

Niall Enright

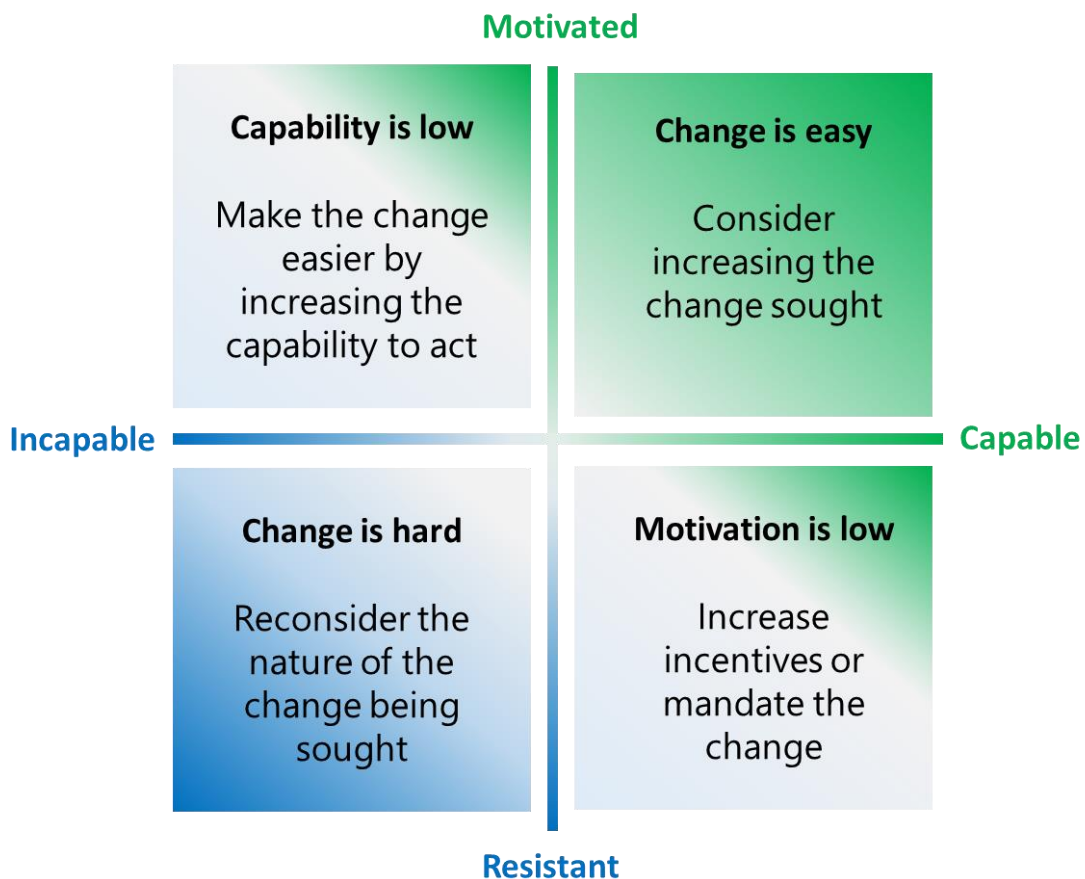
**Section 1: My priorities in the first 100-days**

## 1. Meet, listen to and engage with staff, partners and stakeholders.

**Why:** Partners and people are central to the approach. Achieving NetZero is a management, economic, policy, behavioural and cultural process, governed by people and their personal and organizational imperatives.

**Outcomes:** an understanding of the mandate for the MCCA and Partnership, the resources available and the motivation and capability of Partners to act. A strong working relationship with Mike Wilton and the Board.

**My approach:** listening without preconceptions; open questions; positive and supportive; honest and straightforward.



## 2. Strengthen and focus the targets.

**Why:** success requires that we set realistic goals and exceed them, without that motivation is lost and momentum ceases.

**Outcomes:** more granular sectoral targets (see section 2, below) and, possibly, reframed overall objectives. Partners have specific commitments, which will enable us to better predict outcomes.

Governance is enhanced through better measurement of outcomes and by introducing leading as well as lagging indicators.

**My approach:** focus on ease of use, relevance and wider ESG benefits for participants; set people up to succeed not to fail.

## 3. Deliver early success.

**Why:** my experience tells me that the best way to engage and motivate folks, and to sustain commitment, is to make them feel part of something successful.

**Outcome:** establish my credentials as a success and outcomes-driven person who gives credit to others. Hopefully, we will add to the narrative leading into COP 26 to showcase Manchester.

**My approach:** invite folks to come forwards with ideas; identify specific roadblocks and overcome these; lead by example; give other people the full credit for success.

**Timeframe:** I will be scouting for these success opportunities actively from the very first day.

***“Success has many fathers, whilst failure is an orphan”.***

#### 4. Prepare for growth.

**Why:** *the NetZero target implies significantly greater level of resources in the MCCA than at present. The potential for widening the scope of the Agency to work across GMCA needs to be understood as this could increase its effectiveness and impact, as well as align with bodies such as TFGM, the Growth Hub and the Metro Mayor's office. Securing funding will be critical.*

**Outcome:** *I will, working closely with the Chair and Directors and key stakeholders, submit a 1-3 year strategic plan for the MCCA, for approval by the Board.*

**My approach:** *A strong commercial lens; review the current budget and existing sources of income; examine the value proposition and quantify the benefits the Agency and Partnerships bring to Manchester and funders; actively engaged in sales.*

*My instincts will be to push the boundaries as much as possible, recognising the urgency to increase decarbonisation, while respecting the institutional or other limitations that may exist.*

**Timeframe:** *In time to fit with budget setting cycles so that any changes we wish to make are not delayed by failing to meet deadlines.*

## What success looks like in a year?

*Many of the elements below will, hopefully, already be present.*

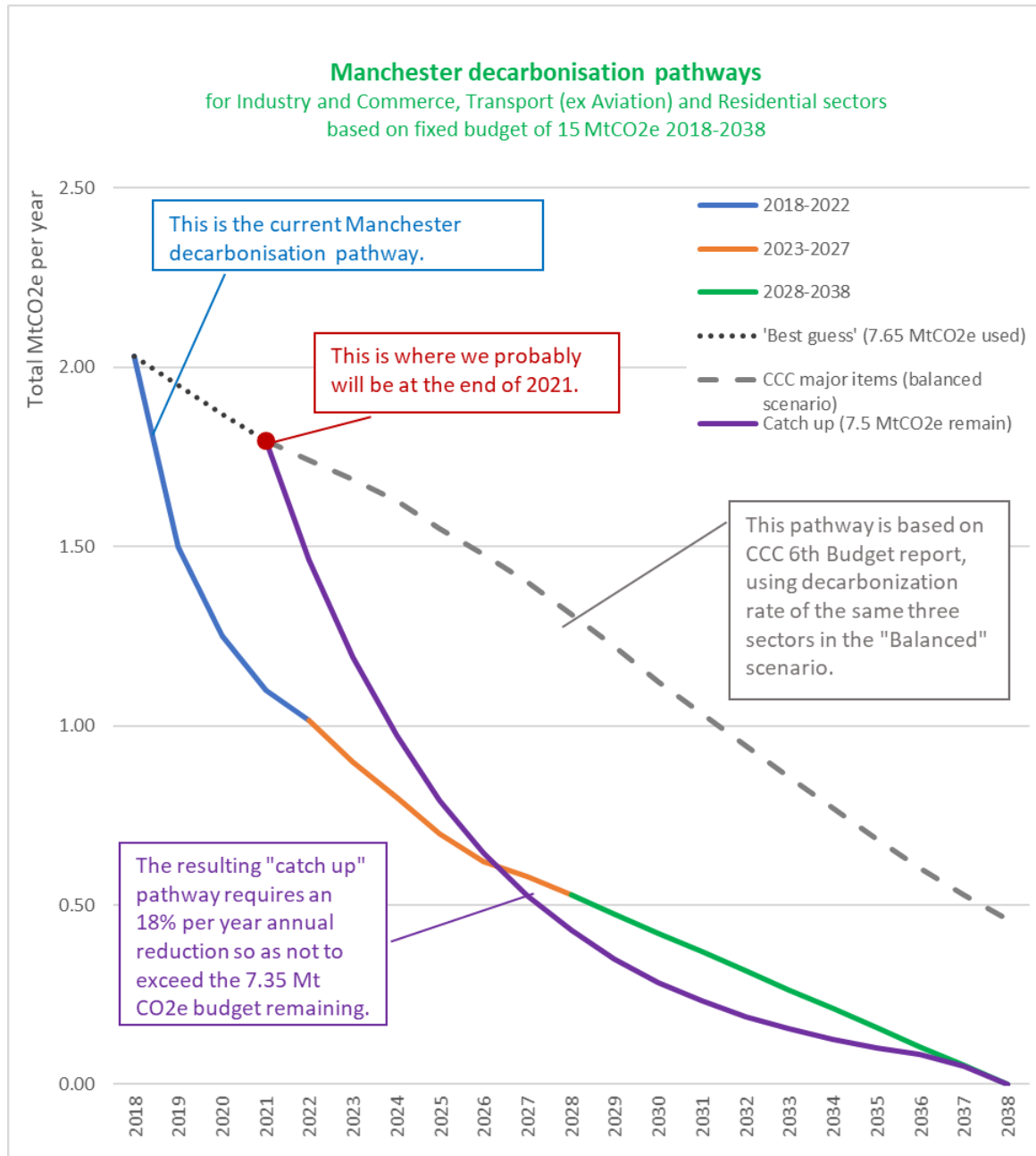
- *We will have a plan we know we can deliver, and everyone will recognize their role in it. The resources needed to achieve the plan will be available.*
- *Our focus will be on increasing the capacity and motivation of the Partners to deliver change. They will be supported with the frameworks, tools, ideas and inspiration they need to make better-informed decisions, to set more ambitious targets and so “move the dial” within their sphere of influence. Partners will not work in isolation. Partners will set and publish measurable goals.*
- *There will be regular performance measurement and lots of numeric data to help our Partners and us celebrate success as well as to innovate and adapt as needed.*
- *The “Manchester Model” will be recognized nationally and internationally as exemplar. We will promote and brand our unique approach and will be generous in sharing our learnings with others.*
- *We will be seen as a UK centre of excellence which will enhance our dialog and influence with national government and institutions.*
- *There will be a “can do” culture and folks will feel empowered to act. Where we have setbacks, we will be resilient and learn, knowing that what we are doing is not easy but is important.*
- *We prioritise the interventions with the greatest impact, while remaining a broad church, inviting and welcoming the widest possible diversity of contributions and perspectives.*
- *We will align closely with colleagues working on the biodiversity, social justice, wellbeing and youth agendas, supporting them where we can.*

## **Section 2: observations on the objectives**

## The existing objectives

*The 2018-2022 target is unattainable, and the 2023-2038 target looks highly improbable. The 2-year lag to receipt of the BEIS data is also unhelpful.*

*This could demotivate folks and damage credibility. Hence Task 2 above.*



## Additional objectives

*I would suggest SMARTER, more granular targets to drive the year-on year performance of the Agency (Specific, Measurable, Attainable, Relevant, Timely, Ethical and Reasonable).*

*The following are among the tools which will help Partners and the Agency develop these targets.*

- 1. An **opportunities database** of actionable ideas for improvement with estimated CO2e impacts, timescales and status provides a valuable leading indicator and a sense check of aspirations.*
- 2. **Maturity matrices**: an excellent self-evaluation and prioritisation tool emphasising that decarbonisation is not solely a technological issue.*
- 3. **Standards**: powerful tools where they add value. I am thinking here of ISO 50001 or NABERS. Measurement is integral to these systems.*

*We must differentiate between what we can deliver (e.g., local behaviour) and what we cannot (e.g., decarbonization of UK electricity). This enables us to concentrate on what we and our Partners can influence.*

*We should urgently provide the **organisational target-setting tools** to support Partners.*

*For example, for non-residential buildings I would develop a science-based target methodology which will provide a sector-specific target.*

*While double counting in Transport is a challenge, we should nevertheless develop some clear objectives for this sector.*

*Partner organisations should take ownership for specific, measurable goals.*

[237 words]



## **Section 3: leadership approach**

## Empowerment and delegation

*The Partnership model is based on persuasion not instruction.*

*As a leader my role will be to support, mentor and applaud the partners. I will need to deploy diplomacy, subject-matter expertise, gravitas, business acumen, humility and enthusiasm as needed.*

*Many of our Partners will be struggling to grasp the decarbonisation agenda. The Agency needs to be seen as a knowledgeable, trusted advisor who will help our Partners develop value-enhancing and effective strategies. To do this we need to offer an active engagement with the Partners, focused on the “pebble in their shoe”.*

*I would propose that we identify two specific roles, **NetZero Champion** and a **NetZero Leader** (names to be determined), within Partner organisations. This will provide recognition and a role for the individuals driving the change within their organisation and help us structure our engagement.*

*Based on needs, we should provide networking, training, “buddying” and direct support to the Champions and Leaders so that they can better influence their organisation’s key decisions.*

*Partners will be expected to **eventually commit to specific, measurable actions and outcomes** which are **communicated publicly**. An important role of the Agency is to support the Champions and Leaders in their commitment process and then subsequently with delivery.*

*I feel that the Agency should be actively engaged with Partners in a more structured way than appears to be the case at present, in order to up the rate of decarbonisation. I hasten to add, I don’t mean intervention, but rather a much more structured, active and results-driven support package.*

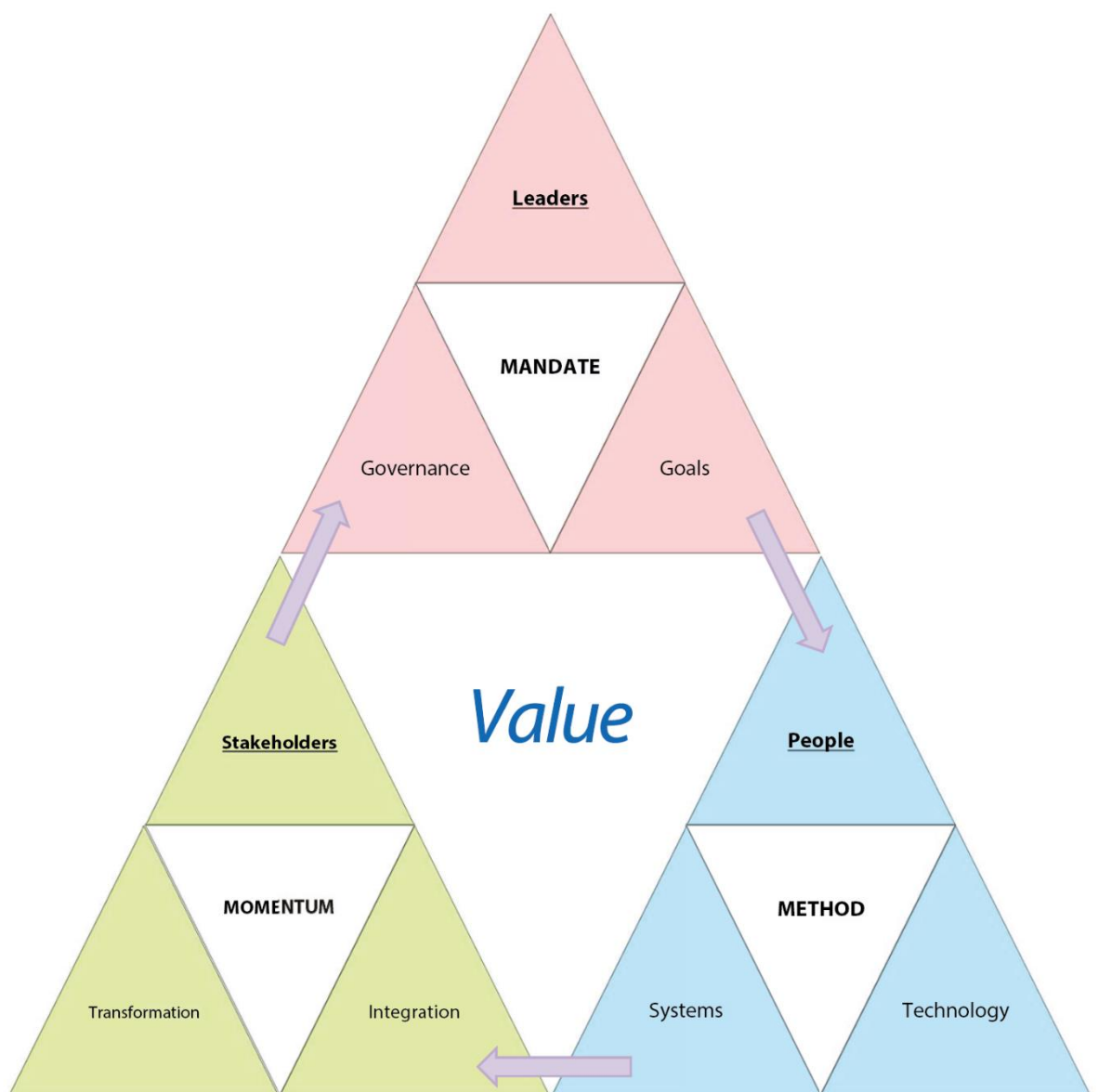
*I would also see an important part of my leadership role as the recruitment new Partners as the current 20% coverage is too low.*

## A clear method

*One of the first things people look for in a leader is reassurance that they have a process that will deliver.*

*Over many years, I have developed a proven methodology oriented around the 3M's, as illustrated below. This will provide a structure to the Partner support by the Agency.*

***This is a process that NetZero Champions or Leaders within Partner organisations can follow, and we may provide training around this.***



## Positivity and value

*I believe that it is essential to remain positive. Climate defeatism is our enemy. Fear has a greater tendency to freeze us than to mobilise us.*

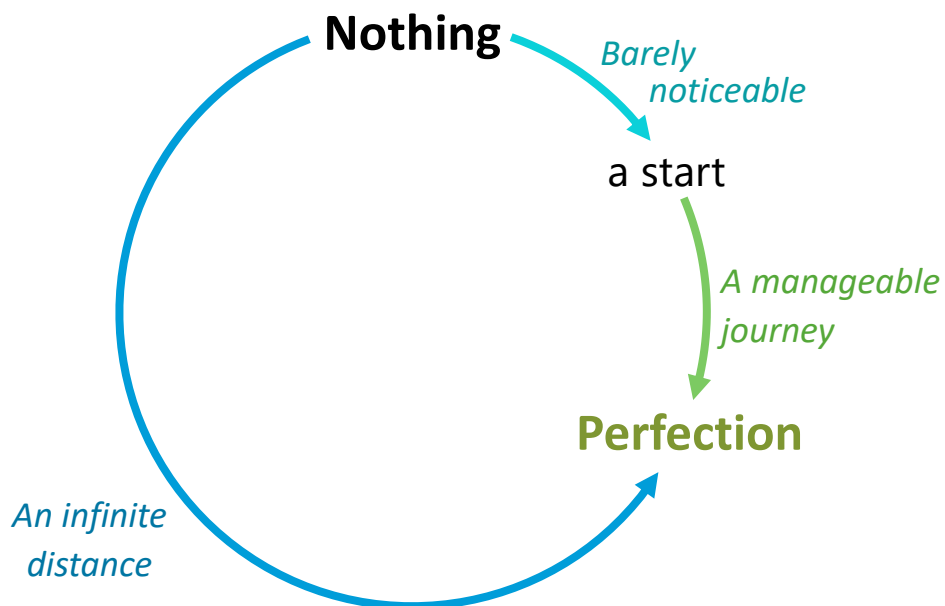
*Apart from playing straight into the hands of the deniers, doom and gloom messages about climate change are also not good for our mental health.*

*I believe that it is only through positive belief that we will individually and collectively mobilise sufficiently to deliver the massive change needed.*

*The term “value” lies at the heart of the 3M’s above – it is the articulation of the way that addressing climate change will support the core missions of the organisation. It is, if you will, the “business case for action”. This will be a big focus under my leadership.*

*Let talk about what we are gaining by acting on climate change not what we are losing.*

*We should also resist a tendency to aim for perfection.*



## Integrity and honesty

*To gain the trust of our Partners, and help them develop or deliver their targets, we must be seen as totally honest and truthful.*

*In my leadership I will demonstrate integrity and will expect that of all the staff in the Agency.*

*Partners need to know that any advice we give is unbiased and trustworthy, free from commercial, political, ideological or other influences.*

*Some participants in the climate change space are marketing solutions which act counter to the decarbonisation goal. An example of these is “green electricity tariffs”.*

*Where our Partners are exposed to these solutions, we should be honest as to why we have reservations and help them avoid controversy (or at least know that controversy exists).*

*As an Agency we should participate in local and national Consultations and not shirk away from addressing any of these issues.*

*Our reputation for expertise and integrity will strengthen our credibility and the effectiveness of the Partnership in realizing the decarbonisation goals.*

## Fun and personal growth

*Finally, we should have fun! The Agency should organise events through Partners that will lift the souls of the participants and staff, letting them know that they are appreciated and valued. We are, after all, helping to save the planet, so let's feel **great** about that!*

[737 words]