

## GMCA OVERVIEW & SCRUTINY COMMITTEE

**Date:** 27 September 2023  
**Subject:** Greater Manchester Integrated Water Management Plan  
**Report of:** David Hodcroft GMCA Infrastructure Lead

### Purpose of the Report

To provide a briefing to GMCA Overview & Scrutiny Committee on the Greater Manchester Integrated Water Management Plan approved by the GMCA on 30 June 2023 and how it takes forward the recommendations of the GMCA O&S Task and Finish Group.

### Recommendations:

Overview and Scrutiny members are requested to:

1. Note the decision made by the GMCA on 30 June in relation to the Integrated Water Management Plan (para 1.1)
2. Note how Scrutiny Committee recommendations will be taken forward through the Integrated Water Management Plan (Annex A)
3. Note the summary of the Annual Business Plan (Annex B) as presented on the 11 September.
4. The main outputs to be delivered by March 2024 (paragraph 2.3)
5. Consider whether there are any issues highlighted in the report which should be included in the Committee's work programme for the forthcoming municipal year.

### Contact Officers:

[David Hodcroft](#) GMCA Infrastructure Lead

# Equalities Impact, Carbon, and Sustainability Assessment:

## Recommendation - Key points for decision-makers

The assessment identifies positive impacts overall.

## Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Many of Greater Manchester's least affluent communities already live in areas at higher risk of flooding with poor water quality.
Health	G	Nature based solutions will be prioritised where possible. This will create multifunctional green infrastructure - such as sustainable drainage system within walking and cycling routes. Risk from extreme weather and anxiety caused by flooding is a known cause of stress. Reducing this risk through action will have a positive impact. See question 1. See question 1. See question 1.
Resilience and Adaptation	G	Assessments of risk and modelling of climate change indicates that risk and frequency of events are increasing. How we manage water is essential to resilience. See question 1 above. See question 1 above. Nature based solutions will be prioritised where possible. This will create multifunctional green infrastructure - such as sustainable drainage system within walking and cycling routes. A catchment scale approach will also be taken.
Housing		Managing water - flood risk, drainage, green infrastructure and biodiversity netgain is a requirement of the statutory planning process and a new system of sustainable drainage materials will be introduced in 2024. The urban area will have to be retrofitted with new sustainable drainage systems, surface water diverted from the combined sewer and new property level protection measures installed.
Economy	G	
Mobility and Connectivity		
Carbon, Nature and Environment	G	Nature based solutions to address water issues can if installed close to roads improve air quality. Yes - one of the main aims of the plan is to reduce water pollution. Water management - and impacts such as flooding goes hand in hand with measures to improve water quality, reducing diffuse pollution and carbon emissions. Yes - retrofitting the urban environment to make space for water and use of nature based solutions can improve visual amenity. Natural Flood Measures - include tree planting and positive management of carbon sinks such as peat and can deliver a netgain for biodiversity. A sustainable drainage system that is multifunctional can count as a biodiversity netgain credit. Multifunctional green space can include land eg Salford flood basin or Sustainable Drainage Systems that are included within pavements, roads, pavements, bus stops and new development. Natural Flood Measures - include tree planting and positive management of carbon sinks such as peat.
Consumption and Production	G	The plan will include action to raise awareness and promote the
Contribution to achieving the GM Carbon Neutral 2028 target		Converting and developing the the existing drainage system in response to climate change will cox, fillings, and will generate carbon if a traditional grey engineering approach is followed. By making space for water carbon emissions can be reduced.



## Carbon Assessment

Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	Orange	This will be undertaken at the programme/project stage.
Residential building(s) renovation/maintenance	Black	No applicable
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	Green	Plan will aim to incorporate Nature Based Solutions (NBS) within the urban area.
Roads, Parking and Vehicle Access	Green	Will incorporate Nature Based Solutions within the urban area.
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	Green	The focus is on the enhancing the creation of new greenspace and management of existing land to deliver improvements in the water environment.

No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.
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## Risk Management

The collaboration agreement between the GMCA, Environment Agency and United Utilities will be extended to specific projects and a business plan will be taken to the GMCA on an annual basis and reviewed by Scrutiny Committee.

## Legal Considerations

The GMCA has the power under section 2 of the Local Government Act 2000 to take any steps which it considers likely to improve the “*economic, social or environmental well-being*” of the Greater Manchester area. On 24 September 2021 the GMCA approved a Memorandum of Understanding between the Environment Agency, United Utilities and the GMCA to create a strategic partnership to influence and deliver sustainable growth and development in Greater Manchester by improving flood resilience, enhancing the environment, driving circular economy approaches, and supporting regeneration. The GMCA agreed the Integrated Water Management Plan at the June 2023 meeting.

## Financial Consequences – Revenue

N/A

## Financial Consequences – Capital

There are no direct financial consequences to the GMCA.

**Number of attachments to the report:** One.

## Comments/recommendations from Overview & Scrutiny Committee

N/A

## Background Papers:

- [GMCA Overview and Scrutiny Committee March 2023](#), An investigation into the wider determinants of effective integrated water management in Greater Manchester.
- [Report to GMCA 26 May 2023](#). Subject: GMCA Overview & Scrutiny Committee Task and Finish Report on Integrated Water Management.
- [Report to the GMCA 30 June 2023](#) Greater Manchester Integrated Water Management Plan

## Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution  
Yes

## 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

## GM Transport Committee

N/A

## Overview and Scrutiny Committee

27 September 2023

# 1. Introduction / Background

1.1 [The Integrated Water Management Plan \(IWMP\)](#) was approved by the GMCA when it met on the 30 June where the following decisions were made:

1. *That the draft Integrated Water Management Plan, (Annex A) and next steps for engagement, be approved.*
2. *That it be noted that the recommendations from GMCA Scrutiny Committee, as presented to the Combined Authority on the 31 May 2023, will be taken forward through the Integrated Water Management Plan*
3. *That the actions and next steps, agreed at the 31 March 2023 Mayoral round table be noted.*
4. *That the proposal to submit an Annual Business Plan on activities and resources required to deliver the Integrated Water Management Plan to the GMCA be approved.*
5. *That the proposed review of existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility, in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) be approved.*
6. *That the funding and resource plan (business plan) be submitted to the GMCA in September 2023.*
7. *That the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan be noted.*
8. *That love and condolences be expressed to the family and friends of Abby Walton following a tragic open water incident in Tameside.*

1.2 The Integrated Water Management Plan is a joint Plan between the GMCA, the Environment Agency and United Utilities, it responds to the recommendations from the [GMCA Scrutiny Committee](#) (Annex A) to the GMCA in May 2023 and builds on the [memorandum of understanding between the parties agreed in 2021](#).

- 1.3 As the GMCA heard from the Chief Executives of the Environment Agency and United Utilities when in met in June, Greater Manchester is nationally leading on this agenda and a significant infrastructure investment programme is being developed by United Utilities that will benefit Greater Manchester.
- 1.4 The government has committed to several reforms nationally through the [Environmental Improvement Plan \(2023\)](#) and [Plan for Water \(2023\)](#) with Integrated Water Management reflected within the [devolution deal](#) agreed with government earlier this year which states that: *“the government agrees that Greater Manchester will be a testbed to explore and develop options for how flood risk management, including other relevant adaptation activities, can best be addressed and accelerated at the local level. This could include:*
- a. Examining how adoption of an ecosystem services approach can deliver cobenefits for the economy and citizen health.*
  - b. Sharing of best practice approaches and learning on integrated water management to inform government reforms to local flood risk management planning.*
  - c. Piloting ‘revenue stacking’ and the blending of public, private, and philanthropic finance to fund projects at scale; or*
  - d. Early testing of proposals from any government strategies on these issues in development”.*
- 1.5 The Integrated Water Management Plan aims to create a paradigm shift in water management. The plan provides a vision for water management as it should be, with positive outcomes for people, place and environment considered as a whole. The paradigm shift needs a new way of funding and resourcing the appropriate capacity to deliver this ambition.

## **2. Business Plan**

- 2.1 The Integrated Water Management Plan, agreed by the GMCA in June 2023, includes seven workstreams:
- Workstream 1 - Living Integrated Opportunity Programme
  - Workstream 2 - Digital Platform



- Workstream 3 - Adaptive Policies and Standards
- Workstream 4 - The Partnership
- Workstream 5 - Skills and Resources
- Workstream 6 - Integrated Investment Plan
- Workstream 7 – Marketing and Engagement

2.2 Following on from the GMCA approval, a more detailed Business Plan has been developed to identify the components of the Plan that will be delivered by 31 March 2024 and the resources required, this will be considered by the GMCA later this month when it meets on the 29 September. The Business Plan was outlined at a 3<sup>rd</sup> Mayoral Round table on the 11 September (see Annex B). An annual progress report and business plan for FY 24/25 will be presented to the GMCA when it meets in March 2024.

2.3 The main outputs that will be delivered by March 2024 are:

1. Establishment of the Integrated Water Management Team, implementation of team culture and charter and sharing of resources across GMCA, EA and UU.
2. Further development of the living integrated opportunity programme (projects and interventions within geographical locations and catchments).
3. Identification and progression (from concept to business cases) of the first tranche of geographical clusters to demonstrate the impact and delivery of better outcomes.
4. Confirmation of the skills and graduate/apprenticeship programmes across the CA, UU, and EA for integrated water management to commence in September 2024.
5. Review of the existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance (attributes for integrated water management – Annex B)).
6. Establishment of the partnership board in accordance with the governance framework (output 5 above).
7. A communication and engagement plan outlining who will be engaged, when and how during 2023-24.

- 2.4 The Business Plan details the roles required and an interim Integrated Water Management Plan Team has been established. United Utilities will deploy additional resources (FTEs) following a recruitment exercise this summer and a restructure this autumn. Additional resources (FTEs) are being provided by the Environment Agency and external consultancy support will be utilised until the end of September 2023 and March 2024 (senior analyst only).
- 2.5 The team can't operate or deliver in isolation; successful delivery of the business plan will rely on interdependencies between various teams across the GMCA, the Local Authorities and Transport for Greater Manchester (TfGM) and the GMCA is seeking support from the Greater Manchester system to ensure successful delivery.

### **3. RECOMMENDATIONS**

- 3.1 Recommendations appear at the front of this report.



**ANNEX A – Table setting out how the GMCA Scrutiny Committee recommendations will be taken forward through the Integrated Water Management Plan**

<b>GMCA Scrutiny Recommendations</b>	<b>IWMP Workstream (number)</b>
1. Increase awareness.	<ul style="list-style-type: none"> <li>• 7 – Marketing and Engagement</li> </ul>
2. A clear owned plan	<ul style="list-style-type: none"> <li>• The Integrated Water Management Plan (and 7 workstreams)</li> </ul>
3. Strong governance framework	<ul style="list-style-type: none"> <li>• 4 – The Partnership and recommendations to GMCA (Annex E)</li> </ul>
4. Effective use of knowledge, skills, and resources	<ul style="list-style-type: none"> <li>• 5 – Skills and resources</li> </ul>
5. Ensuring social justice is at the heart of action	<ul style="list-style-type: none"> <li>• Prioritizing and social value weighting within 1 (integrated opportunity programme and 6 (integrated investment plan)</li> </ul>
6. Influencing planning laws and guidance	<ul style="list-style-type: none"> <li>• 3 (policies and standards), 7 - (Marketing and engagement) and devolution deal commitment.</li> </ul>
7. Improving advice and information	<ul style="list-style-type: none"> <li>• 7 - (Marketing and engagement), use of GMCA website, engagement team and working with the 10 LAs. Green Summit in October.</li> </ul>
8. Effective measures	<ul style="list-style-type: none"> <li>• 1 (integrated opportunity programme and 6 (integrated investment plan)</li> </ul>
9. Learn from others.	<ul style="list-style-type: none"> <li>• Have established engagement/information sharing with London and Partnerships in London, Yorkshire, and Northumbria.</li> </ul>
10. Further areas for scrutiny review	<ul style="list-style-type: none"> <li>• The Plan to be reviewed by Scrutiny Committee on 27 September 2023</li> </ul>

**ANNEX B – 11 September Mayoral Round Table Presentation Slides**

Presentation attached separately.



**Enhancing  
Life through  
Water** 

# Integrated Water Management Plan

11 September 2023

**GMCA** GREATER MANCHESTER  
COMBINED AUTHORITY

 **United  
Utilities**  
Water for the North West

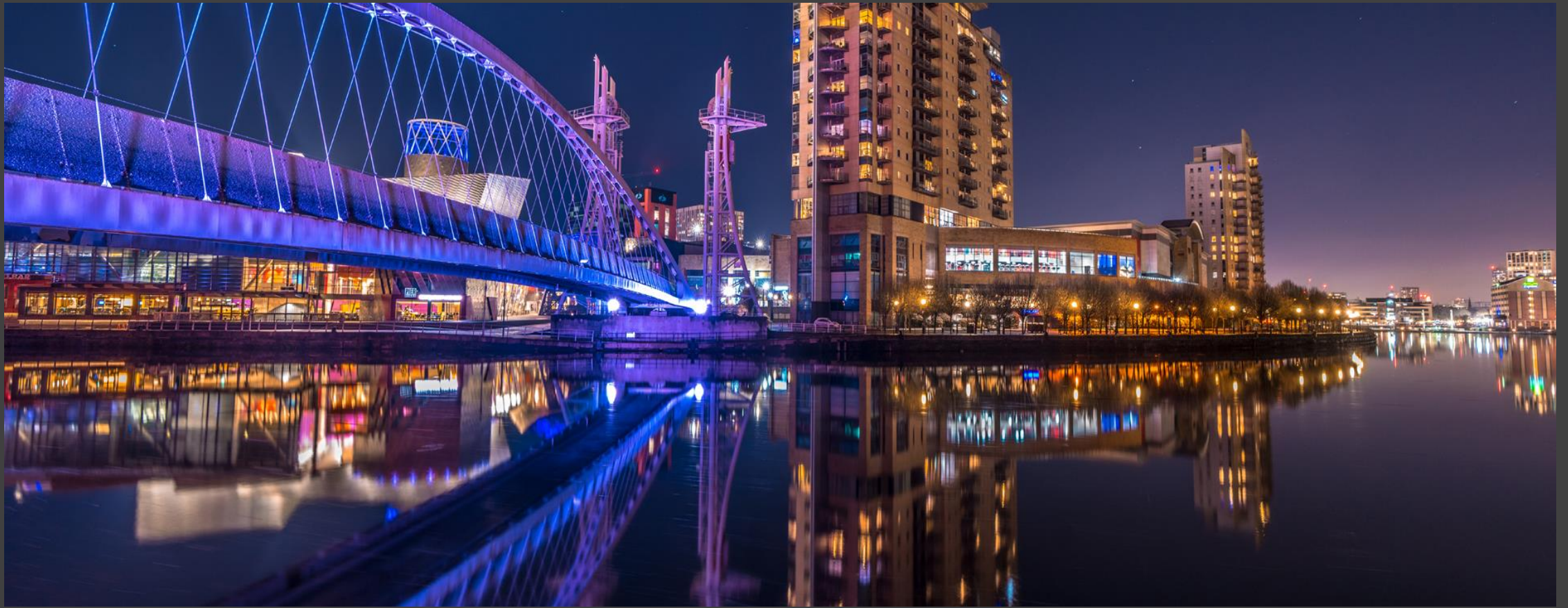
 **Environment  
Agency**





# Agenda

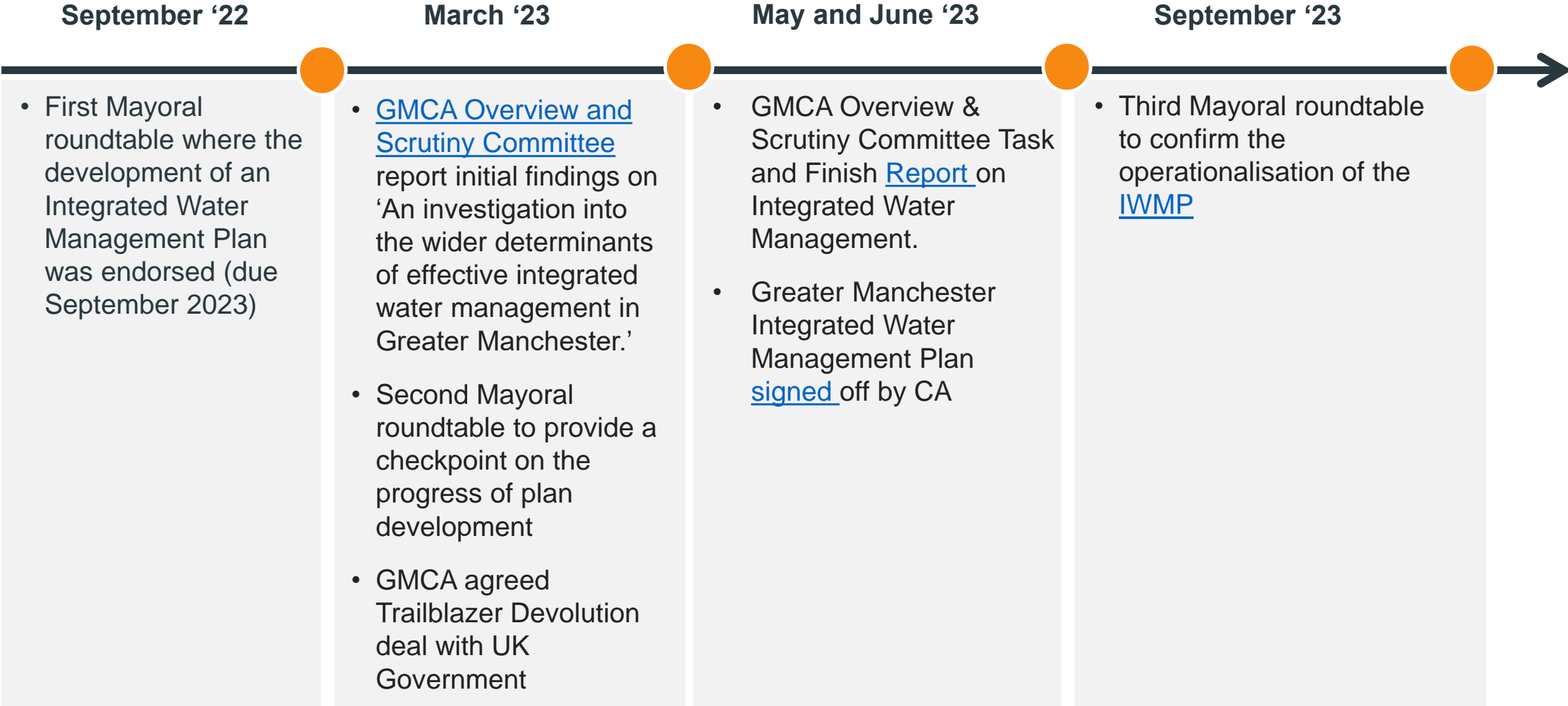
NO.	ITEM	CONTENT	LEAD	TIME LIMIT (MAX)
1	<ul style="list-style-type: none"><li>Introduction</li></ul>	<ul style="list-style-type: none"><li>Purpose and objectives of the round table</li><li>Recap on what was agreed at the 2nd round table (31 March 2023) (Annex A)</li></ul>	Paul Dennett (Salford City Mayor and GMCA deputy Mayor) Chair	10mins
2.	<ul style="list-style-type: none"><li>The Plan</li></ul>	<ul style="list-style-type: none"><li>Overview of the Integrated Water Management Plan and GMCA decision</li><li>Summary of how the CA, UU and EA will operationalize the Plan</li><li>Explanation of the programme and opportunity cases</li><li>Highlight the interdependency of the workstreams and teams within organisations.</li></ul>	Project Team	20mins
3.	<ul style="list-style-type: none"><li>Draft Annual Business Plan</li></ul>	<ul style="list-style-type: none"><li>The annual business plan (to March 2024) and summary of how the CA, UU and EA will operationalize the Plan.</li></ul>	Project Team	15mins
4.	<ul style="list-style-type: none"><li>Approach to Growing the Partnership</li></ul>	<ul style="list-style-type: none"><li>How the partnership will develop and beyond the CA, UU and EA in 2024.</li></ul>	Project Team	10mins
5.	<ul style="list-style-type: none"><li>Stakeholder Engagement and Advocacy</li></ul>	<ul style="list-style-type: none"><li>The engagement plan for the autumn</li><li>How do stakeholders want to be engaged?</li><li>What can they bring to the partnership and when?</li><li>What are the key messages and materials that would support stakeholders in their advocacy role?</li></ul>	All.	30mins
6.	<ul style="list-style-type: none"><li>Next steps</li></ul>		Paul Dennett (Chair)	5mins



# The Integrated Water Management Plan



# Background





# Agreement

The Integrated Water Management Plan was approved on the 30 June where the following decisions were made:

1. That the draft Integrated Water Management Plan and next steps for engagement, be approved.
2. That it be noted that the recommendations from GMCA Scrutiny Committee, as presented to the Combined Authority on the 31 May 2023, will be taken forward through the Integrated Water Management Plan.
3. That the actions and next steps, agreed at the 31 March 2023 Mayoral round table be noted.
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5. That the proposed review of existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility, in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) be approved (see Annex B).
6. That the funding and resource plan (Annual Business Plan) be submitted to the GMCA in September 2023.
7. That the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan be noted.
8. That love and condolences be expressed to the family and friends of Abby Walton following a tragic open water incident in Tameside.





# GMCA Scrutiny Recommendations (May '23)

GMCA Scrutiny Recommendations (endorsed 26 May)	IWMP Response to Recommendations
1. Increase awareness	<ul style="list-style-type: none"> <li>• WS7 – Marketing and Engagement</li> </ul>
2. A clear owned plan (*Joint Plans)	<ul style="list-style-type: none"> <li>• The Integrated Water Management Plan (and 7 workstreams)</li> </ul>
3. Strong governance framework (*Joint Plans)	<ul style="list-style-type: none"> <li>• WS4 – The Partnership and recommendations to GMCA (Annex E)</li> </ul>
4. Effective use of knowledge, skills, and resources	<ul style="list-style-type: none"> <li>• WS5 – Skills and resources</li> </ul>
5. Ensuring social justice is at the heart of action	<ul style="list-style-type: none"> <li>• Prioritizing and social value weighting within WS1 – Living Integrated Opportunity Programme and WS6 - Integrated Investment Plan</li> </ul>
6. Influencing planning laws and guidance – (Schedule 3)	<ul style="list-style-type: none"> <li>• WS 3 - policies and standards and WS7 - Marketing and engagement and devolution deal commitment.</li> </ul>
7. Improving advice and information	<ul style="list-style-type: none"> <li>• WS7 - Marketing and engagement, use of GMCA website, engagement team and working with the 10 LAs. Green Summit in October.</li> </ul>
8. Effective measures – NBS/CO <sub>2</sub> savings) (surety of funding for surface water/sustainable drainage)	<ul style="list-style-type: none"> <li>• WS1 - Living Integrated Opportunity Programme and WS6 - Integrated Investment Plan)</li> </ul>
9. Learn from others	<ul style="list-style-type: none"> <li>• Have established engagement/information sharing with partnerships in London, Yorkshire and Northumbria.</li> </ul>
10. Further areas for scrutiny review	<ul style="list-style-type: none"> <li>• The Plan to be reviewed by Scrutiny Committee on 27 September 2023</li> </ul>

An aerial photograph of a city, likely Cambridge, showing a river (the River Cam) flowing through the center. The river is flanked by green trees and buildings. In the background, a dense urban area with various skyscrapers and modern buildings is visible under a clear sky. The overall scene is bright and sunny.

# IWMP Phase 2 Progress

## Highlights

- Developed short, medium and long term objectives and associated metrics which will enable progress reporting
- Created an Annual Business Plan which confirms the activities and resource requirements from the partners (24/25 ABP to be signed off September 2023)
- Progressed workstream actions (13 actions completed out of 32)
- Confirmed the IWMP Core Team to operationalise the plan
- Developed a Team Charter to capture partnership values and behaviours
- Continued to engage with stakeholders (local and national)
- Secured funding from RFCC to develop knowledge transfer products
- Finalised the Collaboration Agreement

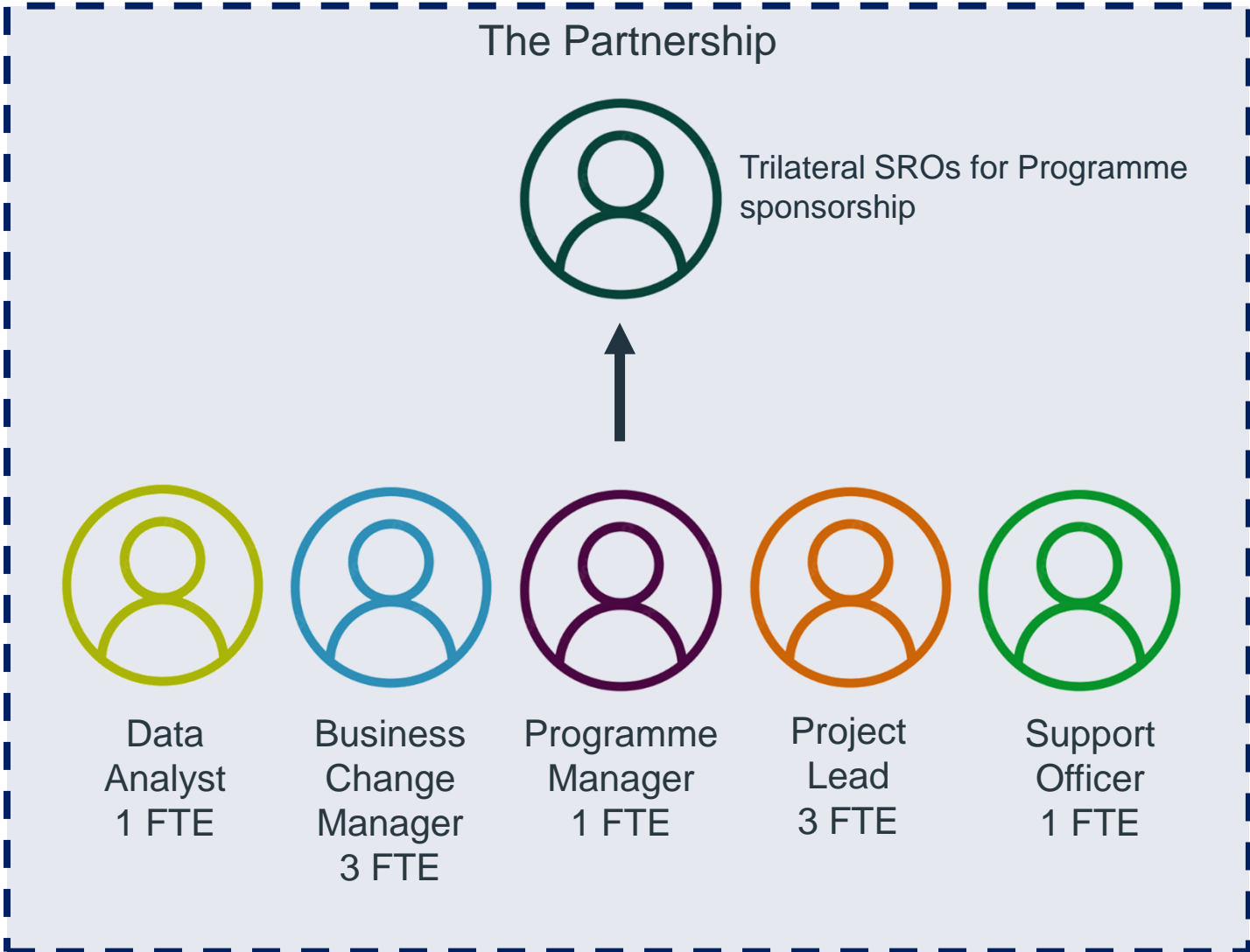




**Implementing the 'Plan' (October '23 – March '24)**

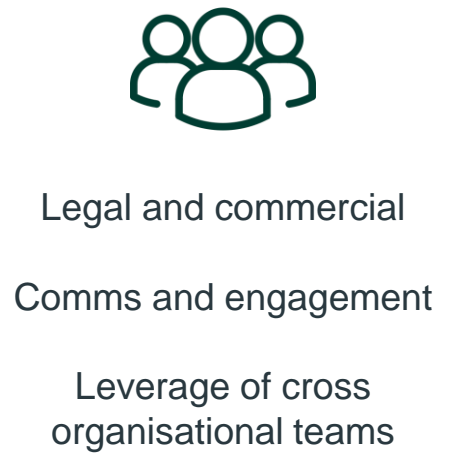


# The IWMP Core Team



Governance, stakeholders and political accountability and scrutiny

dependencies  
→







# IWMP Team Charter

We plan for this way of working to become the norm, so we have developed and agreed a Team Charter which sets out the Partnership's core values and the expected behaviours from those who are part of it.

This will help the IWMP work through challenges and conflict if they arise, as well as supporting new members of the partnership to integrate easily.

**Enhancing Life through Water**

**Team Charter**

**Partner Organisational Values**

<b>Greater Manchester Combined Authority</b> Purpose Driven Collaborative Empowering People	<b>United Utilities</b> Innovative Trustworthy Customer Focused	<b>Environment Agency</b> Put People and Wildlife First Focus on Outcomes Show Leadership
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**Trilateral Partnership Values**

Collaborative  
Purpose Driven  
Embrace Challenges

**Expected Behaviours**

Partnership Value	Expected Behaviour
<b>Collaborative</b>	The partners co-locate at least one day a week to work as a team and build rapport A respectful environment is created where people can share their views and be listened to without judgement All partners have an ability to represent the partnership without bias towards their parent organisation Partners seek out opportunities to engage with other key stakeholders, both locally and nationally
<b>Purpose Driven</b>	The partnership has a clear purpose (MoU) and a defined plan (IMW/P) Partnership governance is supportive and direction setting Everyone is clear on their role in the partnership Transparent aims and targets are set annually Action trackers hold partners to account
<b>Embrace Challenges</b>	Partners are resilient and can adapt to changes Everyone feels safe to escalate issues or disagreement in an appropriate manner Partners seek out solutions to the challenges that the partnership is trying to address



# Annual Business Plan April '23 – March '24



The objective for the remainder of this financial year is to mature the partnership and operationalise the plan through further development of the seven workstreams and associated actions (set out in Section 2 of the document).

Recognising that the workstreams within the plan cannot work in isolation from each other, a detailed programme of work has been developed which is owned by the three Business Change Managers, and is governed by the Interim Trilateral Partnership Board





# Seven Interdependent Workstreams







# Workstream Activities and Outputs (October '23 – March '24)

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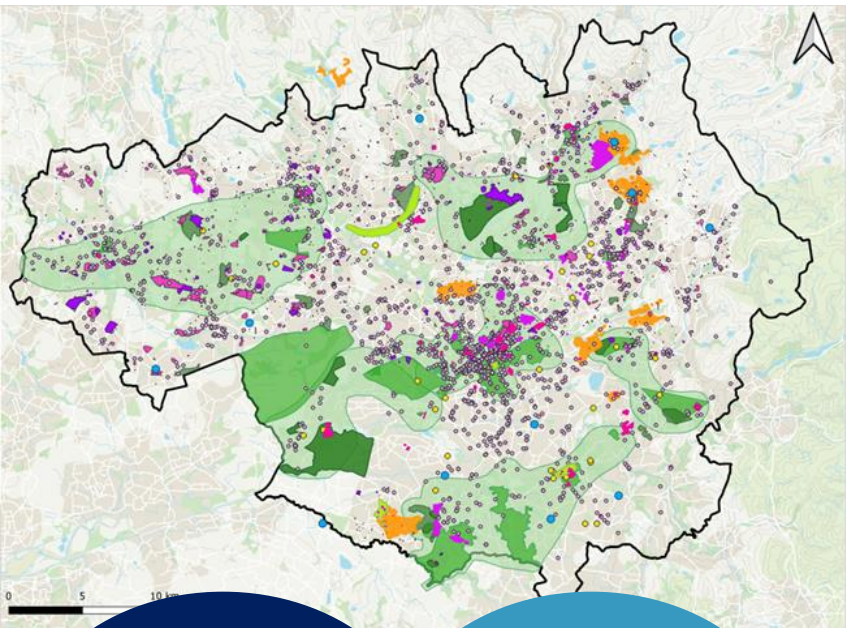
Workstream (WS)	Actions
<b>WS1 - Living Integrated Opportunity Programme</b>	Identification and progression (from concept to business cases) of the first tranche of geographical clusters to demonstrate the impact and delivery of better outcomes.
<b>WS2 - Digital Platform</b>	Development of the IWMP Digital Platform
<b>WS3 - Adaptive Policies and Standards</b>	Recommend good practices and changes on the policies and standards identified for enhancement
<b>WS4 - The Partnership</b>	Establishment of the Integrated Water Management Team, implementation of team culture and charter and sharing of resources across GMCA, EA and UU. Review of the existing governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance
<b>WS5 - Skills and Resources</b>	Confirmation of the skills and graduate/apprenticeship programmes across the CA, UU, and EA for integrated water management to commence in September 2024.
<b>WS6 - Integrated Investment Plan</b>	Investment portfolio brochure
<b>WS7 - Marketing and Engagement</b>	Communication and engagement plan outlining who will be engaged, when and how during 2023-24

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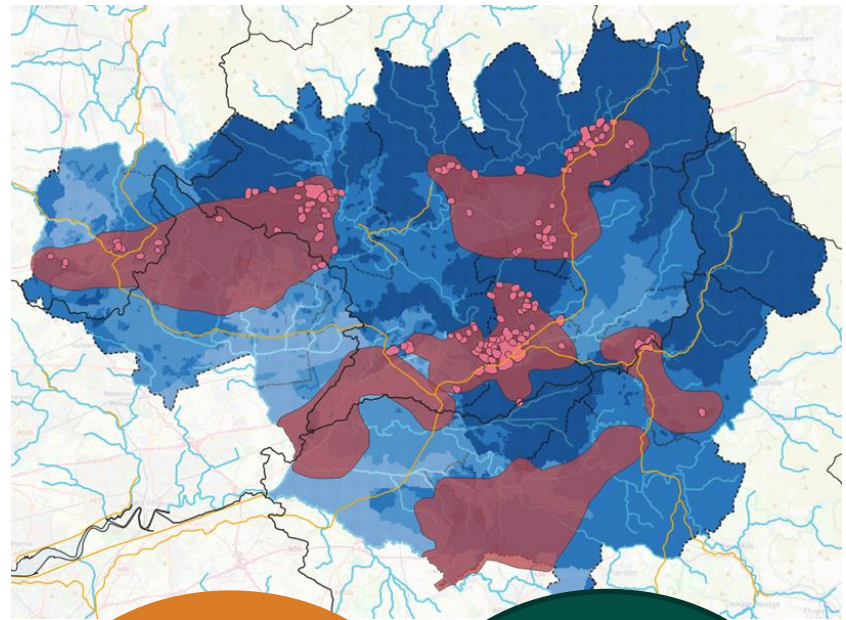


# WS 1 - Living Integrated Opportunity Programme

The programme will join opportunities up that align spatially, driving investments and solutions that deliver better value compared to traditional solutions, leveraging funding from other sources where there is an alignment in objectives and by challenging delivery to be more efficient.



IWMP  
Data  
Analyst



**60**  
Data sets

**20**  
organisations

**9,250**  
opportunities

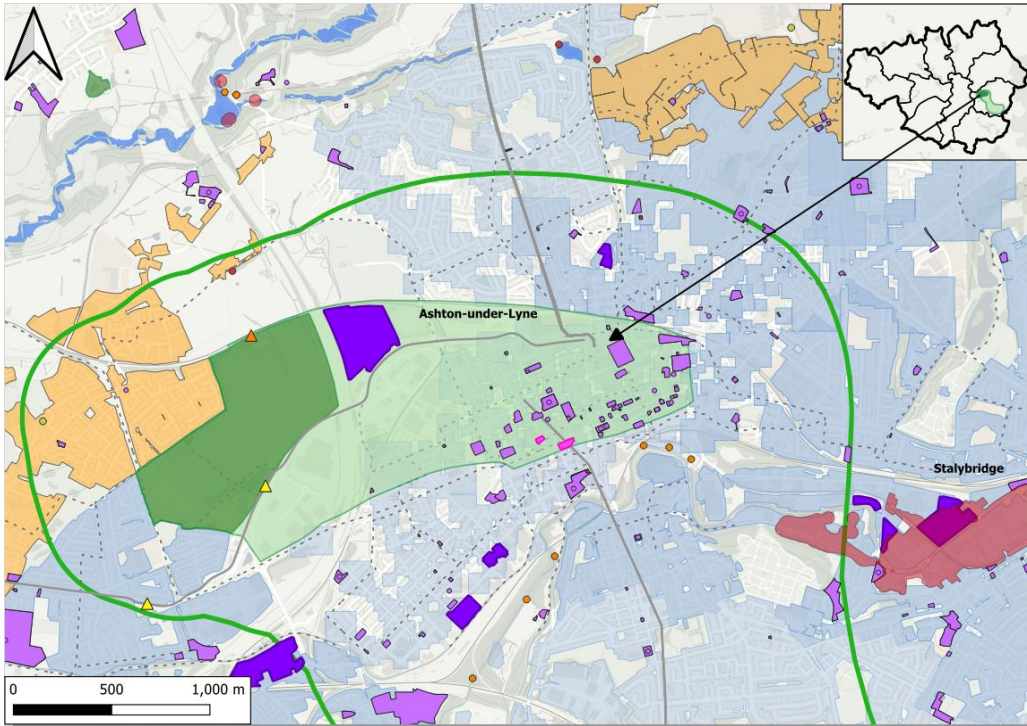
**250**  
clusters



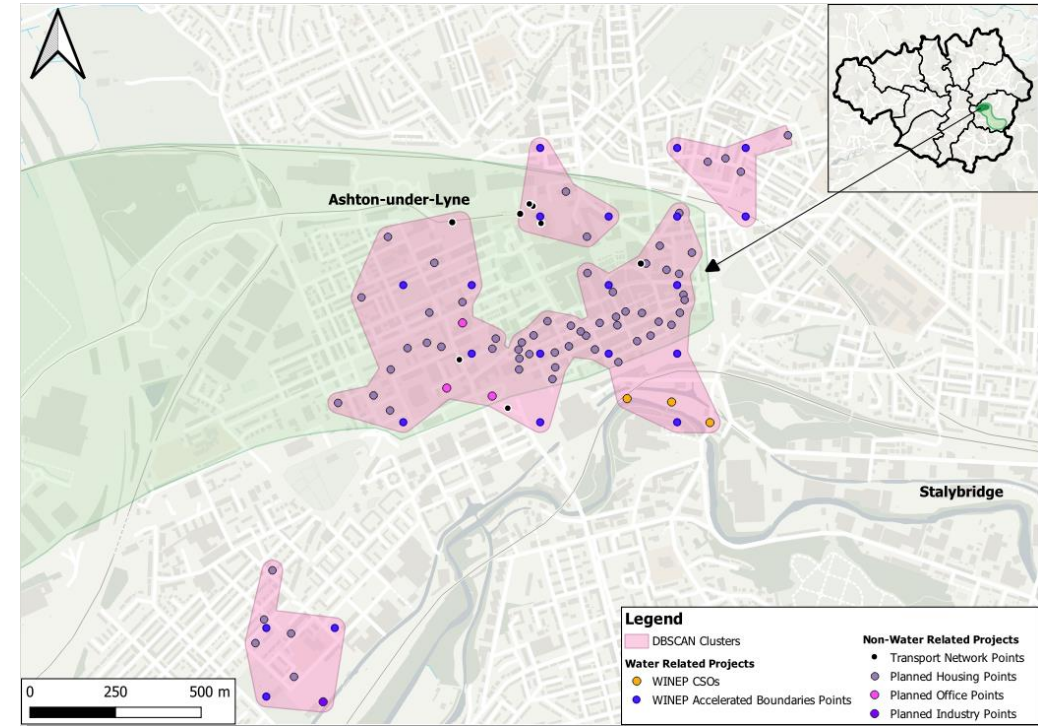


# WS 1 – Case Study

Cluster identified at Ashton – under-Lyne



IWMP  
Data  
Analyst



6  
Data sets

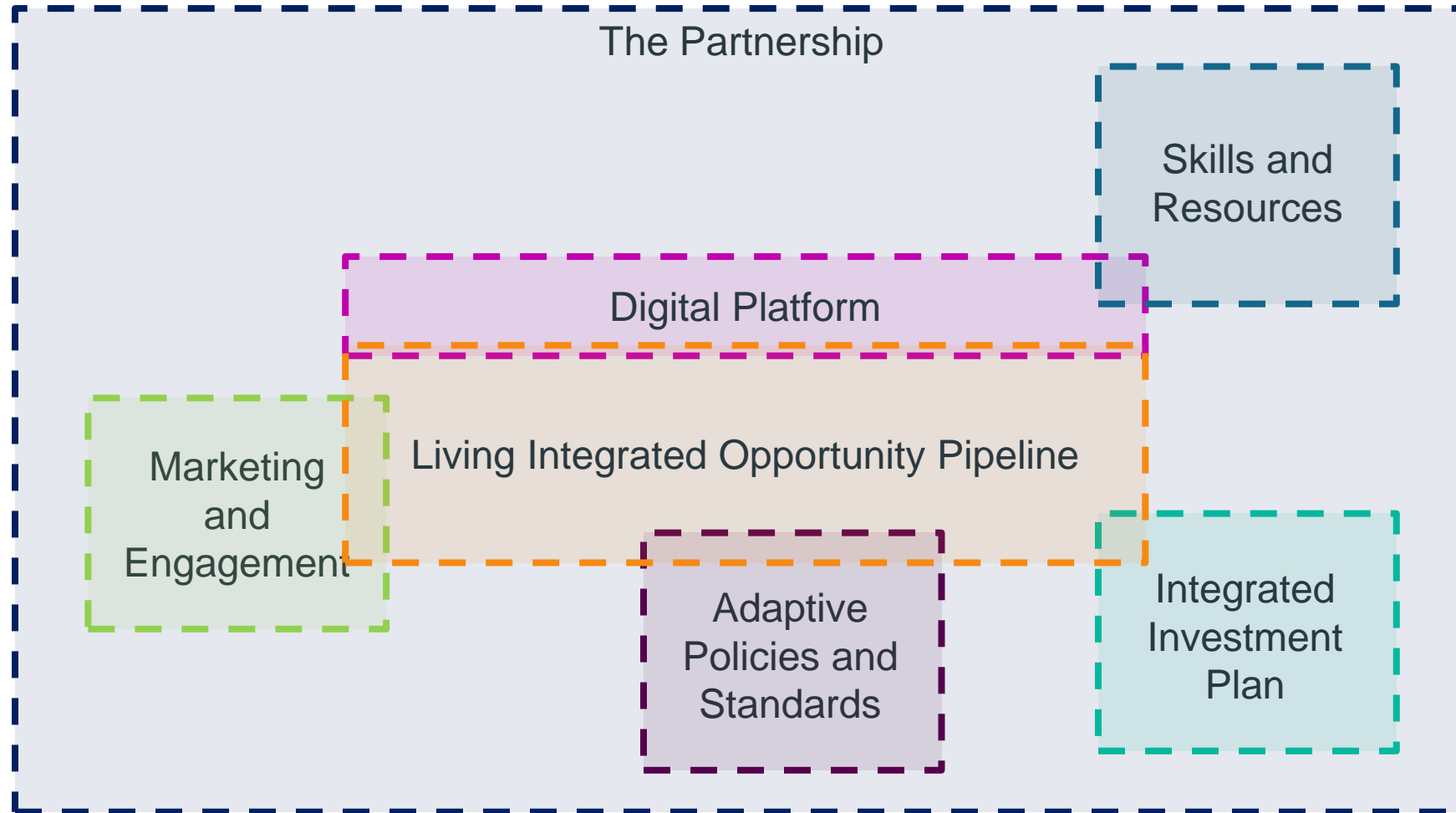
5  
organisations

78  
opportunities

1  
cluster



# 7 Interconnected workstreams



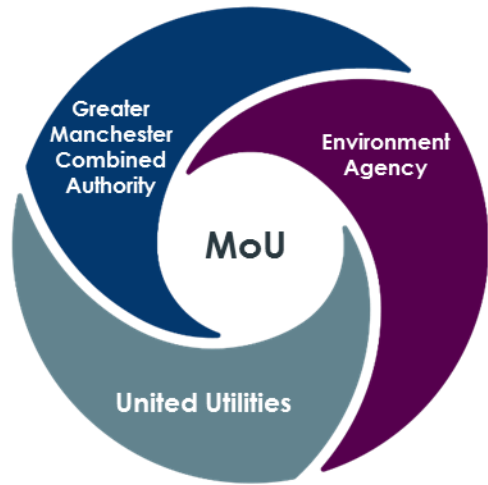




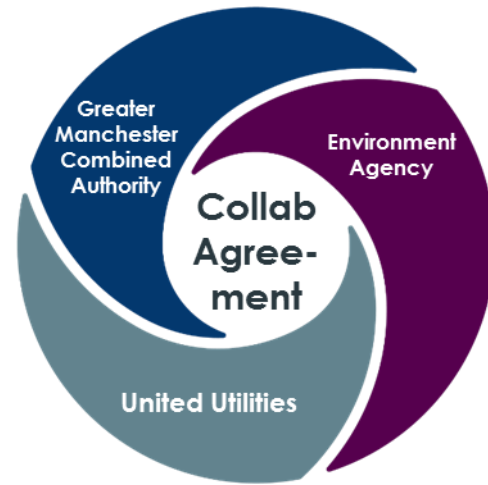
# The Partnership



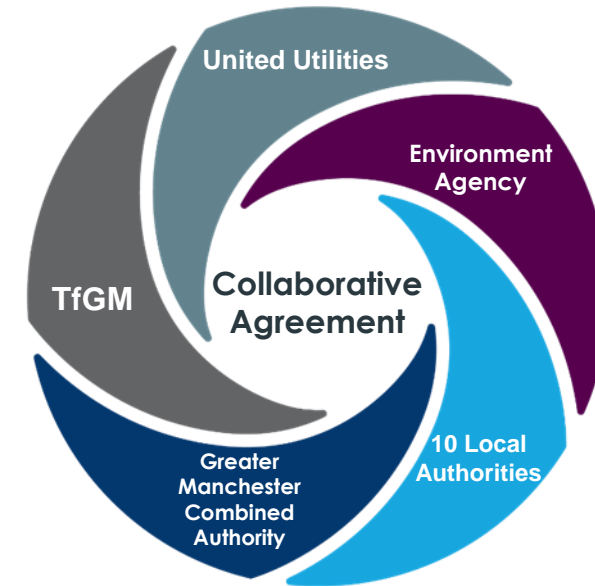
# Our ambition is to grow the partnership...



2021



2023



2025

As we mature we move from an MoU to multisector working

# ...and involve multisector stakeholders to ensure IWM succeeds



4

**National**  
e.g. Defra, DLUHC, NIC

**Partnerships**  
e.g. CAbA, LCR, GLA, Natural  
Course

6

12

**Regional**  
e.g. RFCC, TfGM, GM groups and  
boards





# Good Governance

Attribute	Work Stream
Defined <b>roles and responsibilities</b>	WS4 - The Partnership
Manage water intervention at <b>appropriate geographical scale</b> in Greater Manchester	WS4 - The Partnership
<b>Policy coherence</b> across water and other sectors; housing, transport etc.	WS6 - Adaptive policies and standards
Resource <b>commitment across organisations</b>	WS4 - The Partnership (Business Plan section 3)
<b>Data and information</b> integration to prioritize a plan	WS2 - Digital Platform
<b>Mobilize water finance</b> and allocate financial resources	WS6 - Integrated Investment Plan
<b>Influence</b> on future investment programmes	WS6 - Marketing and Engagement
<b>Alignment of governance practices</b> within organisations/regulatory boundaries	WS4 - The Partnership
Level of <b>accountability</b> to decision-making	WS4 - The Partnership
Level of <b>Partner/Stakeholder engagement and participation</b> in the implementation of an IWMP	WS6 - Marketing and Engagement
The <b>partnership enables wider participation in IWMP</b> , to enable wider social & ecological benefit.	WS4 - The Partnership
<b>Monitoring and evaluation of metrics</b> specific to the IWM (Performance Monitoring)	WS4 – The Partnership
Arrangement and <b>contribution of co-funding</b>	WS4 – The Partnership (Business Plan section 3)



# Looking ahead...

## September

3<sup>rd</sup> Mayoral  
roundtable  
Annual Business Plan  
approved  
Letters to CEOs

## October

Go live GM Green  
Summit  
GM IWMP webinar

## November

British Water  
conference  
Institute of Asset  
Management  
conference

## January '24

Natural Course  
conference  
RFCC bid submission



# Key actions to support the IWM Plan implementation

The true challenge is that the change required to better manage our water cannot be achieved by continuing to operate as we currently do.

Change will only come about with an **evolution from the MOU to a multi-sectoral partnership with investment in resources and the structures and tools** to enable those resources to deliver effectively.

Our ask is everyone's firm commitment to invest your organisations time and resources to achieving this change.







# DISCUSSION