



URBANPIONEER

STRATEGIC PLAN – GREATER MANCHESTER

JANUARY 2018



Collaborative partners



Greater Manchester Sports Partnership



Greater Manchester Public Health



Ordnance Survey



Manchester City of Trees



Greater Manchester Ecology Unit



giving nature a home

University of Salford
MANCHESTER

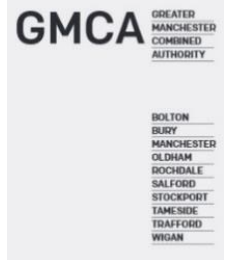
MANCHESTER 1824
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HEALTHY RIVERS TRUST
WATERS | REGENERATION | ENVIRONMENT | SUSTAINABILITY



Campaign to Protect Rural England
Standing up for your countryside



Transport for Greater Manchester



Department for Environment Food & Rural Affairs



Environment Agency



Forestry Commission

Greater Manchester Local Nature Partnership

Natural Capital Committee

MappingGM

GMCA

Planning & Housing

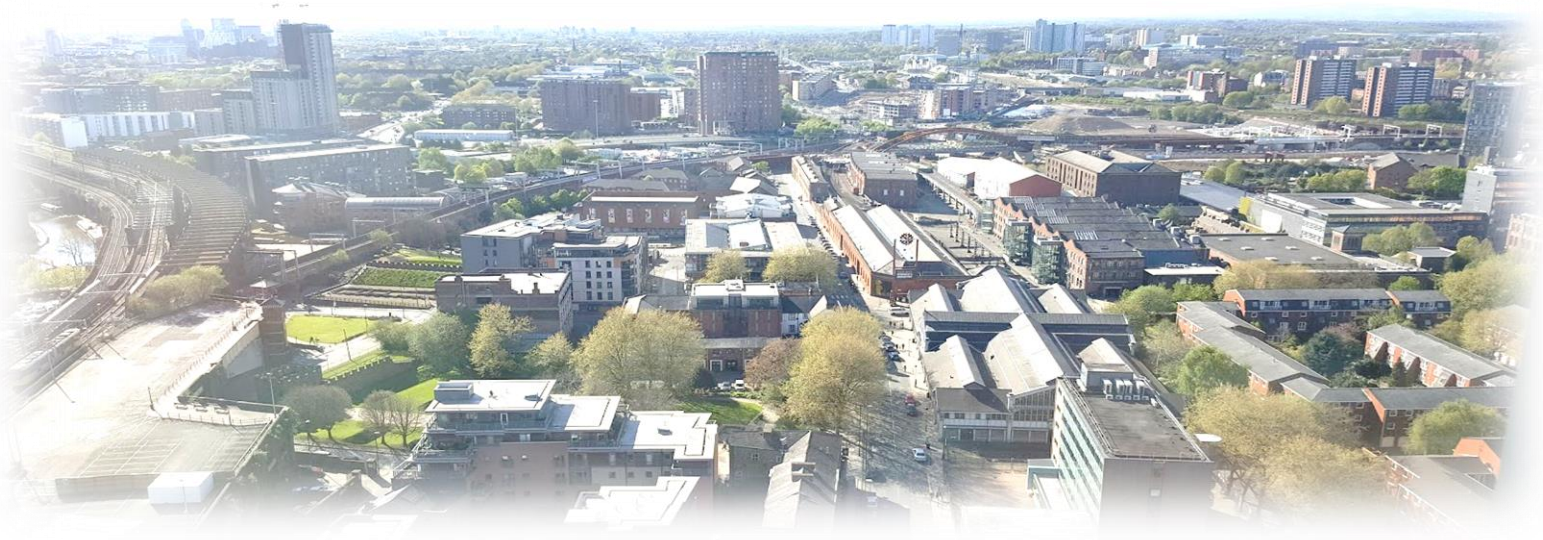



GREATER MANCHESTER LOW CARBON HUB

GREATER MANCHESTER COMBINED AUTHORITY



GMCA GREATER MANCHESTER COMBINED AUTHORITY





“Together there’s lots of things we can do. Working with stakeholders across the city region to make sure people here have clean air to breath, quality green spaces to enjoy and also places where they can get out of their cars and onto their bikes”

- Andy Burnham, Mayor of Greater Manchester

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Project Summary

The Urban Pioneer is one of four three-year DEFRA Pioneer projects designed to support and inform the development of Government's approach in its 25 Year Environment Plan (25 YEP). The aspiration for the 25 YEP is to leave our environment in a better state than we found it, within a generation (25 years). It aims to deliver cleaner air and water in our cities and rural landscapes, protect threatened species and provide richer wildlife habitats. It calls for an approach to agriculture, forestry, land use and fishing that puts the environment first.

The Pioneers are action learning pilots of the 25 YEP approach and DEFRA have asked the Pioneers to explore, test and trial four aspects of the plan – the 'asks':

- a) Testing new tools and methods as part of applying a natural capital approach in practice;
- b) Demonstrate a joined-up integrated approach to delivery;
- c) Pioneer and 'scale-up' the use of new funding opportunities; and
- d) Grow our understanding of 'what works', sharing lessons and best practice.

These four 'asks' form the basis of the Pioneers and each will seek to apply them within their respective environments – Urban (Greater Manchester), Water Catchment (Cumbria and Lancashire), Landscape (Devon) and Marine (East and West coast locations). It is a principle of the Pioneers that they will need to be flexible, adaptable and replicable, trying new and innovative thinking and approaches for the 25 YEP, of which some will work and some will not, sharing the learning widely with others as they progress. It is also a principle that the Pioneers identify ways to utilise existing resource or secure new funding sources to deliver environmental outcomes, communicating the socioeconomic outcomes of environmental interventions and considering socioeconomic and productivity factors in delivering results.

The Urban Pioneer is set within the Greater Manchester City Region – the economic powerhouse of the North, covering 493 square miles and comprising 10 districts. The majority of the landscape is urban or high-density urban - home to some 2.7 million people and a GVA of £56 billion, representing the largest functional economic area outside London. However it also has a wide and varied range of wildlife and natural habitats such as wooded valleys, moorlands, reed beds, mature woodland, scrubland, grassland, high moorland, mossland, agricultural land, lakes, wetlands, river valleys, urban parks and suburban gardens. This diverse landscape provides a wealth of services to the citizens of Greater Manchester and plants and animals of national importance can be found here, including 21 Sites of Special Scientific Interest (SSSI). Greater Manchester's natural assets, or 'natural capital' are integral to creating quality places where people choose to live and work, and are critical to health and wellbeing.

Greater Manchester's urban form and industrial past also pose challenges. Rates of obesity, cancer and heart disease are significantly higher than the national average and life expectancy at birth is the lowest in England.¹ Within Greater Manchester, there is a gap in life expectancy of almost six years between the poorest and most affluent areas. 36% of

the population of Greater Manchester live in a neighbourhood that ranks among the 20% most deprived nationally, and one in five people (22%) live in a neighbourhood in the 10% most deprived.² Access to nature, air quality, land contamination, climate resilience and biodiversity all pose challenges.

The Urban Pioneer will explore the links between environment, society and economy, focusing on improving the natural environment through improved decision making to support the health, wellbeing and prosperity of Greater Manchester's residents. It will explore the links between Greater Manchester's environmental quality, natural capital, its condition and the benefits it provides to people. It will seek opportunities presented through planning and development as part of Greater Manchester's ambitious growth plans and ambitious approach to local governance. It will bring together disparate projects and organisations to recognise and improve Greater Manchester's natural capital, maximising the potential for multiple outcomes that otherwise would be missed, in order to tackle some of the challenging environmental issues impacting the health and wellbeing of people, and supporting Greater Manchester as a place of choice to live and to do business.

Through working in collaboration with DEFRA, Greater Manchester Combined Authority, the 10 authorities, interested parties and organisations will develop the aim of creating a natural liveable city region to prevent further decline in Greater Manchester's natural capital and seek to harness and grow the benefits it provides to people. It will share this methodology to inform the development of the 25 YEP so that other urban areas can benefit from what has been learnt. The Pioneer aims to support Greater Manchester in pioneering a new model for sustainable economic growth based around a more connected, talented and greener city region, where all residents are able to contribute to and benefit from sustained prosperity and a good quality of life.³

¹ <https://www.gmcvo.org.uk/node/456>

² <https://www.gmcvo.org.uk/analysis-deprivation-greater-manchester>

³ https://www.greatermanchester-ca.gov.uk/info/20067/greater_manchester_strategy

Aim – Creating a natural liveable city region

Through our engagement and consultation with partners we have identified this key aim for the Urban Pioneer as the focus of its efforts over the next 3 years. Understanding the challenges and issues to delivery, suggesting and implementing new ways of working and developing the evidence and tools required to better inform specific decision makers are key to this. Creating the stories that have the ability to inspire others to adopt and evolve what we learn and discover.



What will the Urban Pioneer do? The Urban Pioneer will support Greater Manchester in creating a natural liveable city region. Reversing the decline in the quantity and quality of its natural assets and the services they provide. Beyond supporting the provision of clean air and water, the full extent to which nature contributes to health and wellbeing is currently only partly understood, however strong links between mental health, respiratory health and access to green space and flood mitigation are known, as well as their role in creating attractive, healthy places people want to live, work and bring up a family. The Urban Pioneer will seek to provide local and national government, Non-Governmental Organisation's, private sector and communities, with the tools and evidence to appropriately identify and account for the true value of Greater Manchester's natural capital and integrate it into decisions. It will also seek to secure an increase in both the quantity and quality of natural capital assets whilst engaging with Greater Manchester's residents so that they can understand and access the natural environment and the benefits it provides.

To support this aim the Urban Pioneer has 4 core objectives and 1 cross cutting supporting objective.

1 Developing the evidence base

- Providing the evidence, knowledge and ways of working to support the Urban Pioneer's objectives and outcomes.
- Ensuring that the Urban Pioneer's work is evidence based, collaborative in nature and joined-up, working efficiently and effectively.

Led by the Environment Agency

2 Demonstrate a place based approach to delivery that improves policy and decision making

- Decision making will be expedited, better informed and policies updated to account for the value of the natural environment and the benefits to local people's health, wellbeing, prosperity and growth. This will lead to increased protection, maintenance and/or investment in existing and/or the creation of new natural capital assets.
- It will seek to embed a biodiversity/natural capital net gain approach to the planning system and strategically screen key plans and developments to demonstrate its impact on natural capital and explore and demonstrate how this will deliver wider natural capital net gains to benefit residents and the economy.

Led by Natural England

3 Create a Natural Capital Investment Plan for Greater Manchester

- Future investment and resource will be targeted towards those natural assets identified as providing strategic benefit to local communities across Greater Manchester
- Addressing environmental issues in investments to the benefit of people to protect and improve natural assets.
- It will provide the steer for all stakeholders to work collaboratively in tackling the challenges and threats to the stock of natural capital assets, their quality and the services and benefits they provide.

Led by GMCA

4 Develop a demonstrator project that shows the benefit of a Natural Capital Approach on project funding

- As part of a new or previously unfunded existing project, or way of working, the Urban Pioneer will test a natural capital approach to investment in order to assess whether it will increase environmental delivery capacity.
- Possible projects to exemplify integrated outcomes include the City of Trees, SuDS, slow the flow, and innovative investment and decision models, possibly focussing on specific locations (Rochdale, Stockport, etc.)

Led by United Utilities

5 Develop and test a communications and engagement model that brings together sectors, organisations and the public to deliver more for the environment.

- Online digital tools will be created to engage with residents to increase understanding and access to the natural environment in their local communities.
- Support for Manchester Metropolitan University's 'My Back Yard' and Lancashire Wildlife Trust's 'My Wild City' initiatives have been identified as opportunities for community engagement.
- New ways of efficient integrated working will be identified and shared so that others can replicate and benefit from the Urban Pioneer's findings, both locally and nationally.
- Relevant evidence and links between natural capital and its beneficiaries will see organisations and/or sectors demonstrating increased direct or indirect environmental delivery improving the capacity for delivering benefits to local residents.

Led by Lancashire Wildlife Trust

Background

The Government is committed to be 'the first generation to leave the natural environment in a better state than we found it'. The forthcoming 25 Year Environment Plan (25 YEP) is expected to set out approaches to halt and reverse a multi-generational decline in natural capital, thereby ensuring the resilience and sustainable growth of the UK.

Natural capital can be defined as 'the stock of our physical natural assets (such as soil, forests, water and biodiversity) which provide flows of services that benefit people (such as pollinating crops, natural hazard protection, climate regulation or the mental health benefits of a walk in the park).⁴ Examples of benefits from our natural environment are set out below.

In August 2016, the DEFRA Secretary of State announced four Pioneer Projects to identify good practice and innovative solutions to develop the thinking and understanding required to develop a 25 YEP. The fundamental idea underpinning the Pioneers is that they will identify good practice and innovative solutions to current environmental challenges, leading the way for others using a Natural Capital Approach.

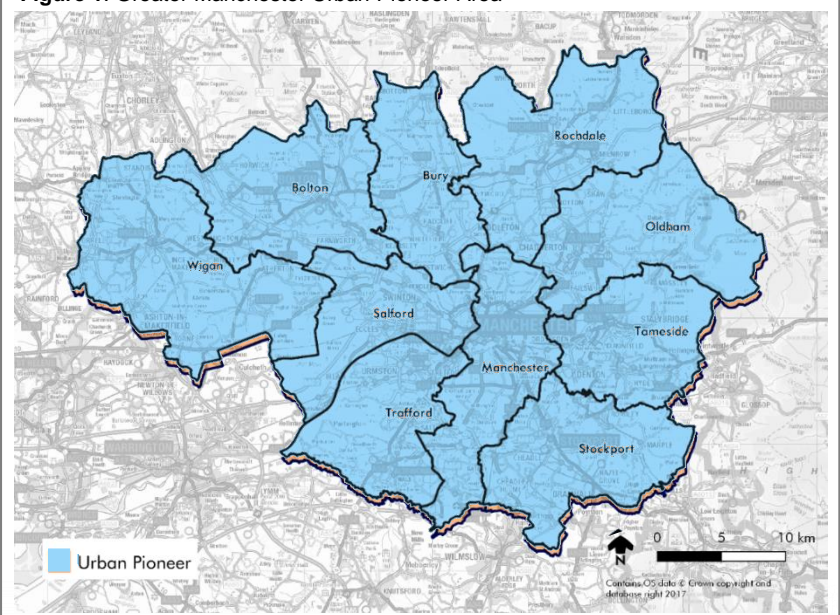
The Pioneers are located in four different settings so that they can test the best analytical tools, data and governance approaches across a range of situations. The Environment Agency has been asked to lead the development and coordination of the Urban Pioneer in Greater Manchester – the purpose of this plan.

People are at the heart of the Urban Pioneer, in particular through improvements to their health, wellbeing and prosperity through the provision of services from natural capital assets.

Greater Manchester will work with the Pioneer to help understand and extract the lessons learned from partnership working and devolution. This will help us to understand the roles, responsibilities and priority interventions the DEFRA group can undertake from a place perspective, better integrating its work as an active partner in place's key investments, plans and projects.

The Pioneers are adopting an open approach, working with and building on existing successful local initiatives and learning lessons from as many sources as possible over the next few years.

Figure 1: Greater Manchester Urban Pioneer Area



Natural or semi-natural environments provide benefits such as fresh air and places to exercise and relax. There is a strong correlation between ill-health, deprivation and access to green space.



Access to quality green and blue space has been proven to speed up recovery time from many illnesses.



4.3% of all adult deaths in Manchester can be linked to poor air quality risk factors resulting in 1000s of premature deaths each year.

Natural capital also provides solutions to mitigate water quality and flood risk. KPMG estimated the costs of the 2015 flood event to be between £5 and £5.8bn.



Spending time in natural environments reduces stress and improves mental health. An important service that benefits individuals, businesses and their employees, improving productivity.



Street trees, urban forests and other vegetation trap air pollution and can reduce noise levels.

Local Context

Why Greater Manchester? Greater Manchester has established an unrivalled reputation for creating new and innovative governance, partnerships and plans, which have influenced and impacted on local, national and international perceptions of cities, ways of working and public-private-academic collaboration, centred on delivering inclusive growth. In parallel, it has made extensive international commitments, seeking to be at the forefront of thinking and action on climate change, smart, resilient cities and the environment. It was the first to agree a devolution deal with Central Government (November 2014) with some key areas in relation to the Urban Pioneer being Planning, Health, Transport, Air quality and Climate resilience.⁵ Its existing programmes on Natural Course – a £10 million funded EU programme exploring integrated water management and significant investments in waterways, green infrastructure and healthy lifestyles provides a robust platform for DEFRA to explore how it can work together from a place perspective to deliver a natural, liveable city.

It is pivotal to the success of the Urban Pioneer to have a strong positive relationship with its key partners, with a particular focus on the Combined Authority. An existing Natural Capital Group is already well-established in the GMCA's governance arrangements, providing a strong stakeholder core group comprising utilities, natural environment charities, academics, NGOs and other public and private sector interested parties.

It will be fundamental for the project to understand current environmental interventions taking place and their impact on Greater Manchester's natural assets. Bringing these groups together and identifying how the Pioneer will be managed locally to ensure buy in from all these partners will be critical. One element of this will be to assess the existing plans, policies and frameworks that provide the strategy for Greater Manchester⁶ and its natural environment and to identify the aims and objectives within each of them. Another will be to explore whether the roles, responsibilities and capacity assigned to key organisations are best placed to achieve results.

A major cornerstone of activity which will bring together many partners from across Greater Manchester is the Greater Manchester Spatial Framework (GMSF). Currently in draft, this document will set out Greater Manchester's growth ambitions and strategic policies over the next 20 years and (at the time of this plan) seeks to deliver 227,000 new homes, 200,000 new jobs and accommodate 300,000 new people. It will become the Statutory Plan for the Mayor. The draft plan includes thematic policies for growth including; natural environment, carbon reduction, flood risk and green and blue infrastructure.

The plan will seek to balance development within the urban fabric with potential use of green belt and other land, making the role of the Pioneer in identifying opportunities to improve the net environmental quality of Greater Manchester both relevant and useful. This presents an opportunity for the Urban Pioneer to support the development of the GMSF to boost the natural capital through planning and development, and existing secondments of Environment Agency staff to engage with the plan's development are important action learning for the Urban Pioneer.

The significant strategies:

- The Greater Manchester Strategy (GMS)
- Greater Manchester Spatial Framework (GMSF)
- Climate Change and Low-Emissions (CCLES) Implementation Plan
- Taking charge of our Health and Social Care in Greater Manchester
- Northern Powerhouse Plan
- Greater Manchester Low-Emission Strategy
- Air Quality Implementation Plan 2016
- Biodiversity 2020 DEFRA's strategy to 2020
- DEFRA Integrated Area Plans.

Vision



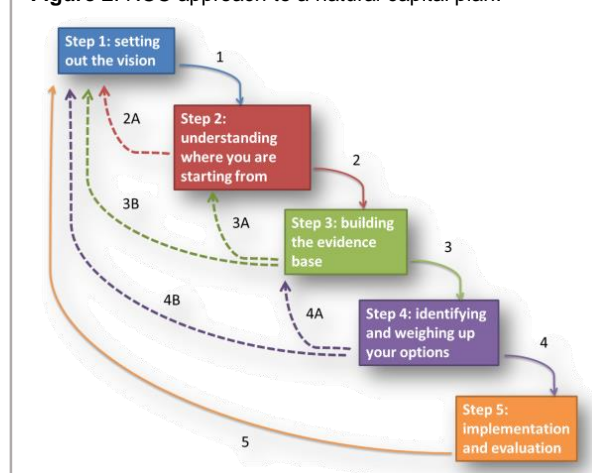
To make a clear and evident contribution to Greater Manchester's natural environment, engaging and connecting people with nature, maximising their health and economic benefits through investment in the environment, creating sustainable growth and a good quality of life



⁵ <https://www.greatermanchester-ca.gov.uk/homepage/59/devolution>

The Urban Pioneer will apply a natural capital approach as set out in figure 2, taken from the Natural Capital Committee's 'How to do it' document. Natural capital information can be used at all levels of decision making, changing the way people think about the environment and recognising it as a whole, transcending government agency, department, organisations and political boundaries. A natural capital approach consists of two core elements. The first is the emerging methodology, the practical steps required to build Natural Capital Accounts. The second is the application of these accounts and how they can be used to support decision makers in making more informed and integrated decisions. Achieving these two core elements is not simple, as decisions makers at different levels may have subtly different needs and requirements in order to make better joined up decisions. Natural capital assets are ever changing, and inconsistently categorised. As yet, there is no standard inventory model. So while the principle of natural capital accounting is important a balance also needs to be struck between developing a detailed asset inventory and making a practical difference.

Figure 2: NCC approach to a natural capital plan.



The Urban Pioneer will explore and test this. The Urban Pioneer will be fast paced, flexible and creative, building on our existing knowledge, recognising and acknowledging the work of others and adopting good practice from across Greater Manchester and elsewhere. Developing the best available methods and examples and applying new innovative approaches to practical delivery. There are three key asks for the Pioneer and one overarching supportive ask as defined by Government and these are outlined below.

Learning – Grow our understanding of ‘what works’, sharing lessons and best practice.

Identifying and establishing best available practice from existing projects, focusing on the application of a natural capital approach. Whilst the Pioneer tests this new approach it will need to be creative and innovative, learning lessons quickly from others, understanding, engaging and sharing ‘what works’ with other urban areas, local and national government, organisations, sectors and communities.

Evidence - Testing new tools and methods as part of applying a natural capital approach.

Ensuring decision makers have the tools and evidence they need to make better, more informed environmental decisions. Delivering a natural capital approach in practice will require assessing what natural capital information is currently available from across Greater Manchester and understanding what assumptions and limitations exist with currently available data. Overcoming gaps in the information and understanding of the role the environment plays in delivering benefits to people. It will need to explore and progress our understanding of the connection between the health benefits, natural assets and the services they provide to people and to develop Ecosystem service mapping across the city region.

Integration – Demonstrate a joined-up integrated approach to delivery.

Closer working across all sectors and organisations through existing and new relationships to deliver shared outcomes efficiently. In order to test what a new, truly joined-up and integrated approach to delivery looks like, using a natural capital approach, the data, tools, evidence and analysis outlined above needs to be used in practice. This needs to be done through developing a co-ordinated, integrated agile approach to delivery and bringing together relevant organisations, businesses and individuals, exploring methods of engagement whilst being mindful integrated approaches will require its plans, strategies, and delivery to consider wider impacts on neighbouring places.

Finance – Pioneer and ‘scale-up’ the use of new funding opportunities.

Private investment into environmental projects delivering multiple benefits needs to increase. Identifying private sector financing opportunities and scaling those up to augment public investment in the environment is an important aspect of the Urban Pioneer.

Success Measures

It is important to note that the project is based on exploration, innovation, trial, testing and experimentation which means some elements may be found not to work. This should not be seen nor taken as a failure of the project. This is a success, provided that the reason/s it did not work are understood and that knowledge and those lessons learnt are shared so that others may gain from this experience.

Success of the Urban Pioneer will be measured in two interconnected ways:

1. Has the Urban Pioneer been pivotal in informing the development of Governments 25 YEP through its lessons learned?
2. Can progress be measured towards delivering better environmental outcomes and improved investment decisions in terms of effectiveness and efficiency locally for Greater Manchester?

As part of the evaluation of the Pioneer, suggested success factors include testing for the following attributes:

- | | |
|---|--|
| 1) Future development will create a positive improvement to the local natural environment in a way that is sustainable. | 8) At least one project has demonstrated its wider socioeconomic benefits resulting in new partnerships or funding opportunities. |
| 2) Has at least one demonstration of how Sustainable Urban Drainage could be mainstreamed become an integral part of future developments. | 9) Reviewed, strengthened and demonstrated a local governance system that allows the adoption and implementation of suggested new tools and ways of working for a key environmental issue.. |
| 3) Success stories and improvements in the approaches needed to influence and inform spatial planning are shared widely through reports, media coverage and presentations. | 10) Demonstrated the impacts of nature-based interventions on particular health issues and what evidence is required to support social prescribing. |
| 4) Demonstrated the application of private investment, secured through natural capital evidence. | 11) Development and implementation of new methods and tools that incorporate new science and datasets linking ecosystem services to health and wellbeing, prosperity and other relevant areas for planning, development and investment decisions. |
| 5) Methods to update existing decision making tools and processes which reflect the value of natural capital can be demonstrated, particularly for cost benefit analysis. | 12) Existing tools will be used to support decision making and/or reasons for lack of use identified and documented, shared and applied to new and future tools. |
| 6) Solutions newly developed tools, data, methodologies and lessons learned are shared across partner networks and at least one solution is adopted by another urban area. | 13) Improved the coherence and transparency of the DEFRA group's role and contribution in urban areas. |
| 7) Initiated the combination of partners strategies and actions | |

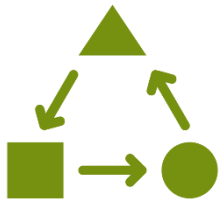
Success for national practice

The nature of the Urban Pioneer's work, as well as the limited timescales involved and resources available, means the impact of the Urban Pioneer is not amenable to quantification through indicators, at least during the Pioneer's life-span. The majority of evaluation for national practice will be provided in answering the qualitative evaluation questions as detailed in the 'Evaluation Framework for the Pioneers'. As such, for national practice, the evidence will include: Case study evidence and examples, qualitative judgements by local stakeholders and views of national policy makers and practitioners.

Evaluation of the Urban Pioneer's impact will also require consideration of the counterfactual – the likely state of affairs in the absence of the Pioneer.

Three options for evaluation are being considered by DEFRA; Self-assessment, Independent assessment at the end of the project or, Independent assessment completed in stages throughout the project.

Dependencies, Impacts and Risks



Dependencies: The Pioneer has a number of initial critical dependencies which need to be recognised if the Urban Pioneer is to be successful..

- Expert knowledge is required within the fields of; Economics, Natural Capital Accounting, Ecosystem Services and Data and Evidence. Initial work will be undertaken to develop the outcomes and to identify what resource is currently available, and to ascertain what gaps exist to support and deliver these outcomes.
 - A Draft Product & Activity planning map is currently been developed by the Environment Agency.
 - An 'offers and asks' paper from DEFRA sets out the support available from DEFRA.
 - Continued engagement with the Delivery Group, will identify potential support from all the participating partners.
- Area Integrated Plans are in development looking to align Natural England, Forestry Commission and the Environment Agency to efficiently deliver shared outcomes; delivering more through integrated working. It is likely that the Urban Pioneer, although set at the city region rather than DEFRA local area scale, will have useful insights and learning that can be shared to help in this work.
- There are many existing partnerships and organisations across Greater Manchester that will be relevant to the successful delivery of the Urban Pioneer. Some of these have representatives at the Urban Pioneer Delivery Group, others will be involved through engagement. This will be managed through existing relationships or through the governance arrangements that have been setup and described. See project team and governance.
 - One such key organisation will be the Greater Manchester Ecology Unit (GMEU) who provide specialist advice to, and on behalf of Greater Manchester on biodiversity, nature conservation, and wildlife issues.
- Eftc and ONS are currently developing national urban natural capital accounts which will be a useful addition to the baseline evidence for the Urban Pioneer. It is also anticipated that air quality regulation modelling work will be produced by the end of Summer 2017. Further details on physical health and noise regulation are expected over the same period.



Impacts: It is the intention that the Urban Pioneer will support, wherever possible partner's organisational objectives. However it is also recognised that to develop the Pioneer, and its ongoing support, will place additional demands on those organisations in the short term. These demands will most likely be felt by technical teams within the partner organisations. Clarity on impacts will be developed as the project progress and our understanding of the outcomes and gaps in our understanding are developed. It is anticipated that both local area and national DEFRA group teams will be affected and this and may have an impact on local service levels. Again this will become better understood as work is progressed. Currently, the Greater Manchester, Merseyside and Cheshire Area of the Environment Agency is supporting a small team to develop and coordinate the Urban Pioneer.



Risks: Currently there are a number of high level risks to the Pioneer. Project expectations of unrealistic outcomes is a key one, and expectation management is vital, supported by project transparency and regular reporting, ensuring those supporting the Urban Pioneer understand what can be realistically achieved as part of the project, whilst remaining aspirational and far reaching in pursuing project goals.

The lack of resource is another known risk. The Pioneers are generally unfunded projects and must therefore utilise and realign / repurpose existing resource when testing the ways of working. However additional resource is required to develop and identify these ways of working. Currently the project is supported via a dedicated Project Manager and in the near future two full time team members, funded through an authorised overspend in the Environment Agency's local area budget.

The additional resource and support required beyond this will need to come from redeploying existing resource from across our partners to support the Pioneer. This will impact on local delivery, the extent to which has yet to be understood and will be dependent on the offer of any dedicated support from partner organisations. It is hoped the technical resource for the Pioneer can be written into the work plans for those relevant teams and organisations. Continued support and agreement from the Greater Manchester Combined Authority in particular is pivotal to the delivery and success of the Urban Pioneer. Key to this is demonstrating how the Urban Pioneer can support Greater Manchester in its objectives and aspirations.

Project Team and Governance

An interdisciplinary, collaborative delivery group is pivotal to deliver the Urban Pioneer. A Delivery Group comprising officers and representatives from a range of organisations has worked to develop this plan. Coordination of this delivery group will be through the Project Manager. This would see leaders, experts and officers leading on the outcomes as described earlier.

Local governance is critically important for the success of the Urban Pioneer because of the aforementioned reasons. Therefore, it is important that the governance complements and is acknowledged as an accepted part of tried and tested arrangements in Greater Manchester. Shown in figure 4 below is the governance structure for the Combined Authority as of January 2018. Greater Manchester's Natural Capital Group already has many of the representatives required to deliver the project and is a recognised part of the governance structure in Greater Manchester. In addition whilst the governance for the Pioneer would reside in the Natural Capital Group its influence is anticipated to extend across the Combined Authority. However it is acknowledged that the frequency of meetings and capacity during those meetings is not sufficient to adequately support the Urban Pioneer, at least in the early stages of the projects development and initiation.

Figure 4: Greater Manchester governance structure

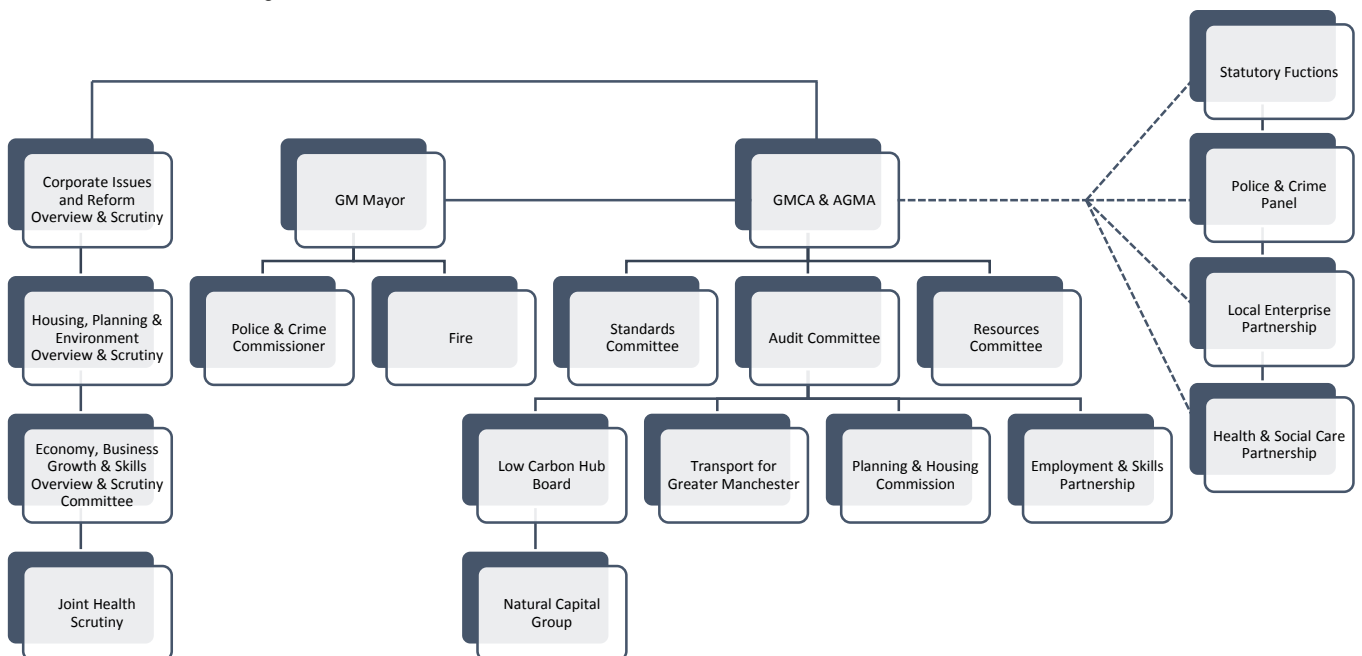
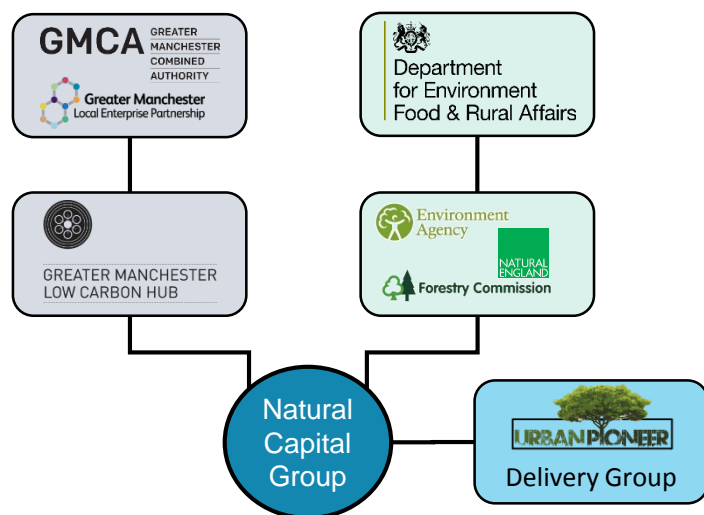


Figure 5: Urban Pioneer governance structure



An Urban Pioneer Delivery Group has been formed as a sub-group of the Natural Capital Group. This has grown organically through close discussion with the GMCA Environment Team

The primary function of the Delivery Group is to shape and take accountability for the feasibility, development, monitoring and achievement of the outcomes of the Urban Pioneer.

Figure 5 attempts to set out the full governance structure, combining the local and national view.

Members of the Urban Pioneer Delivery Group include representation from: Academia, Transport, Combined Authority, DEFRA group, community, planning, NGOs, business, finance, health as well as the Natural Capital Co-ordinator and Project Manager. Below summarises local and national accountabilities and responsibilities.

National Governance 'DEFRA led'

- National Governance about the Offer and Ask for the Pioneer
- Manage the requests from and to DEFRA
- Feed into the 25 YEP Steering Group
- Creates consistency and sharing for the Pioneers
- Provides steer on tools and approaches
- Links to other initiatives
- Addresses future national requests of the Pioneers
- Interface with the Natural Capital Committee
- Interface with the Environmental Analysis Unit

Local Governance Urban Pioneer Delivery Group

- Local leadership and steer for the Pioneer
- Establishes project priorities
- Agreement on this plan
- Monitors progress and holds different partners to account
- Reports back to DEFRA group and Local leadership on progress

Budgets

The Pioneers will utilise existing funding, exploring a range of opportunities to make better use of this and to augment Government funding with additional private investment as described in the Urban Pioneer's outcomes. It is however possible that small funding opportunities may exist to support the development of the tools, evidence and ways of working the Pioneer is seeking. The eftec Central Evidence and baselining project is an example of this.

It is also recognised that some additional resource will be required in order to explore and develop the ways of working and to manage its adaptation into mainstream working, as such this additional work will incur project costs. This dedicated resource is being provided and funded by the Greater Manchester Merseyside and Cheshire Area of the Environment Agency as lead organisation.

These dedicated project costs are forecast to be £138,000 per year for 3 years, providing a Project Executive, Manager, Officer and Support Officer. This figure excludes the additional capacity costs incurred by partners associated with additional work supporting the Urban Pioneer.

Annexe – Demonstrator and support projects and initiatives

Natural Course is an EU LIFE Integrated Project aimed at accelerating delivery towards the objectives of the EU Water Framework Directive (WFD) across the North West England River Basin District, with an early focus on the River Irwell catchment. Natural Course is delivered by a partnership comprising the Environment Agency, United Utilities, the Greater Manchester Combined Authority (with Salford City Council acting as lead authority), the Rivers Trust and Natural England.

The project partners work together to deliver integrated water management approaches to tackle the challenges of the WFD and enhanced flood risk management. Natural Course began in October 2015 will run for 10 years with budgets and work programmes split into four equal phases of 2.5 years.

Because of the scale, complexity and in some cases the high cost of WFD delivery, Natural Course focuses on integration; both between the project partners and more widely among organisations and sectors that can contribute to integrated water management. Natural Course promotes an integrated catchment approach, working through the established network of Catchment Partnerships and employs a Natural Capital approach to tackling the challenges presented by the WFD and increased flood risk management where possible.

Due to the overlap in taking an integrated approach, using natural capital as means to do this, in addition to been based within the Urban Pioneer area, means the two projects will need to work closely together complementing and supporting each other as they strive to achieve their objectives.

DEFRA's Local Action Project (project number: WT1580), led by Westcountry Rivers Trust, aims to work with local communities to enhance the value of natural capital in our towns, cities and other urban spaces to improve people's lives, the environment and economic prosperity. It is taking a partnership approach that will enable local communities and civil society groups to discover their vision for where they live and to help them to form effective stakeholder-partnerships that can realise this.

The project will assist in meeting the requirement of DEFRA's 25YEP to help individuals and organisations to understand the economic, social and cultural value of nature, the impact that their actions have on it, and to use this knowledge to make better decisions and facilitate the design of sustainable financing models.

The Local Action Project is providing research and development outputs that presents robust data, evidence and information on the benefits of green infrastructure and natural capital along with a method that helps communities build consensus, facilitate local decision-making and secure funding for natural capital improvements.

The approach developed under the Local Action Project is being trialled in Manchester, within the M60 motorway.

The outputs and methodology within the Local Action Project have a close synergy to the Urban Pioneer and it will be an important part of the Pioneers development. For further information visit: <http://urbanwater-eco.services/>

BOUNTY (Benefits Of Urban Nature To You) Tool IEA Software Developer Barbara Percy created the online BOUNTY tool that allows users to see how a potential project or development could improve natural capital benefits including air quality, flood risk, habitats for wildlife and the aesthetic value of the local landscape at a very local level. The interactive dashboard visualizes scientific evidence of research into multiple environmental aspects of the urban landscape in an interactive web-based map tool for a trial sample of six wards in Manchester.

The Greater Manchester Open Data Infrastructure map (GMODIN) was funded by the Cabinet Office's Release of Data Fund. The map is designed to provide developers and planners with infrastructure and housing related information across Greater Manchester on a single, easily accessible map. The map brings together data from the public sector and the private sector to provide a general overview of physical, social and green infrastructure.

This project provides the Urban Pioneer with spatial green infrastructure data and will be a useful component of the data gathering exercise.

As it primarily designed for planning and development it presents the opportunity to be a tool used for the mapping of natural capital assets as part of the Pioneer.

GMODIN is available here: <https://mappinggm.org.uk/>

My Wild City is an initiative from the Lancashire Wildlife Trust which is looking to help transform work places, gardens and opens spaces across Greater Manchester through community engagement. It will promote access and interest in creating a more vibrant and healthy city through a web platform where people can see that they are making a real difference, empowering them to think more about the difference they could make.

My Back Yard Led by Manchester Metropolitan University, this citizen science project aims to improve our understanding of domestic gardens in Manchester and the benefits that they provide us. In particular finding out how much green space, including trees, shrubs and grass, exists in gardens in Manchester. Available here: <http://mybackyard.org.uk/>

Eftec Baseline assessment is creating and developing a natural capital account for Greater Manchester. Identifying opportunities for improvement and investment across the city region.

Biodiversity net gain Warwickshire pilot one of the original DEFRA trial projects that has developed its own version of the approach and has been successful in making it a self-sufficient. The Warwickshire, Coventry and Solihull sub-region was chosen as one of the 2012-2014 six national pilot areas to trial biodiversity offsetting. Following the success of this pilot all the Local Planning Authorities within the sub-region agreed to continue with offsetting on all Minor and Major applications.

Eco-metric This approach to Net Gain is being developed by Natural England and is a follow on and adaptation of DEFRA's net gain approach which includes valuation and consideration of eco-system services.

UPSTREAM is a three year research project, split into two main phases. The first, estimation of the scale of impact that the built environment has on human health in monetary terms and the second, exploration with those who control the development of our towns and cities in how health costs can be minimised. More detail can be found here: <http://www1.uwe.ac.uk/research/sciencecommunicationunit/projects/currentprojects/upstream.aspx>

ECOSTAR is a European research and enterprise alliance on marketing and the economics of ecosystems and biodiversity. An Erasmus funded project with the University of Manchester. For more information visit: <http://www.ecostarhub.com/>

ESPRESSO is a tool being developed by GMCA looking at mapping funding from HM Treasury.

GROW GREEN Green Cities for Climate and Water Resilience, Sustainable Economic Growth, Healthy Citizens and Environments. It is an international Horizon 2020 project looking at nature based green infrastructure for climate resilience. In Manchester this is specifically looking at flood risk and some heat stress. Further details can be found here: <https://www.iucn.org/news/europe/201706/grow-green-new-partnership-demonstrate-benefits-nature-based-solutions-cities>

Natural Capital Score Card Developed by the Environment Agency for the Irwell catchment to test how a simplified spatial account of natural capital in a catchment could be developed and used.

THINKLab Leading Research in advanced technology platforms for smart city applications, collaborative engineering, multi-agency collaboration environments, serious game applications, interactive learning and training environments and community spaces.

The Deal is an informal agreement between Wigan council and everyone who lives or works there to work together to create a better borough. This is an exciting and innovative approach that is spreading to many areas of the council's work and is likely to be an example others could follow. Further information can be found here: <https://www.wigan.gov.uk/council/the-deal/the-deal.aspx>

Heritage Trees Project is a four-year project which aims to celebrate, record and protect our local tree heritage - the trees, woodlands, hedgerows and orchards which are part of the fabric of our towns and cities. Find out more here: <http://heritagetrees.org.uk/>