

**ITEM 10**

**ANNUAL GOVERNANCE STATEMENT**

**2018-19**

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## 1. INTRODUCTION

- 1.1 The CIPFA International Framework defines governance as “Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved”.
- 1.2 This Annual Governance Statement sets out how the Greater Manchester Combined Authority meets its governance standards detailed in the reviewed Code of Corporate Governance<sup>1</sup>. It also describes how it meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement to accompany the Annual Accounts. It is a document which looks back retrospectively over the past year and identifies where the GMCA has demonstrated good governance, and looks forward as to areas where focus should be given in relation to governance over the coming year.
- 1.3 The GMCA is responsible for ensuring that its business is conducted within the law and that public money is used economically, efficiently and effectively and can be properly accounted for. This Statement provides an overall assessment of the corporate governance arrangements that support its adherence to the Code of Corporate Governance, and the standards set out within it.
- 1.4 In discharging its responsibilities, the GMCA is responsible for putting in place the required arrangements for the governance of its affairs, and this Statement further includes an appraisal of these key controls which have been put in place to manage the GMCA’s principal governance risks and the effectiveness of systems and processes governing decision-making and financial control.
- 1.5 The GMCA has established governance arrangements which are consistent with the seven principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) Framework – Delivering Good Governance in Local Government<sup>2</sup>. However, this is an annual reviewing document and also provides details of where improvements need to be made. The Annual Governance Statement is reviewed by the GMCA’s external auditors as part of the audit of the annual accounts.
- 1.6 The GMCA remains a relatively new organisation, with 2018/19 the first year of full integration of the additional remits. However, it is based on strong long standing relationships between the Greater Manchester Councils (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan).

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<sup>1</sup> June 2017 file [https://www.gmcameetings.co.uk/download/meetings/id/1176/07\\_code\\_of\\_corporate\\_governance](https://www.gmcameetings.co.uk/download/meetings/id/1176/07_code_of_corporate_governance)

<sup>2</sup> 2016 <https://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition>

- 1.7 The functions of the GM Police and Crime Commissioner transferred to the elected Mayor on 8 May 2017 and with regards to these functions the Mayor is held to account by the GM Police and Crime Panel.
- 1.8 The functions of the GM Fire and Rescue Authority (GMFRA) transferred to the GMCA on 8 May 2017, with the GMCA becoming the fire and rescue authority for the area of Greater Manchester for the purposes of the Fire and Rescue Services Act 2004, and the elected Mayor responsible for discharging the functions of the fire and rescue authority.
- 1.9 The functions of the former Greater Manchester Waste Disposal Authority transferred to the GMCA on 1<sup>st</sup> April 2018, the GMCA has established a Waste and Re-cycling Committee to oversee these functions.
- 1.10 The assessment of compliance against the Local Code of Corporate Governance outlines where the GMCA is compliant and also areas where ongoing work is taking place to further improve overall compliance.
- 1.11 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

## **2. LEGISLATIVE CONTEXT**

- 2.1 The GMCA was established on 1 April 2011 by the Greater Manchester Combined Authority Order 2011 and comprised of ten members, being the Leaders of the constituent councils. The GM Mayor was elected on 4 May 2017, and has now completed his second year in office. The Mayor is the chair and 11<sup>th</sup> member of the GMCA. All members have clear portfolio responsibilities.
- 2.2 On public service issues the GMCA members and the Mayor each have one vote, and generally questions are decided by a majority vote. Questions on matters requiring a vote of more than a simple majority are set out in the 2011 Order. The Mayor is required to consult members of the GMCA on his strategies. The GMCA will also examine the Mayor's

(non Police and Crime) spending plans and again will be able to amend those plans if two-thirds of members agree to do so.

- 2.3 The Association of Greater Manchester Authorities (AGMA), originally established in 1986 following the abolition of the Greater Manchester Council, continues to meet when required to consider issues over which the GMCA has no statutory responsibility. The membership of both the GMCA and AGMA is the same and consists of the elected Mayor and the ten local authority Leaders.
- 2.4 The GM Local Enterprise Partnership is a private sector-led voluntary partnership, with a core function to provide strategic leadership and private sector insight (alongside the GMCA) to help deliver the city region's growth ambitions. The GM LEP jointly owns (along with the GMCA and voluntary sector) the Greater Manchester Strategy and is responsible for providing strategic direction to ensure that the strategy is successfully delivered.
- 2.5 A range of statutory and non-statutory member-led committees and boards sit below the GMCA and LEP, with responsibility for overseeing work in relation to the various portfolios. The three Overview and Scrutiny each have 15 members and responsibility for Corporate Issues and Reform; Economy, Business Growth and Skills; and Housing, Planning and Environment. The GMCA Audit Committee, as a statutory body, plays a key role in overseeing risk management, governance systems and financial management (see Section 6).

### **3. GMCA & GM MAYOR POWERS AND RESPONSIBILITIES**

3.1 The functions of the GMCA fall into the following broad headings:

- Transport;
- Economic Development, Regeneration and Housing – including skills;
- Health;
- Police and Crime;
- Fire and Rescue;
- Waste Disposal
- Adult Education

#### **3.2 Transport functions**

3.2.1 These functions include:

- the development of policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within the Greater Manchester area;
- exercise of the functions required to implement those policies;
- preparation of a local transport plan (LTP);
- the appointment of the Director-General and Board of the Passenger Transport Executive (PTE) known as Transport for Greater Manchester (TfGM);

- the formulation of policies with respect to the provision, availability and convenience of public passenger transport services for the area and ensure that these are secured by TfGM;
- approval of concessionary travel schemes, ticketing schemes and quality partnership schemes;
- approval of new transport schemes to be funded by the Greater Manchester Transport Fund; and
- approval of the transport budget and issue of the transport levy to constituent councils in respect of expenditure reasonably attributable to GMCA's transport functions (which is not raised by other means).

### 3.2.2 Other powers include:

- the power to enter into agreements with constituent councils and Highways England for the construction, improvement and maintenance of roads;
- the power to give grants to bus operators; and
- the GMCA, as a Mayoral Combined Authority, now has enhanced powers in relation to buses following the enactment of the Bus Services Act.

### 3.2.3 Greater Manchester's transport policies are set by the GMCA and the informed by the Transport for Greater Manchester Committee (TfGMC). TfGM then:

- implements the decisions made by the Combined Authority and the Committee to improve transport services and facilities in Greater Manchester;
- works to develop detailed plans and strategies to put those wider transport policies into action. TfGM coordinates transport plans, devises sustainable travel initiatives, and provides the information required to enable the GMCA and TfGMC to decide where to invest transport funding.

## 3.3 Economic Development, Regeneration and Housing

### 3.3.1 The Order that established the GMCA in 2011 gave the GMCA various economic development and regeneration functions, being functions of the constituent councils to be exercised concurrently with those councils.

### 3.3.2 The functions include:

- the power to promote and improve the economic, social and environmental well-being of the area;
- the promotion of tourism;
- consideration of housing needs and housing conditions in the area;
- local air quality management; and
- post-16 education and training (from 2019/20)

### 3.3.3 The Functions Orders made pursuant to the various devolution agreements give the GMCA a range of additional economic development and regeneration functions (including functions relating to housing, spatial planning, compulsory purchase, skills and training).

#### 3.3.4 These new functions include:

- a duty to prepare and publish a spatial development strategy for GM;
- powers to provide, or facilitate the provision of, housing and infrastructure;
- powers to develop and regenerate land;
- powers to acquire land, compulsorily or by agreement;
- powers to designate areas of land as mayoral development areas leading to the establishment of mayoral development corporations (MDCs);
- additional powers in relation to skills and training; and
- adult education.

#### 3.4 Police, Fire and Waste Disposal functions

3.4.1 The functions of the GM Police and Crime Commissioner (GMPCC) transferred to the elected mayor on 8 May 2017. The statutory powers of the PCC can be delegated to the Deputy Mayor for Policing, with the exception of the duty to set a budget, the duty to prepare a Police and Crime Plan, and the appointment and removal of a Chief Constable. The Mayor is held to account in respect of his police and crime functions by the GM Police and Crime Panel which now consists of representatives from each district with crime and anti – social behaviour responsibilities plus two independent members.

3.4.2 The functions of the GM Fire and Rescue Authority (GMFRA) transferred to the GMCA on 8 May 2017, with the GMCA becoming the fire and rescue authority for the area of Greater Manchester for the purposes of the Fire and Rescue Services Act 2004, and the elected Mayor responsible for discharging the functions of the fire and rescue authority. On the 27 April 2018, the Mayor decided to disestablish the Fire Committee which had been constituted the previous year.

3.4.3 The functions of the GM Waste Disposal Authority (GMWDA) transferred to the GMCA on 1 April 2018 and the GMWDA was abolished on that date. GMWDA functions are not exercisable in Wigan, which is its own waste disposal authority. The GMCA has decided to establish a new Waste & Recycling Committee which was formally constituted at the GMCA's AGM in June 2018.

#### 3.5 Health

3.5.1 From April 2016, Greater Manchester received full devolution of all funding and decision-making for health and social care in GM and GMCA, concurrent with the duty on constituent Councils, now has a duty to take such steps as it considers appropriate to improve the health and wellbeing of people in Greater Manchester.

3.5.2 Devolution does not change the position of NHS services in GM in relation to the NHS Constitution and Mandate - all of the services will remain firmly part of the National Health Service. However, the new duty enables the GMCA to work in partnership with the constituent councils, Clinical Commissioning Groups and NHS bodies to better

integrate health and social care provision across GM, improving outcomes for residents and ensuring the financial sustainability of the health and social care system within GM.

3.5.3 A Strategic Partnership Board, made up of representatives of the 37 partner organisations responsible for health and social care provision in Greater Manchester, is responsible for overseeing the £6bn health and social care budget.

### 3.6 Mayoral and non-Mayoral functions

3.6.1 All functions are GMCA functions, but some functions are only exercisable by the Mayor. Functions are deemed 'non-mayoral' unless specified in an Order or other enactment.

3.6.2 Powers only exercisable by the Mayor include:

- powers over strategic planning, including CPO powers and the power to establish Mayoral Development Corporations (which he has exercised during 2018/19 in beginning a consultation on Stockport Town Centre West Mayoral Development Corporation), and the power to create a statutory spatial framework for Greater Manchester;
- control of the £300 million recyclable Housing Investment Fund;
- control of GM's reformed earn back deal;
- preparation of a Local Transport Plan and supporting policies (subject to approval of at least 7 other GMCA members); and
- responsibility for the role previously covered by the Police and Crime Commissioner and the GM Fire and Rescue Authority.

## 4. **STRATEGIC AND POLICY CONTEXT – THE GREATER MANCHESTER STRATEGY**

4.1 The refreshed Greater Manchester Strategy (GMS) was approved by the GMCA and its partners in July 2017, bringing together the public, private, voluntary and community sectors in delivering a bold new vision for Greater Manchester. The revised SMS is structured under 10 priorities which align with the Greater Manchester Model ambitions for aligned public services with people and places at the centre.

4.2 The GMCA further approved a two-year Implementation Plan following a full engagement process with networks and partners from across the public, private and voluntary sectors in GM.

4.3 The two-year implementation plan acknowledges that many existing and developing GM strategies and plans are already being delivered, and therefore seeks to capture those areas of action where attention will be focused and that with the collective support from across the GM system can make a transformational difference to the achievement of the SMS ambitions and supporting targets.

4.4 The actions within the Implementation Plan cover what all GM organisations need to do to support the SMS. Relevant ones of these formed the basis of the work programmes

for the CA Portfolio areas of responsibility. The Portfolio leads during 2018/19 reviewed portfolio governance and accountability (through scrutiny, audit and to the GMCA), to ensure that it is fit for purpose going forward.

- 4.5 Greater Manchester recognised that 2018-19 proved a timely opportunity to initiate a further independent prosperity review<sup>3</sup> to develop a greater understanding of the current economic climate and its effect on investment and how external factors may influence the delivery of the ambitions of the Greater Manchester Strategy. This review has been used as the evidence base to support the development of the Greater Manchester Local Industrial Strategy and will be used as the basis of GM's Spending Review Submission later in 2019.
- 4.6 During 2018/19 Greater Manchester produced a Public Service White Paper which supports Greater Manchester on its journey towards embedding a place based model at the heart of its public service delivery.
- 4.7 The GMCA Business Plan in 2018/19 was built up from Team Business Plans, reflecting actions for GMCA from the Greater Manchester Strategy, and highlighted key deliverables for GMCA. The plan sets out the strategic objectives for the organisation, and details the activities to be delivered by the GMCA. Recognising the GMCA business is still in its infancy, the Business Plan sets a direction of travel for the further development of the organisation and ensures the activities being delivered by the GMCA teams are contributing to the successful delivery of GMS outcomes.

## **5. SCOPE OF RESPONSIBILITY**

- 5.1 The GMCA's Code of Corporate Governance sets out how the GMCA operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.
- 5.2 The Annual Governance Statement demonstrates how the GMCA is delivering its services in the right way in a timely, inclusive and accountable manner and will be certified by the GMCA Chief Executive and the Mayor, after consideration of the draft by the GMCA Audit Committee. GMCA external auditor review as part of the assessment of their value for money judgement.
- 5.3 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.

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<sup>3</sup> <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/>



- 5.4 The following sections of this document describe how the GMCA fulfils the requirements set out in the seven principles of good governance.

## **6. ANNUAL REVIEW OF THE EFFECTIVENESS OF THE GOVERNANCE FRAMEWORK**

### **GMCA Audit Committee and GM Joint Audit Panel**

- 6.1 The GMCA Audit Committee is responsible for overseeing the effective operation of the systems of governance including risk management, internal control, and treasury management. It is a legal requirement for the GMCA to have an Audit Committee as this also ensures a high standard of openness and transparency. The Committee met 6 times during 2018/19 and discussed a range of matters including the Risk Strategy & Register, the Treasury Management Strategy Statement & Activities and the Statement of Accounts for the GMCA and associate bodies.
- 6.2 The GMCA Audit Committee oversees all aspects of GMCA including Mayoral functions. In line with the Home Office Financial Management Code of Practice. The Mayor has also established a Greater Manchester Joint Audit Panel which oversees the control environment of the Chief Constable and the GMCA (Police and Crime) functions, performing the functionality of an Audit Committee. The Panel assists the Mayor in discharging his statutory responsibilities to hold the Chief Constable to account and to help deliver an effective policing service. To minimise duplication and bureaucracy and to maximise value for money shared internal audit arrangements are in place to support the Mayor and the Chief Constable. The GMCA Audit committee receives the minutes of the Audit Panel as part of its agenda.

### **Head of Audit and Risk Management Interim Annual Opinion 2018/19**

- 6.3 The Head of Internal Audit and Risk Management in their report to the Audit Committee on the 16 April 2019 provided a **moderate** interim assurance opinion for 2018/19 stating that there was generally a sound governance, risk management and internal control framework operating across GMCA. This was the same level of assurance as the previous year and took into account that the GMCA remains a relatively new organisation with 2018/19 being its first year of full integration with the GM Office of the Police and Crime Commissioner, GM Fire and Rescue Service and former GM Waste Disposal Authority functions. The final opinion to be given in June 2019 will take into account the process for engagement with the HMICFRS inspection of the GM Fire and Rescue Service and the emerging improvement action plan.
- 6.4 The opinion reflected that the GMCA had clear strategic intent and its priorities were referenced in the GMS and implementation plan. Governance and decision making processes had continued to develop and embed across the organisation during the year with an established structure for overview and scrutiny that had provided opportunity for challenge and review of GMCA decision making arrangements and supported by robust Audit and Standards Committee arrangements.

- 6.5 The closer alignment with Transport for Greater Manchester and the sharing of leadership resources was indicative of the ongoing evolution, change and transformation.
- 6.6 Critical areas of organisational reform and redesign were underway in the form of GMFRS Programme for Change (PfC) linked to transformational change of the Fire and Rescue Service and the GMCA Service Review and Integration Programme (SIP). A core aspect of both of these reviews were to ensure that organisational structure, workforce skills and capacity was suitably aligned to meet and respond to organisational demands.
- 6.7 There remained several areas for development which were recognised by senior management and reflected in the GMCA Business Plan for 2018/20. This included the bringing together of systems and processes, cultures and priorities as the GMCA matures further.
- 6.8 There was regular review of the most significant risks associated with delivery of GMS and other GMCA priorities and these were subject to regular review by GMCA Senior Management Team and Audit Committee.
- 6.9 A new Head of Audit and Assurance for GMCA will take responsibility from April 2019 for delivery of Internal Audit activity for 2019/20.

#### **Annual Review of the System of Internal Audit 2018/19**

- 6.10 The annual review of effectiveness of Internal Audit was undertaken by the GMCA Treasurer in April 2019 and concluded that whilst work undertaken by the internal audit service in 2018/19 had been in accordance with Public Sector Internal Audit Standards (PSIAS) and expected quality standards, the scale of delivery fell short of agreed and expected allocations. This presented a risk to the GMCA in obtaining appropriate, robust levels of independent assurance over systems of governance, risk management and internal control.
- 6.11 The reasons for this were outlined in a report to Audit Committee, which included the time taken to finalise the decision on the structure of the audit service and the ability to secure suitable and sustainable staffing appointments to fully deliver the audit plan. The decision to move away from the existing audit collaboration arrangement with Manchester City Council and appoint a new shared Head of Audit and Assurance with GMCA/TfGM will mean that the key focus for GMCA Internal Audit provision for 2019/20 will be to support the effective transition of the service.
- 6.12 The new Head of Audit and Assurance and an indicative audit plan for 2019/20 for GMCA core functions and GM Fire and Rescue Service (GMFRS) is in place. A separate audit plan exists for GMP and GM Mayoral Police and Crime functions which is reviewed and approved through the Chief Constable, Deputy GM Mayor and Police and Crime Joint Audit Panel. A separate audit plan also exists for Transport for Greater Manchester (TfGM)

6.13 A key priority action will be to ensure there are consistent and standardised audit systems and processes in operation across these areas. In particular;

- Risk Management framework (strategic/Operational/project)
- Counter Fraud Framework (policy and reporting framework)
- Assurance frameworks (other sources of assurance)

#### **Annual Review of the Role and Responsibilities of the Chief Financial Officer (Treasurer)**

6.14 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.

#### **GMCA Standards Committee**

6.15 The GMCA have established a Standards Committee to deal with matters of conduct and ethical standards regarding members of the Greater Manchester Combined Authority and its committees should they arise. It also provides a reviewing function for key policies in relation to the behaviour and actions of elected members whilst serving in their Greater Manchester capacities. The Committee has considered the Anti-Fraud and Corruption Policy and the GMCA Complaints Process at their meetings this year, and have made a number of recommendations with regards to ensuring that Members adhere to their responsibilities in line with the Code of Conduct.

### **7. PROGRESS IN ADDRESSING THE CHALLENGES IDENTIFIED IN THE 2017/18 ANNUAL GOVERNANCE STATEMENT**

#### **Business planning and performance monitoring development work.**

7.1 The GMCA Business Plan for 2018/19 was published in July which included a set of performance targets. All these actions are drawn from the GMS and monitoring performance against the GMS was delivered through the Implementation Plan whose performance dashboard is reported through the Scrutiny Committees, and to the GMCA, on a six-monthly basis.

#### **Embedding effective scrutiny and oversight, committee structure and work programmes.**

7.2 The GMCA has three Scrutiny Committees that have been established and operational for two years. Each Committee meets monthly and in the interests of transparency, their proceedings are livestreamed. Scrutiny Committees are tasked with reviewing the work and decisions of the GMCA, the Mayor (excluding Police & Crime), decisions

delegated to Committees by the Mayor and the GMCA and delegated Officer Key Decisions. Scrutiny recommendations and subsequent reports are presented to the GMCA for their consideration. Scrutiny members have full access to the Public Notice of Key Decisions and those Members appointed to the Scrutiny Committees have the power to call in Key Decisions.

- 7.3 In addition, the GMCA has a Joint Health Scrutiny Committee, which meets bi-monthly. The joint Committee is responsible for overseeing strategies, policies, actions and consultations of the Greater Manchester Health and Social Care Partnership.
- 7.4 Scrutiny Committees agree an annual programme of work that aims to reflect the priorities set out in the Greater Manchester Strategy. Work programmes are living documents and topics can be added/deleted according to the Committee's priorities. Dedicated staff resources support the Scrutiny function.

**Culture & values – integration of staff structures and work around alignment of roles and responsibilities including; developing staff capacity, improved staff communications.**

- 7.5 Good progress was made across these issues in 2017 and work continued through 2018 to address staff integration and improve communications.
- 7.6 The GMCA has now launched and implemented an Organisational Development Strategy which has been developed in consultation with staff. This now also forms part of organisational orientation and induction for new starters.
- 7.7 The Service Integration Programme (SIP) has continued throughout 2018-19 to review service delivery and emerging staff issues under the direction of the SIP Board.
- 7.8 Staff across both GMCA and GMFRS were surveyed about internal communications in 2017 and work was done through that year and 2018 to further develop channels and content. The communications team has worked closely with the OD team to support the OD strategy development and delivery, including work on the organisational vision, purpose, values and objectives. These are currently being rolled out as part of the new PRA process being introduced, providing a clear link between individual and corporate objectives.

**Information governance and GDPR readiness**

- 7.9 The GMCA appointed a Data Protection Officer (DPO) ahead of the implementation of GDPR who is supported by a senior level group to oversee the ongoing work to ensure continued GDPR compliance.
- 7.10 The team have recently developed an IG implementation and alignment work programme to address the priority areas across the organisation and review all IG processes across teams.
- 7.11 A Data Breach Panel has been established to further support this area of work for the Information Governance Board.

- 7.12 GDPR training modules have been made available for all staff, and its completion is being monitored to ensure all staff are aware of the regulations and how they impact their role and the organisation as a whole.

#### **Strengthening of SMT and appointment of a dedicated Monitoring Officer role**

- 7.13 The Senior Management Team (SMT) have continued to meet on a weekly basis chaired by the Chief Executive. A dedicated Monitoring Officer has been in post since March 2018, supported by a Deputy Monitoring Officer.
- 7.14 An Extended Leadership Team (ELT) has also been established which meets fortnightly with SMT to support the delivery of the GMS priorities and oversee the implementation of the organisation's Business Plan.

#### **Other sources of assurance**

- 7.15 Whilst Internal Audit's annual audit plan provides independent assurance over GMCA governance, risk and control activities, other sources of assurance exist.
- 7.16 The Audit Committee receives reports at each meeting in accordance with its agreed work programme. This includes issues arising from internal audit work and progress against the annual internal audit plan, status updates on implementation of recommended actions, updates to the Corporate Risk Register and reports from the External Auditor.
- 7.17 The GMCA has a business plan and associated GMS monitoring framework and a corporate performance dashboard that provides assurance over key organisational metrics including people, performance and risk elements. This is reported to SMT and to Extended Leadership Team for oversight and action.
- 7.18 The Head of Audit and Assurance will also provide their annual assurance opinion report over governance, risk and control matters and annual Counter Fraud report.
- 7.19 Audit Committee Members have received training at each meeting on a range of topics including; GMCA Transition; annual accounts process; role of internal audit / external audit; GM Waste accounts.
- 7.20 Mazars were appointed as the External Auditors for GMCA in 2018/19 and attend Audit Committee meetings.
- 7.21 The outcomes from statutory inspections by HMICFRS and HSE on the Fire Service and implementation action plan being developed alongside the Programme for Change (PFC) will be progressed.
- 7.22 Arrangements are in place with external funders and partners that will be further developed in 2019/20 but include key funding streams such as the Adult Education Budget, Housing Investment and Loans Fund and Single Pot Assurance Framework.

Assurance arrangements in this areas are overseen and assessed buy funders and provide assurance to the GMCA over the operation of systems and controls in these areas.

## **8. AREAS TO BE REFLECTED ON FOR 2019**

### Integration of budgets and resources

- 8.1 Through 2018-19 the Mayor and Deputy Mayor have engaged in a series of meetings with fire service staff to determine the most prevalent issues faced by front line staff and begin to scope of the Programme for Change, which will review how the functions and systems of the service can be improved.
- 8.2 The Programme will also look at how back office functions can be improved and better integrated with the GMCA to ensure that as this function is migrated, that the most effective use of budgets and resources can be achieved.

### Ensuring transparency

- 8.3 The GMCA is aware of its responsibilities under the Local Government Transparency Code and has re-designed its website in 2018-19 to provide a user-friendly platform for the publication of data. As the organisation has matured, there have been numerous changes to the organisational structure, senior salary information and other data which is required to be published under the Code and therefore there needs to be further consideration as to ensuring that this information is accurate and published in accordance with the regulatory timescales.
- 8.4 In addition, the GMCA remain focussed to ensuring transparency, and will be continuing to put into place measures to ensure that its meetings, papers and other information is accessible in a range of forms to members of the public.

### Governance Review

- 8.5 As the 2019-20 municipal year begins, a review of all GMCA governance arrangements including the current committee structure and all internal meetings will be conducted. This will be a timely opportunity to evaluate where decision making processes are effective, any areas of duplication and how best governance arrangements can be strengthened to ensure the delivery of the GMS priorities during 2019-20.

### GMCA and TfGM Chief Officer

- 8.6 At its meeting on the 29 March 2019 the GMCA Resources Committee agreed that the role of GMCA and TfGM Chief Officer should be a joint role held by the current GMCA Chief Executive Eamonn Boylan. As he begins to undertake this position, there will be an increased level of integration between both organisations and closer working relationships.

## **9 CORPORATE RISK REGISTER AND ASSURANCE FRAMEWORK**

- 9.1 The approach to risk management across GMCA is developing. The GMCA corporate risk register captures the high level strategic risks facing the GMCA which are of such significance they require SMT oversight and assurance and are reviewed by Audit Committee and GMCA Board.
- 9.2 The establishment of a corporate 'Governance and Risk Group' consisting of senior officers from across GMCA has responsibility for the quarterly review and update of the GMCA CRR on behalf of the Senior Management Team and for reviewing actions and assurances given.
- 9.3 The Audit Committee will oversee the effectiveness of the risk management framework. The Committee will also take in to consideration the wider strategic risk profile from partner organisations such as TfGM, where such risks may impact on GMCA.
- 9.4 The GMCA risk management strategy was approved in September 2018 and further development of the risk management framework, policies, systems, structures and processes are required to ensure that these are fully understood across GMCA and embedded in working practices and portfolio and project level. A review of this will take place during 2019/20.
- 9.5 The GMCA risk framework acknowledges that the GMP Chief Constable is a Corporation Sole and that the Chief Fire Officer and Chief Executive of Transport for Greater Manchester each operate and oversee existing risk management frameworks within GMFRS and TfGM respectively. It also acknowledges that the joint Police and Crime Audit Panel and TfGM Audit Committee each have separate responsibility for obtaining assurance over risk management arrangements. As such the GMCA risk management framework is designed to work alongside and not duplicate these existing risk management arrangements.

### **Single Pot Assurance Framework**

- 9.6 The Greater Manchester Single Pot Assurance Framework has been drafted on behalf of the Local Enterprise Partnership (LEP) and the GMCA and is a requirement of Government. It sets out how we will use public money responsibly and transparently, and attain best value for public spending in regards to Single Pot funding. The key points of the document include:
  - The respective roles and responsibilities of the LEP, GMCA and other elements of Greater Manchester's decision-making and delivery structure;
  - The key processes for ensuring accountability, probity, transparency, legal compliance and value for money;
  - How potential investments to be funded by the Single Pot will be appraised, prioritised, approved, delivered and evaluated.

- 9.7 Internal Audit in conjunction with the GMCA Policy team will provide assurance over monitoring and compliance with the requirements of the assurance framework and that key requirements are being adhered to. GMCA will also take assurance from TfGM (through an annual statement) that their own governance and assurance processes for Transport continue to meet these requirements.

## **10 SUMMARY**

- 10.1 The GMCA has demonstrated an ongoing commitment to best practice and good corporate governance within the principles of the framework, demonstrated by a proactive adoption of this framework and delivery of improvements suggested in the Annual Governance Statement 2017/18.
- 10.2 As the organisation moves forward there will be a continued focus on ensuring the effective delivery of the GMS priorities through strong governance arrangements which are designed to support this delivery.

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 2018/19

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

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
A1	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"> <li>- Code of Conduct Officers Page 131 <a href="#">GMCA Constitution</a> was reviewed by the Standards Committee in November 2017 in relation to how it applies to Elected Members acting in a range of capacities for GM</li> <li>- Code of Conduct Members Page 116 <a href="#">GMCA Constitution</a></li> <li>- Whistleblowing Policy (set out in Constitution – pages 148-9 <a href="#">GMCA Constitution</a>)</li> <li>- Code of Conduct for Members of the PCC Joint Audit and Accounts, joint internal audit arrangements and Ethics Panel</li> <li>- The <a href="#">GMCA Standards Committee</a> has the ability to undertake a review should any member of the GMCA or its committees fail to adhere to the Code of Conduct. Each member receives an annual reminder of their duties under the Code.</li> </ul>
A2		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"> <li>- The GMCA reviewed and updated its <a href="#">Constitution</a> during 2018/19 to ensure it remains relevant and appropriate</li> <li>- GMCA Vision detailed in GM Strategy <a href="#">Documents on Delivering the GMCA Vision</a></li> <li>- Operating Agreement entered into between the GMCA and the Constituent Councils Appendix 2 <a href="#">GMCA Constitution</a></li> </ul>
A3		To lead by example and using these standard operating principles / values as a framework for decision making	<ul style="list-style-type: none"> <li>- Member/ Officer Declarations of Interest is a standard Agenda item on all GMCA meetings</li> <li>- Members are asked to complete a register of their personal and pecuniary interests on an annual basis <a href="#">GMCA Register of Members and Substitute Members Pecuniary Interests</a></li> <li>- GMCA Complaints Procedure updated in 2018/19 <a href="#">GMCA Complaints Procedure</a></li> <li>- Audit / Standards Committee <a href="#">GMCA Audit Committee: Terms</a></li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
			<a href="#">of Reference GMCA Standards Committee Terms of Reference</a> - Police Audit Panel - <a href="#">GMCA Constitution</a> - Scheme of Delegation of Functions to Chief Officers / Schedule of Proper Officer page 32 <a href="#">GMCA Constitution</a> - GMP's Professional Standards Branch to provide the Mayor with the oversight and scrutiny of the GMP's complaints process
A4		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	- Whistleblowing Policy pages 207-208 <a href="#">GMCA Constitution</a> - Code of Conduct for Members page 168 <a href="#">GMCA Constitution</a> - Code of Conduct for Officers page 182 <a href="#">GMCA Constitution</a> - Anti-Fraud & Corruption Policy page 205 <a href="#">GMCA Constitution</a> - Member/Officer Relations Protocol page 134 <a href="#">GMCA Constitution</a> - Minutes of every meeting show declarations of interest (as required) - <a href="#">GMCA Complaints Procedure</a> - <a href="#">GMCA Register of Members and Substitute Members Pecuniary Interests</a>
A5	Demonstrating Strong Commitment to Ethical Values	To seek and establish, monitor and maintain the organisation's ethical standards and performance	- Code of Conduct for Members page 116 <a href="#">GMCA Constitution</a> - Code of Conduct for Officers page 131 <a href="#">GMCA Constitution</a> - Independent Ethics Committee (Policing)
A6		To underpin personal behaviour with ethical values and ensure they permeate all aspects of the organisation's culture and operation	- Code of Conduct for Members page 116 <a href="#">GMCA Constitution</a> - Code of Conduct for Officers page 131 <a href="#">GMCA Constitution</a> - Member / Officer Relations Protocol pages 140 <a href="#">GMCA Constitution</a> - At the Annual Meeting of each Committee members are reminded of their obligations under the Code of Conduct
A7		To develop and maintain robust policies and procedures which place emphasis on agreed ethical standards	- GMCA Contract Procurement Rules pages 91 <a href="#">GMCA Constitution</a> - <a href="#">GMCA Social Value in Procurement Policy</a> - Independent Ethics Committee (Policing)

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
A8		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"> <li>- GMCA Contract Procedure Rules pages 91 <a href="#">GMCA Constitution</a></li> <li>- Code of Conduct for Members page 116 <a href="#">GMCA Constitution</a></li> <li>- Local Enterprise Partnership (<a href="#">LEP</a>)</li> <li>- The LEP jointly owns the 'Our People, Our Place': 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.</li> <li>- <a href="#">VCSE Accord</a></li> </ul>
A9	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"> <li>- Financial Regulations pages 91 refers <a href="#">GMCA Constitution</a></li> <li>- Review of Committee reports by the Monitoring Officer and Section 73 Officer (Treasurer)</li> <li>- FOI and data protection policy</li> </ul>
A10		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"> <li>- Functions reserved to the GMCA pages 22 <a href="#">GMCA Constitution</a></li> <li>- Scheme of Delegations of Functions to Chief Officers / Schedule of Proper Officers pages 32 – 43 <a href="#">GMCA Constitution</a></li> <li>- Compliance with CIPFA's Statement on the Role of the Chief Finance Officer in Local Government (CIPFA 2015)</li> </ul>
A11		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"> <li>- Role of Monitoring Officer</li> <li>- Communications and Engagement Strategy</li> <li>- The Mayor supports the GMP Ethics Panel which includes an agreed work programme</li> <li>- <a href="#">VCSE Accord</a></li> </ul>
A12		To deal with breaches of legal and regulatory provisions effectively	<ul style="list-style-type: none"> <li>- Role of Monitoring Officer</li> <li>- <a href="#">Police Audit Panel</a></li> <li>- GMCA Audit Committee – To check that the finances of the GMCA are managed to high standards of openness, integrity and accountability. It is a legal requirement to have an audit committee. <a href="#">GMCA Audit Committee: Terms of Reference</a></li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
A13		To ensure that corruption and misuse of powers are dealt with effectively	<ul style="list-style-type: none"> <li>- Responding efficiently to Ombudsman enquiries</li> <li>- Role of Monitoring Officer</li> <li>- Employee Code of Conduct and associated disciplinary policies and procedures.</li> <li>- Anti-Fraud &amp; Corruption Policy page 140 <a href="#">GMCA Constitution</a></li> <li>- The GMCA Standards Committee pages 58 <a href="#">GMCA Constitution</a></li> <li>- Beyond the scope of the GMCA but as part of assurances to the Mayor, the Chief Constable separately operates a Force Professional Standards Branch to oversee and respond to allegations of misconduct within GMP.</li> <li>- <a href="#">GMCA Standards Committee Terms of Reference</a></li> <li>- <a href="#">Whistle blowing policy and hotline</a></li> </ul>

#### B. ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENAGEMENT

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
B1	Openness	To ensure an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	<ul style="list-style-type: none"> <li>- The GMCA Business Plan and subsequent publications have been developed with stakeholders to ensure the organisational priorities and objectives are in line with shared ambitions</li> <li>- <a href="#">Livestreaming of GMCA meetings</a></li> <li>- Annual Governance (Assurance) Statement</li> <li>- Inspection Copies of papers for each meeting kept in reception at the GMCA's offices at Churchgate House</li> <li>- <a href="#">Publication of GMCA Committee Agendas and Minutes on GMCA website</a></li> <li>- <a href="#">Data Protection &amp; FOI on GMCA website</a></li> <li>- <a href="#">Publication of Local Government Transparency Code of data (published on Gov.Uk)</a></li> <li>- <a href="#">GMCA Register of Members and Substitute Members Pecuniary Interests</a></li> <li>- A commitment to ensuring that public meetings are DDA</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
			compliant – including the use of hearing loops and the ability to produce agenda papers in alternative formats if requested
B2		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"> <li>- <a href="#">Publication of GMCA Committee Agendas and Minutes on GMCA website</a></li> <li>- Publication of mayoral Decisions on GMCA website</li> <li>- Guidance for items that are private and confidential and should be marked Part B</li> </ul>
B3		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"> <li>- <a href="#">The register of Key Decisions</a></li> <li>- Committee report pro-forma for the decisions to be made at the GMCA</li> </ul>
B4		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"> <li>- Communication and Engagement Strategy</li> <li>- <a href="#">Consultation Hub</a></li> <li>- <a href="#">Culture Strategy Consultation</a></li> <li>- Mayors Question Time</li> <li>- <a href="#">Spatial Framework Consultation</a></li> <li>- Greater Manchester Fire and Rescue Outline Business Case Consultation</li> </ul>
B5	Engaging Comprehensively with Institutional Stakeholders	To effectively engage with institutional stakeholders to ensure that the purpose,	- The Communication and Engagement Strategy makes clear our messaging and commitment to inform and engage with stakeholders to build relationships, including the public and

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	<p>communities.</p> <ul style="list-style-type: none"> <li>- GM wide and national corporate stakeholders are currently being mapped to ensure the impact of our stakeholder management processes are maximised</li> <li>- The Mayors' Transport Board brings together key stakeholders from the public and private sector on an informal basis to work together on key strategies such as the Clean Air Plan.</li> <li>- The Local Industrial Strategy involved wider ranging stakeholder consultation and engagement, initially looking at the issues and then in developing and commenting on the draft Local Industrial Strategy.</li> </ul>
B6		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"> <li>- GMCA Partners including the Local Enterprise Partnership, Greater Manchester Police, Greater Manchester Health &amp; Social Care Partnership</li> <li>- <a href="#">LEP</a></li> <li>- <a href="#">Business Advisory Panel</a></li> <li>- The <a href="#">GM Model</a> describes the ambitions for integrated service delivery through a place based approach and how this will be delivered</li> <li>- Work on developing the 'Opportunity Pass' has brought together a range of stakeholders to oversee the process, contribute funding and provide including Further Education Providers and Public Transport Operators</li> </ul>
B7		<p>To ensure that partnerships are based on:-</p> <ul style="list-style-type: none"> <li>- Trust</li> <li>- A shared commitment to change</li> <li>- A culture that promotes and accepts challenge among partners</li> </ul>	<ul style="list-style-type: none"> <li>- In the development of the Greater Manchester Strategy, and the refreshing of the strategy in 2017</li> <li>- The GMCA is founded on a long term relationship between local authorities through the previous arrangements under the Association of Greater Manchester Authorities.</li> <li>- The GM Health and Social Care Partnership Board brings together over 70 health service providers and through its unique relationship has secured devolution of health and social care budgets.</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
			<ul style="list-style-type: none"> <li>- The <a href="#">GM VCSE Accord</a> ensures that there is a shared commitment and close partnership working with Greater Manchester's 16,000 VCSE organisations.</li> </ul>
B8	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"> <li>- GMCA Website has been re-designed in 2019 to improve its accessibility</li> <li>- Communication and Engagement Strategy</li> <li>- Observing government best practice guidance or legislation for example when consulting on the Greater Manchester Strategy</li> <li>- Police and Crime Plan consultation on priorities</li> </ul>
B9		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"> <li>- Guidance on Media within the Member/Officer Relations Protocol <a href="#">GMCA Constitution</a></li> <li>- Delegation to Head of Paid Services Co-ordinate press and media relations pages 135 <a href="#">GMCA Constitution</a></li> </ul>
B10		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"> <li>- <a href="#">LGBT advisor and panel</a></li> <li>- <a href="#">Age Friendly GM</a></li> <li>- Women's Voice</li> <li>- <a href="#">GM Youth Combined Authority</a></li> <li>- <a href="#">Mayor's Disabled People's Panel</a></li> </ul>
B11		To implement effective feedback mechanisms in order to demonstrate how their views have been taken into account.	<ul style="list-style-type: none"> <li>- Centralised point for communications through enquiries@</li> <li>- The GMCA proactively uses other social media platforms such as FaceBook and Twitter</li> </ul>
B12		To balance feedback from	<ul style="list-style-type: none"> <li>- <a href="#">GM Youth Combined Authority</a></li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		more active stakeholder groups with other stakeholder groups to ensure inclusivity	<ul style="list-style-type: none"> <li>- <a href="#">Business Advisory Panel</a></li> <li>- <a href="#">Mayor's Disabled People's Panel</a></li> </ul>
B13		To take account of the impact of decisions on future generations of tax payers and service users	<ul style="list-style-type: none"> <li>- Role of Chief Financial Officer (Section 73)</li> <li>- <a href="#">GMCA Constitution</a></li> <li>- <a href="#">Mayoral General Precept and Mayor PCC Precept</a></li> <li>- <a href="#">GM Youth Combined Authority</a></li> </ul>

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

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
C1	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"> <li>- GM Strategy – agreed as the overarching Strategy for all GM work and performance against the Strategy's priorities and performance is reported to three Overview and Scrutiny Committees on a 6 monthly basis.</li> <li>- <a href="#">GMS Implementation Plan</a></li> <li>- Police and Crime Plan scrutinised through the Police and Crime Panel</li> <li>- The <a href="#">GMCA Business Plan</a> further defines GMCA's vision, objectives and outcomes in relation to economic, social and environmental developments within GM</li> </ul>
C2		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"> <li>- GM Strategy and info graphics used in the GM performance report describe the anticipated impacts of the delivery of the GM Strategy</li> <li>- Police and Crime Plan was launched in March 2018 covering the period to 2021</li> </ul>
C3		To deliver defined outcomes on a sustainable basis within the resources that will be available	<ul style="list-style-type: none"> <li>- The GM Model builds on the work of public service reform to integrate services across organisations and achieve the ambitions of a place based approach to public services</li> </ul>
C4		Identifying and managing risks to	<ul style="list-style-type: none"> <li>- GMCA Corporate Risk Register (<a href="#">CRR</a>) which is a standing item on</li> </ul>



Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		the achievement of outcomes	<ul style="list-style-type: none"> <li>Audit Committee's agenda</li> <li>- Risk Management Review Group</li> <li>- <a href="#">Police and Crime Panel</a></li> </ul>
C5		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"> <li>- <a href="#">The register of Key Decisions</a></li> <li>- Through the creative production of the <a href="#">Greater Manchester Strategy Summary Document</a>, ensuring that its principles were communicated in a clear, simple and attractive format</li> </ul>
C6	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"> <li>- The Mayor presented the draft Greater Manchester Spatial Framework as part of a <a href="#">suite of reports</a> which provided a holistic view of the economic, social and environmental ambitions to give a greater understanding of the interconnectivity of these portfolios prior to the draft document being approved by the GMCA.</li> <li>- 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</li> <li>- <a href="#">GMCA Social Value in Procurement Policy</a> – in order to comply with the Public Services (Social Value) Act 2012, GMCA has published a Social value Policy which is actively applied in commissioning and procurement activities. This Policy is currently being updated to reflect the revised objectives in the Greater Manchester Strategy Our People, Our Place.</li> </ul>
C7		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	<ul style="list-style-type: none"> <li>- <a href="#">Corporate Risk Register</a></li> <li>- Capital Strategy</li> <li>- GMCA Capital Programme</li> <li>- Revenue Budget and Medium Term Financial Strategy</li> <li>- Treasury Management Strategy</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		such as the political cycle or financial constraints	
C8		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"> <li>- Communication and Engagement Strategy</li> <li>- Consultation on a range of significant policies including the Greater Manchester Strategy and Spatial Framework</li> <li>- The engagement of four active scrutiny committees</li> </ul>
C9		To ensure fair access to services	- Equality Impact Assessment Inclusivity Strategy

#### D. DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ARCHIEVMENT OF THE INTENDED OUTCOMES

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
D1	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"> <li>- Committee report template detailing outcomes and decision tracking</li> <li>- Green Book Appraisal of decisions relating to Local Growth Fund</li> <li>- Corporate Risk Register</li> <li>- Strong evidence base underpinning all decisions including a robust evaluation of service delivery eg Working Well</li> </ul>
D2		To consider feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to	- Regular monitoring of a wide range of performance measures as set out in the Greater Manchester Strategy

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	
D3	Planning Interventions	To establish and implement robust planning and controls cycles to cover strategy, plans, priorities and targets	<ul style="list-style-type: none"> <li>- <a href="#">The register of Key Decisions</a></li> <li>- Budget Timetable including peer scrutiny from Leaders and Treasurers on each of the GMCA budgets</li> </ul>
D4		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"> <li>- Through consultation on key strategies and plans for instance the GM Strategy, Culture Strategy, and the GM Spatial Framework</li> <li>- <a href="#">GMCA Website</a></li> </ul>
D5		To consider and monitor risks facing each partner when working collaborative including shared risks	<ul style="list-style-type: none"> <li>- 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, TfGM and GM Councils.</li> <li>- Risk considerations are reflected in policy and financial decision making</li> </ul>
D6		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"> <li>- <a href="#">Devolution to the GMCA and Transition to a directly elected mayor</a></li> <li>- Governance Review in relation to Fire Governance undertaken in 2017/18 completed</li> <li>- Governance review in relation to Transport Governance undertaken and new Transport Committee established June 2019.</li> </ul>
D7		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"> <li>- <a href="#">GMCA Annual Performance Report</a></li> <li>- <a href="#">Police and Crime Annual Report</a></li> <li>- Internal KPIs reported to the Senior Management Team on a regular basis including the number of FOI requests, and the number of mayoral correspondence cases</li> </ul>
D8		To ensure capacity exists to	- <a href="#">GMCA Annual Performance Report</a>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		generate the information required to review service quality regularly	
D9		To prepare budgets in accordance with organisational objectives, strategies and the medium term financial plan	<ul style="list-style-type: none"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> <li>- Treasury Management Strategy and Treasury Management Outturn Reports</li> </ul>
D10		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"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> <li>- Treasury Management Strategy and Treasury Management Outturn Reports</li> </ul>
D11	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"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> <li>- Treasury Management Strategy and Treasury Management Outturn Reports</li> </ul>
D12		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"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> <li>- Treasury Management Strategy and Treasury Management Outturn Reports</li> </ul>
D13		To ensure the medium term financial strategy sets the context	<ul style="list-style-type: none"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		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>Reports</p> <ul style="list-style-type: none"> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> </ul> <p>Treasury Management Strategy and Treasury Management Outturn Reports</p>
D14		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"> <li>- Procurement Strategy see the GMCA's constitution <a href="#">GMCA Constitution</a></li> <li>- <a href="#">GMCA Social Value in Procurement Policy</a></li> <li>- Contract Management Guidance as part of the GMCA's financial regulation further strengthened in the most recent update of the GM's financial regulations in the 2017 Constitution</li> <li>- <a href="#">GM Procurement Hub</a> offers a centralised procurement service that can support joint commissioning across GM organisations</li> </ul>

#### E. DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
E1	Developing the Organisation's Capacity	To review operations, performance use of assets on a regular basis to ensure their continuing effectiveness	<ul style="list-style-type: none"> <li>- <a href="#">GMCA Annual Performance Report</a></li> <li>- <a href="#">Corporate Risk Register</a></li> <li>- <a href="#">Corporate Risk Register</a></li> <li>- <a href="#">GMS Implementation Plan</a></li> <li>- <a href="#">GMCA Business Plan</a></li> <li>- GMFRS Programme for Change</li> <li>- GMCA Service improvement plan review</li> </ul>
E2		To improve resource use through appropriate application of techniques such as benchmarking	<ul style="list-style-type: none"> <li>- <a href="#">Cost Benefit Analysis work</a> undertaken by the Research team</li> </ul>

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		and other options in order to determine how the Authority's resources are allocated so that outcomes are achieved effectively and efficiently	
E3		To recognise the benefits of partnerships and collaborative working where added value can be achieved	<ul style="list-style-type: none"> <li>- This is a key principle of GM's work on devolution</li> <li>- The nature of the GMCA means that much of delivery is achieved through collaboration with GM partners including GMP, TfGM and GM Councils.</li> <li>- Examples of the Justice and Rehabilitation Executive Board and Health and Justice Board</li> <li>- Health and Social Care Partnership Board with over 70 Health Providers represented</li> <li>- The GMCA and its partners recognise the benefits of integrated working amongst partners and have introduced a multi-organisational Continuity of Service Protocol to support these objectives</li> </ul>
E4		To develop and maintain an effective workforce plan to enhance the strategic allocation of resources	<ul style="list-style-type: none"> <li>- Strategic management oversight and direction through the Senior Leadership Team</li> <li>- GMFRS Workforce plan well established. GMCA Workforce plan in development</li> <li>- The GMCA have undertaken consultation with trade unions on relevant workforce changes through the Workforce Engagement Board and LJCNC</li> </ul>
E5	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	<ul style="list-style-type: none"> <li>- Member Officer Protocol in GMCA Constitution <a href="#">GMCA Constitution</a></li> <li>- Each Member has a clear role profile in relation to their portfolio</li> <li>- The assigned portfolios are published through the GMCA website, so members of the public are aware of which member of the GMCA has strategic responsibility for which area</li> <li>- Leaders meet regularly with senior officers in relation to their portfolio</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
			<ul style="list-style-type: none"> <li>- The widening of the Chief Executive's role to include oversight of Transport for Greater Manchester</li> </ul>
E6		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	<ul style="list-style-type: none"> <li>- Scheme of Functions Delegated to Chief Officers and those exercisable only by the GMCA is set out in part 3 <a href="#">GMCA Constitution</a></li> <li>- Mayoral PCC functions set out in Part 9 of the <a href="#">GMCA Constitution</a></li> </ul>
E7		To ensure that there are structures in place to encourage public participation	<ul style="list-style-type: none"> <li>- Agenda and Minutes available on the website and meetings of the GMCA are webcast <a href="https://www.gmcameetings.co.uk/">https://www.gmcameetings.co.uk/</a></li> <li>- Mayors Question Time</li> <li>- Consultation Hub</li> <li>- Contact us page on website and centralised enquiries@ inbox</li> <li>- Regular local events on a range of subject areas e.g. the draft GM Spatial Framework to increase public engagement</li> <li>- Pro-active use of the Mayor and the GMCA's twitter and facebook social media accounts</li> </ul>
E8		To ensure that the Mayor has a clearly defined leadership role within a structure whereby the Chief Executive leads the Authority in implementing strategy	<ul style="list-style-type: none"> <li>- <a href="#">GMCA Constitution</a></li> <li>- Responsible Portfolio Lead Member and Chief Executive for each GMCA Portfolio</li> </ul>
E9		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	<ul style="list-style-type: none"> <li>- Scheme of Functions Delegated to Chief Officers <a href="#">GMCA Constitution</a></li> </ul>
E10		To ensure the leader and the chief executive have clearly defined and distinctive leadership	<ul style="list-style-type: none"> <li>- Scheme of Functions Delegated to Chief Officers <a href="#">GMCA Constitution</a></li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		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	
E11		<p>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:</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 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</p>	<ul style="list-style-type: none"> <li>- Member capabilities and skills are supported through the Member development programmes of the ten GM Councils</li> <li>- Member Induction Session to the GMCA at the beginning of the Municipal Year</li> <li>- Informal briefings to Members in advance of all Audit Committee and Overview and Scrutiny Committees</li> <li>- Wider Leadership Team, Senior Leadership Team and Extended Leadership Teams meet regularly to discuss and share knowledge</li> <li>- New integrated staff Personal Development Plans developed through 2017/18 as part of enhanced HR and organisational development service for overall GMCA</li> <li>- Audit Committee Training and Development Programme for Members</li> <li>- The GMCA is developing a <a href="#">Good Employment Charter</a></li> <li>- Staff / Member induction</li> </ul>



Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		knowledge on a continuing basis ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external	
E12		To ensure that there are structures in place to encourage public participation	<ul style="list-style-type: none"> <li>- Development of GM Perception Survey for Police and Crime 2018/19</li> <li>- Links with district networks through Community Safety Partnerships</li> <li>- Independent Custody Visitors Scheme</li> <li>- GMCA meetings are held in public in every borough of GM on a rotating cycle to ensure that all members of the public can attend should they wish to.</li> <li>- GMCA and other public meetings are livestreamed through the GMCA website.</li> <li>- Public consultations are available via the website and promoted within press releases.</li> </ul>
E13		To take steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	<ul style="list-style-type: none"> <li>- Seeking Independent expert advice</li> <li>- The introduction of a staff engagement survey planned for September 2019</li> </ul>
E14		To hold staff to account through regular performance reviews which take account of training or development needs	Personal Performance Reviews
E15		Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in	<ul style="list-style-type: none"> <li>- Health and Wellbeing Initiatives</li> <li>- Implementation of an Organisational Development Strategy</li> <li>- The establishment of a 'People' function for the GMCA</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		maintaining their own physical and mental wellbeing	

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

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
F1	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"> <li>- GMCA Corporate Risk Register (<a href="#">CRR</a>) was reviewed and updated during 2018-19.</li> <li>- GMCA Audit Committee has responsibility for overseeing risk management arrangements and receive quarterly updates on the <a href="#">CRR</a>.</li> </ul>
F2		To implement a robust and integrated risk management arrangements and ensuring that they are working effectively	<ul style="list-style-type: none"> <li>- Risk management policy and strategy incorporates risk appetite statement. This will be further developed as part of the new Audit and Assurance arrangements in 2019/20</li> <li>- Review of the CRR is a standing agenda item at GMCA Audit Committee</li> <li>- Corporate Risk Register (<a href="#">CRR</a>)</li> <li>- Commissioners business plan and risk register</li> </ul>
F3		To ensure that responsibilities for managing individual risks are clearly allocated	<ul style="list-style-type: none"> <li>- The GMCA <a href="#">CRR</a> identifies risk ownership for specific risks</li> <li>- The Risk Management Group own the CRR</li> </ul>
F4	Managing performance	To monitor service delivery effectively including planning, specification, execution and independent post implementation review	<ul style="list-style-type: none"> <li>- Performance Reports</li> <li>- Reports to WLT and Senior Leadership Team</li> <li>- Revenue and Capital Budget Monitoring Reports</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
F5		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"> <li>- Publication of agendas and minutes of meetings</li> <li>- Committee Report Template (options/analysis section)</li> <li>- <a href="#">The register of Key Decisions</a></li> <li>- <a href="#">GMCA Meeting Page on website</a></li> </ul>
F6		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 committee system) Encouraging effective and constructive challenge and debate on policies and objectives to support balanced and effective decision making	<ul style="list-style-type: none"> <li>- Audit Committee</li> <li>- Scrutiny Committees</li> <li>- Areas for Scrutiny proposed by the Chairman and other Members of the committees</li> <li>- Ability of any Member of Constituent Councils to refer items for possible scrutiny</li> <li>- Appointment of a new Statutory Scrutiny Officer for the GMCA (April 2019)</li> <li>- <a href="#">Detailed Design of Scrutiny / Call-in process</a></li> <li>- <a href="#">Police and Crime Panel</a></li> </ul>
F7		To provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	<ul style="list-style-type: none"> <li>- <a href="#">GMCA Annual Performance Report</a></li> </ul>
F8		To ensure there is consistency between specification stages (such as budgets) and post implementation reporting (eg financial statements )	<ul style="list-style-type: none"> <li>- Financial Regulations</li> <li>- Contract Standing Orders</li> <li>- Performance Reports</li> <li>- Reports to WLT and Senior Leadership Team</li> <li>- Revenue and Capital Budget Monitoring Reports</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
F9	Robust Internal Control	To align the risk management strategy and policies on internal control with achieving the objectives	<ul style="list-style-type: none"> <li>- GMCA Audit Committee is responsible for overseeing the effective operation of the systems of governance, risk and Internal control arrangements</li> <li>- Internal Audit Plan approved by Audit Committee</li> <li>- Internal Audit quarterly progress Reports to Audit Committee</li> <li>- Head of Internal Audit Annual Assurance opinion</li> </ul>
F10		To evaluate and monitor the Authority's risk management and internal control on a regular basis	<ul style="list-style-type: none"> <li>- Internal Audit Service provided to the GMCA through an interim arrangement with directly employed staff and colleagues at Manchester City Council</li> <li>- Head of Internal Audit Annual Assurance opinion</li> <li>- Annual Governance (Assurance) Statement</li> <li>- Assurance Framework and Integrated Risk Management Plan within GMFRS</li> <li>- External Audit review of AGS</li> </ul>
F11		To ensure effective counter fraud and anti-corruption arrangements are in place	<ul style="list-style-type: none"> <li>- GMCA counter fraud arrangements are provided by the Internal Audit Service</li> <li>- GMCA Whistleblowing Policy and reporting process has been refreshed. Anti-Money laundering Policy and procedures was published</li> </ul>
F12		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	<ul style="list-style-type: none"> <li>- Annual Governance (Assurance) Statement</li> <li>- Internal Audit annual plan for GMCA and assurances from TfGM and GMP</li> <li>- Head of Internal Audit Annual Assurance opinion</li> <li>- Quarterly review and update of the GMCA CRR through the Risk Management Group</li> </ul>
F13	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"> <li>- Information Governance / Data / GDPR</li> <li>- Information Security Policy</li> <li>- Data Protection Guidance</li> <li>- Information Security section on the Intranet</li> <li>- Preparation for GDRP Compliance Appointment of DPO undertaken</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
F14		To ensure effective arrangements are in place and operating effectively when sharing data with other bodies	<ul style="list-style-type: none"> <li>- Information Security Policy</li> <li>- Data Protection Guidance</li> <li>- Information Security section on the Intranet</li> </ul>
F15		To review and audit regularly the quality and accuracy of data used in decision making and performance monitoring	<ul style="list-style-type: none"> <li>- Key Performance Indicator Definitions</li> </ul>
F16	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"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> <li>- Treasury Management Strategy and Treasury Management Outturn Reports</li> </ul>
F17		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"> <li>- GMCA Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral General Revenue and Capital Budget and Monitoring Reports</li> <li>- Mayoral Police and Crime Revenue and Capital Budget and Monitoring Reports</li> <li>- Treasury Management Strategy and Treasury Management Outturn Reports</li> </ul>

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

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
G1	Implementing good practice in transparency	Writing and communicating reports for the public and other	<ul style="list-style-type: none"> <li>- Narrative introduction to the annual accounts</li> <li>- <a href="#">Live streaming key meetings</a></li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		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"> <li>- Implementation of a centralised FOI process</li> <li>- A refreshed GMCA Communications Strategy</li> </ul>
G2	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"> <li>- Included in the narrative introduction to the GMCA Annual Accounts</li> <li>- <a href="#">GMCA Annual Performance Report</a></li> <li>- <a href="#">Police and Crime Annual Report</a></li> </ul>
G3		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"> <li>- Head of Internal Audit Annual Assurance opinion</li> <li>- Annual Governance Statement</li> </ul>
G4	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"> <li>- Statement of Accounts considered by the GMCA Audit Committee and the GMCA</li> <li>- Annual Governance (Assurance) Statement</li> <li>- GMCA Unaudited statement of Accounts</li> <li>- Treasury Management Outturn Report</li> </ul>
G5		To ensure Members and senior management own the results	<ul style="list-style-type: none"> <li>- Sign off of Annual Governance (Assurance ) Statement</li> <li>- Accounts by the Chair of Audit Committee and Narrative Report by the Treasurer</li> <li>- Approval of Statement of Accounts by Audit Committee</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
G6		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"> <li>- Annual Governance (Assurance) Statement</li> <li>- Annual review Code of Corporate Governance</li> </ul>
G7	Assurance and effective accountability	To ensure that the Framework is applied to jointly managed or shared service organisations as appropriate	<ul style="list-style-type: none"> <li>- Annual Governance (Assurance) Statement</li> </ul>
G8		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	<ul style="list-style-type: none"> <li>- Annual accounts process</li> <li>- New External Auditors (Mazzars) appointed from 1 April 2018. Ongoing dialogue between incoming and outgoing auditors to ensure smooth transition.</li> </ul>
G9		To ensure that recommendations for corrective action made by external audit are acted upon	<ul style="list-style-type: none"> <li>- External Auditor (Grant Thornton) Audit Findings Report</li> <li>- Oversight by Audit Committee on final accounts process</li> <li>- Debrief meetings have taken place with the External Auditor on the lessons learned from previous final accounts closedown issues.</li> <li>- Actions taken to implement External Audit Recommendations will be reported as part of a combined audit recommendations tracker</li> </ul>
G10		Ensuring an effective internal audit service with direct access to Members is in place which	<ul style="list-style-type: none"> <li>- Internal Audit</li> <li>- Annual Internal Audit Report sets out compliance with the Public Sector Internal Audit Standards (PSIAS). The Service provided by</li> </ul>

Ref	Good Governance Principle	How the GMCA meets these principles	Where can you see governance in action
		provides assurance with regard to governance arrangements and recommendations are acted upon	Manchester City Council was subject to External Quality Assessment in 2017 and was reported to <a href="#">Manchester City Council Audit Committee</a>
G11		Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	- Self-assessment review of Manchester City Council Audit Service (who managed the GMCA's audit function) was undertaken which included an external peer review by Liverpool City Council.
G12		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 - Police Audit Panel
G13		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, TfGM and GM Councils.

6 June 2018