

ANNUAL GOVERNANCE STATEMENT 2016-17

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1 INTRODUCTION

- 1.1 2017 is an important year for the Greater Manchester Combined Authority (GMCA) as it prepares to take on significant new powers devolved from government set out in a series of [devolution agreements](#). The future governance of the combined area of Greater Manchester has been subject to a series of Parliamentary orders which set out the new powers of the GMCA and the elected mayor (implementing GM's devolution agreements). The GMCA's new powers came into force on the 1st April 2017, and the mayoral powers on the 8th May 2017. This Annual Governance Statement sets out how the GMCA meet its governance standards as set out in in [Code of Corporate Governance](#) agreed by the GMCA in February 2017¹. It also describes how it meets the requirements of regulation 4(3) of the Accounts and Audit [England] Regulations 2011 in relation to the publication of an Annual Governance Statement that accompanies the Annual Accounts.
- 1.2 Each year the GMCA publishes an Annual Governance Statement to accompany the [Annual Accounts](#) . The Statement provides an overall assessment of the GMCA's corporate governance arrangements and how it adheres to the governance standards set out in this Code. Evidence relating to the principles of this Code is reviewed and analysed to assess the robustness of the GMCA's governance arrangements.
- 1.3 This Statement includes an appraisal of the key controls in place to manage the GMCA's principal governance risks and the effectiveness of systems and processes governing decision-making and financial control. The Statement also provides details of where improvements need to be made. Actions to address significant governance issues are identified and recorded in an action plan. The Annual Governance Statement is reviewed by the GMCA's external auditors as part of the audit of the annual accounts. The Annual Governance Statement covers the period 2016/17 and up to date this statement is approved.

2 SCOPE OF RESPONSIBILITY

- 2.1 The Greater Manchester Combined Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It is also responsible for ensuring that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised.
- 2.2 In discharging these responsibilities, the Authority must put in place proper arrangements for the governance of its affairs and effective exercise of its functions, which includes arrangements for the management of risk. The GMCA's Code of Corporate Governance sets out how the Authority operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.

¹ The GMCA's new Code meets requirements of the new CIPFA Local Governance Framework published in 2016

Some of these processes are required by law, while others are a matter for the Authority to choose.

- 2.3 The Code of Corporate Governance and the GMCA's Constitution are reviewed annually to ensure they remain consistent with the principles of the Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) joint framework for delivering good governance in local government (2012). CIPFA has issued a 2016 update to the Framework, which will be applicable for the preparation of the Annual Governance Statement (AGS) from 2016/17 onwards.
- 2.4 This AGS explains how the GMCA has complied with the Code of Corporate Governance. The AGS also meets the requirements of the Accounts and Audit (England) Regulations 2015 regulation 6(1) which requires all relevant bodies to prepare an Annual Governance Statement (AGS).

3 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

- 3.1 Corporate governance describes how the GMCA directs and controls what it does. Good governance provides the conditions for the GMCA and its partners to work effectively, economically and ethically. The GMCA should carry out its functions in a way that demonstrates accountability, transparency, effectiveness, integrity, and inclusivity. Good governance will support the GMCA to pursue its vision and secure its agreed objectives.
- 3.2 The GMCA's governance framework comprises the legislative requirements, principles, management systems and processes – including the GMCA's Constitution, Operating Agreement and Protocols – and cultures and values through which the Authority exercises its leadership, fulfils its functions, and by which it is held accountable for its decisions and activities.
- 3.3 This Annual Governance Statement demonstrates how the GMCA is doing the right things, in the right way in a timely, inclusive, open, effective, honest and accountable manner.
- 3.4 The following sections of this document describe how the GMCA fulfils the requirements set out in the seven principles good governance.

4 THE GOVERNANCE FRAMEWORK

- 4.1 A copy of the Local Code of Corporate Governance compliance assessment is detailed at Appendix A of the report which outlines where the GMCA is compliant and also areas where ongoing work is taking place to further improve overall compliance.
- 4.2 It should be noted that due to the transition to the Mayor from 8 May 2017 certain areas where it is considered that the GMCA was fully compliant with the Code in the financial year 2016-17 will require improvement actions to ensure that the Mayoral GMCA, with its new powers, continues to improve its processes and associated outcomes in line with the aspirations of the expanded body.

4.3 The GMCA's framework is structured around 7 good governance principles set out in the 2016 CIPFA guidance which are:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- B. Ensuring openness and comprehensive stakeholder engagement
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
- F. Managing risks and performance through robust internal control and strong public financial management
- G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability

5 ANNUAL REVIEW OF EFFECTIVENESS OF THE GOVERNANCE FRAMEWORK

Head of Audit and Risk Management Annual Opinion 2016/17

- 5.1 Manchester City Council's Internal Audit and Risk Management Division manages the Internal Audit, Risk Management and Insurance service for the GMCA under a service level agreement. The Head of Internal Audit and Risk Management reports directly to the GMCA Treasurer and presents the annual GMCA audit plan and quarterly progress reports to the GMCA Audit Committee. The Head of Internal Audit and Risk Management was responsible for providing an independent assurance opinion on the adequacy and effectiveness of the GMCA's internal control arrangements for 2016-17.
- 5.2 The Head of Internal Audit and Risk Management provided a **substantial** assurance opinion on the overall systems of internal control being operated and the ongoing development of the governance, risk and control framework for GMCA.
- 5.3 Whilst no major control issues were identified during the year, there remained significant risks associated with the transition process as the GMCA moved toward the establishment of a new constitution, devolution of powers and integrated staffing structures and systems beyond April/May 2017. Significant progress was made within the four individual transition work stream areas of: Finance; HR; ICT; and Legal and the outcome of this work, which included lessons learned and outstanding areas for development will be used to inform the next stage of the transition process to be delivered this year.
- 5.4 Substantial work was undertaken to mitigate risks to delivery in each of these areas, and throughout the year this was overseen by the Transition Project Board. The work streams continued to demonstrate a positive direction of travel as the GMCA moved beyond the initial 'go live' stage on 1 April for other entities transferring into GMCA and 8 May 2017 for Office

of the Police and Crime Commission (OPCC) and Greater Manchester Fire and Rescue Service (GMFRS).

- 5.5 The audit opinion reflected on the size, complexity and scale of work required leading up to the 'go live' and the capacity and resource available which meant a more pragmatic and phased approach was adopted to delivery of transition work stream priorities. Further work is required to develop key requirements around premises, ICT, finance and people aspects and this will continue over the next 12–18 months as part of phase 2 of the transition process.
- 5.6 Work is ongoing to develop and implement an appropriate and effective governance and control framework for 2017/18 and beyond following the devolution of powers, changes to legal powers and election of the GM Mayor and to ensure an adequate infrastructure is in place to support the new GMCA integrated structure, including systems, policies, processes and ways of working.
- 5.7 The annual assurance opinion was based on audit activity conducted during 2016/17 and informed by other sources of assurance provided in year, including external audit.

Annual Review of the System of Internal Audit 2016/17

- 5.8 A self-assessment review was completed during 2016 of Manchester City Council Audit Service (who manage the GMCA's audit function) which included an external peer review by Liverpool City Council.
- 5.9 The self-assessment of Internal Audit carried out in 2016 confirmed that the service was considered to be meeting 89% of requirements in conformance with Public Sector Internal Audit Standards ("PSIAS") with a further 6% partly met. The self-assessment was used to inform an External Quality Assessment ("EQA") which was concluded in June 2017 as part of the reciprocal Core Cities External Quality Assessment programme. This review concluded that the Service complies with the main requirements of the PSIAS and made some recommendations for further service improvement.
- 5.10 During 2017-18 a full review and revision of the GMCA Internal Audit and Risk Management structure will be completed which will include ensuring that adequate staffing structure is in place for the delivery of audit and corporate risk management services to support GMCA, Police and Crime and GMFRS assurance requirements. In May 2017 three audit staff from OPCC transferred into GMCA working directly to the Head of Internal Audit and Risk Management to provide ongoing assurance in respect of Police, Crime and GMP functions. Following review of future assurance requirements across the GMCA a draft proposal will be provided to the GMCA treasurer for consideration in September and onward to Audit Committee for consideration. Pending the outcome of this review and approval of structure, additional resources will be secured to support the delivery of audit plans and refresh of the risk management framework.

Annual Review of the Role and Responsibilities of the Chief Finance Officer (Treasurer)

- 5.11 As part of its work on governance and financial management across public services, the Chartered Institute of Public Finance and Accountancy (CIPFA) issued its Statement on the Role of the Chief Financial Officer in Local Government (the Statement) in 2010. For the purpose of the GMCA's Annual Governance Statement, the role of the Chief Financial Officer has been reviewed against the governance arrangements set out in the Statement, which are required to ensure the Chief Financial Officer is able to operate effectively and perform their core duties. Full conformance with these arrangements was confirmed.

6 PROGRESS IN ADDRESSING THE CHALLENGES IDENTIFIED IN THE 2015-16 ANNUAL GOVERNANCE STATEMENT

To refresh the GMCA's Code of Corporate Governance to reflect the powers of the new Mayoral GMCA

- 6.1 A revised Code of Corporate Governance was approved at January 2017's Audit Committee describing the Greater Manchester Combined Authority's (GMCA) governance arrangements for 2016-17 only, as part of the Constitution. This code responds to the substantially changed arrangements of the new CIPFA Local Governance framework published in 2016. A new code for the GMCA was produced for the Mayoral Greater Manchester Combined Authority and was approved as part of the GMCA's new constitution at the Annual General Meeting in June 2017.

To strengthen the GMCA's approach to communications

- 6.2 There has been significant developments in this area of the GMCA's work, particularly establishing an integrated way of working for communications staff from Fire, Office of the Police and Crime Commissioner, the GMCA and Health.
- 6.3 The Greater Manchester Scrutiny Pool established a task and finish group to review the GMCA's approach to communications. Their review has now concluded and their [completed report](#) on the GMCA's website. One of the task and finish group's recommendations was to strengthen member and staff engagement. A specific element, raised by elected members as part of the scrutiny work, was to produce some documents designed to help Councillors across Greater Manchester to engage with local communities about devolution and the GMCA. This work stream has recently been completed thanks to some funding made available to the GMCA by the Local Government Association (LGA) who have produced a range of materials including a PowerPoint presentation, timeline and infographic showing how things work in simple terms. These [resources](#) can be accessed via the GMCA website www.greatermanchester-ca.gov.uk.

Strengthened and expanded scrutiny arrangements

- 6.4 The GMCA has established a working group to consider future arrangements for GMCA's scrutiny function. The group's work focussed on the following areas:
- **Structures** – To consider what would be the most effective structures to help members from across GM to scrutinise the policy and decisions of the GMCA and elected mayor;

- **Powers** – To review scrutiny’s current powers to ensure that the proposed new arrangements allow GM’s scrutiny members to provide meaningful challenge and proper checks on the decisions taken by the elected mayor and the GMCA;
- **Legal Compliance** – To ensure that GM has a scrutiny function compliant with the provisions of the Cities and Local Government Devolution Act 2016 (including any compliance with the recently approved Statutory Instrument Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Orders 2017) by the Secretary of State under the Act);
- **Health Scrutiny** – To develop proposals on how the scrutiny of health and social care should be configured to allow meaningful involvement of members while recognising that no additional decision making powers are moving from the NHS to the elected mayor or the GMCA;
- **Officer Support** – To consider how the new scrutiny arrangements could be best supported by officers.

6.5 The group’s proposals for the following three themed scrutiny committees :

- Corporate Issues and Reform Overview and Scrutiny Committee
- Economy, Business Growth and Skills Overview and Scrutiny Committee
- Housing, Planning and Environment Overview and Scrutiny Committee

were incorporated into the GMCA’s new constitution and agreed in the GMCA’s Annual Meeting in June 2017.

Corporate Risk Register and assurance mapping

- 6.6 The GMCA’s Corporate Risk Register was reviewed and updated by senior officers including the GMCA Treasurer, Monitoring Officer and Deputy Head of Paid Service and remained a standing agenda item at Audit Committee. During the year, any specific risks relating to the integrated transition process into the Mayoral Combined Authority were reviewed by the Transition Board which had its own programme risk and governance arrangements.
- 6.7 An initial assurance mapping exercise was completed in early 2016 to reflect core GMCA functional activities, however, a report to Audit Committee in April 2017 acknowledged that this would require a fundamental review and refresh to reflect changes to the new structures, delegated powers and responsibilities of the GMCA beyond April/May 2017.
- 6.8 A working group has been set up to look at establishing a coordinated framework which adequately reflects the risk and assurance requirements of the wider GMCA and GM Mayoral responsibilities. This group will be supported with external resource to ensure a robust risk management framework is in place and builds on the existing strong risk management arrangements in place across police and crime, fire and transport functions

7 FUTURE IMPROVEMENTS TO GOVERNANCE ARRANGEMENTS

- 7.1 In the period between April 1 and June 30 2017 a fully revised constitution together with the associated policies, procedures, protocols has been devised to reflect the GMCA’s

- new organisational structure (namely the incorporation of the functions of the GM Fire and Rescue Service and the functions of the Office of the Police and Crime Commissioner after May 8 2017), and;
- the associated committee structures which will address the key governance challenges of the new entity. These revised committee structures included revised audit and scrutiny committee structures.

- 7.2 Details of the major changes in the constitution are included in the [report](#) that accompanied the constitution. The new constitution was adopted at the GMCA's annual meeting in June 2017.
- 7.3 The annual opinion of the Head of Audit noted that there remain risks associated with the GMCA's transition work. The work on developing the new GMCA constitution has addressed the main current governance challenges, but this work will need continual review as further Orders are laid before Parliament.
- 7.4 There remain several high priority areas of development work, particularly around finance systems and processes, which will continue throughout 2017-18 as part of phase 2 of the transition process. Given the complexity and scale of work required, effective governance over transition work stream activity and project deliverables is critical whilst ensuring there is adequate resource and capacity available to support successful implementation of these areas.
- 7.5 There remain a number of key challenges that were identified during the early stages of transition and in preparing for 'go live' and beyond. The size, complexity and scale of work required and the level of resources required has meant a more pragmatic approach being adopted with a 'softer' and phased approach to transition. More work is required to develop key requirements and this will continue over the next 12–18 months with focus on the following areas;

Human Resources

- The creation of an electronic system for recording expenses and mileage;
- Implementation of annual leave and sickness recording system;
- Recruitment and vacancy management; and
- GMCA structures built

Finance

- Development of the finance system including but limited to the asset register, balance sheet integrity and additional self-service / digital processes application;
- Production of a consolidated Treasury Management Strategy and integrated cash-flow statement;
- Banking arrangements to ensure all relevant officers have access to view accounts and signatories have been amended as required;
- Joint VAT and CIT returns being developed by working closely with GMP officers and Partial Exemption Model developed;
- Develop medium term financial strategy including the approach to setting the 2018/19 budgets for the Mayor and GMCA;

- Preparation for consolidation of 2017/18 accounts; and
- Integrated reporting of transparency financial information.

Digital

- System to support management of mayoral correspondence;
- Review of multi-agency Sharepoint site, hosted by Wigan Council; and
- Review of Modern.gov to support GMCA and Greater Manchester Waste Disposal Authority (GMWDA).

Premises

- Facilities Management presence to be explored;
- Room booking system to be implemented; and
- Business support team to be formalised and reception coverage to be clarified.

- 7.6 A report presented to GMCA Standards Committee in November 2016 outlined the requirement to have a single counter fraud strategy and overall approach for the GMCA to protect against fraud and loss of public funds. The development of the strategy and counter fraud policy refresh including revised whistleblowing reporting arrangement and counter fraud training for officers remains a vital part of the GMCA's governance arrangements.

Fire Committee / Governance / Statement of Accounts

- 7.7 The Greater Manchester Combined Authority (GMCA) (Fire and Rescue Functions) Order 2017 was made on the 24 March 2017. The Order provides that on 8 May 2017 fire and rescue functions transfer to the GMCA and that they are exercisable by the elected Mayor. The arrangements allow the Mayor to appoint a committee of up to 15 members from the Greater Manchester constituent councils to exercise fire and rescue functions, subject to certain non-delegable matters. The Order provides for the abolition of the Greater Manchester Fire and Rescue Authority on 7 May 2017 and for the property, rights and liabilities of the Authority to be transferred to the GMCA.
- 7.8 The functions were duly transferred with effect from 8th May 2017. As a result the requirement of the Local Audit and Accountability Act 2014 to prepare a statement of accounts for year ending 31 March was modified to prepare a statement of accounts for the period 1 April 2016 to 7 May 2017. At that date all staff, properties, rights and liabilities transferred to the Greater Manchester Combined Authority. As the functions of Greater Manchester Fire and Rescue Service (GMFRS) will continue, the accounts have been prepared on a going concern basis.
- 7.9 In future years the Financial Statements relating to the Fire and Rescue Service will form part of those of Greater Manchester Combined Authority. The Fire and Rescue Service will continue to provide its services as it does now but will no longer be an entity in its own right.

Manchester Arena Terror Attack

- 7.10 A range of articles have been reported in the media relating to GMFRS' response to the Manchester Arena Terror Attack. It is reported that there was a delay in committing FRS resources to the incident. In response to the coverage the Mayor of Greater Manchester has committed to undertaking an independent review of the event and how our resources were utilised.
- 7.11 Lord Bob Kerslake has been appointed as chair of the review by the Mayor of Greater Manchester Andy Burnham in July 2017 and will lead a panel looking at how prepared the city was and its response. Four further experts have also been appointed to the panel, which is expected to publish its initial findings in January 2018, with a final report and any recommendations expected a few months later in April 2018.

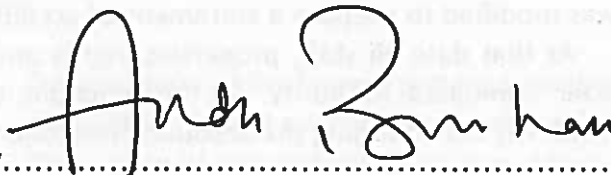
Grenfell Tower Fire

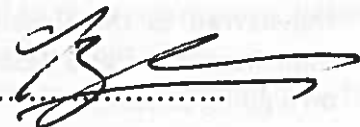
- 7.12 A range of articles media reports relating to Greater Manchester's response to the Grenfell Tower Fire. The mayor of Greater Manchester has asked Greater Manchester Fire and Rescue Service to give 'reassurance and advice' to residents living in all high-rise accommodation, and a Task Force has been up by the Mayor, headed by City Mayor of Salford, and comprising of the fire service, councils and landlords.

Office of the Police and Crime Commissioner / Governance / Statement of Accounts

- 7.13 Similar arrangements were put in place for the transfer of the functions of the Office of the Police and Crime Commissioner. The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017 (no 470) provides that on 8 May 2017 the Police and Crime Commissioner functions transfer to the GMCA and that they are exercisable by the elected Mayor. The Order provides for the abolition of the Office of the Police and Crime Commissioner on 7 May 2017 and for the property, rights and liabilities of the Office to be transferred to the GMCA.
- 7.14 The functions were transferred with effect from 8th May 2017. And as for Fire, the Local Audit and Accountability Act 2014 has required the preparation of a statement of accounts to cover an extended period from 1 April 2016 to 7 May 2017. At that date all staff, properties, rights and liabilities transferred to the Greater Manchester Combined Authority. As the functions of the Office of the Police and Crime Commissioner will continue, the accounts have been prepared on an ongoing concern basis.

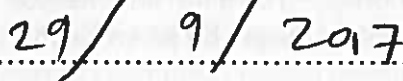
Signed by.....





Andy Burnham, Mayor of Greater Manchester and Eamonn Boylan, Chief Executive on behalf of Members and Senior Officers of Greater Manchester Combined Authority.

Date.....



ANNUAL GOVERNANCE STATEMENT 2016/17

A. BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES, AND RESPECTING THE RULE OF LAW

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Behaving with Integrity	To ensure Members and Officers behave with integrity and lead a culture where acting in the public interest is visible and consistently demonstrated thereby protecting the reputations of the organisation	<ul style="list-style-type: none"> - Whistleblowing Policy (set out in Constitution – pages 148-9 refers) - Code of Conduct Officers Page 131 - Code of Conduct Members Page 116 - GMCA Constitution¹ - Compliant for 2016-17 however additional work will be required to ensure that this keeps pace with the powers of the expanded GMCA.
	To ensuring that the Authority takes the lead in establishing specific standard operating principles or values for the organisation and they are communicated and understood (in accordance with the Seven Principles of Public Life)	<ul style="list-style-type: none"> - Health and Social Care MOU - GMCA Vision detailed in GM Strategy - Operating Agreement entered into between GMCA and the Constituent Councils (Set out in Constitution – Appendix 2) - Health and Social Care MOU - GMCA vision is described in detail in 'Stronger Together': the Greater Manchester Strategy - The Greater Manchester Strategy is currently being refreshed and the underpinning principles of the new strategy need to be well understood by GM's ten districts, wider partners and communicated in plain English - Documents on Delivering the GMCA Vision
	To lead by example and using these standard operating principles / values as a framework for decision making	<ul style="list-style-type: none"> - Member/ Officer Declarations of Interest – Standard Agenda item on all GMCA meetings - Member complaints – None have been received during 2016/17 - Audit / Standards Committee (Set out in Constitution – pages 45-8) - Scheme of Delegation of Functions to Chief Officers / Schedule of Proper Officer (Set out in Constitution – page 32)

¹ Please note that all references to the GMCA Constitution in this report was agreed at the GMCA in June 2016

– weblink below:

https://www.greatermanchesterca.gov.uk/downloads/file/139/gmca_constitution_-_november_2015

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		<ul style="list-style-type: none"> - GMCA Register of Members and Substitute Members Pecuniary Interests - GMCA Constitution - Compliant for 2016-17 but need to ensure that the operation of the GMCA's new governance framework is monitored and adhered to. - GMCA and AGMA Joint Audit Committee: Terms of Reference - GMCA Complaints Procedure - GMCA Register of Members and Substitute Members Pecuniary Interests
	To demonstrate, communicate and embed the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating affectively	<ul style="list-style-type: none"> - Whistleblowing Policy (set out in Constitution – pages 207-208) - Code of Conduct for Members (set out in Constitution – page 168) - GMCA Register of Members and Substitute Members Pecuniary Interests - Code of Conduct for Officers (set out in Constitution – page 182) - Anti-Fraud & Corruption Policy (set out in Constitution – page 205) - Member/Officer Relations Protocol (set out in Constitution – page 134) - Minutes show declarations of interest (as required) - Complaints Procedure - GMCA Constitution - GMCA Complaints Procedure - GMCA Register of Members and Substitute Members Pecuniary Interests - Compliant 2016-17 but ongoing work needed to ensure it remains current,
Demonstrating Strong Commitment to Ethical Values	To seek and establish, monitor and maintain the organisation's ethical standards and performance	<ul style="list-style-type: none"> - Code of Conduct for Members (set out in Constitution – page 116) - Code of Conduct for Officers (set out in Constitution – page 131) - GMCA Constitution - Compliant 2016-17 but ongoing work needed to ensure it remains current

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	To underpin personal behaviour with ethical values and ensure they permeate all aspects of the organisation's culture and operation	<ul style="list-style-type: none"> - Code of Conduct for Members (set out in Constitution – page 116) - Code of Conduct for Officers (set out in Constitution – page 131) - Member / Officer Relations Protocol (set out in Constitution – pages 140) - GMCA Constitution - Compliant 2016-17 but ongoing work to ensure the GMCA's development as an employing authority for instance the development of a suite of HR practices which will include including Values and Behaviours are currently under development for 2017/18
	To develop and maintain robust policies and procedures which place emphasis on agreed ethical standards	<ul style="list-style-type: none"> - GMCA Contract Procurement Rules (set out in Constitution – pages 91) - GMCA Social Value Policy - GMCA Constitution - GMCA Social Value Policy - Compliant in 2016-17 and these aspects of the new Constitution have been further strengthened
	To ensure that external partners act with integrity and in compliance with the ethical standards expected by the organisation	<ul style="list-style-type: none"> - GMCA Contract Procedure Rules (set out in Constitution – pages 91) - Local Enterprise Partnership (LEP) - GMCA Constitution - The LEP jointly owns the 'Stronger Together': the Greater Manchester Strategy which describes how we will use economic growth, and the reform of public services, to make the region self-reliant by 2020.
Respecting the Rule of Law	To ensure that Members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations	<ul style="list-style-type: none"> - Financial Regulations (set out in Constitution – pages 91 refers) - Review of Committee reports by the Monitoring Officer and Section 73 Officer (Treasurer) - GMCA Constitution
	To create conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	<ul style="list-style-type: none"> - Functions reserved to the GMCA (set out in Constitution – pages 22) - Scheme of Delegations of Functions to Chief Officers / Schedule of Proper Officers (set out in Constitution – pages 32 - 43) - Compliance with CIPFA's Statement on the Role of the Chief Finance Officer in Local Government (CIPFA 2015) - GMCA Constitution

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	To strive to optimise the Authority's legal powers to promote its values and priorities to benefit the citizens and communities of Greater Manchester	<ul style="list-style-type: none"> - Role of Monitoring Officer - Work of the Communications Team - Communications and Engagement Strategy (being updated for 2017/18)
	To deal with breaches of legal and regulatory provisions effectively	<ul style="list-style-type: none"> - Role of Monitoring Officer - GMCA and AGMA Joint Audit Committee – To check that the finances of the GMCA and the Association of Greater Manchester Authorities (AGMA) are managed to high standards of openness, integrity and accountability. It is a legal requirement to have an audit committee. - GMCA and AGMA Joint Audit Committee – Terms of Reference
	To ensure that corruption and misuse of powers are dealt with effectively	<ul style="list-style-type: none"> - Role of Monitoring Officer - Anti-Fraud & Corruption Policy (set out in Constitution – page 140 refers) - The GMCA Standards Committee (set out in Constitution – pages 58 refers) - GMCA Constitution - GMCA Standards Committee Terms of Reference

B. ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENAGEMENT

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Openness	To ensure an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	<ul style="list-style-type: none"> - Freedom of Information (FOI) - Livestreaming of GMCA meetings - Annual Governance (Assurance) Statement - Inspection Copies kept in reception at the GMCA's offices at Churchgate House - Publication of GMCA Committee Agendas and Minutes on GMCA website - Data Protection & FOI on GMCA website - Publication of Local Government Transparency Code of data (published on Gov.Uk)

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		<ul style="list-style-type: none"> - GMCA Register of Members and Substitute Members Pecuniary Interests
	To make 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	<ul style="list-style-type: none"> - Publication of GMCA Committee Agendas and Minutes on GMCA website - Publication of mayoral Decisions on GMCA website (a system for 2017/18 has now been implemented)
	To provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear	<ul style="list-style-type: none"> - Forward Plan which accompanies papers for the GMCA and Joint meeting - From May 2017 in the register of Key Decisions - Committee report pro-forma (kept with the GMCA's Governance and Scrutiny Team)
	To use formal and informal consultation and engagement to determine the most appropriate and effective interventions/ courses of action	<ul style="list-style-type: none"> - GMCA Communication and Engagement Strategy - GM Consultation 2016: Phase 2 - Various consultation have taken place on the Transport Strategy - Communication and Engagement Strategy (being updated for 2017/18) - GM Consultation Process 2016: Phase 2
Engaging Comprehensively with Institutional Stakeholders	To effectively engage 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	<ul style="list-style-type: none"> - Communication and Engagement Strategy - Report of the GM Joint Scrutiny Pool's Task and Finish Group on Education Employment and Skills – Submitted to Joint AGMA/GMCA Executive Board on 29 July 16 (Item 8) - Communication and Engagement Strategy (being updated for 2017/18) AGMA/GMCA Executive Board on 29 July 16 (Item 8)
	To develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	<ul style="list-style-type: none"> - GM Strategy - GMCA Partners including the Local Enterprise Partnership, Greater Manchester Police, Greater Manchester Fire and Rescue Service, Greater Manchester Police and Crime Commissioner and Greater Manchester Health & Social Care Partnership - Stronger Together – Greater Manchester Strategy (Summary) - GMCA Partners published on GMCA website

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	To ensure that partnerships are based on:- <ul style="list-style-type: none"> - Trust - A shared commitment to change - A culture that promotes and accepts challenge among partners 	<ul style="list-style-type: none"> - In the development of the Greater Manchester Strategy, and the refreshing of the strategy - In the development of GM's work on devolution for example
Engaging with Individual Citizens and Service Users Effectively	To establish a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes.	<ul style="list-style-type: none"> - GMCA Website - Communication Strategy - Communication and Engagement Strategy (being updated for 2017/18) - Observing government best practice guidance or legislation for example when consulting on the Greater Manchester Strategy (GM's sustainable community strategy or the GM Spatial Framework)
	To ensure that communication methods are effective and that Members and officers are clear about their roles with regard to community engagement	<ul style="list-style-type: none"> - Guidance on Media within the Member/Officer Relations Protocol (set out in the GMCA Constitution pages 138) - Delegation to Head of Paid Services Co-ordinate press and media relations (set out in the Constitution – pages 135)
	To encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	<ul style="list-style-type: none"> - Greater Manchester Strategy consultation - Updated Transport Strategy 2040 (GMSF evidence being used to understand this) and examples of videos used to engage the public https://youtu.be/cl6fiVWFNTY 1,800 responses from individuals, organisations and businesses from across the city-region, as well as from neighbouring areas.
	To implement effective feedback mechanisms in order to demonstrate how their views have been taken into account.	<ul style="list-style-type: none"> - Consultation process and feedback, for see GMCA work on the Greater Manchester Spatial Framework. 27,000 individual responses to the consultation which are being used to inform thinking about the plan going forward.
	To balance feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	<ul style="list-style-type: none"> - This is an area for improvement identified by GM's Scrutiny Pool when considering the consultation on the Transport 2040 in November 2016.
	To take account of the impact of decisions on future generations of tax payers and service users	<ul style="list-style-type: none"> - The application of Cost Benefit Analysis to measuring the impact of GM interventions see New Economy's work - GM's work on low carbon see Low Carbon Hub's work - Role of Chief Financial Officer (Section 73) - GMCA Constitution

C. DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENT BENEFITS

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Defining Outcomes	To have a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	<ul style="list-style-type: none"> - GM Strategy – agreed as the overarching Strategy for the interim GM Mayor's work and performance against the Strategy's priorities was in place for 2016/17 and performance will be reported to three Overview and Scrutiny Committees in September 2017 to reflect changes in the governance arrangements of the GMCA for 2017/18. - New Strategy for 2017/18 was agreed at GMCA in July 2017 and is to be launched in Autumn 2017.
	To specify 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	<ul style="list-style-type: none"> - GM Strategy and info graphics used in the GM performance report describe the anticipated impacts of the delivery of the GM Strategy.
	To deliver defined outcomes on a sustainable basis within the resources that will be available	<ul style="list-style-type: none"> - Due to transition, performance of the GM Strategy was not reported in a single document but will be presented to three Overview and Scrutiny Committees in September 2017 - Reports on individual programmes and initiatives are taken to the GMCA, boards, sub-groups and Transport for Greater Manchester Committee as part of usual business
	Identifying and managing risks to the achievement of outcomes	<ul style="list-style-type: none"> - GMCA Corporate Risk Register (CRR) which is a standing item on Audit Committee's agenda - Risk Management Review Group
	Managing service users expectations effectively with regard to determining priorities and making the best use of the resources available	<ul style="list-style-type: none"> - The GMCA isn't a traditional local authority with a substantial direct delivery to service users of services like education and so its engagement with citizens is rather different to other district and city councils. This matter is being addressed in the new communications strategy. - Reports to GMCA and other governance groups

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Sustainable Economic, Social and Environmental Benefits	To consider and balance the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	<ul style="list-style-type: none"> - Capital Programme – for both transport and economic development schemes are assessed using a fully rounded appraisal mechanism which includes deliverability alongside social, economic and environmental considerations - GMCA Social Value Policy, Public Services (Social Value) Act 2012 - Sustainability Strategy (to be implemented in 2017/18)
	To take 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	<ul style="list-style-type: none"> - Corporate Risk Register - GMCA Capital Programme 2016/17 – 2019/20 - Revenue Medium Term Financial Strategy (to be implemented for 2018/19)
	To determine 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	<ul style="list-style-type: none"> - Communication and Engagement Strategy - Communication and Engagement Strategy (being updated for 2017/18 – Q3/4) - The work of the Low Carbon Hub
	To ensure fair access to services	<ul style="list-style-type: none"> - Equality Impact Assessment Inclusivity Strategy (to be implemented in 2017/18)

D. DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Determining Interventions	To ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided	<ul style="list-style-type: none"> - Committee report template - Data and Intelligence new economy function
	To consider feedback from citizens and service users when making decisions about service	<ul style="list-style-type: none"> - GM Strategy (Example subsidised Transport TfGMC)

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	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	
Planning Interventions	To establish and implement robust planning and controls cycles to cover strategy, plans, priorities and targets	<ul style="list-style-type: none"> - Forward Plan taken to each GMCA meeting in 2016-17 which describes the future decisions - Budget Timetable - Register of Key Decisions June 2017 onwards
	To engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	<ul style="list-style-type: none"> - Through consultation on key strategies and plans for instance the GM Strategy, Transport 2040, and the GM Spatial Framework - Communications and Engagement Strategy - GMCA Website - Communication and Engagement Strategy (being updated for 2017/18 Q3/4) - GMCA Website
	To consider and monitor risks facing each partner when working collaborative including shared risks	<ul style="list-style-type: none"> - Risks in respect of partnership are reflected in the Corporate Risk Register presented to Audit Committee. The nature of the GMCA means that much of delivery is achieved through collaboration with GM partners including GMP, GMFRS, TfGM and GM Councils. Given the changes in the GMCA however a formal Partnership Working Policy will be developed 2017/18. - Risk considerations are reflected in policy and financial decision making
	To ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances	<ul style="list-style-type: none"> - Review of organisation's assets and workforce in the transition to a mayoral combined authority, to create a - Devolution to the GMCA and Transition to a directly elected mayor
	To establish 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	<ul style="list-style-type: none"> - Performance Reports - GMCA Annual Performance Report
	To ensure capacity exists to generate the information required to review service quality regularly	<ul style="list-style-type: none"> - Performance Reports - GMCA Annual Performance Report

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	To prepare budgets in accordance with organisational objectives, strategies and the medium term financial plan	<ul style="list-style-type: none"> - GMCA Capital Programme 2016/17-2019/20 - Revenue Budget - GMCA Capital Programme 201617 - 201920 - GMCA Non-Transport Budget 201617 - GMCA Transport Budget 201617 - Revenue Medium Term Financial Strategy to be implemented for 2018/19
	To inform medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	<ul style="list-style-type: none"> - GMCA Capital Programme 201617 - 201920 - Revenue Medium Term Financial Strategy to be implemented for 2018/19
Optimising Achievement of Intended Outcomes	To ensure the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	<ul style="list-style-type: none"> - GMCA Capital Programme 201617 - 201920 - Revenue Medium Term Financial Strategy to be implemented for 2018/19
	To ensure the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	<ul style="list-style-type: none"> - Revenue Budget - GMCA Capital Programme 201617 - 201920 - GMCA Non-Transport Budget 201617 - GMCA Transport Budget 201617 - Revenue Medium Term Financial Strategy to be implemented for 2018/19
	To ensure 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	<ul style="list-style-type: none"> - GMCA Capital Programme 201617 - 201920 - Revenue Medium Term Financial Strategy to be implemented for 2018/19
	To ensure the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes"	<ul style="list-style-type: none"> - Procurement Strategy see the GMCA's constitution - GMCA Social Value Policy - Contract Management Guidance as part of the GMCA's financial regulations - Further strengthened in the most recent update of the GM's financial regulations in the 2017 Constitution

E. DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT
(This area was compliant in 2016/17 however due to the transition programme further work will need to take place in 2017/18 to ensure compliance in this area)

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Developing the Organisation's Capacity	To review operations, performance use of assets on a regular basis to ensure their continuing effectiveness	- GMCA Annual Performance Report - Need to review in light of GMCA's new functions
	To improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the Authority's resources are allocated so that outcomes are achieved effectively and efficiently	- Review of organisation as part of the transition to a mayoral combined authority - Cost Benefit Analysis work undertaken by New Economy
	To recognise the benefits of partnerships and collaborative working where added value can be achieved	- This is a key principle of GM's work on devolution - The nature of the GMCA means that much of delivery is achieved through collaboration with GM partners including GMP, GMFRS, TfGM and GM Councils. Given the changes in the GMCA however a formal Partnership Working Policy will be developed 2017/18.
	To develop and maintain an effective workforce plan to enhance the strategic allocation of resources	- Strategic Management Meetings - Need to develop in 2017/18 as the GMCA now is an employing authority
Developing the capability of the organisation's leadership and other individuals	To develop 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	- Member Officer Protocol in GMCA Constitution - GMCA Constitution
	To publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	- Scheme of Functions Delegated to Chief Officers and those exercisable only by the GMCA is set out in part 3 of the GMCA Constitution

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	To ensure that there are structures in place to encourage public participation	- Agenda and Minutes available on the website and meetings of the GMCA are webcast
	To ensure that the Mayor has a clearly defined leadership role within a structure whereby the Chief Executive leads the Authority in implementing strategy	- This does not apply in the 2016-17 but is in place in the new constitution agreed in June 2017 under part 3. Scheme of Delegations - GMCA Constitution
	To publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	- Scheme of Functions Delegated to Chief Officers - GMCA Constitution - As part of the transition arrangements to update to include the Elected Mayor model
	To ensure the leader and the chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by Members and each provides a check and a balance for each other's authority	- Scheme of Functions Delegated to Chief Officers - GMCA Constitution
	To develop the capabilities of Members and senior management to achieve effective shared 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: 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 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 ensuring	- Member capabilities and skills are supported through the Member development programmes of the ten GM Councils - Member Induction Session at the beginning of the Municipal Year - Informal briefings to Members in advance of all Audit Committee and now Overview and Scrutiny Committees - Wider Leadership Team, Senior Leadership Team and Extended Leadership Teams meet regularly to discuss and share knowledge - New integrated staff Personal Development Plans developed for 2017/18 as part of enhanced HR and organisational development service for overall GMCA - Need to arrange staff development on transition

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external	
	To ensure that there are structures in place to encourage public participation	
	To take steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	
	To hold staff to account through regular performance reviews which take account of training or development needs	Personal Performance Reviews (To be created in 2017/18 as part of transition arrangements)
	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	Health and Wellbeing Initiatives (To be created in 2017/18 as part of transition arrangements)

F. MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Managing Risk	To recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making	<ul style="list-style-type: none"> - Risk Management Policy and Strategy - GMCA Corporate Risk Register (CRR) reported to Audit Committee on a regular basis throughout the year - Risk Management Review Group - There is an identified need to develop the integrated risk and assurance governance framework to reflect ongoing risk and assurance activities within GMP, GMFRS and Transport for Greater Manchester which is reflected in the Future Improvements to Governance Arrangements

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	To implement a robust and integrated risk management arrangements and ensuring that they are working effectively	<ul style="list-style-type: none"> - Risk Management Policy and Strategy - GMCA Corporate Risk Register (CRR) reported to Audit Committee on a regular basis throughout the year - Risk Management Review Group - There is an identified need to develop the integrated risk and assurance governance framework to reflect ongoing risk and assurance activities within GMP, GMFRS and Transport for Greater Manchester which is reflected in the Future Improvements to Governance Arrangements
	To ensure that responsibilities for managing individual risks are clearly allocated	<ul style="list-style-type: none"> - Risk Management Policy and Strategy - GMCA Corporate Risk Register (CRR) - Standing Agenda Item at Audit Committee - Specific risks relating to Transition reviewed by Transition Board - Quarterly review and update of the GMCA CRR - Risk and Assurance Mapping Review
Managing performance	To monitor service delivery effectively including planning, specification, execution and independent post implementation review	<ul style="list-style-type: none"> - Performance Reports - Reports to Chief Officer Team - Budget Monitoring Reports - Fire Committee - GMP Accounts - Role of Mayor and Deputy Mayor - GMCA Revenue Update 201617
	To make 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	<ul style="list-style-type: none"> - Publication of agendas and minutes of meetings - Committee Report Template (options/analysis section) - Key Decision Publication - GMCA Meeting Page on website
	To ensure an effective scrutiny or oversight function is in place which encourages 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 (OR, for a	<ul style="list-style-type: none"> - Audit Committee - Scrutiny Committees - Areas for Scrutiny proposed by the Chairman and other Members of the committees - Ability of any Member of Constituent Councils to refer items for possible scrutiny - GMCA Website

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
	committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making	- Detailed Design of Scrutiny / Call-in process
	To provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	- GMCA Annual Performance Report
	To ensure there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements)	- Financial Regulations - Contract Standing Orders
Robust Internal Control	To align the risk management strategy and policies on internal control with achieving the objectives	- Internal Audit Plan - Internal Audit quarterly progress Reports - Head of Internal Audit Annual Assurance opinion - Development of the Internal Audit annual plan to link to risk and assurance activity
	To evaluate and monitor the Authority's risk management and internal control on a regular basis	- Annual Governance (Assurance) Statement - Assurance Framework and Integrated Risk Management Plan within GMFRS - Head of Internal Audit Annual Assurance opinion
	To ensure effective counter fraud and anti-corruption arrangements are in place	- Anti-Fraud and Anti-Corruption Policy and Whistleblowing Policy were in place during 2016/17. These have been refreshed to reflect new functions of the GMCA and were approved at Audit Committee in July 2017. Policies and supporting information will be uploaded to the website in September 2017. - GMCA Constitution - GMCA Website
	To ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	- Annual Governance (Assurance) Statement - Internal Audit annual plan - Head of Internal Audit Annual Assurance opinion - Quarterly review and update of the GMCA CRR - this will be updated following the -Risk and Assurance Mapping Review)

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Managing data	To ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	<ul style="list-style-type: none"> - Information Security Policy - Data Protection Guidance - Information Security section on the Intranet - Preparation for GDPR Compliance Appointment of DPO (by May 2018)
	To ensure effective arrangements are in place and operating effectively when sharing data with other bodies	<ul style="list-style-type: none"> - Information Security Policy - Data Protection Guidance - Information Security section on the Intranet
	To review and audit regularly the quality and accuracy of data used in decision making and performance monitoring	<ul style="list-style-type: none"> - Key Performance Indicator Definitions
Strong public financial management	Ensuring financial management supports both long term achievement of outcomes and short-term financial and operational performance	<ul style="list-style-type: none"> - Revenue Budget - GMCA Capital Programme 2016/17-2019/20 - Grant Thornton Audit Findings Report - GMCA Non-Transport Budget 201617 - GMCA Transport Budget 201617 - GMCA Capital Programme 201617 - 201920 - Revenue Medium Term Financial Strategy to be implemented for 2018/19
	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	<ul style="list-style-type: none"> - Budget monitoring reports - GMCA Revenue Update 201617

G. IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY, REPORTING AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Implementing good practice in transparency	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate 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	<ul style="list-style-type: none"> - Narrative introduction to the annual accounts - Live streaming key meetings - Publication of a full suite of transparency data for wider GMCA function - In the next year the GMCA needs to consolidate process for Freedom of Information requests across the new mayoral GMCA - This will be addressed by the refreshed GMCA Communications Strategy
Implementing good practice in reporting	To publish an Annual report that sets out how the Authority has performance, charting city region's progress towards delivering the vision	<ul style="list-style-type: none"> - Included in the narrative introduction to the GMCA Annual Accounts - GMCA Annual Performance Report
	To publish an Annual review that sets out the effectiveness of its governance framework including its system of internal control and an Annual Governance Statement which is published alongside its accounts	<ul style="list-style-type: none"> - Head of Internal Audit Annual Assurance opinion - Annual Governance Statement
Assurance and effective accountability	Reporting at least annually on performance, value for money and the stewardship of its resources	<ul style="list-style-type: none"> - Statement of Accounts - Annual Governance (Assurance) Statement - GMCA Unaudited statement of Accounts 2016-17
	To ensure Members and senior management own the results	<ul style="list-style-type: none"> - Sign off of Annual Governance (Assurance) Statement - For 2016/17 separate AGS's for GMCA, GMFRS and GMPCC - Accounts by the Chairman and Narrative Report by the Treasurer - Approval of Statement of Accounts by Audit Committee
	To ensure robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)	<ul style="list-style-type: none"> - Annual Governance (Assurance) Statement - Annual review Code of Corporate Governance

Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
Assurance and effective accountability	To ensure that the Framework is applied to jointly managed or shared service organisations as appropriate	- Annual Governance (Assurance) Statement
	To ensure the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations	- Annual accounts
	To ensure that recommendations for corrective action made by external audit are acted upon	- Grant Thornton Audit Findings Report - Oversight by Audit Committee - Actions taken to implement External Audit Recommendations will be reported as part of a combined audit recommendations tracker (internal and external audit) to be developed by December 2017.
	Ensuring an effective internal audit service with direct access to Members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	- Annual Internal Audit Report sets out compliance with the Public Sector Internal Audit Standards (PSIAS). The Service provided by Manchester City Council was subject to External Quality Assessment in 2017 and was reported to Manchester City Council Audit Committee
	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	- Self assessment review of Manchester City Council Audit Service (who manage the GMCA's audit function) which included an external peer review by Liverpool City Council. - It is likely that inspection activity will increase as a result of the GMCA's new functions (Fire and Police and Crime Commissioner)
	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	- Annual Governance (Assurance) Statement - TfGM Audit Committee
	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met	- The nature of the GMCA means that much of delivery is achieved through collaboration with GM partners including GMP, GMFRS, TfGM and GM Councils. Given the changes in the GMCA however a formal Partnership Working Policy will be developed 2017/18.