

## Irwell Catchment Pilot

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# Governance and Terms of Reference for the Irwell Catchment Pilot Group

March 2012

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### 1. Rationale for a new Irwell Catchment Pilot Group

1. A clean and healthy environment is vital for everyone's quality of life. People who are socially and economically disadvantaged often live in the worst environments and this can affect people's health and happiness, adding to the burden of deprivation. Tackling environmental inequalities and ensuring that **all** people have access to a good quality environment is critical to sustainable development.
2. Water is crucial for life. It is central to almost everything that we do, for our physical and mental wellbeing. The extent of its importance is well recognised but the need for better management of our water environments will only increase as we face future challenges such as climate change and development pressures.
3. Our evidence shows us that most of the water environments (rivers, reservoirs, canals and groundwater) in the Irwell Catchment Pilot area are at present failing to meet the standards required under current legislation for a variety of reasons. The Water Framework Directive sets strict targets for improving water quality **by 2027**. Failure to achieve the targets could result in the UK Government incurring heavy fines from Europe. Despite significant effort, it is unlikely we will meet the requirements of the Directive unless additional action is taken.
4. Changes in National and Global economic conditions are compelling organisations in both the public and private sector to achieve more with fewer resources. Collaborative working provides a tool by which to achieve mutually beneficial outcomes more effectively and efficiently

Given the rationale outlined above, there is a need for a more coordinated and coherent approach to delivering environmental improvements for the water environment. This will require those organisations that have the knowledge, ability and commitment to work more closely together to make clear and lasting changes. It is for these reasons we are proposing the development of a new group to develop a programme of collaborative work to deliver benefits to water and associated environments in the Irwell Catchment Pilot area. .

## 2. Aims

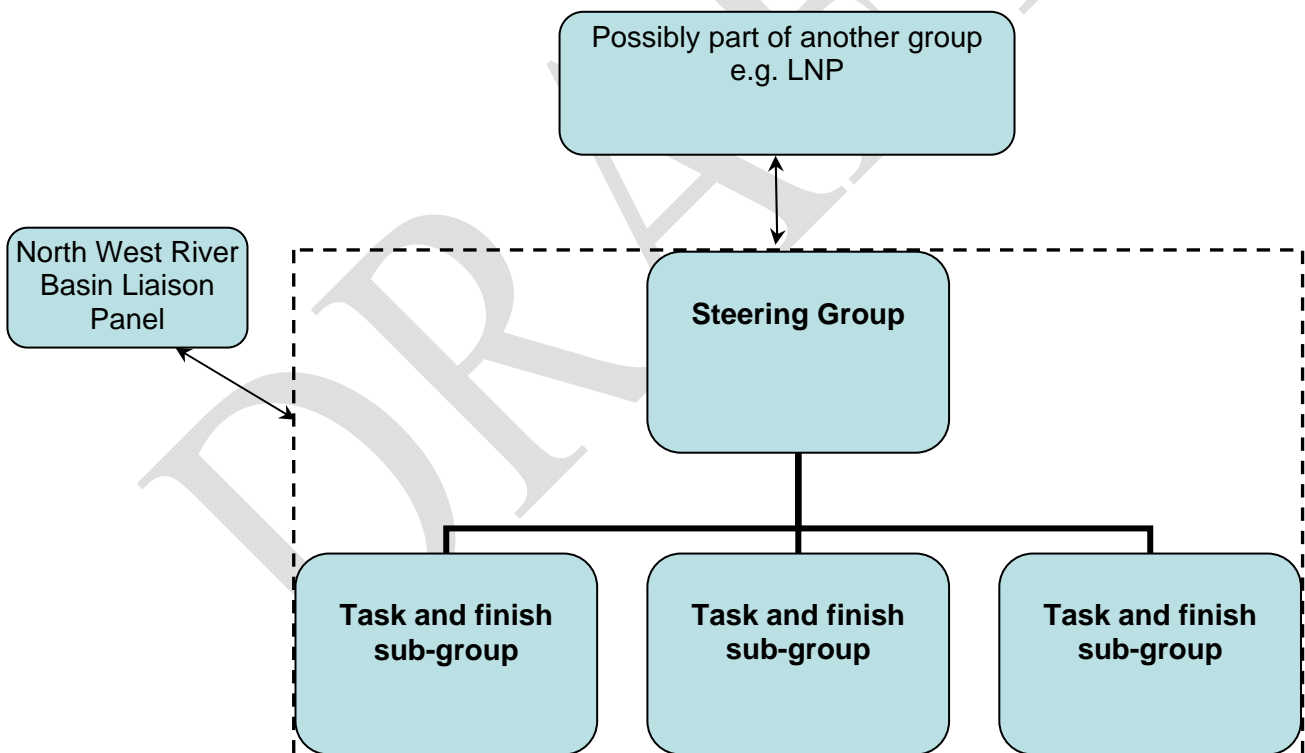
The Group exists to:

1. Improve local environments for the benefit of water quality in the Irwell Catchment Pilot area so that the standards required under current legislation are met. We will achieve this by;
  - a. working together and with others to understand the issues,
  - b. discussing and agreeing on priorities and outcomes,
  - c. sharing information, resources and learning,
  - d. working together and with others to tackle difficult issues that require multi-agency input,
  - e. working collaboratively to deliver work on the ground to achieve the agreed outcomes.
2. Ensure that work to improve the water environment and associated habitat in the Pilot area is informed by good quality local evidence.
3. Maximise the use of existing resources and seek to attract additional resources or funding if necessary.
4. Get more participation and ownership at a local level by encouraging and enabling communities and business to take responsibility and act to protect and improve their water environments.
5. To change behaviours through education and advocacy so that local people understand, respect and value their environment.
6. Co-ordinate and integrate the relevant existing and future plans, policies, strategies and activities of the individual organisations represented on 'the Group', in order to achieve more effective working practises and delivery of multiple benefits.
7. Wherever possible ensure the environmental improvements delivered have wider social and economic benefits e.g. providing employment and enhancing inward investment.
8. Produce a strategic plan that details 'what' on the ground activity is needed, 'by when' and 'by who', and with what resources, in order to achieve the agreed outcomes.
9. Pass our learning on to others.

### 3. Governance and structure

1. The Group will comprise a steering group and issue-based task and finish groups (Diagram 1). Note - it will evaluate its' relationship to existing and up and coming groups (e.g. GM Local Nature Partnership) on a regular basis to avoid replication of effort and establish the 'best fit'.
2. The Group will be supported and administered by the Environment Agency; however, it will act as its own independent entity.
3. The life of the Group will be defined by the timeliness of the actions within 'the plan' developed by the Steering Group

Diagram 1 Irwell Catchment Pilot Water Environment Group



#### **4.1 Role of the Steering Group**

The Group will:

1. Develop a strategic plan, with time specific actions, setting out who will do what, and what resources are required to achieve the shared outcomes.
2. Own and drive progress towards developing a plan and then towards delivering the agreed outcomes
3. Act as a point of coordination and integration for the Steering Group organisations.
4. Direct and oversee the work of the task and finish sub-groups in order to ensure on the ground delivery achieves the agreed outcomes.
5. Monitor progress against the plan, adjust the plan when necessary and report on outcomes.
6. Regularly review its' relationship to existing and up and coming groups (e.g. GM Local Nature Partnership) to avoid replication of effort and establish the 'best fit'.

#### **4.2 Steering Group make-up and meetings**

7. The Group will comprise organisations with a strategic interest and/or influence in relation to improving the water environment in the Irwell Catchment Pilot area (Table 1).
8. Individual organisational goals will be synergistic with the purposes set out for the Group.
9. In order to keep meetings and decision making efficient and effective, the Steering Group is likely to be limited to around ten individuals.
10. The Steering Group will, to begin with, meet once per month to ensure swift progress is made around agreed objectives. The Steering Group will then make its own decisions regarding frequency of meeting.
11. Each individual member will commit to attend each Steering Group meeting. When this is not possible, the member should endeavour to send a named deputy or forward comments prior to the meeting on the relevant papers.
12. Each individual member must be committed to achieving the aspirations of the Steering Group and be able to influence outcomes within their own organisation (Appendix A).

13. The Group will review its membership and Governance and Terms of Reference when appropriate but at least on an annual basis.

**4.3 Selection of the Chairperson**

A Chairperson will be selected by the Steering Group and serve for a period of 12 months.

**4.4 Role of the Chairperson**

To be developed and circulated to the Group.

**Table 1 Organisations that have agreed to form a Steering Group**

Organisation
Association of Greater Manchester Authorities – (Planning and Housing)
Environment Agency
Greater Manchester Waste Disposal Authority
Irwell Rivers Trust
Keep Britain Tidy
Lancashire Wildlife Trust
Red Rose Forest
Salford Friendly Anglers
United Utilities

**5. Task and finish groups**

**5.1 Role of the task and finish groups**

1. Issue based task and finish groups will be set up by the Steering Group, on an ‘as needed’ basis, in order to carry out work that needs more detailed, in depth attention than can be provided at Steering Group meetings. This will include exploring and improving evidence, and developing options and ideas for solutions.
2. Issue based task and finish groups will be set up by the Steering Group to allow relevant individuals and organisations to come together to explore evidence, issues, and put forward ways to deliver solutions.
3. Issue based task and finish groups will be able to make recommendations to the Steering Group.
4. Issue based task and finish groups will act on instruction from the Steering Group.

## 5.2 Make-up of the task and finish groups

1. Membership of task and finish groups will be decided upon by the Steering Group.
2. The task and finish groups will be made up of individuals and organisations with a particular interest, knowledge or influence in the subject of the group (Table 2). They will also be drawn from beyond the membership of the wider group of stakeholders.
3. Membership of the task and finish groups will be limited to eight or ten individuals, in order to keep meetings and decision making efficient.

**Table 2 Organisations that have said they would be willing to be involved in a relevant task and finish group**

Organisation
British Waterways
Forestry Commission
Highways Agency
Woodland trust

## 6. The North West River Basin Liaison Panel

### 6.1 Role of the North West River Basin Liaison Panel (taken from The Terms of Reference for all Liaison Panels)

1. The liaison panel is a body of co-deliverers able to take the action required at the River Basin District level to meet the requirements of the Water Framework Directive. This includes enabling and encouraging action by others.
2. They help the implementation of the Directive by contributing River Basin District level knowledge, understanding and information. They add value, share the implementation of the River Basin Management Plan, scrutinise the required action and its delivery, and assist with stakeholder engagement at all levels.

The Group will share information and ideas with the North West River Basin Liaison Panel

## Appendix A

### Personal Specification for the Greater Manchester Water Environment Group members

Below are a range of skills, experience and knowledge that group members will ideally have. It is accepted that individual members of the group may not be able to demonstrate all these attributes but the group as a *whole* will.

1. **Local knowledge:** Show a good knowledge and understanding of the water environments, organisations and issues in the Greater Manchester area.
2. **Team Player:** Be able to work as part of a team.
3. **Political understanding:** Have understanding of political and policy imperatives at national and local level.
4. **External focus:** Be able to work with other individuals, groups or organisations outside of their own and show commitment to the benefits of working in partnership
5. **Cultural Flexibility:** Be able to develop rapidly an in-depth understanding of a wide range of organisational, professional and community cultures.
6. **Cross Cultural:** Be able to look beyond existing structures and to work and develop plans and strategy across organisations.
7. **Influencing and negotiating skills**
8. **Innovative:** ability to think 'outside the box'/laterally. Be able to produce new views of old problems.
9. **Sector/organisational knowledge:** Contribute knowledge and experience from the perspective of their own sector/organisation. Understanding of strategic and financial issues in that sector/organisation.
10. **Communication:** Be an excellent communicator at all levels. Be able to express themselves clearly in speech and writing.
11. **Self-Confident:** Have belief in them self, their own view and be prepared to state and reaffirm their position.
12. **Personal maturity:** Be able to deal with complexity and ambiguity. Have capacity to tune in to the needs and feelings of others whether directly or indirectly expressed.
13. **Respect Diversity:** Be able to show respect for the diversity of other's viewpoints and backgrounds.
14. **Collective Responsibility:** Be willing to work on a consensus basis and demonstrate corporate/collective responsibility.
15. **Strategic Comprehension:** Have the ability to understand the long term or widespread implications of decisions.
16. **Analytical ability:** Have the capacity to process detailed information.