

GMCA Audit Committee

Date: 30 Sept 2021

Subject: Audit Action Follow up

Report of: Sarah Horseman, Head of Audit and Assurance

PURPOSE OF REPORT

This report advises Audit Committee of the progress to date in implementing the agreed actions from internal audit assignments.

This report was prepared for the September 2021 Audit Committee. A further quarterly update will be provided at the next Audit Committee meeting.

RECOMMENDATIONS:

Members are asked to review the progress of the implementation of Internal Audit recommended actions.

CONTACT OFFICERS:

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Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

N/A

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

1 Introduction

- 1.1 The GMCA Internal Audit Plan comprises a range of audits agreed by Senior Leadership Team and Audit Committee. Each audit assignment concludes with the issue of an audit report and a number of agreed actions for implementation. Each action has a named responsible officer and an agreed target implementation date.
- 1.2 Internal Audit has responsibility for the follow up of agreed actions and reporting to Audit Committee on progress made.
- 1.3 This report provides an overview on the latest position of Internal Audit actions which were outstanding prior to this meeting.

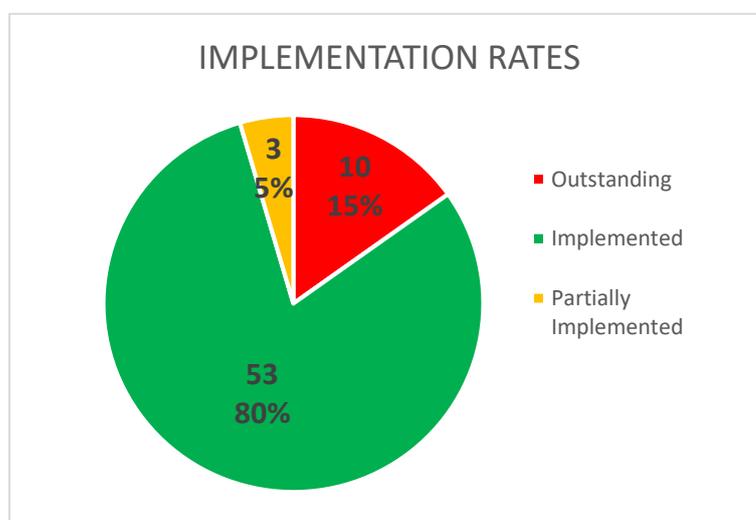
2 Agreed Process

- 2.1 It is the responsibility of management to implement audit actions on time and provide updates for the tracker. To aid facilitation of this, Internal Audit maintains the action tracker which is shared with risk owners to capture updates on progress of outstanding actions.
- 2.2 GMCA Senior Leadership Team retains responsibility for overseeing the timely implementation of all audit actions and assessing the impact on risk.

3 Current Status

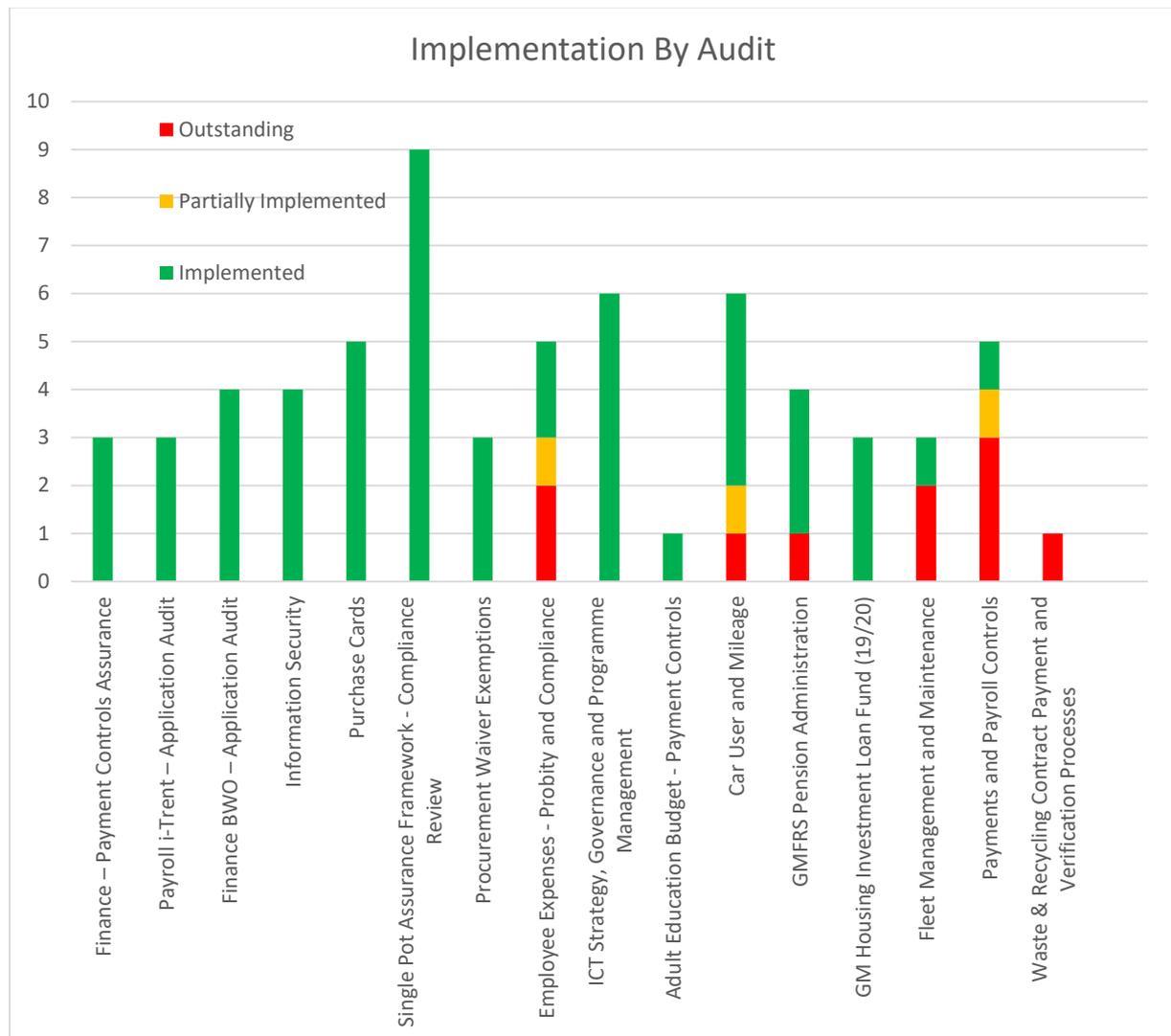
- 3.1 As at September 2021, 80% of audit actions have been implemented. This represents a slight fall from the Q1 position of 83%. This decrease is due to several new actions falling due during the period.

The target implementation rate is 85% so there is still progress to be made. Internal Audit continue to monitor action implementation and now report progress to SLT on a regular basis.



4 Analysis of Audit Actions – by Audit

4.1 The chart below shows the status of implementation of audit actions by audit.



4.2 There remains longstanding actions in relation to two reports (Employee Expenses and Car User and Mileage). Implementation of these is significantly overdue, but Management remain hopeful that these revised policies can be rolled out at the end of September.

4.3 Looking ahead, there are several actions that fall due at the end of September and we have sought initial progress updates from risk owners on these which are subject to verification. These actions relate to audit reports on Mayoral Advisors, Performance Management Framework, and GMFRS Fleet Management.

4.4 Details of these upcoming actions and responses have been included at **Appendix A** to allow Members opportunity to consider these. Discussion with the new GMFRS Fleet Services Manager indicated that originally agreed

timescales within the Fleet audit are now unrealistic and has sought revised timelines for implementation for early 2022 as some of the actions are complex in nature. On a positive note the revised B-Fleet Vehicle Replacement Strategy was approved by the Deputy Mayor in August which was a medium risk action.

- 4.5 Further follow up work will be required to evidence and validate Management’s view on progress and this will be brought back to Audit Committee in November.

5 Analysis of Audit Actions – by Risk Rating

- 5.1 The table below shows the status of audit actions by the risk rating of the associated audit finding.

Action Status	Total	Critical (Major)	High (Significant)	Medium (Moderate)	Low (Minor)
Implemented	53	2	26	21	4
Partially Implemented	3	2	0	1	0
Outstanding	10	0	2	5	3
Not Yet Due	15	0	3	9	3
Total	81	4	31	36	10

- 5.2 The number of actions being tracked this quarter has increased and we will begin adjusting the figures to remove implemented actions more than two years old. This will provide a stable comparison of implementation rates across periods going forward. This will see the removal of 16 implemented actions relating to audits which took place in 2018.

Status of Overdue Actions at September 2021

Audit Title.	Risk Rating	Audit Finding and Agreed Management Action (Summarised version from Audit Report)	Target Date	Responsible Officer	Internal Audit Implementation Status	Audit Committee Update (Sept 2021)
Employee Expenses - Probity and Compliance (July 2019)	Major	<p>Audit Finding Policy and Procedures: The priority should be the establishment and roll out the HR policy framework for employee expenses, car user mileage and other related policies including purchase cards. This will require consultation and clearance with the Trades Unions.</p> <p>Management Action Actions will be the responsibility of the Payroll and Pensions Manager</p>	March 2020	Payroll and Pensions Manager	Partially implemented	<p>The green /red book policy has been launched and is published on the intranet. The Grey / Gold book policy was initially launched 11th May however it was temporarily withdrawn due to an issue over insurance cover for those on detached duties.</p> <p>The Insurance Cover for detached duties has been now been purchased and the policy has been revised to state that insurance is now provided. The revised document has been submitted to GMFRS Exec Board for approval and will then be republished. Due to be completed by the end of September 2021 assuming approval is given.</p>

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Audit Title.	Risk Rating	Audit Finding and Agreed Management Action (Summarised version from Audit Report)	Target Date	Responsible Officer	Internal Audit Implementation Status	Audit Committee Update (Sept 2021)
Employee Expenses - Probity and Compliance (July 2019)	Moderate	<p>Audit Finding Monitoring and Reporting: There should be at least 6 monthly reporting to SLT/CEMT of spend across various expense types to ensure this remained consistent with policy expectations.</p> <p>Management Action Agreed</p>	March 2020	Payroll and Pensions Manager	Outstanding	<p>Due to the number of claims involved the service are recommending that the expenditure is reviewed each Quarter. The reports have been split into three areas Detached Mileage / Expenses / Mileage (excl detached).</p> <p>This report is being finalised by ITrent Systems and is due to be submitted to GMCA CLT and Exec Board for Q2 expenditure at the start of October 2021. (Copy of report to follow)</p>
Employee Expenses - Probity and Compliance (July 2019)	Minor	<p>Audit Finding VAT: Consideration should be given to the process for reclaiming VAT on relevant VAT expense claim transactions.</p> <p>Management Action Agreed</p>	March 2020	Payroll and Pensions Manager	Outstanding	<p>VAT considerations for both policies will commence when policies are finalised.</p>
Car User and Mileage (June 2020)	Major	<p>Audit Finding Policies and Procedures: The priority should be the agreement and roll out of a single, up to date GMCA Car User Mileage Policy and procedural framework.</p> <p>Management Action An Employee Travel, Mileage & Expenses Policy which details claims which can be made through Payroll, to be drafted for consultation.</p>	June 2020	Payroll and Pensions Manager	Partially implemented	<p>This has been combined with the expenses policy and the Grey/Gold policy and was initially launched at the beginning of May however it has subsequently been withdrawn while an issue raised by the unions is resolved.</p>

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						Due to be relaunched end of September providing approval is given.
Car User and Mileage (June 2020)	Significant	<p>Audit Finding Policy Revisions: A full review of Car user mileage policy and procedural framework is required to ensure that it meets HMRC guidance, keeps business mileage costs to a minimum and reflects the flexibility of workforce activity and requirement to work across several work locations. Any agreed circumstances where exception to normal rules are applied should be reflected in the policy.</p> <p>Management Action Details of the proposed policy to be submitted to SMT/CLT for approval. FAQs to be drafted once policy agreed</p>	August 2020	Assistant Director of Workforce Operations	Outstanding	Details of claims are highlighted in the policy and checks are now being done monthly (Since August 2021) by the Payroll Team to ensure correct type of mileage is being claimed i.e., Ad hoc journeys not being claimed as detached etc and corrections being made by the team to ensure correct payment are made to the individual. All journey types are highlighted in the policy and there should be no exceptions to the policy details.

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Car User and Mileage (June 2020)	Moderate	<p>Audit Finding Monitoring and Reporting: There should be at least annual reporting to GMCA SMT/ GMFRS CLT of spend across the various mileage scheme types to ensure this remains consistent with policy expectations. High value individual claims should be monitored by Payroll.</p> <p>Management Action iTrent to provide bi-annual reports to SLT/CLT with effect from October 2020 onwards</p>	September 2020	Assistant Director of Workforce Operations	Implemented (subject to verification)	See previous comment regarding spend monitoring on a quarterly basis
Car User and Mileage (June 2020)	Significant	<p>Audit Finding Private Vehicle Insurance and Document Validation: Clarification should be sought from the GMCA Corporate Insurance Manager and GMCA Insurers over the level of cover extended to staff using private vehicles for business purposes and any exceptions to levels of cover based on existing operational practices. Scanned copies of user documents should be retained by Line Managers for all staff using private vehicles for business purposes. There should be a requirement to resubmit this information at least annually. A longer-term objective should be to look at the opportunity for users to upload a copy of documentation to MiPlace and the availability of reports from MiPlace to show. - Where information has not been submitted - Where dates have expired (insurance / MOT end dates)</p> <p>Management Action Discussions to take place with Director of Corporate Services to identify business insurance needs required by employees. When the MiPlace Self Service is launched we will reiterate to Managers that they must request relevant documents before a claim is approved and retained by the Manager. Discussions with iTrent</p>	September 2020	Assistant Director of Workforce Operations	Implemented (subject to verification)	<p>iTrent now has the capacity to upload car documents.</p> <p>Staff are required to have business cover usage on their insurance and managers are required to check that this is in place when authorising claims.</p> <p>Business cover is required in all circumstances except when undertaking Detached Mileage.</p> <p>The need for Business Insurance/relevant MOT etc is highlighted in the policy and is the line managers responsibility to ensure the policy is being implemented. This is also detailed in the</p>

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		will follow launch to enable the download of documents onto ITrent.				<p>Managers pages on ITrent/MiPlace that the manager is required to record and check each year. The driving licence is on the managers dashboard sent out by ITrent so they can use this to check.</p> <p>We will undertake a publicity campaign as soon as the Grey/Gold Book has been authorised to highlight this again. In addition, we will add to the mileage claim form and managers workflow when the policy has been authorised.</p>
GMFRS Pension Administration (Sept 2020)	Medium	<p>Audit Finding Documented process and procedure notes are not complete.</p> <p>Management Action Detailed procedure and process notes will be put in place prioritising key transactions and those at most risk of challenge. The notes will include all key requirements such as requirements for supporting evidence and necessary approvals. These will be accessible to appropriate staff and regularly reviewed and updated.</p>	April 2021 (Revised date June 2022)	Payroll and Pensions Manager	Extended	Ongoing. Due to the age discrimination remedy on the Firefighter's Pension Scheme, the processes will need to be reviewed and revised to consider the administration procedure changes needed to implement/correct remedy records. Details of the remedy are unlikely to be available until mid-2022. Therefore, no further changes will be made to

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						processes until further guidance received.
Payments and Payroll Controls (April 2021)	Medium	<p>Audit Finding Supplier Bank Account Changes: These are not always being followed or evidenced consistently in accordance with established procedures.</p> <p>Management Action The processing of all supplier creation and amend requests are completed in line with expected procedures to ensure only bona fide requests are actioned.</p>	August 2021	Head of Finance Corporate & Technical, & Associate Partner Transaction Finance	Partially implemented	<p>Staff have been advised to upload all bank update details to the system within 24 hours of approval for the change. This system has recently been put in place and will be reviewed by Internal Audit after a suitable bedding in period (expected end of October / early November).</p> <p>The Exchequer Manager is reviewing the supplier / bank details set up processes to move away from manual paper based system.</p>
Payments and Payroll Controls (April 2021)	Medium	<p>Audit Finding GMFRS Cheque Book Account: A cheque book Fire imprest account is used, but controls over the use of this account require review.</p> <p>Management Action The cheque book account will be closed, unless there is a business need for the continued operation of this account. The decision to close the account or not should consider alternative payment</p>	June 2021	Head of Finance (Management Accountancy) & Associate Partner, Transaction Finance	Outstanding	There has been no cheque activity since the start of the financial year. Management are looking at the alternatives including the use of pre-loaded debit cards.

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		routes and processes for any 'miscellaneous' payments types for which the account is ordinarily used which don't fit existing creditor or employee expenses payment procedures.				
Payments and Payroll Controls (April 2021)	Medium	<p>Audit Findings Retrospective Purchase Orders: Up to a quarter of the 'supported payments' made during the period tested were paid against a retrospective purchase order, including a number of aged invoices up to 12 months old.</p> <p>Management Action Further control measures are required to reduce the number of instances of unsupported payments and raising of retrospective purchase orders for supplies of works, goods, and services. Measures should include:</p> <ul style="list-style-type: none"> • Publicising the GMCA No Po No Pay policy • verbal orders are not acceptable and there is a requirement to issue a PO at the point of ordering. • Exchequer Services to continue to reject payment of invoices without valid Purchase Orders. • Regularly report on organisational performance as part of Finance/Exchequer KPIs. • Carry out further analysis to identify any Directorates causing concern. 	September 2021	Deputy Treasurer & Head of Finance (Corporate & Technical)	Outstanding	<p>Exchequer Services continue to reject invoices without a purchase order and to publicise the no PO no pay policy.</p> <p>The team is currently considering the best way to push this message out to the wider organisation and how best to monitor the success of the messaging. It is thought that initially targeted training could be the best approach and as such work is beginning with the systems team over how to extract the relevant information from the system.</p>
Payments and Payroll Controls (April 2021)	Low	<p>Audit Finding Risk of duplicate payments: There are several controls to consider reducing the likelihood of duplicate payments occurring or increase the likelihood of detection.</p> <p>Management Action</p>	September 2021	Associate Partner, Transaction Finance	Outstanding	The Exchequer Team undertake several automated and manual checks for duplicate payments on a regular basis. Exchequer Manager is

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		<p>Supplier Masterfile: Regular cleansing of the supplier Masterfile will be carried out to remove any duplicated or obsolete supplier IDs or those not used for an extended period (e.g. +12months).</p> <p>Grant Payments: There should be a consistent methodology for referencing grant payments within BWO. This should include period/year.</p> <p>Invoice Input: Ensuring invoice references are correctly input including consistent process for grant invoices, supplier credit notes and supplier invoices within BWO.</p> <p>Duplicate Payment Detection: In addition to the existing automated duplicate payment reports within BWO, and those conducted through the National Fraud Initiative data matching exercise, the finance team will consider other opportunities for enhanced duplicate payment data matching.</p>				<p>liaising with the systems team to identify the option of enhanced duplicate payment reports.</p> <p>Work in cleansing the supplier database remains outstanding.</p>
Waste & Recycling Contract Payment and Verification Processes (June 2021)	Medium	<p>Audit Finding Final version of the finance spreadsheet for each month is not matched to the pay certificate values to ensure continuity of billing calculation.</p> <p>Management Action As part of the monthly payment process, the Finance spreadsheet to be updated with the final agreed tonnage figures and balanced to the amounts recorded in the payment certificate and payment made.</p>	July 2021	Senior Finance Officer	Outstanding	We have not received an update against this action

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Fleet Management and Maintenance (April 2021)	High	<p>Audit Finding Performance Management Framework: There isn't a fully robust framework in place against which the value and efficiency of fleet services can be measured and monitored. We will establish a performance framework which includes a suite of indicators against which the efficiency of fleet service activities can be measured and monitored in relation to cost, quality, and timeliness of workshop repairs.</p> <p>Management Action Working with Corporate Support functions we will determine requirements of the service and availability and access to regular BWO Management Information (MI). The opportunity to automate the regular extraction of this information through the development of a suite of bespoke reports will be explored.</p> <p>The BWO Asset Management Module which is currently being adapted for use in the GMCA Estates Team will also be considered for its applicability and usefulness to the fleet team as a mechanism to record and report relevant information.</p>	July 2021 (Revised date Jan 2022)	Area Manager, Head of Service Support & Head of Finance (Management Accountancy)	Extended	This work is yet to be started with existing BWO weekly management reports still being utilised to manage the LTSC function with regards to workloads, schedules, and performance. The limitations of the existing BWO system to automate such reports or to be able to extrapolate information easily and efficiently is a real pinch point. Further work to be undertaken to consider alternative fleet/asset management systems.

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Fleet Management and Maintenance (April 2021)	Low	<p>Audit Finding System data quality: There are some inconsistencies in data quality which should be checked.</p> <p>Management Action</p> <ul style="list-style-type: none"> • This is linked to finding 4 and the actions from that will assist the monitoring of performance which could highlight anomalies in data. • We will implement a consistent process for the capture and input of all work order information. • We will carry out a review of the data extracts provided by the Internal Audit team and Finance to understand potential anomalies and any immediate action required to improve data quality. • We will review the Grey Fleet vehicles in the system and closedown any which do not require annual reviews by LTSC. 	July 2021 (Revised date Jan 2022)	NEW Fleet Services Manager & Head of Finance (Management Accountancy)	Extended	As outlined in Findings 4 - The limitations that the current system/software being used to manage the fleet and equipment data (BWO) provides real challenges. The new Fleet and Logistics manager to consider options on a new fleet/asset management software system.

Actions Falling Due September 2021

Audit Title.	Risk Rating	Audit Finding (taken from Audit Report) Agreed Management Action	Target Date	Responsible Officer	Internal Audit Implementation Status	Audit Committee Update
Fleet Management and Maintenance (April 2021)	Medium	<p>Audit Findings B-fleet Vehicle Usage Policy: There is no policy in place to manage and monitor the usage of B-fleet vehicles across the service.</p> <p>Management Action a) The 'Driving at Work' policy will initially focus on grey book uniformed staff and be approved by SLT and FBU. b) The next stage will take into consideration fleet usage across the wider GMFRS/GMCA estate including operational (support vehicles) and non-operational (pool cars) vehicles. The published policy guidance will establish the key requirements of managers and vehicle users. ~</p>	September 2021 (Revised Date Feb 2022)	NEW Fleet Services Manager	Extended	This work is ongoing. The Management of Road Risk Policy is nearing completing and will need presenting to SLT and EB for approval and sign off. The introduction of the new B-Fleet Strategy will provide structure to the allocation, suitability, usage and VfM of support vehicles moving forward. A 'B Fleet' Vehicle Tracker policy has been drafted and needs presenting to SLT and EB for approval and sign-off, once implemented this will help manage the future utilisation and record keeping of B Fleet journeys.
Fleet Management and Maintenance (April 2021)	Medium	<p>Audit Finding Disposal of obsolete vehicles and equipment: There are delays and backlogs in the disposal of obsolete and decommissioned assets.</p> <p>Management Action a) The Fleet disposal policy will be updated to explicitly set out the procedures for the identification of end of useful life assets, and the decommissioning, disposal or scrapping of these assets (vehicles and equipment). ~</p>	September 2021 (Revised date Jan 2022)	NEW Fleet Services Manager	Extended	The organisation already has approved disposal methods as outlined in the audit report. The backlog of end of life vehicles and obsolete equipment is now being actively dealt with via the sale, scrapping or donation. The disposals outlined above where processed via

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		<p>b) There will be a regular review of all 'parked' items and a plan put in place for the safe disposal/scrappage of all obsolete vehicles and equipment, including a process for dealing with items listed as 'missing' equipment.</p>				<p>Burnley Auctions (Sales), GovPlant (Sales) and (Maxilead - approved scrap metal recycling centre). In line with the organisations continued commitment to support Operation Florian (Charity), Vehicles and Equipment that had some residual use for third world countries have been donated. It is intended to revisit all of the recognised disposal methods outlined above over the coming months to ensure all aspect of the recommendation from the audit report and reporting mechanisms are capture in the correct disposal policy and are being adhered to.</p>

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Fleet Management and Maintenance (April 2021)	Medium	<p>Audit Finding Service Maintenance Charges & Budget Monitoring: The process for allocating and apportioning costs aligned to budgets should be reviewed.</p> <p>Management Action A full review of the mechanism for the charging and recharging of vehicle and equipment maintenance costs will be carried out. This will include consideration of the following:</p> <ul style="list-style-type: none"> • GMFRS Internal recharging mechanism, • Apportionment calculations for labour and overheads charged to budgets, • Staff timesheets and hourly rates charged, • Budget allocations, monitoring and reporting. 	September 2021	Head of Finance (Management Accountancy)	Outstanding	We have not received an update against this action.
Fleet Management and Maintenance (April 2021)	Medium	<p>Audit Finding Contract Management: There is a lack of evidence over how value for money is achieved through revenue contract spend.</p> <p>Management Action In conjunction with Procurement colleagues, there will be a full review of all high priority contract spend areas to understand the full requirements of these and a forward plan to address where contracts need to be re-procured or market tested.</p> <p>Ensuring appropriate senior level oversight is in place with adequate reporting on contract spend areas.</p>	September 2021 (Revised date Jan 2022)	Head of Commercial and Fleet Services Manager	Extended	Work still needs undertaken in a formal capacity between the Procurement Team and LTSC Management - Localised work has been instigated by the new Fleet and Logistics manager to test the market for VfM options when procuring parts and spares for fleet repairs and equipment. This interim measure aims to offers a degree of benchmarking as a larger pool of suppliers are now being utilised by LTSC Transport Stores personnel.

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						As outline within the audit report, these processes and procedures need formalising and expanding to ensure financial regulations and VFM requirements are being met. Work will commence in the coming months with a view to outline a formal proposal moving forward by January 2022, with the support of the Commercial and Procurement team.
Mayoral Advisors (June21)	High	<p>Audit Finding</p> <p>The governance arrangements over Mayoral Advisors is informal and inconsistent</p> <p>Management Action</p> <p>In line with the recommendations of the Strategy and Policy Team’s discussion paper, a set of principles and protocols for the operation of Mayoral Advisors will be established, including at a minimum: a role description, clearly defined expectations, declarations of interest, gifts and hospitality recording, terms of office, and progress / activity reporting requirements.</p> <p>How the Advisor works within the governance structure of GMCA will also be clearly defined.</p>	30 Sept 2021	Andrew Lightfoot, Deputy Chief Executive	Implemented (subject to verification)	All Advisor appointments will be considered and approved by the GMCA Resources Committee going forward.

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Mayoral Advisors (June21)	Medium	<p>Audit Finding Payments to Mayoral Advisors and use of grant funding for Mayoral panels</p> <p>Management Action Grant funding conditions going forward will stipulate the precise conditions for the use of funding awarded, including whether remuneration payments can be made to individuals directly for services provided or for out of pocket expenses.</p> <p>Assurance over how the funds have actually been spent will be sought annually from the recipient organisation.</p>	30 Sept 2021	Andrew Lightfoot, Deputy Chief Executive	Implemented (subject to verification)	Implemented
Mayoral Advisors (June21)	Medium	<p>Audit Finding The award of contracts or loans to organisations linked to Mayoral Advisors could be perceived to be as a result of their personal relationship with the Mayor.</p> <p>Management Action An agreement will be reached whether the companies linked directly to Mayoral Advisors should be eligible to receive business loans, contract awards, and grant funding from the GMCA. If this is to be allowed, a set of principles (including declarations of interest) will be agreed to ensure complete transparency and independence of the decision-making process, and this will be published in conjunction with any such award</p>			Implemented (subject to verification)	Mayoral advisors are precluded from bidding for business loans, contracts and grants administered by the GMCA.

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Mayoral Advisors (June21)	Medium	<p>Audit Finding There is a lack of transparency over the work of the Mayoral Advisors and advisory panels</p> <p>Management Action The GMCA website will include a page for each Mayoral Advisor and advisory panel/group/task force, which is kept up to date with basic information such as: terms of reference, members lists, informal records of meetings, recent and planned activities, progress reports, and formal annual reports. Where an Advisor steps down or a panel is discontinued, this should be made clear on the website.</p>	30 Sept 2021	Andrew Lightfoot, Deputy Chief Executive	Implemented (subject to verification)	Annual progress reports will be submitted the full GMCA going forward. The first report was considered at the meeting on 10 th September 2021.
GMCA Performance Management and Reporting Framework (June21)	High	<p>Audit Finding Develop and agree a GMCA Performance Management Framework.</p> <p>Management Action The principles for a defined GMCA-wide performance management framework should be set out in a report to the GMCA Board for approval. This should be developed in consultation with Directorates / SLT to ensure full engagement and agreement with the principles. This should include, at a minimum:</p> <ul style="list-style-type: none"> • an agreement of the need for a succinct but comprehensive set of KPIs / measures / outcomes (to be defined within the annual Business Plan). • the frequency at which these measures will be calculated and reported; and, • the forums / groups (both internal and external) that will have sight of and scrutiny/challenge over the reported figures. 	30 Sept 2021	Andrew Lightfoot, Deputy Chief Executive	Partially Implemented (subject to verification)	A suite of Corporate and Directorate KPIs has been developed and agreed by SLT. These KPIs will be reported Quarterly, commencing third quarter 2021. The Terms of Reference of the GMCA Resources Committee will be expanded to incorporate responsibility for oversight of GMCA performance in October 2021.

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GMCA Performance Management and Reporting Framework (June21)	Medium	<p>Audit Finding Ensure alignment between the GMS and GMCA Business Plan priorities, including specific and measurable targets and timescales.</p> <p>Management Action</p> <p>a) The refreshed GMS and implementation plan should clearly identify those actions/activities that are the responsibility of the GMCA to deliver (either wholly or as a partner/influencer).</p> <p>b) All such actions/activities should be included in the GMCA Business Plan to ensure that there is a direct and explicit link between Business Plan priorities and GMS priorities.</p> <p>The GMCA Business Plan should, wherever possible, include defined and measurable targets and timescales for the delivery of planned activities.</p>	30 Sept 2021	Andrew Lightfoot, Deputy Chief Executive	Outstanding	<p>Work is underway to develop the new corporate business plan (3yr), to be followed by 1 year business plan as per the frame and timeline in the attached slide deck.</p> <p>We are currently finalising the refreshing of the Greater Manchester Strategy and the alignment / prioritisation of GMCAs delivery will follow.</p> <p>The development of the corporate plan and business plan will performance metrics. Work has been undertaken to collate possible corporate health metrics, directorate performance metrics and headline milestones for the year.</p> <p>Realistically given pressures from the GMS, the writing of the corporate plan won't start till Oct 2021.</p>

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Audit Title.	Risk Rating	Audit Finding (taken from Audit Report) Agreed Management Action	Target Date	Responsible Officer	Internal Audit Implementation Status	Audit Committee Update
GMCA Performance Management and Reporting Framework (June21)	High	<p>Audit Finding Report on actual delivery against the KPIs and Business Plan activities.</p> <p>Management Action In line with the performance management framework designed as a result of Finding 1 above, directorates should report actual performance against the KPIs, targets and timescales of activities as defined in the Business Plan to the forums and at the frequency as agreed in the framework.</p> <p>The format of such reporting should be presented in a dashboard / RAG-rated format with brief supporting narrative, and should link to, or incorporate, financial reporting.</p>	30 Sept 2021	Amy Foots, Head of Implementation, Strategy and Policy	Partially Implemented	A suite of Corporate and Directorate KPIs has been developed and agreed by SLT. These KPIs will be reported Quarterly, commencing third quarter 2021. The Terms of Reference of the GMCA Resources Committee will be expanded to incorporate responsibility for oversight of GMCA performance in October 2021.
GMCA Performance Management and Reporting Framework (June21)	Medium	<p>Audit Finding There is a lack of corporate visibility over all active programmes and projects being delivered.</p> <p>Management Response</p> <ul style="list-style-type: none"> • Register of Grant funded Programmes: To develop a corporate register of all grant funded programmes, projects, and initiatives. • Finance Governance: Development of a gateway process which enables alignment of project/schemes to strategic priorities and ensures robust financial oversight and approvals for all new funding to ensure adherence to GM Local Growth Assurance Framework and CIPFA Financial Management Code of Practice. • Resources Committee: To introduce quarterly finance and performance reporting to GMCA Resources Committee who will have responsibility for oversight and monitoring of funding and spend. 	30 Sept 2021	Steve Wilson, Treasurer	Outstanding	We have not received an update against this action

