

**Enhancing
Life** through 
Water

Item 9b



Integrated Water Management Plan

11 September 2023

GMCA GREATER MANCHESTER
COMBINED AUTHORITY

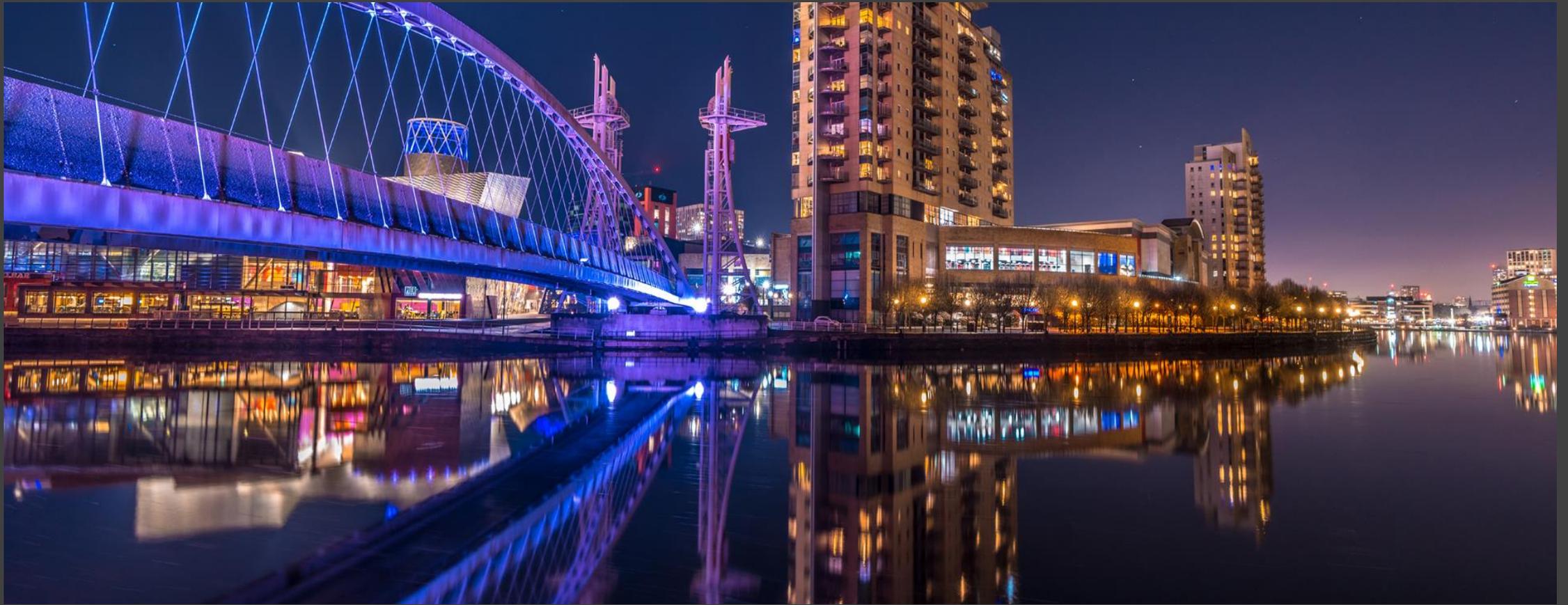
 **United
Utilities**
Water for the North West

 **Environment
Agency**



Agenda

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



The Integrated Water Management Plan



Background

September '22

- First Mayoral roundtable where the development of an Integrated Water Management Plan was endorsed (due September 2023)

March '23

- [GMCA Overview and Scrutiny Committee](#) report initial findings on 'An investigation into the wider determinants of effective integrated water management in Greater Manchester.'
- Second Mayoral roundtable to provide a checkpoint on the progress of plan development
- GMCA agreed Trailblazer Devolution deal with UK Government

May and June '23

- GMCA Overview & Scrutiny Committee Task and Finish [Report](#) on Integrated Water Management.
- Greater Manchester Integrated Water Management Plan [signed](#) off by CA

September '23

- Third Mayoral roundtable to confirm the operationalisation of the [IWMP](#)



Agreement

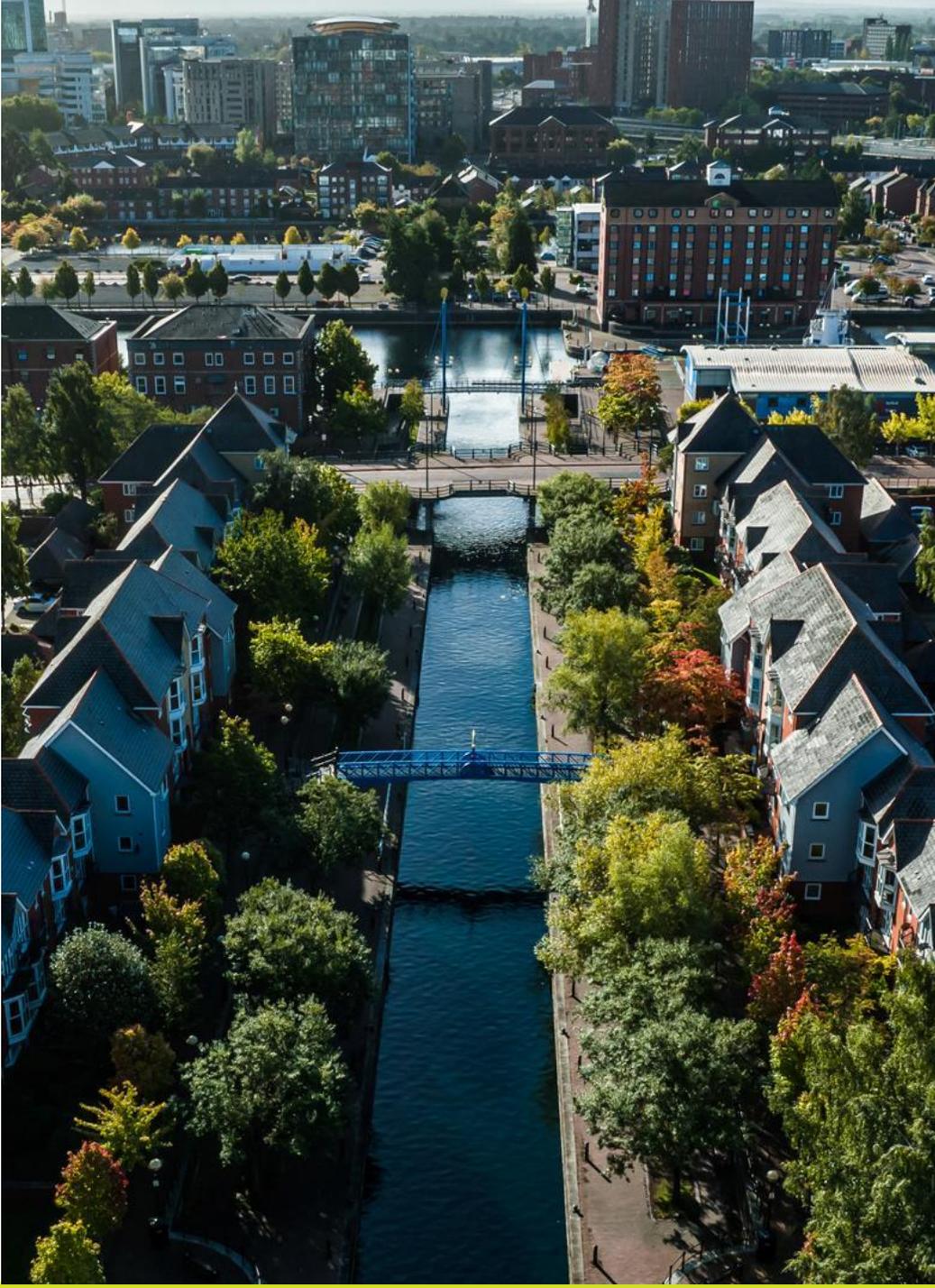
The Integrated Water Management Plan was approved on the 30 June where the following decisions were made:

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



Highlights

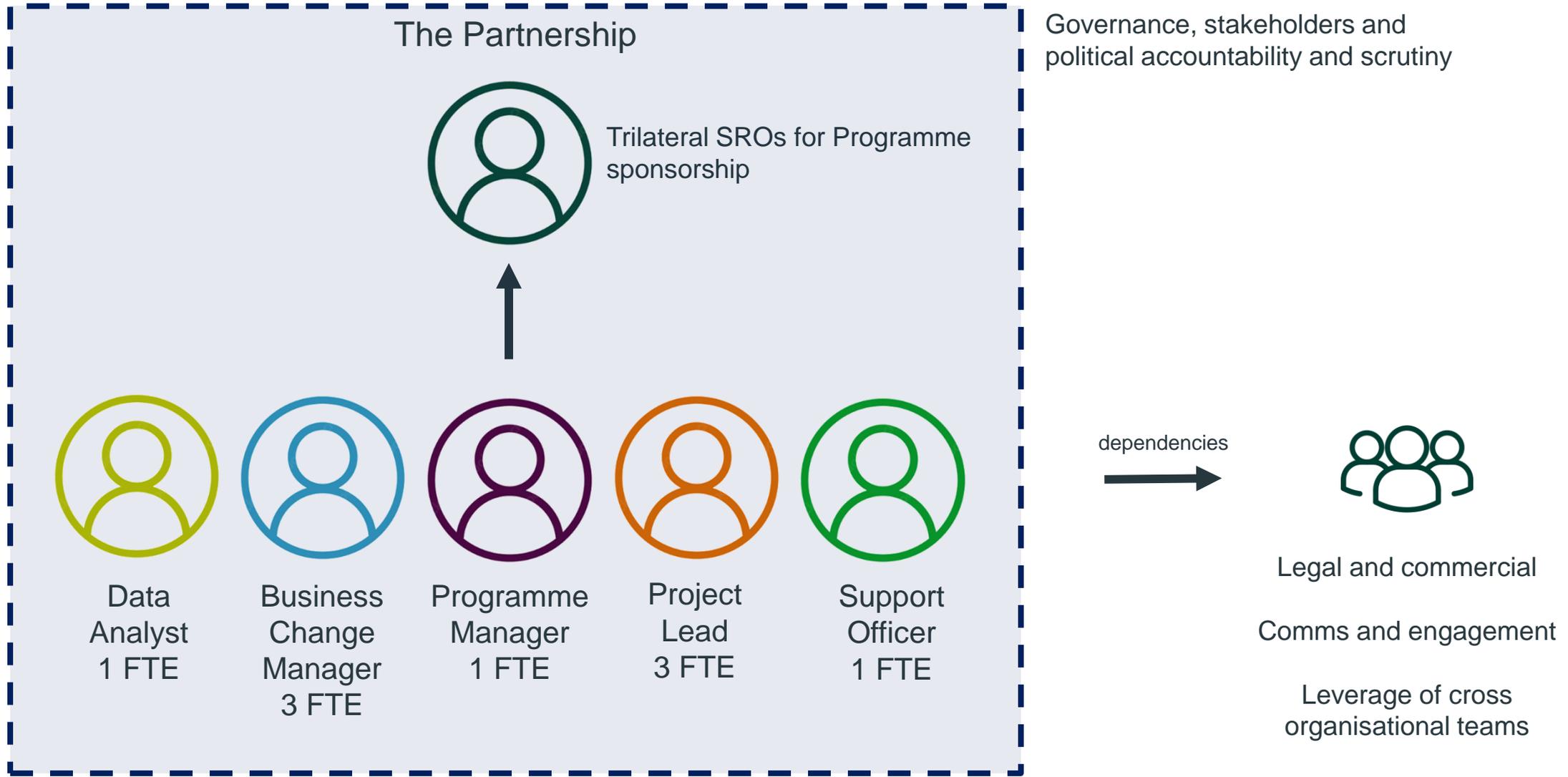
- Developed short, medium and long term objectives and associated metrics which will enable progress reporting
- Created an Annual Business Plan which confirms the activities and resource requirements from the partners (24/25 ABP to be signed off September 2023)
- Progressed workstream actions (13 actions 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





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

Greater Manchester Combined Authority Purpose Driven Collaborative Empowering People	United Utilities Innovative Trustworthy Customer Focused	Environment Agency 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
Collaborative	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
Purpose Driven	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
Embrace Challenges	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





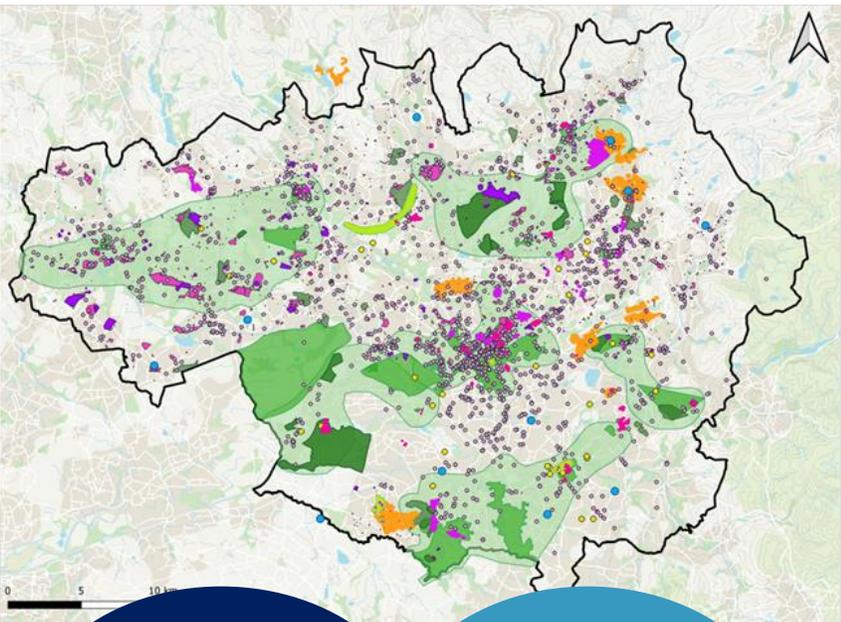
Workstream Activities and Outputs (October '23 – March '24)

Workstream (WS)	Actions
WS1 - Living Integrated Opportunity Programme	Identification and progression (from concept to business cases) of the first tranche of geographical clusters to demonstrate the impact and delivery of better outcomes.
WS2 - Digital Platform	Development of the IWMP Digital Platform
WS3 - Adaptive Policies and Standards	Recommend good practices and changes on the policies and standards identified for enhancement
WS4 - The Partnership	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
WS5 - Skills and Resources	Confirmation of the skills and graduate/apprenticeship programmes across the CA, UU, and EA for integrated water management to commence in September 2024.
WS6 - Integrated Investment Plan	Investment portfolio brochure
WS7 - Marketing and Engagement	Communication and engagement plan outlining who will be engaged, when and how during 2023-24

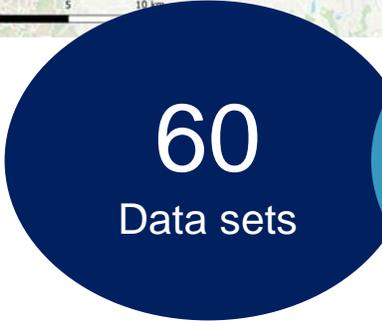
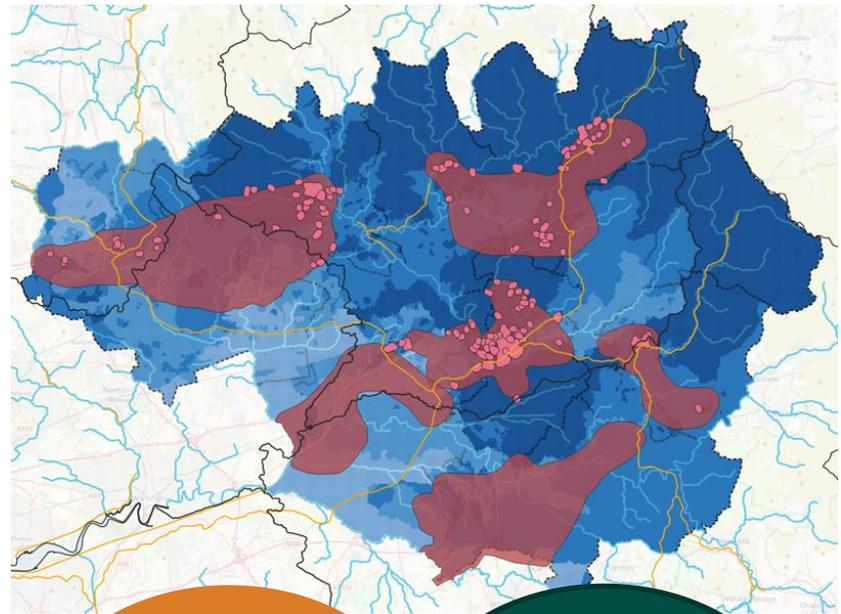


WS 1 - Living Integrated Opportunity Programme

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.



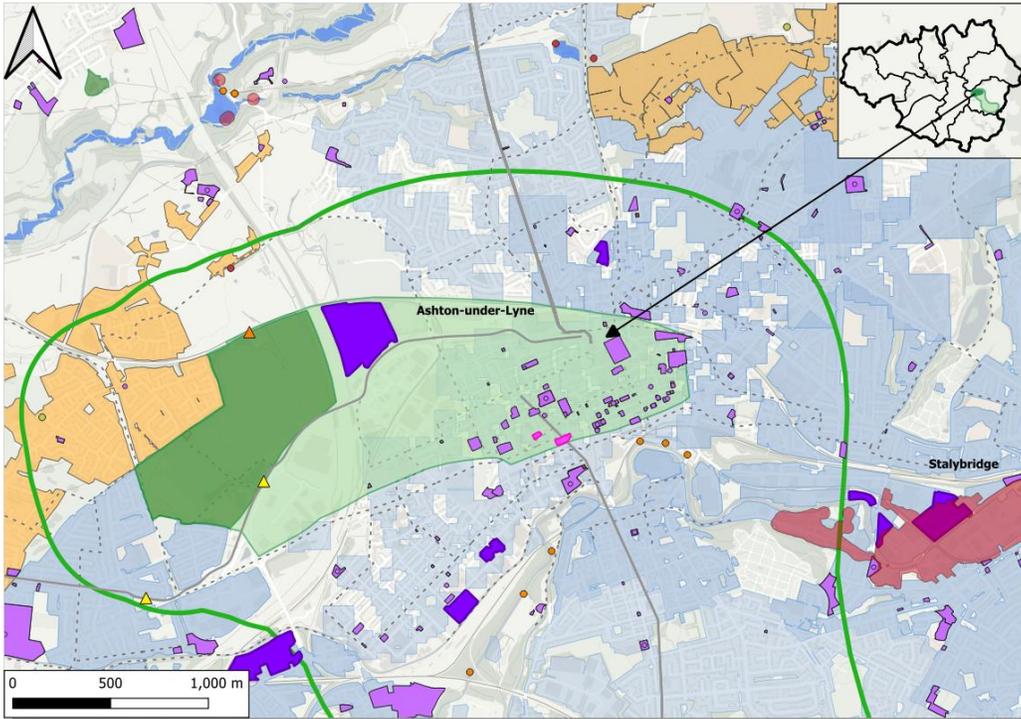
IWMP
Data
Analyst



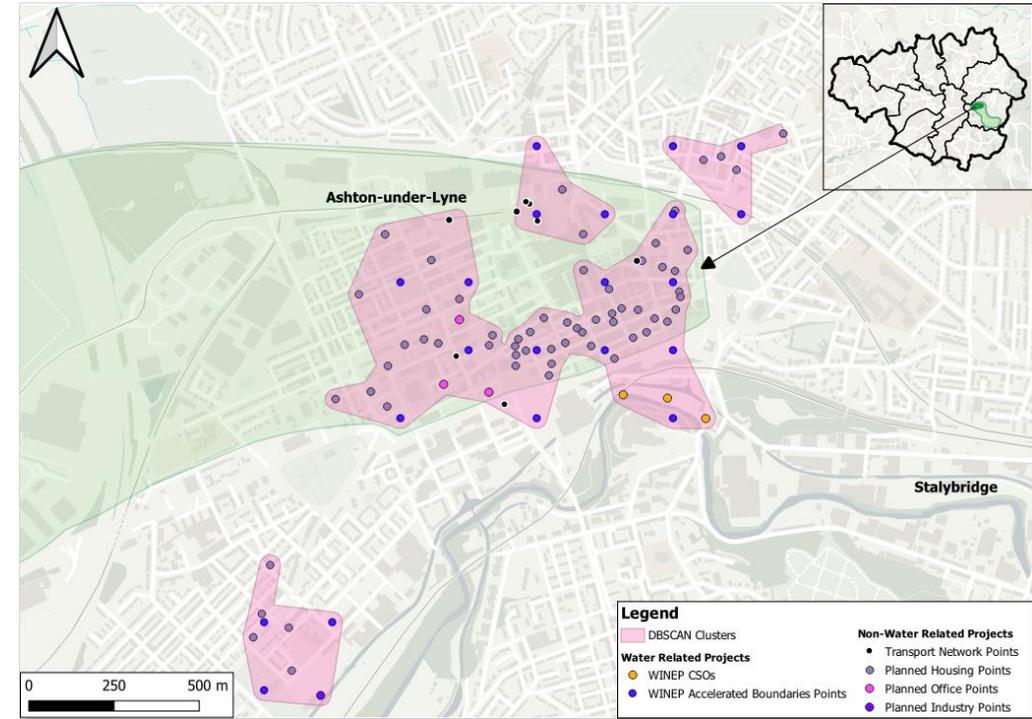


WS 1 – Case Study

Cluster identified at Ashton – under-Lyne



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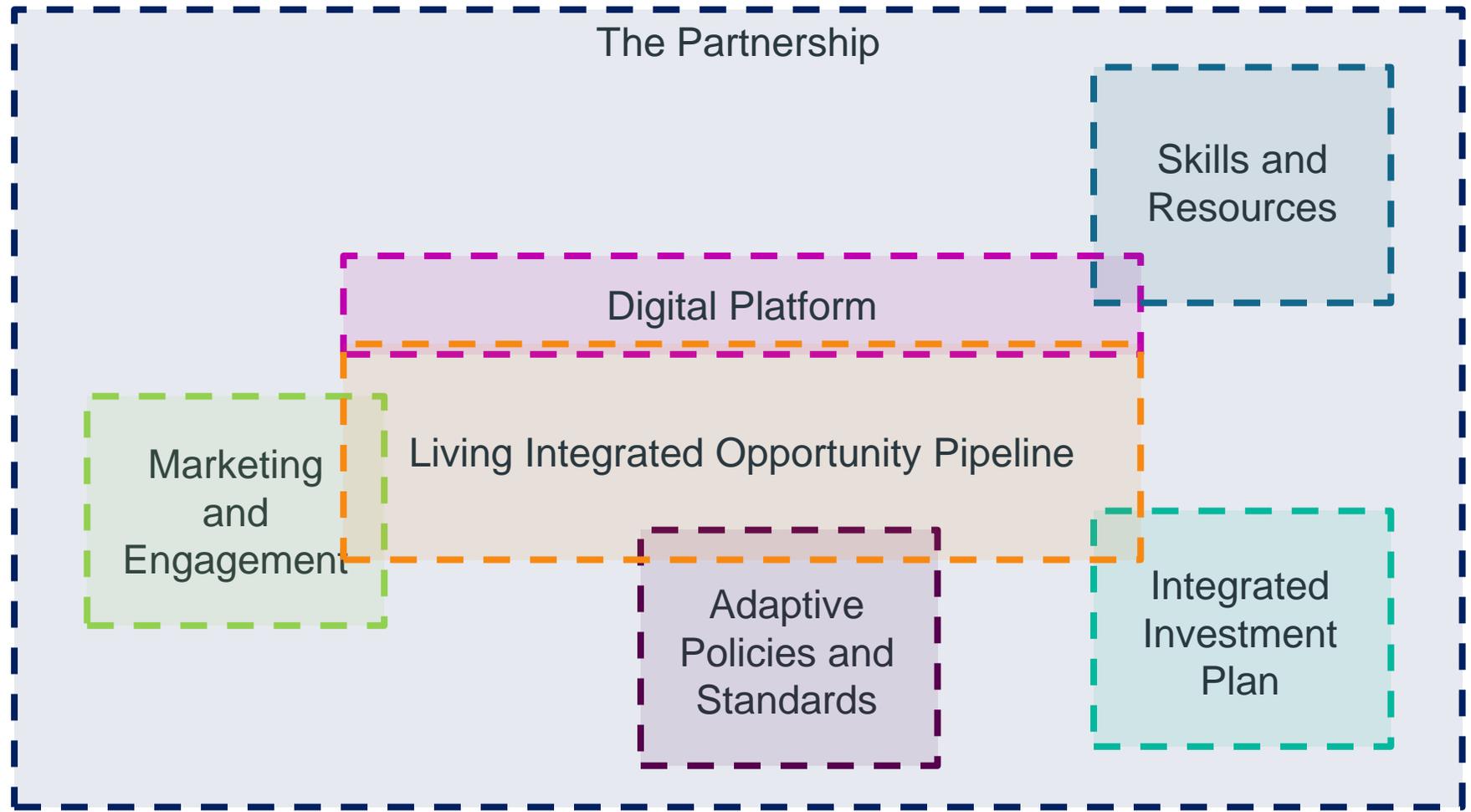
6
Data sets

5
organisations

78
opportunities

1
cluster

7 Interconnected workstreams

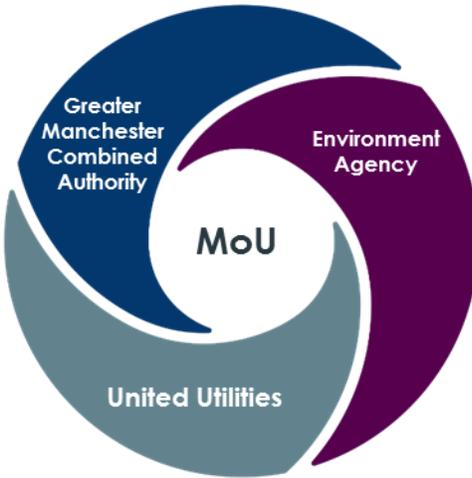




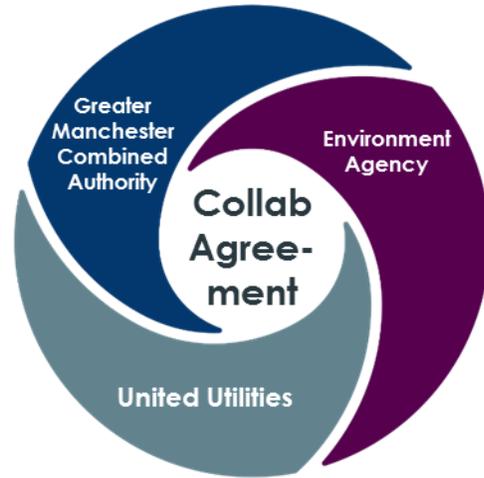
The Partnership



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. CAaA, LCR, GLA, Natural
Course

6

12

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



Good Governance

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



Looking ahead...

September

3rd 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