response to the Covid-19 pandemic on the Council's ability to prepare the financial statements. The draft financial statements were provided on 28 August 2020; • evaluating the adequacy of the disclosures in the financial statements that arose in light of the Covid-19 pandemic; and • discussion with management the implications for our audit report where we have been unable to obtain sufficient audit evidence. <p>The Head of Internal Audit was able to retain the necessary level of assurance. Internal audit activities were limited due to the restrictions from the pandemic - the original plan of 99 audits had to be reduced to 78 audits and with the continued restricts a further 40 of the 78 audits were deferred to 21/22 as staff were redeployed to other priority services. Focus was on material systems and a 91% assurance achieved across</p>

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		the work completed. The scope for peer reviews and working in partnership were serverely restricted.