

Enhancing  
Life through   
Water 

52023-2024

Integrated Water Management  
Annual Business Plan

**GREATER  
MANCHESTER**  
DOING THINGS DIFFERENTLY

 **United  
Utilities**  
Water for the North West

 **Environment  
Agency**

**Document Control Sheet**  
**Integrated Water Management**  
Annual Business Plan

Revision No	Date	Description/Amendment	Prepared by (Author) Programme Manager	Checked by BCM	Reviewed by SRO
01	13/7/23	First draft for Trilateral Meeting	Michael Holme	David Hodcroft/Helen Telfer/Dee Grahamslaw	
02	23/08/23	Second draft for Trilateral Board Review	Dee Grahamslaw	David Hodcroft/ Helen Telfer	

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# Contents Page

- 1 Objectives and Outcomes ..... 3
- 2. Workstream Action Tables ..... 3
- 3. Resource and Financial commitment..... 3

**APPENDICES:**

- APPENDIX A: Financial Requirements for 2023/24**
- APPENDIX B: Resource Commitments by IWMP Role**





# 1. Objective and Outcomes



## 1. Objective and Outcomes to 31<sup>st</sup> March 2024

Building on the IWMP (June 2023), the objective for 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 this 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, this includes key actions that will require signoff at the appropriate trilateral Director meetings, including;

Trilateral Meeting	Actions	Associated Workstream
25 <sup>th</sup> Sep '23	Establish Partnership charter, behaviors and ways of working including escalation procedures.	WS4
	Initial Business Plan focus for 24/25	N/A
16 <sup>th</sup> Oct '23	Proposal for grad/apprentices across the Partnership and sharing of resources	WS5
	Digital requirements plan, short term requirements and longer-term ambitions	WS2
	Update on Collaborative Agreement and Funding approach	WS4
20 <sup>th</sup> Nov '23	Update on gap analysis and statement of needs for further engagement academia and HE/Schools	WS5
14 <sup>th</sup> Dec '23	Recommend good practices and changes on the policies and standards identified for enhancement	WS3
	Communication and engagement plan outlining who will be engaged, when and how during 2023-24	WS7
	Confirm appointment of key roles	WS1
24 <sup>th</sup> Jan '24	Investment portfolio brochure	WS7
	Sign off metrics that support the Objectives within the IWMP	WS3
TBC Feb '24	Share draft Digital Platform and reporting requirements	WS2
TBC Mar '24	Programme of all potential living integrated opportunities programme (projects and interventions)	WS1
	Lesson learnt from testing the LIOP process	WS1

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

- Establishment of the Integrated Water Management Team, implementation of team culture and charter and sharing of resources across GMCA, EA and UU.
- Further development of the living integrated opportunity programme (projects and interventions within geographical locations and catchments).
- Identification and progression (from concept to business cases) of the first tranche of geographical clusters to demonstrate the impact and delivery of better outcomes.
- Confirmation of the skills and graduate/apprenticeship programmes across the CA, UU, and EA for integrated water management to commence in September 2024.
- Review of the existing governance structures to strengthen accountability, scrutiny and provide clarity of responsibility in accordance with the principles for good governance
- Establishment of the partnership board in accordance with the governance framework (output 5 above).
- A communication and engagement plan outlining who will be engaged, when and how during 2023-24.
- The key outcome for March '24 will be the development of the the Living Integrated Opportunity Programme workstream. This will be tested, evolved and embedded with the creation of a live programme and resources in place to support. This output underpins the success of the other workstreams and supports the ambitions and objectives set out within the IWMP.





# 2. Workstream Action Tables



## 2. Workstream Action Tables

### WORKSTREAM 1 – The Living Integrated Opportunity Programme

Action	Progress	Next Step	Complete by
Sharing of opportunity data across partners and stakeholders	Several water data sets have been shared	Further data identified to be collected. Protocol to gain regular updates to be developed along with the collation of data opportunities from wider stakeholders (ad-hoc)	Oct 23
Analysis of data to identify potential opportunities across partners	Evaluation undertaken of current data sets to identify the early potential for opportunity integration	Further and more detailed analysis required, including with wider data sets to provide the starting point to evaluate the potential to integrate opportunities  Regular updates of analysis undertaken manually until tool ready to automatically analyse	Jul 23 (ongoing to Oct 23).
Develop roles, resourcing requirements and appoint resources in data analysis, opportunity evaluation and brokering	Role outlines developed and likely resource requirements scoped	Review, update and agree across partnership. Pre-mortem roles and how they interact with partners and projects, amending as appropriate, prior to advertising and appointing. Agree where roles sit, how they are funded and assign level of authority  Appoint to role	Aug 23  Dec 23
Establish a process to support and facilitate the delivery of the Living Integrated Opportunity Programme	Draft high level process created outlining way of working and components, including what, why, how and performance metrics required for reporting to the partnership and board	Test, evolve and embed the process and its application on opportunities identified across partners to integrate opportunities and commence forming the programme which will grow overtime. Connected with new roles identified above.	Mar 24
Build the Living Integrated Opportunity Programme and track its progress and maturity of integrated opportunities.	Early quick wins have been identified that would form part of the Living Integrated Opportunity Programme	Commence the building of the Living Integrated Opportunity Programme. Create a live programme of opportunities and track progress of integration and value created. Identify missed opportunities, to learn from	Mar 24



## WORKSTREAM 2 – Digital Platform

Action	Progress	Next Step	Complete by
Create and sign up to data sharing agreement	Started and shortly due to finalise the first Collaborative Agreement	Explore existing agreements developed by each partner and their capacity to be refined to support a collaborative and efficient data sharing approach. This includes who and what data will be shared as the IWMP becomes more visible and opportunities to collaborate are published and stakeholders share their opportunities	Sep 23
Define existing digital tools and how they may be used	Started to review tools and how they may be used	Deeper exploration of the capacity of these tools to be shared and their roadmap for future development	July 23
Define the data mapping & needs to enable the Living Integrated Opportunity Programme	Started through engagement to define requirements of the platform	Building on initial understanding, confirm the data assets held and managed by each partner. Outline the immediate data needs that could support near future collaboration. Outline the staged future needs.	Aug 23
Develop the delivery plan: Digital Tools Journey and scoping – All Needs	Started by capturing the short and longer term requirements from partners and mapping this out	Understand and capture the high-level digital needs for all phases and use cases. Develop a clear plan for delivery that enables short term requirements and longer- term ambitions.	Oct 23
Digital Capacity & Capability	Started by conducting partner interviews and formulating a recommendation paper	Understand the partners digital capabilities, capacities and future investment/ commitments to support the ongoing digital platform	Aug 23
Develop the initial platform including data structure to enable the Living Integrated Opportunities Programme to be managed and be visible to partners.	A platform to enable visibility and analysis scoped at a high level. High level scoping of attributes completed, and requirements of the platform	Develop the platform. Confirm the user interface requirements and reporting requirements. More detailed structure to be developed and evaluated including the value it brings and the implications for partners and stakeholders	Mar 24

## WORKSTREAM 3 -Adaptive Policies and Standards

Action	Progress	Next Step	Complete by
Identify shortlist of local/regional policies and strategies into which IWM can be integrated (gap analysis)	Policies and Standards identified to date have been mapped to identify potential opportunities for enhancement	Identify policy and standards to which modifications will bring the greatest benefit to the management of water in the region	Sep 23
Identify key stakeholders behind policies to be included in the engagement plan	Policies and Standards identified to date have identified owners	Engage with the Policy and/or standard custodians, as part of wider engagement plan	Oct 23
Recommend good practices and changes on the policies and standards identified for enhancement	Not started	Identify good practice where policy could be adapted and updated, with recommendations for change. Review across partners and stakeholders and evolve recommendations	Dec 23
Use the identified policies and standards to influence our own objectives and metrics	Metrics from within policies have been identified through the analysis undertaken in PowerBi	Identify the connections between existing metrics and the objectives of IWM to be able to measure the success of the IWMP.	Jan 24
		Develop new metrics where existing metrics are not appropriate	Feb 24



## WORKSTREAM 4 – The Partnership

Action	Progress	Next Step	Complete by
Sharing of resource across the organisations	Started – weekly colocation between GMCA, UU and the Environment Agency	<p>Define requirement, undertake gap analysis and develop additional roles and responsibilities aligned to workstreams. Identify wider skills required to support IWMP delivery.</p> <p>Undertake knowledge sharing between EA, UU and GMCA to providing an understanding of how each operates and allocates projects and funding</p>	<p>Jul 23</p> <p>Sep 23</p>
Behaviours and culture - create an independent and inclusive culture which enables stakeholders across the Greater Manchester to work together	Started through engagement with the OD & Culture Team to develop a proposal to support the partnership in achieving their goals– workshop planned	<p>Resource support to develop a set of values within the Partnership that everyone agrees to lead on and commit to demonstrating the right behaviours aligned with the values.</p> <p>Define and agree to how members will work together, clarify and seek agreement to responsibilities.</p> <p>Develop a process to manage conflict or disagreements about roles and responsibilities</p>	Sep 23
Develop a collaborative agreement for the Implementation Phase	Collaborative agreement has been drafted for the initial work	To be drafted based on the “development” phase collaborative agreement and to reflect the on-going commitment to work together	Oct 23
Governance Framework to create the structure required to bring together the collective vision, objectives and delivery programme	Review of existing groups and networks has started, developed draft Terms of Reference for the delivery network	Cross-organisational decision-making principles and mindset of the partnership to consider integrated opportunities individually within a wider strategic context, with outputs documented within the annual business plan.	Aug 23
Grow the partnership beyond GMCA, UU and the Environment Agency	Agreed the ambition to extend beyond the 3 organisations a set an ambition to be a multi sector partnership by 2030	Engage with TfGM and others to draw them into the IWMP, grow participation in data sharing and discussions around integrating opportunities	Mar 24
Shared funding pool	Initial phase of work has been co-funded equally	Process established through the Collaborative Agreement to detail requirements and processes for a shared funding approach	Oct 23

## WORKSTREAM 5 - Skills and Resources

Action	Progress	Next Step	Complete by
High-level Skills and Training Discovery Phase	Ongoing	Scope more comprehensive discovery within the Trilateral Partners	Jun 23
		Analyse outcomes, undertake gap analysis and prepare proposal and business case for sharing resources	Oct 23
		Internal training and mentoring, by sharing of key learning and material across partners and stakeholders to enable them to be allies and be more aligned	Feb 24
		Engagement with supply chain to make clear the future and provide an opportunity for alignment of their own skill/capacity development	Apr 24
Engage with Academia	Not Started	Undertake gap analysis and prepare statement of needs for further engagement	Nov 23
Engage with Higher Education and Schools	Not Started	Undertake gap analysis and prepare statement of needs for further engagement	Nov 23
Plan for general knowledge sharing across partners, stakeholders, and supply chain	Not Started	Identify and implement sustainable delivery mechanism amongst those involved	Dec 23



**WORKSTREAM 6 – Integrated Investment Plan**

Action	Progress	Next Step	Complete by
Develop a list of funding options	Started (via the Regional Flood and Coastal Committee (RFCC))	Build on the existing RFCC work and best practice elsewhere to develop a comprehensive funding menu for IWM including opportunities for green finance.	Sep 24
Map Business Planning Cycles	Started in Phase 1 of the IWMP	Add funding cycles captured in the funding options list	Oct 23
Collate exemplar funding applications as part of a materials reference library	Not Started	Engage with Partners and Stakeholders to identify suitable exemplar material and the range of material that would form part of the library	Nov 23

**WORKSTREAM 7 – Marketing and Engagement**

Action	Progress	Next Step	Complete by
Internal Engagement and Communication Plan	Started	Develop a strategy for internal engagement and communication that ensures multi-level awareness and advocacy of the IWMP and its ambitions, including provision of tools and information that can be shared by all involved and not directly involved in the IWMP	Oct 23
Communication Website	Started	Web space started using the GMCA site. To be updated as more information from the plan is made available	Oct 23
External Engagement and Communication Plan	Not Started	Develop plan for thought leadership and knowledge exchange across the sector	Dec 23
Investment portfolio brochure	Started (Phase 1)	Discovery exercise on what a Greater Manchester specific Investment portfolio should include, ensuring that it is targeted around the growth opportunities and water management challenges that exist	Jan 24



A scenic landscape featuring rolling green hills under a hazy, overcast sky. In the foreground, there is a grassy slope with some dry, brownish vegetation. A stone wall runs across the middle ground, separating a field from the background. In the distance, a small building with a gabled roof is visible on a hillside. The overall atmosphere is soft and somewhat muted due to the haze.

### **3. Resource and Financial commitment**

### 3. Resource and Financial commitment

IWMP Resource	Roles	FTE Requirement			
		GMCA	EA	UU	Co-Funded
Director (SRO)	<ul style="list-style-type: none"> <li>Direct the vision, programme strategy, business case</li> <li>Release annual funding agreed in Annual Business Plan to BCM</li> <li>Agree IWM approach including the programme strategy</li> <li>Approval of documents associated with the IWM workstreams</li> <li>Monitoring of programme performance, delivery of new capabilities and realisation of outcomes</li> <li>Make decisions regarding high impact IWM risks</li> </ul>	½ a day month	½ a day month	½ a day month	
Business Change Manager (some of these tasks will differ within organisations and will be assigned to a project lead)	<ul style="list-style-type: none"> <li>Provides single point of contact for the IWMP for respective organisation</li> <li>Identifying and supporting funding and project integration opportunities (brokering)</li> <li>Identify opportunities and feed into the IWM Programme</li> <li>Implementing the IWMP vision and strategy within respective partner organisation</li> <li>Conducts an annual review and revision of the IMWP to inform the Annual Business Plan</li> <li>Regularly engaging and soliciting feedback from internal and external stakeholders</li> <li>Planning and delivering specific business change activities (people, process and systems) relating to the workstreams</li> <li>Identifying risks and issues that relate specifically to the ability of the organisations to adopt changed ways of working, understanding and aligned and integration to existing policies or where there is a short fall in resources to deliver</li> <li>Agreeing leading metrics to provide information of the success of the IWMP to achieve the objectives (working other strategies e.g LNRS)</li> <li>Co-ordinate the development and update of the Collaboration Agreement with support from Commercial and Legal</li> <li>Facilitating and co-ordinating resource input</li> <li>Scrutiny/governance of the work undertaking by the IWM Programme team</li> </ul>	1.0	1.0	1.0	
Programme Manager	<ul style="list-style-type: none"> <li>Define and maintain the living integrated opportunity delivery pipeline, monitoring actual progress to date and forecasting progress on future programmes</li> <li>Accountable for all the workstreams being delivered</li> <li>Defining and maintaining a budgets, monitoring actual and forecast costs</li> <li>Delegation of activities/deliverables to appropriate person</li> <li>Monitoring and reporting overall performance against the IWMP and progress against objectives, including engagement, risk and benefit realisation</li> <li>Identifying and resolving programme level issues</li> <li>Identifying and delegating project level issues to the appropriate Project Lead</li> <li>Identifying and escalating IWMP issues to the BCMS</li> <li>Development of the Annual Business Plan</li> </ul>				1.0

# Greater Manchester Integrated Water Management Plan

IWMP Resource	Roles	FTE Requirement			
		GMCA	EA	UU	Co-Funded
Support Officer	<ul style="list-style-type: none"> <li>Support the Programme Manager with keeping the delivery of IWMP on track</li> <li>Support the Business Change Managers within the LIOP process</li> <li>Maintaining IWM webpage and keeping it up to date with the latest documentation</li> <li>Setting and issuing agendas</li> <li>Meeting co-ordination and general admin tasks</li> </ul>	1.0			
Project Lead	<ul style="list-style-type: none"> <li>Develop business case for integrated projects</li> <li>Deliver projects (e.g., UU and EA Capital Programmes, Brownfield Housing Fund, Irwell IWM strategy etc)</li> <li>Project performance reporting to IWM</li> <li>Manage project level risks and opportunities</li> <li>Liaison with other partner organisations</li> <li>Implementation support to the Local Authorities</li> <li>Learn lessons from integrated delivery and advise BCM on operational processes</li> </ul>	1.0	1.0	1.0	
Data Analyst	<ul style="list-style-type: none"> <li>Analysis of spatial data through the appropriate mapping software and determining the best way to represent it visually to the IWM team and stakeholders</li> <li>Identify and obtain additional (or new) datasets that could be used to support analyses and keep up to date</li> <li>Quality assurance and process documentation of the data sources</li> <li>Managing a digital library of geographic programme data in various file types</li> <li>Create new spatial data sets by geographically representing data, as well as through digitising spatial information for use in geo-spatial analyses</li> <li>Prioritise the data and develop routines to create integrated opportunities against pre-defined objectives</li> <li>Produce maps that will inform the IWM team and stakeholders by overlapping various datasets</li> <li>Run queries</li> <li>Produce reports/ slide pack visuals</li> </ul>			1.0	1.0 (funded until 31/3/24)
Digital Lead	Adhoc support from Partners - further developed through Workstream activities				
Communication Lead	Adhoc support from Partners - further developed through Workstream activities				
Commercial and Legal	Adhoc support from Partners - further developed through Workstream activities				
Skills (HR) Lead	Adhoc support from Partners - further developed through Workstream activities				



IWMP Resource	Roles	FTE Requirement			
		GMCA	EA	UU	Co-Funded
Total		3.0	2.0	2.0	2.0

## Appendix A: Financial Requirements for 2023/24

Item	GMCA	EA	UU	Other Source	LBE Total
IWMP Development (Phase 2)	£56,533	£56,533	£56,533	£15,000 (RFCC)	£184,600
Programme Manager (Oct '23 – Mar '24)	£11,166	£11,166	£11,166	£0	£33,500
Digital Platform Design and Build	£0	£0	£0	£45,000 (Ofwat fund?)	£45,000
<b>TOTAL</b>	£67,699	£67,699	£67,699	£60,000	£263,100

## Appendix B: Resource Commitments by IWMP Role

IWMP Role	Full Time Equivalent	Average Salary (Glassdoor.co.uk)	Resource Commitment
Programme Manager	1.0	£66,308	£66,308
Business Change Manager	3.0	£60,507	£181,521
Project Lead	3.0	£59,109	£177,327
Data Analyst	1.0	£38,117	£38,117
Support Officer	1.0	£31,536	£31,536
<b>Total</b>	<b>9.0</b>		<b>£494,809</b>



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