

## **CONTENTS**

1. Terms of Reference
2. Membership (Including biographies)
3. Role of Commissioners
4. Work Programme (Draft)

# CHESHIRE AND WARRINGTON SUSTAINABLE AND INCLUSIVE GROWTH COMMISSION

## DRAFT TERMS OF REFERENCE

### Background

1. Cheshire and Warrington is developing an ambition to make the sub-region the:
  - Most Sustainable – Pressing ahead with its ambitions to deliver clean growth, to become carbon neutral and creating sustainable cities, towns and places for people to live and work;
  - Most Inclusive - Enabling its residents to live healthy and successful lives, tackling barriers that may prevent them from doing so - particularly the fundamental inequalities that people face;
  - Most Healthy – Improving the health of its residents whilst narrowing the gap between the experience of the richest and the poorest;
  - Fastest sustainable & inclusive economic growth – Increasing the incomes of everyone in Cheshire and Warrington by utilising its economic strengths to increase productivity and build on the area's status as the second fastest growing economy in the country.
2. As well as delivering benefits and improved outcomes for local people, delivering against these ambitions will enable C&W to be better able to attract inward investment, skilled people and to develop ongoing opportunities for sustainable and inclusive growth in the future. Furthermore, it will demonstrate the contribution and added value the sub-region can make to neighbouring city regions and the UK.

### Purpose of the Commission

3. Reporting to the Sub-Regional Leaders Board and working closely with locally based bodies, drawing evidence from previous work and via focussed sub-groups, the purpose of the Commission is to act as a catalyst for and provide advice on the delivery of a programme that will realise Cheshire & Warrington's (C&W) ambition of becoming the most sustainable and most inclusive sub-region in the UK.

### Aims

4. The Commission will be an important component in realising Cheshire and Warrington's objective of delivering sustainable, inclusive and healthy economic growth. Focussing on realistic deliverables and outcomes, it will:

- Champion and act as a catalyst for the successful delivery of a programme that will lead to Cheshire and Warrington becoming sustainable in every respect;
- Establish an agreed roadmap to deliver decarbonisation of the Cheshire and Warrington economy by 2050 including, in particular the Ellesmere Port industrial cluster (to be a low carbon cluster by 2030); the residential stock; transport; and the carbon footprint of the public sector. The roadmap will recognise and reflect work underway already at local level;
- Actively promote the decarbonisation of travel in C&W through measures such as:
  - Greater use of walking and cycling including by encouraging C&W's; transport strategy to include more active travel schemes;
  - Extensive availability of electric vehicle charging points;
  - The use of hydrogen and electricity to decarbonise public transport;
- Ensure fundamental inequalities faced by local communities are tackled including, amongst others, providing equality of opportunity for women and girls, its BAME and LBGTQ+ communities; addressing fuel poverty and digital exclusion and eliminating in-work poverty by 2030;
- Advise the Leaders' Board on measures required that will ensure that every resident in C&W is able to secure the education and skills they need to live a healthy and successful life;
- Take a leadership role on implementation of the sub-regional Natural Capital Investment Plan and work with the industry to develop proposals for decarbonisation of agriculture;

## **Composition**

5. The Commission will comprise one elected representative from each of the Local Authorities, a LEP Board member, plus up to a further ten members drawn from carbon intensive industries and agriculture, the health and social care sector, the Chair of the Local Nature Partnership, a member of the LEP Youth Board, and experts from the third sector experienced in working with disadvantaged people.
6. The Commission will be jointly Chaired by the Chair of the Sub-regional Leaders Board and a private sector member of the Commission.
7. Membership will be agreed by the Sub Regional Leaders Board. The Commission will also be able to co-opt additional expert advice to support it in specific activities and policy areas and may establish a number of sub-groups to facilitate this.
8. Elected Members sitting on the Commission will be appointed by their local authorities. Others, including the joint chair, will be recruited through an open recruitment process and will serve for [2] years. As well as having the breadth of expertise described in para 6, the Commission will also properly reflect the composition of the C&W population.

9. The first private sector joint chair of the Commission will serve for a period of 6 months and will be a candidate agreed by the LAs and the LEP.

### **Meeting Arrangements**

10. The Commission will meet at least six times per year, with the option of additional meetings during the initial mobilisation and establishment phases. At least five members must be in attendance, in person or virtually, plus one of the joint chairs, for the meeting to be quorate.

### **Resourcing and Secretariat**

11. The Commission will have one full time officer and a small budget to be funded by subscriptions from members of SRLB. It will be hosted by the LEP.

## Membership



**Joint Chair**  
**Councillor Sam Corcoran,**  
**Leader, Cheshire East Council**

Sam Corcoran has been the Leader of Cheshire East Council since May 2019. At the first meeting under his leadership the Council passed a resolution on climate change and has since adopted an Environment Strategy and a detailed Carbon Action Plan committing the Council to be carbon neutral by 2025 (one of the most ambitious targets in the country). The Carbon Action Plan includes innovative proposals around 'insetting' carbon emissions by using local tree planting and other measures, as well as plans to assist local businesses to reduce their carbon emissions. Sam qualified as a chartered accountant in 1989 and is also a Fellow of the Chartered Institute of Taxation



**Joint Chair**  
**Robert Davis,**  
**CEO, EA Technology**

Robert is the Chair and CEO of EA Technology. He sits as a NED on the Energy Systems Catapult Board, is the founder of The Energy Innovation Centre, The Cheshire Energy Hub and has been working with Sam Corcoran and Clare Hayward to establish this Commission. He is also past president and Life Fellow of the Institute of Asset Management, Chairs the Cheshire and Warrington Local Enterprise Partnership R&A Committee and sits on their Strategy Board.



**Clare Hayward,**  
**Chair, Cheshire and Warrington LEP**

Clare is a highly competent chair and facilitator at senior management and board level. Co-founded, developed and sold Academe, a global leadership development consultancy, to Oliver Wyman, a division of Marsh and McLennan Companies in 2008. Retained post-acquisition as Global Partner of Sales and Market Development within this Fortune250 group. A successful business woman and entrepreneur focused on leadership and strategic engagement who has coached, facilitated and chaired boards, senior management teams and leaders across the globe over the last 20 years working in industry sectors including technology, banking and finance, natural resources, retail and manufacturing. Experience also includes investment funding and negotiating the sale and purchase of several businesses. Clare also has significant experience within the community, charity and local political landscape.



**Councillor Judith Guthrie**  
**Member of the Executive Board for the Environment, Public Protection and Climate Change**

Judith brings far-reaching experiences in HE, local government, community engagement and environmental issues to the Board. She has been pivotal in her local area for the creation of a new community orchard which has returned a fallow piece of urban land to a vibrant green space. It has already shown its worth in our local community acting as a hub for residents and an outdoor classroom for our schools.

**Councillor Matt Bryan – Awaiting Confirmation**  
[Cheshire West and Chester Council]



**Professor Chantal Davies,**  
**Professor of Law, Equality and Diversity/Director Forum for Research into Equality and Diversity, University of Chester**

After graduating with a Law degree from Oxford University, Chantal Davies qualified as a solicitor with Eversheds in Cardiff specialising in Employment, Human Rights and Discrimination Law. In 1998, she moved to work as a solicitor for the Equal Opportunities Commission (EOC) in Manchester heading up a Department tackling strategic and wider enforcement of the gender equality legislation. Chantal is now professor of Law, Equality and Diversity in the School of Law at the University of Chester. She has also developed and is Director of the Forum for Research into Equality and Diversity. Past research focuses on the experiences of ethnic minority students within HE and the use of positive action by organisations in the UK. Chantal has also recently completed a funded project looking at the gendered obstacles to research activity faced by academics in the UK. More recently Chantal has been funded by the Young Women's Trust and the Equality and Human Rights Commission to research the use of positive action in apprenticeships. Chantal has also worked with the Higher Education Authority in Ireland to roll out a ground breaking positive action initiative aimed at increasing female representation within professorships. She has sat on the board of Cheshire Halton and Warrington Race and Equality Centre and the Equality Challenge Unit and in this latter role has been working with them to develop institutional confidence in developing positive action initiatives within higher education.



**Mark Howden**  
**Chief Executive, Peaks and Plains Housing Trust**

Mark joined Peaks & Plains Housing Trust in May 2019 as Director of Place and was appointed Chief Executive in July 2020 following a period as Interim CEO. Peaks & Plains manage over 5000 homes across East Cheshire and the High Peak and they

exist to help improve lives by playing a part in addressing local housing need. As Chief Exec he reports to the Board and has overall responsibility for the Strategic and Operational direction of the Trust and the delivery of the Five-Year Plan.

Prior to joining Peaks & Plains Mark spent 11 years at Balfour Beatty Investments working across a range of sectors including education, health and residential development and has more than 20 years' experience in housing, urban regeneration and economic development.



**Rachel Shorney**  
**Stakeholder & Community Engagement Manager, Scottish Power Energy Networks**

Rachel is a Chartered Electrical Engineer with over 30 years of experience in the electricity distribution industry, having worked for BICC Power Cables and then Manweb, now SP Energy Networks, since before privatisation in 1990.

During this time Rachel has had various roles in design, operations and maintenance, project management and construction of large infrastructure projects for SP Energy Networks.

For over ten years Rachel has been responsible for facilitating the connection of renewable generation onto the SP Energy Networks distribution network and is dedicated to assisting local authorities and communities to take advantage of the innovative low carbon technologies available.

For the last 2 years Rachel has been focusing on the electrification of transport and heat and helping all SP Energy Networks customers to understand the implications for their domestic, industrial and commercial needs. She was part of the successful bid for Ofgem innovation funding for the Electric Vehicle project CHARGE, which is developing a transport map for the SP Manweb licence area to help facilitate the uptake of electric vehicle charging points onto the SP Energy Networks electricity network.



**Adrian Curry**  
**Managing Director, Encirc**

After entering the container glass industry as a project engineer Adrian has enjoyed more than 20 transformational years in the food and beverage sector.

During this time, he has led the growth of a new entrant from start-up to c 35% market share with revenues in excess of €410m with a manufacturing presence in, UK and Italy.

Adrian is well respected in the industry holding the position of President of British Glass, sits on the board of WSTA (UK Wine and Spirits Trade Association), member of a Parliamentary advisory committee and executive member of Vidrala (Spanish PLC with €1bn revenues).

Over the past 20 years Adrian has led capital projects totalling more than €1bn, 5 greenfield start-ups, M&A and business consolidation, worked under family, private equity and PLC ownership.

Adrian is very focused on continuous learning having recently graduated from the IESE business school in Barcelona having completed an Advanced Management Program there.

Married with four children he now lives in Cheshire.



**James Hall, MRICS**  
**Estates Manager, Cholmondeley Estate**

As a Chartered Surveyor, James has practiced in Cheshire and the North West for 30 years after graduating from the Royal Agricultural College, Cirencester. He is Managing Agent at Cholmondeley Estate, looking after a portfolio of agricultural, residential, commercial and tourism interests. He is a Board Member of the Environment Group chaired by Dieter Helm and is on the Business and Rural Economy Committee of the Country Land and Business Association.

As an enthusiast for environment improvement, James co-established the Cheshire Eco Partnership (ChEP) for Estates that share these values and he is a Soil Advocate for the “Kiss the Ground” movement. Cholmondeley Farms Ltd. are organic and practice regenerative agriculture, where the focus is on increasing biomass and sequestering carbon.



**Annette McDonald**  
**Chair, Cheshire and Warrington Local Nature Partnership**

Annette McDonald joined The Tatton Group as Deputy MD in September 2019 following 9 years as Head of Projects, Innovation and Commercial for Reaseheath college, where she managed teams delivering a wide range of innovation projects focusing on agriculture, food and environment.

Annette is a board member of the CLA National policy committee for the environment, shaping and influencing central government policy, and Chair of the Cheshire Local Nature Partnership, which, with the LEP has commissioned a Natural Capital Audit, investment and implementation plan for the sub region. As MD of Tatton Food, Farming and Environment, she is shaping a



strategy for the Tatton Estate farming operations, including identifying environmental enhancements as part of the sub regions wider climate mitigation and carbon zero targets.

She has long been an advocate that the environmental agenda can be a significant driver of economic growth, championing the need for this to be integrated into economic, spatial and growth strategies. She is also an independent member of the LEP Enterprise Zone board and previously the LEP Rural Strategy Board.

### **Mark Thompson**



After ten years as a specialist in low carbon energy Mark recently retired from the governments business focussed innovation agency Innovate UK where he was Head of Energy and latterly held director roles leading the organisations clean growth and low cost nuclear programmes.

Prior to that his career spanned automotive engineering (Bentley in Crewe), commercialisation of university innovation at Manchester University and startup innovation support.

He also has extensive knowledge of the decarbonisation challenge of the built environment, completing two extensive eco retrofit projects on older domestic homes. He has also been an EV owner since 2014, drawing on this experience to give talks to the general public on the EV transition as one of his retirement activities.

### **Helena Anderson**



Helena founded Ikigai, a Net Zero investment consultancy, accelerator and developer, in December 2017 after two years at the UK Department for International Trade, where she was head of energy capital investment.

At the Department for International Trade, she was responsible for shaping Government policy-aligned, private sector led, energy and integrated energy, transport and regeneration projects, businesses and technologies such that they became bankable and attracting international investment into those opportunities, working on a X-Government and local authority basis.

Prior to joining Government, Helena had 10 years' experience as a project finance lawyer at Herbert Smith Freehills, advising on renewables, oil & gas, telecoms and infrastructure in EMEA. She was recognised by *Legal 500* 2016 as a leading lawyer in renewable energy projects and as an industry expert in managing environmental and social risk lending under the Equator Principles.

Helena is also a Non-Executive Director on the regulated board of the largest social housing and regeneration company in the UK, Places for People



### **Ryan Burke**

Ryan is a fashion designer and Younger entrepreneur within Fashion, Eco lifestyle and business. He has incorporated all of his education, excellences, passions and skills to build a New Sustainable Lifestyle Company that provides modern solutions to home, building, living and design. He is a prime advocate for present reform within sustainable design and planning growth of upcoming economies whilst compassing nature and the environment at the heart.

As a founding member of the LEPs Engagement Board Ryan represents the group on the Marketing and Communications Board. Sustainability and inclusivity is a key issue for the Engagement Board and for Ryan, working on local issues within and around his hometown of Warrington and representing it within the county of Cheshire.

## **Commissioner Role**

Our Commissioners have been recruited based both on the specific skills and expertise to the work of the Commission, their desire to bring the different key areas of focus together into a consolidated roadmap of activity for the sub region.

We expect Commissioners to: -

- Be engaged and committed, and prepared to lead conversations where the work programme focusses on an area of their expertise
- Be a magnet for best practice in their areas of knowledge and expertise, helping the Commission and secretariat identify which organisations and places we can learn from and who within those organisations and places we should speak to.
- Act as advocates for the Commission and its work programme, and providing a conduit for engagement into and from key stakeholder groups
- Act as Ambassadors for Cheshire and Warrington, promoting the vision of making the area the 'UK's Healthiest, Most Sustainable, Inclusive and Fast-Growing Economy', and championing good practice identified through the work of the Commission

## **Specific Tasks**

There are four initial tasks that each commissioner will be asked to lead with regards to their specific area of interest.

### **Phase 1 - Collate: 6 months to May '21**

There is a huge amount happening in our sub-region, both in the sustainability and the inclusivity agenda. By the second meeting in January, the Commissioners are requested to compile all activities covering these agendas in their respective sectors. This should cover investments and programmes and examples of best practice, as well as any activities beyond the sub-region which either directly overlap with our activities or might usefully be considered as part of future plans.

The Secretariat will create a central repository of all the information gathered.

- Commissioners will review the activity identified during this initial period and start to actively promote current activities to the stakeholder groups identified.
- Commissioners will participate in (a) workshop(s) to identify complementarity of activities.
- Commissioners will consider potential funding routes and longer-term investment requirements.
- Commissioners will consider the role of the public and private sector actors.

### **Phase 2 - Plan: 6 months to November '21**

Based on the information gathered, resource requirements identified and stakeholder / actor involvement, we will create a draft plan, or Investment Prospectus for Cheshire and Warrington.

- Commissioners will work with the secretariat to ensure a well informed and high-quality output for their sector, ensuring it is fully integrated with other sectors across the sub-region.
- This will include the production of a 2050 roadmap of activities and outcomes to full decarbonisation with optimal social inclusion.
- Commissioners will sign off their relevant sections of the Draft Investment Prospectus.
- Commissioners will promote the headlines of the Draft Investment Prospectus.

### **Phase 3 - Consult: 6 months to May '22**

A key element of the Commission will be the active engagement and buy in from as many parts of our sub-regional communities and stakeholders as possible. Getting sign up to the roadmaps and activities proposed in the Investment Prospectus will be critical to its future success.

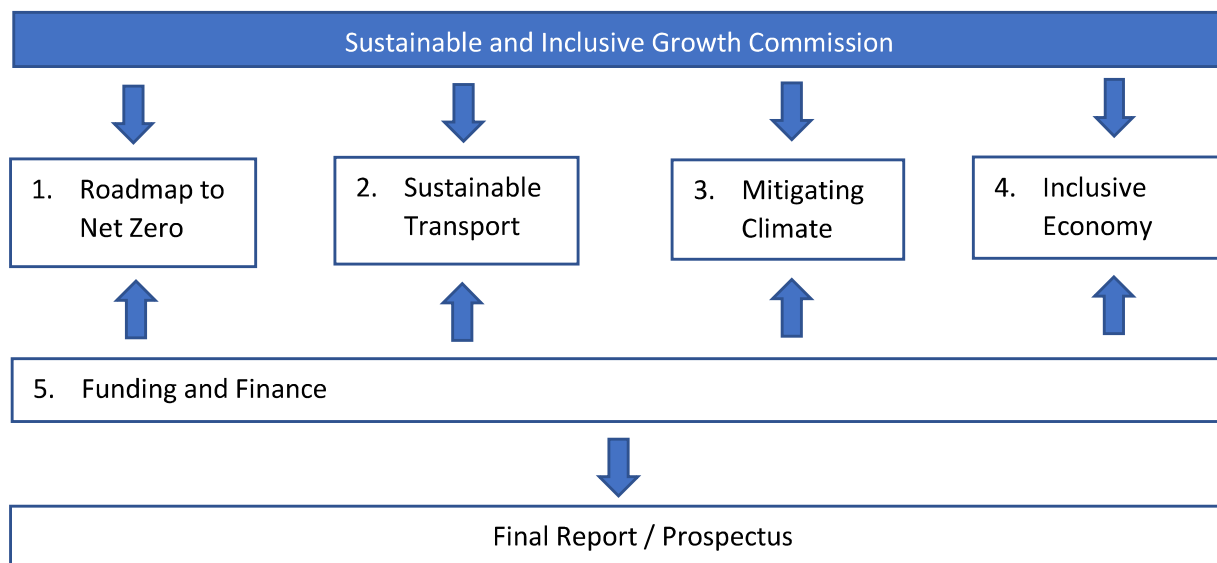
- Commissioners will lead the consultation activities in their sectors, likely to take the form of 3 – 4 forums to which communities and other stakeholders are invited.
- The consultation process is intended to take place over a 3-month period.
- Following consultation, Commissioners will actively steer the enhancement of the Investment Prospectus based on feedback.
- Commissioners will promote the findings and feedback from the consultation exercise

### **Phase 4 - Promote: 6 months to November '22**

It is intended that a high-quality Investment Prospectus will be the outcome of the Commission.

- Commissioners will be actively involved in promoting the outputs to their relevant sectors.

## Proposed Key Areas of Focus



Five key areas of focus are proposed, including a cross-cutting theme looking at funding and financing. More details of these areas of focus are given below. It is anticipated that Commissioners will input to the thinking for at least one area each.

1. Roadmap to Net Zero	Lead Commissioner:
<p>Establish an agreed <b>roadmap to deliver decarbonisation of the Cheshire and Warrington economy by 2050</b> including, in particular the Ellesmere Port industrial cluster (to be a low carbon cluster by 2030); the residential stock; transport; and the carbon footprint of the public sector. The roadmap will recognise and reflect work underway already at local level;</p>	
<p><b>Areas for consideration: -</b></p> <ul style="list-style-type: none"> <li>• Industry and commerce</li> <li>• Housing and communities</li> <li>• Green goods and services – generating green jobs</li> <li>• Local Energy generation and distribution</li> <li>• Waste Management</li> <li>• Circular economy</li> </ul>	<p><b>What’s our starting point (evidence)?</b></p> <ul style="list-style-type: none"> <li>• Data on current greenhouse gas emissions</li> <li>• NW Decarbonisation Roadmap</li> <li>• LEP Energy &amp; Clean Growth Strategy</li> <li>• CWAC Climate Advisory Panel</li> </ul>
<p><b>Perspectives: -</b></p> <ul style="list-style-type: none"> <li>• Industry (intensive energy users, manufacturing, chemicals, power generators and distributors)</li> <li>• Hynet / Hydrogen Alliance</li> <li>• Cheshire Energy Hub</li> <li>• Developers / Construction industry</li> <li>• Community</li> </ul>	

- Policy Influencers / Makers
- Politicians?

<b>2. Sustainable Transport</b>	<b>Lead Commissioner:</b>
<p>Actively promote the <b>decarbonisation of travel</b> in C&amp;W through measures such as:</p> <ul style="list-style-type: none"> <li>○ Greater use of walking and cycling including by encouraging C&amp;W's; transport strategy to include more active travel schemes;</li> <li>○ Extensive availability of electric vehicle charging points;</li> <li>○ The use of hydrogen and electricity to decarbonise public transport;</li> </ul>	
<p><b>Areas for consideration: -</b></p> <ul style="list-style-type: none"> <li>• Transport Infrastructure (including Freight)</li> <li>• Decarbonising travel</li> <li>• Promoting sustainable transport</li> </ul>	<p><b>What's our starting point (evidence)?</b></p> <ul style="list-style-type: none"> <li>• LEP Transport Strategy</li> <li>• TFN Strategy</li> <li>• Local Sustainable Transport Plans</li> </ul>
<p><b>Perspectives</b></p> <ul style="list-style-type: none"> <li>• Road hauliers Association</li> <li>• SMMT</li> <li>• Sustrans</li> <li>• DFT?</li> </ul>	

<b>3. Mitigating Climate Change</b>	<b>Lead Commissioner:</b>
<p>Take a leadership role on implementation of the sub-regional <b>Natural Capital Investment Plan</b>, using the natural environment and landscape to help mitigate the impacts of climate change, and work with the industry to develop proposals for <b>decarbonisation of agriculture</b>;</p>	
<p><b>Areas for consideration: -</b></p> <ul style="list-style-type: none"> <li>• Natural Capital and investing in Blue and Green Infrastructure to mitigate the impacts of climate change</li> <li>• Land Management</li> <li>• Farming and decarbonising agriculture</li> </ul>	<p><b>What's our starting point (evidence)?</b></p> <ul style="list-style-type: none"> <li>• Natural Capital Audit</li> <li>• CEC Green Infrastructure Plan</li> <li>• Agriculture Bill</li> </ul>
<p><b>Perspectives: -</b></p> <ul style="list-style-type: none"> <li>• Local Nature Partnership</li> <li>• Landowners</li> <li>• National Trust</li> <li>• United Utilities</li> <li>• Natural England</li> <li>• NFU</li> <li>• Policy Influencers / Makers</li> </ul>	

- Developers?

<b>4. Inclusive Economy</b>	<b>Lead Commissioner:</b>
<p>Ensure fundamental <b>inequalities faced by local communities are tackled</b> including, amongst others, providing equality of opportunity for women and girls, its BAME and LGBTQ+ communities; <b>addressing poverty</b> and <b>digital exclusion and eliminating in-work poverty</b> by 2030</p> <p>Advise the Leaders’ Board on measures required that will ensure that every resident in C&amp;W is able to secure the <b>education and skills</b> they need to live a healthy and successful life</p>	
<p><b>Areas for consideration: -</b></p> <ul style="list-style-type: none"> <li>• Healthy Lives, healthy ageing</li> <li>• Equality of opportunity</li> <li>• In and out of work poverty</li> <li>• Improving life chances</li> </ul>	<p><b>What’s our starting point (evidence)?</b></p> <ul style="list-style-type: none"> <li>• CWAC Poverty and Truth Commission</li> <li>• Joint Strategic Needs Assessment?</li> <li>• UK2070 Commission report</li> </ul>
<p><b>Perspectives: -</b></p> <ul style="list-style-type: none"> <li>• Communities</li> <li>• Resolution Foundation</li> <li>• Care sector</li> <li>• Health sector</li> <li>• Age UK</li> <li>• Education sector</li> <li>• Engagement Board</li> <li>• Youth Boards</li> <li>• Trade Unions</li> </ul>	

<b>5. Funding and Finance</b>	
<p>Accessing public and private sector finance in order to deliver sustainable and inclusive growth</p>	
<p><b>Areas for consideration: -</b></p> <ul style="list-style-type: none"> <li>• Public sector funding landscape</li> <li>• Private finance options</li> <li>• New funding models</li> </ul>	<p><b>What’s our starting point (evidence)?</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p><b>Perspectives: -</b></p> <ul style="list-style-type: none"> <li>• Local authorities</li> <li>• Innovate UK</li> <li>• Green Investment Group (UK Green Investment Bank)</li> <li>•</li> </ul>	