

Greater Manchester Combined Authority

Date: 29 September 2023
Subject: Business Plan for the Integrated Water Management Plan to 31 March 2024
Report of: Andy Burnham Mayor of Greater Manchester and Councillor Tom Ross,
Portfolio Lead for the Green City-Region and Eamonn Boylan Lead Chief
Executive Officer, GMCA & TfGM

Purpose of the Report

To seek approval from the GMCA for the Business Plan for the Integrated Water Management Plan (IWMP) to 31 March 2024 and resources required to enable the plan to be progressed and delivered.

Recommendations:

The GMCA is requested to:

1. Approve the Business Plan for the Integrated Water Management Plan to 31 March 2024 (Annex A)
2. Approve the budget request this financial year (£207,758) to operationalize the plan (paragraph 3.5).
3. Approve the request to create new fixed terms posted funded through retained business rates (paragraph 3.2).
4. To agree that a minimum of £250k is allocated to the Integrated Water Management Plan from FY 24/25 retained business rates (Paragraph 3.6).

Contact Officers:

[Eamonn Boylan](#) - Eamonn Boylan – Chief Executive Greater Manchester Combined Authority (GMCA) &

Transport for Greater Manchester (TfGM)

[Andrew Lightfoot](#) – GMCA Deputy Chief Executive

[Simon Nokes](#) GMCA Executive Director of Policy and Strategy

[Andrew McIntosh](#) – GMCA Place Director

[Mark Atherton](#) – GMCA Environment Director

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Equalities Impact, Carbon, and Sustainability Assessment:

Recommendation - Key points for decision-makers		
<i>The assessment identifies positive impacts overall.</i>		
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 standards 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 cycleways, 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 actions to raise awareness and promote the
Contribution to achieving the GM Carbon Neutral 2038 target		Converting and developing the the existing drainage system in response to climate change will cost billions, and will generate carbon if a traditional grey engineering approach is followed. By making space for water carbon emissions can be reduced.
Summary	G	Positive impacts overall, whether long or short term.
A	Mix of positive and negative impacts. Trade-offs to consider.	
R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	
RR	Negative impacts overall.	

Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential		This will be undertaken at the programme/project stage.
Residential building(s) renovation/maintenance		No applicable
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport		Plan will aim to incorporate Nature Based Solutions (NBS) within the urban area.
Roads, Parking and Vehicle Access		Will incorporate Nature Nased Solutions within the urban area.
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use		The focus in on the enhancing the creation of new greenspace and management of existing land to deliver improvements in the water environment. There will be opportunities but its not known at this stage.
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.

Risk Management

The collaboration agreement between the GMCA, Environment Agency and United Utilities will be extended to specific projects and an 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

Paragraphs 3.1-3.5.

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:

- [AGMA Budget Update 2022/23 and Budget 2023/24](#)
- [GMCA Retained Business Rates Update July 2022](#)
- [GMCA Retained Business Rates Update March 2023](#)
- [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 and it was agreed that the funding and resource plan (Business Plan) should be submitted to the GMCA in September 2023.
- 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](#) 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. 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. Budget

3.1 The GMCA has allocated £330,000 ([from Retained Business Rates](#)) to address flood risk and integrated water management over the period April 2022 – March 2024 (£80,000 carried over from 2022 with £250,000 allocated from 2024-24). It is forecast that £119,000 of this budget will be spent on external consultancy support up to March 2024 (as specialist capacity within the GMCA and Local Authorities does not exist).

3.2 The following new posts within the GMCA are required to match the commitment from the Environment Agency and United Utilities to deliver the Plan:

- 1x project lead (Grade 9)
- 1x analyst (Grade 7-8)
- 1x support/project officer (Grade 6-7)
- 1x apprenticeship/graduate to rotate with EA and UU graduates (Grade 4)

3.3 The proposed posts are fixed term for 2 years to attract appropriately skilled people into the roles and to recognize the longer term nature of the approach. The intention is to extend these to align with United Utilities next investment cycle (2025-30) and the Environment Agency 2021-27.

3.4 An equal contribution to a 1x programme manager (post shared with UU and EA) - (£22,000) is also required

3.5 The total budget request this financial year is therefore £207,758 (which can be fully funded from the existing budget). There will continue to be need for funding in future years, including an allowance to commission technical studies and business cases, where required, and the budget will be reviewed annually as the partnership grows and the work programme and delivery increase. The annual business plan reporting will be through the GMCA (next scheduled – March 2024). Development of the annual business plan from April 2023 will commence in October 2023.

3.6 As 2 year fixed term posts are proposed to be created to operationalize the team, there is a need to agree the availability of funding from next years Retained Business Rates allocation to ensure sufficient funding is available to make appointments into the roles. The CA is therefore being requested to agree a minimum of £250k is allocated to the Integrated Water Management Plan from FY 24/25 retained business rates.

4. RECOMMENDATIONS

4.1 The GMCA is requested to:

1. Approve the Business Plan for the Integrated Water Management Plan to 31 March 2024 (Annex A)
2. Approve the allocation of the existing budget required to operationalize the plan and approve the budget required from next financial years retained business rates to fund the fixed term posts being created.
3. Approve the request to create new fixed terms posted funded through retained business rates.

ANNEX A – The draft Business Plan to March 2024

Plan attached separately.

ANNEX B – Good governance attributes

The key governance attributes for integrated water management from the [Organisation for Economic Co-operation and Development \(OECD\)](#) are:

1. Defined **roles and responsibilities**.
2. Manage water intervention at **appropriate geographical scale** in Greater Manchester
3. **Policy coherence** across water and other sectors; housing, transport etc.
4. Resource **commitment across organisations**
5. **Data and information** integration to prioritize a plan.
6. **Mobilize water finance** and allocate financial resources.
7. **Influence** on future investment programmes
8. **Alignment of governance practices** within organisations/regulatory boundaries
9. Level of **accountability** to decision-making
10. Level of **Partner/Stakeholder engagement and participation** in the implementation of an IWMP
11. The **partnership enables wider participation in IWMP**, to enable wider social & ecological benefit.
12. **Monitoring and evaluation of metrics** specific to the IWM (Performance Monitoring)
13. Arrangement and **contribution of co-funding**