

GREATER MANCHESTER LOW CARBON HUB BOARD

Date: 29 July 2019
Subject: GOVERNANCE CHANGES AND TERMS OF REFERENCE
Report of: Mark Atherton, GM Environment Team

PURPOSE OF REPORT

Delivery of the Mission Based Approach will require a number of changes to the existing governance structures and consequent changes to Terms of Reference. This paper outlines the proposed changes to Governance and Terms of reference required to begin delivery of the 5 Year Environment Plan.

RECOMMENDATIONS:

The Board is requested to:

- a) Note the proposed transition from “Low Carbon Hub Board” to “Green City Region Partnership” and approve the revised Terms of Reference for the Partnership for the 2019/20 municipal year.
- b) Comment on the proposed Governance Structure for the Mission based Approach (see paper 04-1 Annex 02)
- c) Agree Partnership Board Members to chair and deputy the proposed Challenge Groups and agree to establish these groups over the next Quarter, where they do not already exist.
- d) Approve the revised Terms of Reference for the Natural Capital Group for the 2019/20 municipal year and confirm Anne Selby as Chair and Chris Matthews as Vice Chair
- e) Agree that similar Terms of Reference should be developed for the other proposed Challenge Groups: SCP, Low Carbon Buildings, Energy Innovation and Communications for agreement at the next Board/Partnership meeting.

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Background Papers

Annex 1 – Terms of Reference for the Green City Region Partnership
Annex 2 – Terms of Reference for the Natural Capital Group

Annex 01

GREEN CITY REGION PARTNERSHIP: TERMS OF REFERENCE 2019/20

1. PURPOSE

The purpose of the GM Green City Region Partnership is to provide strategic oversight of the delivery of the Greater Manchester 5 Year Environment Plan through a Mission Based Approach. In essence, the Mission Based Approach requires setting an ambitious Mission “Carbon Neutral City Region by 2038” and breaking this down into manageable challenges. Rather than focusing on particular sectors, this approach focused on problem specific challenges facing society which will require many different sector’s involvement to solve.

The Partnership is responsible, on behalf of the GMCA, for overseeing the monitoring and delivery arrangements for the 5 Year Environment Plan, as part of Priority 7 ‘Green City Region’ of the Greater Manchester Strategy. The Partnership will oversee delivery via a number of Challenge Groups, identifying individual tasks (task and finish groups), synergies and gaps, then provision of appropriate advice to GMCA on mitigation measures, including the development and delivery of future policies and strategies.

2. TERMS OF REFERENCE

The Green City Region Partnership will:

- Work with partners to ensure that Greater Manchester can achieve the vision and objectives of the 5 Year Environment Plan, including the achievement of our longer term target of carbon neutrality by 2038.
- On behalf of GMCA and AGMA, oversee the development and implementation of delivery programmes which contribute to achievement of GM priorities articulated in the 5 Year Environment Plan.
- Ensure that activities being undertaken are in line with local and national priorities.
- Ensure that there is a robust evidence base for decision-making.
- Regularly evaluate performance against GM targets and priorities and support the identification of risks and opportunities.
- Ensure that the work and investments of the Green City Region Partnership is integrated with and contributes to broader GM priorities, communicating regularly with other GM commissions and Board (eg. Planning and Housing Commission, Transport, Waste, Infrastructure Committees and Local Enterprise Partnership).
- Influence local, national and international policies, legislation and programmes in order to deliver a secure, low carbon future for Greater Manchester.
- Broker agreement at strategic level to resolve apparent barriers to delivery.
- Identify potential resources and provide a strategic overview to ensure that all available resources are utilised to enable the city region to deliver its ambitious vision for carbon neutrality by 2038.
- Actively engage with the ten districts and other Greater Manchester Authorities to act as a conduit for the sharing and adoption of good practices.
- Identify and undertake communication activities to engage with Greater Manchester stakeholders and communities on the 5 Year Environment Plan, acting within the scope of the AGMA/GMCA Communications Strategy.

3. MEMBERSHIP

The list below describes those roles relevant for membership of the Green City Region Partnership:

Membership of the Low Carbon Hub Board for 2019/20	
Councillor Andrew Western (Trafford)	Portfolio Holder & Chair
To be confirmed	Portfolio Assistant
To be confirmed	Portfolio Assistant
Eamonn Boylan	Lead Chief Executive
Councillor Angeliki Stogia	Transport Committee Representative
Councillor Alan Quinn	Waste & Recycling Committee Representative
To be confirmed	Planning and Housing Commission
To be confirmed	Local Enterprise Partnership (LEP) Representative
Roger Milburn	Strategic Infrastructure Board
Anne Selby (Wildlife Trust) / Chris Matthews (UU)	Natural Capital Challenge (Local Nature Partnership Representative)
To be agreed	Low Carbon Buildings Challenge
To be agreed	Energy Innovation Challenge
To be agreed	Sustainable Consumption and Production Challenge
To be agreed	Communications Challenge
Lee Rawlinson (EA)	Environment Agency Representative
H Elkadi (Salford) Nalin Thakkar (Manchester) Tba (Manchester Metropolitan)	GM Universities Representatives
Louise Blythe (BBC) Mark Pilling (Siemens) Peter Emery (ENWL) Richard Jenkins (Suez) Phil Korbel (Cooler Projects) Robin Lawler (Northwards Housing)	Private Sector Representatives – Energy, Built Environment, Housing, SCP/Waste, Training/Skills, Environment Technologies sector, Communications
Patrick Allcorn (BEIS) Kristina Poole (PHE) Tba (Homes England)	Central Government Representatives
Simon Nokes (GMCA) Mark Atherton (GMCA) Simon Warburton (TfGM) Megan Black (TfGM)	Lead Policy Organisation Representatives

Elected members will be nominated to the Green City Region Partnership on an annual basis as part of the GMCA nominations process across the ten Greater Manchester local authorities. Other members of the Board will serve for a fixed term of 3 years, appointed on a staggered basis during a 12 month period to ensure that not all memberships are reviewed at the same point.

4 OPERATING PRINCIPLES

4.1 Meetings

The Partnership will meet on a quarterly basis. Meeting dates will be set one year in advance, following the annual meeting. The annual meeting of the Board will normally be held in July each year.

The Partnership will be accountable to GMCA and AGMA. The Partnership will not make decisions, financial or otherwise, that require GMCA/AGMA approval, but will refer and make recommendations to AGMA and GMCA as appropriate.

Meetings will be held in public and non-confidential papers will be published on the GMCA website in advance. Papers will be issued five working days before meetings, and a meeting note will be issued within two weeks of the meeting date. The GMCA constitution describes the criteria which an item must meet in order for it to be considered in private. Reports which meet those confidentiality or exemption criteria will be considered in a Part B section of the meeting which excludes the public, as permitted under Schedule 12A of the Local Government Act 1972.

The Partnership will commission Challenge Groups to undertake the specific activities on behalf of the Partnership. The Challenge Groups will be Chaired/Deputy Chaired by Partnership Board members. To address each of the Themes within the 5 Year Environment Plan, it is proposed that the challenges which should be tackled initially are:

- Sustainable consumption and production Challenge – “more with less”.
- Low Carbon Buildings Challenge – reducing emissions through post-meter actions.
- Energy Innovation Challenge – reducing emissions through pre-meter action.
- Natural Capital Challenge – ecosystem services and natural adaptation.
- Communication Challenge – engaging and communicating with all stakeholders.

The Terms of Reference for these Challenge Groups will be devised by each Group and agreed by the Partnership Board. An example of Terms of Reference for the Natural Capital Group is attached at Annex 02.

Each of these Challenge Groups will be asked to drive forward action to achieve the targets set out in the 5 Year Plan; report upon progress and identify any barriers which need to be overcome for further progress to be made towards achieving the overall Mission. The Challenge Groups will establish Task and Finish Groups as required to undertake specific activities.

In addition, it is proposed that a monthly “5 Year Environment Plan Implementation Forum” is established to allow the cross fertilization of ideas between Challenge/Task and Finish Groups. This Forum would be open to all and permit the wider engagement of organisations who may have a general interest in progress but not be formally part of delivery. This Forum will replace the previous “Green Summit Steering Group” but membership will not be restricted to these organisations.

4.2 Support Arrangements

The Partnership will be supported by: the Assistant Director of Environment (GMCA), the GM Environment Team and appropriate TfGM (Air Quality) and Manchester Growth Hub (Sector Development) officers. Democratic support will be provided by GMCA Governance and Scrutiny Team.

5. ROLES AND RESPONSIBILITIES

5.1 Lead portfolio holder and Chair of the Board

As set out in the Greater Manchester Strategy, portfolio leads will own and lead the development of the GM response to those strategic priorities that fall within their remit.

The portfolio lead for Green City Region will:

- Chair the Green City Region Partnership.
- Provide strategic direction for GM's Green City Region approach.
- Maintain oversight of key programmes within the portfolio.
- Ensure alignment between Green City Region policies and programmes and broader GM priorities.
- With the Lead Chief Executive, agree the agenda and papers for each meeting.
- Provide strategic input and direction to GM and national leadership.
- Represent the Partnership in high profile discussions, events and activities at GM level and beyond.
- Represent the Partnership in engagement with GMCA and the LEP.

5.2 Board Members

It is expected that Board Members will:

- Regularly attend and contribute to meetings.
- Thoroughly review papers and inform the work of the Partnership.
- If appropriate, Chair or Deputy Chair one of the Challenge Groups and regularly report on progress to the Partnership Board.
- Individually lead specific programmes that contribute to strategic objectives where appropriate.
- Actively identify and advise upon the adoption of good practices.
- Act as a conduit to and represent on the Partnership Board, the organisation and/or professional field they come from.
- Ensure that they maintain full accountability and transparency to the Partnership on any activities carried out on behalf of the Partnership.
- Ensure that any comment or activity undertaken in their capacity as a Partnership Board member is aligned with and endorsed by the Board.
- Support and enable communication with wider stakeholders about the work of the Partnership, acting as advocates for the Partnership's work.

5.3 Supporting officers

To co-ordinate activity across the programme, the Lead Chief Executive, or suitable deputy, will Chair a Low Carbon Programme Executive Group.

Supporting Officers will:

- Provide regular briefings to the Portfolio Lead, Lead Chief Executive and Partnership Board on the Green City Region work programme.
- Provide relevant and timely information and reports to the Partnership Board to enable the Partnership to provide timely advice and support to GMCA/AGMA.

- Provide updates to Board members as requested on relevant programmes of work.

DRAFT

Annex 02

GREATER MANCHESTER NATURAL CAPITAL GROUP

DRAFT TERMS OF REFERENCE

JUNE 2019

1. PURPOSE/PROMISE

Our purpose is to ensure that nature and the services it provides are protected and enhanced to deliver value to communities across Greater Manchester.

2. VISION

To put nature at the heart of everything we do.

3. GOALS

By 2024 we aim to:

- implement biodiversity net gain approach in our planning system.
- adopt environmental net gain approach in our planning system.
- increase, year on year, non-public funding in our natural environment.
- significantly increase the amount of trees and restored peatland across GM.
- embed natural capital approaches into our investments and decision making.
- increase engagement of people with their natural environment.
- Adopt plans for a GM 'nature recovery network'.

How (NCG priorities)

1. Manage our land sustainably, including planting 1 million trees by 2024 – creating rich habitat, in good condition for wildlife, delivering partnership projects at a landscape scale.
2. Managing our water and its environment sustainably – enhancing water quality and reducing the risk of flooding.
3. Achieving a net gain in biodiversity for new development – embedding the natural environment in decision making and championing the wider benefits to society this brings, such as improving health and wellbeing.
4. Increasing investment into our natural environment – a good deal for nature by working with national and local government and the private sector.
5. Increasing our engagement with our natural environment – more people and businesses inspired by, and taking action for, wildlife, with more people visiting local green spaces
6. Embracing natural capital approaches to deliver environmental enhancements such as greater carbon sequestration and biodiversity net gain.
7. Develop the means to measure the social value of GM's environment, drawing on measures such as health and wellbeing benefits for the population and nature and greenspace indicators.

4. TARGETS

- Amount of peatland restoration and management for carbon restoration.
- No of trees planted.
- People living within Natural England ANGSt Standards.
- Water bodies enhanced (per km).
- Net gain in biodiversity (to be further informed by national policy and local Natural England Guidance) from an agreed baseline.
- % of SSSI favourable condition.
- Amount of non-public investment - no. of projects with greater than x% of non-public funding in implementing the Natural Capital Investment Plan.
- Increase in number of people engaged - halve the gap between the national average of people who have visited the natural environment in the past 7 days / level of engagement of people with the natural environment (MENE).

5. DELIVERY

The Natural Capital Group will define a Business Plan each year and agree this with the Chair of the GM Low Carbon Hub Board. Key actions and activities will be informed by the Greater Manchester 5 Year Environment Plan (see Appendix 1):

<https://www.greatermanchester-ca.gov.uk/what-we-do/environment/>

The Natural Capital Group will make decisions within the scope of the agreed Business Plan. Decisions outside of the scope of the Business Plan and recommendations to the Combined Authority will be referred via the GM Green City Region Partnership Board.

The Natural Capital Group is charged with obtaining additional resources and funds to carry out the activities identified in the Natural Capital Group Business plan.

Priority outputs required from the GM Green City Region Partnership will be provided by the Natural Capital Group and drawn from the Natural Capital Group Business Plan.

6. MEMBERSHIP

The Natural Capital Group will comprise a Chair and Vice Chair plus appropriate members from the public/private/voluntary sectors of GM. The number of members will be deemed as appropriate by the Chair and Vice Chair. Group members may be asked, at the discretion of the Chair, to assume responsibility for certain portfolios or Task and Finish Groups, covering specific aspects of the natural environment, geographical locations, projects or initiatives, or oversight of Partnership resources.

The Chair will be appointed by the Chair of the GM Green City Region Partnership on behalf of the Combined Authority.

Chair: Anne Selby, The Wildlife Trust for Lancashire, Manchester and North Merseyside, aselby@lancswt.org.uk.

Vice Chair: Chris Matthews, United Utilities, Chris.Matthews@uuplc.co.uk

Members: See Appendix 2. Group membership will include representation from the GM Low Carbon Hub.

7. OPERATING PRINCIPLES

7.1 Governance

No business will be transacted unless four Natural Capital Group members are present. Decisions will largely be reached by consensus, by 2/3 majority vote or where appropriate under Chair's authority, etc.

7.2 Meeting frequency

The Group will meet quarterly for 2-3 hours, with meeting dates arranged for a full financial year to align with the Low Carbon Hub Board meeting dates.

Where-ever practical, papers will be issued five working days before meetings, and the meeting note will be issued within two weeks of the meeting date.

The Greater Manchester Forest Partnership will report minutes from their meeting back to the Natural Capital Group as a standing item.

At the discretion of the Group, more frequent Task and Finish meetings may be held if required i.e. Urban Pioneer Delivery Group.

7.3 Support arrangements

The Group will be assigned a lead officer from the Greater Manchester Environment Team to provide co-ordination and facilitation for the meetings.

7.4 Roles and responsibilities

Chair

- Agree agenda and papers and Chair meetings.
- Report back to the Low Carbon Hub Board and represent the views of the Group at Low Carbon Hub Board meetings.
- Champion the role and views of the Group to external audience.

Members

- Regularly attend and contribute to meetings.
- Thoroughly review and inform the work of the Group.
- Individually lead specific responsibilities and work programme activities.
- Report progress against priorities they are responsible for.

GM Environment Team

- Arrange secretariat support to the meetings.
- Co-ordinate and facilitate the development and implementation of the work programme.
- Review and contribute to proposed papers.
- Provide the operational interface between the other LCH themes.
- Work with the Group members to support the implementation of actions.

Governance & Scrutiny Team

- Provide equipment, materials, rooms and a secretariat service to the Board.

8. RELATIONSHIP WITH OTHER GROUPS

9.

The Natural Capital Group is a Challenge Group of the Green City Region Partnership. The Group will establish relationships and a working protocol with other Challenge Groups on the following principles:

- The Chair of the Natural Capital Group is a Green City Region Partnership Board member.
- The Natural Capital Group will set out how it expects the relationship to work with each group to be clear about how it thinks it can achieved its aims and objectives. It is expected this will evolve over time.

Appendix 1: Relevant Actions from the Greater Manchester 5 Year Environment Plan

SUMMARY OF OUR ACTIONS – NATURAL ENVIRONMENT:

Residents

- If you have a garden or an allotment, manage this for wildlife.
- Visit, spend time and be active in local green and blue spaces.
- Volunteer for projects that protect or improve the environment in your local area.

Businesses and other organisations

- Manage any gardens or land for wildlife
- Put in place green roofs and/or green walls and/or plant trees.
- Invest in Greater Manchester's natural environment
- Promote environmental volunteering amongst your employees

Landowners and farmers

- Enter into agri-environment agreements to fund environmental improvements on your land
- Access additional funding to create or restore ponds through new District Licensing scheme for great crested newts

Local Authorities

- Build natural capital into projects to maximise the value that the environment brings including on estates and land.

Residents

- City of Trees – develop, embed and support delivery of a Greater Manchester Tree and Woodland Strategy, contribute to 3m tree planting target and increase volunteering and engagement.
- Environment Agency – explore the development of a Natural Capital Plan for Greater Manchester and work with United Utilities to deliver the benefits of its investment across the Irwell and Upper Mersey catchments.
- Greater Manchester Health and Social Care Partnership – ensure that their approach to developing a Greater Manchester Population Health system understands the importance of the natural environment as a key wider determinant of health, and seeks to ensure that action undertaken is reflective of that understanding; promote the health benefits of green space and maximise the opportunities to incorporate this into their programmes.
- Lancashire Wildlife Trust – support delivery of the Greater Manchester Wetlands Nature Improvement Area and increase the number of people engaged with nature.
- Natural England – identify peatland restoration opportunities, new Great Crested Newt licensing scheme, lead developing biodiversity net gain guidance and explore application of green infrastructure standards and establishing of a nature recovery network.
- Royal Horticultural Society – inspire more of Greater Manchester's residents to get involved in gardening and improving their local environments, working in partnership with other community growing projects
- United Utilities – invest £300m at waste water treatment works to improve river quality (2015-2020) and implement further planned improvements in 2020-2025 business plan

Local policy

- Continue the work of the urban pioneer, embedding a natural capital approach into strategy and plan development.
- Support peatland restoration as part of Resilience Strategy.
- Support the delivery of a biodiversity net gain approach in new development.
- Support the development of a Greater Manchester Environment Fund.
- Support the implementation of the Natural Capital Investment Plan (subject to approval) to increase private sources of funding.
- Launch a programme of innovative funding mechanisms to deliver increased investment in nature-based adaptation solutions (subject to approval).

Appendix 2: Current Membership List

Chair	
Anne Selby	The Wildlife Trust for Lancashire, Manchester and North Merseyside
Vice Chair	
Chris Matthews	United Utilities
Name	Company
Councillor Derek Antrobus	Salford City Council
Mark Atherton	GM Environment Team
Krista Patrick	GM Environment Team
Mark Turner	GM Environment Team
Jenny Hollamby	GMCA Governance & Scrutiny
Jeremy Carter	University of Manchester
Jackie Copley	CPRE Lancashire
Matthew Ellis	Environment Agency
Barnaby Fryer	Cooperative Group
Alison Gordon	New Economy
David Hodcroft	GMCA Planning and Housing Team
Anne Morgan	GMCA Planning and Housing Team
Dave Bell	Natural England
Colin Binnie	Forestry Commission
Darryl Quantz	GM Health and Social Care Partnership
Will Horsfall	Salford City Council
Jessica Thompson	City of Trees
Philip James	The University of Salford
Kathy Oldham	AGMA Civil Contingencies and Resilience Unit
Gillian Renshaw	Canal and River Trust
Derek Richardson	GMEU
Bev Taylor	Bruntwood
Jo Holden	Peel
Nicola Martin	Groundwork
Anna da Silva	RHS Bridgewater
Helen Telfer	Environment Agency
Adam Booth	Environment Agency
Mark Easedale	Environment Agency

Substitutes

Peter Bradshaw	AGMA Civil Contingencies and Resilience Unit
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