

<p>What is a Forward Plan of Key Decisions?</p> <p>The Register is a published list of the key decisions which are due to be taken by the:</p> <ul style="list-style-type: none"> • Greater Manchester Combined Authority (GMCA) • Greater Manchester Elected Mayor • Joint GMCA & AGMA Executive Board • Transport for Greater Manchester Committee • GMCA Resources Committee • GMCA's Waste & Recycling Committee • Statutory Officers of the GMCA <p>These decisions must be published on the Register at least 28 clear days before the decision is to be taken, whether in public or private. The Register is updated at least once a</p>	<p>What is a Key Decision?</p> <p>A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:</p> <ul style="list-style-type: none"> (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester. 	<p>How to find out more on these proposed decisions</p> <p>The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA's website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.</p> <p>For general information about the decision- making process please contact:</p> <p>Sarah Horseman - Secretary to the GMCA, Sarah.Horseman@greatermanchester-ca.gov.uk</p>
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<p>month.</p> <p>This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order').</p> <p>The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority & Greater Manchester Mayor Tootal Buildings Oxford Street Manchester M1 6EU</p>	<p>The GMCA's has an Overview & Scrutiny Committee whose role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	
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Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Green City Region							
Net Zero Housing Retrofit Framework Agreement	The Low Carbon Team, in conjunction with the Department for Energy and Net Zero's regional Net Zero Hubs, intends to put in place a national Framework	Group Chief Finance Officer	August 2025		Councillor Tom Ross		Nic Langman nic.langman@greatermanchester-ca.gov.uk

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	Agreement for the retrofit of housing with energy efficiency and low carbon heating measures under several government grant funding schemes. The framework will be for a total of 4 years and be self-funding through an Activity Based Income stream						

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	of 1% of contracted spend through the framework charged to suppliers once they secure their first call off contract from the agreement.						
GM Municipal Waste Management Strategy	To approve a 5 year GM Municipal Waste Strategy which aims to evaluate current waste	Greater Manchester Waste & Recycling Committee Greater Manchester	8 Oct 2025 12 Dec 2025	Report with recommendations	Councillor Tom Ross Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk

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	services, performance metrics, external influences, future projections, and targets in line with national environmental goals, considering recent government policies.	Combined Authority					
Transport							
Bus	To approve the	Group Chief	Between 1	Report with	GM Mayor		Steve

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Franchising	award and variation of: (i) the franchise contracts relating to bus franchising; (ii) contracts for the provision of various franchise scheme related services and goods (including all contracts for	Executive GM Mayor Greater Manchester Combined Authority TfGM as an officer of the GMCA	Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025	recommendations	Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham		Warrener steve.warrener@tfgm.com

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	the provision of equipment, hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme); and (iii) contracts						

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	for the acquisition and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme.						
Bus Depot	To negotiate	Group Chief	Between 1	28 Delivering	GM Mayor		Steve

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Acquisitions	and approve procedural changes for the acquisition of bus depots to support Tranches 2 and 3 bus franchising, within previously approved capital and revenue budgets for bus franchising.	Executive Greater Manchester Combined Authority	Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025	the Bee Network - Bus Fares Fleet Depots and CRSTS	Andy Burnham GM Mayor Andy Burnham		Warrener steve.warrener@tfgm.com
Bus Depot Leases	To agree the final terms of	Group Chief Executive	Between 1 Aug 2025 and	12 Delivering the Bee	GM Mayor Andy Burnham		Jacqueline Elliott

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Tranche 2 and 3	leases of bus depots both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to be granted to the franchise bus operators for Tranches 2 and 3.		31 Oct 2025	Network			Jacqueline.Elliott@tfgm.com
Bus Depot Acquisitions Treasurer	To agree the terms of any agreement	Group Chief Finance Officer	Between 1 Aug 2025 and 31 Oct 2025	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elli

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Decision Tranches 1, 2 & 3	between GMCA and TfGM to bring Tranche 1 leases in line with Tranches 2 and 3.						ott@tfgm.com
Subsidised Services	To approve forthcoming changes to subsidised bus services.	Bee Network Committee Group Chief Executive	Between 1 Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025	Report with Recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham	Group Chief Executive	Stephen Rhodes stephen.rhodes@tfgm.com
Integrated Settlement Funding	To approve allocations from Integrated	Group Chief Executive Greater	Between 1 Aug 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham GM Mayor		Chris Barnes chris.barnes@tfgm.com

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	Settlement Funding to transport capital and revenue programmes and associated governance and assurance arrangements.	Manchester Combined Authority Bee Network Committee	Between 1 Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025		Andy Burnham GM Mayor Andy Burnham		
Active Travel Programme	Approval to allocate and release funding to progress the development and delivery of the Active Travel	Bee Network Committee Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025 Between 1 Aug 2025 and 31 Oct 2025	Report with Recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham	Group Chief Executive	Richard Nickson richard.nickson@tfgm.com

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	Programme.						
Local Growth Deal (1, 2 and 3) six monthly progress update	To grant Full or Conditional Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Steve Warrener steve.warrener@tfgm.com

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	Cities Fund.						
Transport Network Planning and Review Process	<p>To approve the proposed approach to reviewing and developing the franchised bus network through a programme of network reviews.</p> <p>To approve the proposed network planning guidelines.</p>	Bee Network Committee	Between 1 Aug 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham		Stephen Rhodes stephen.rhodes@tfgm.com

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	To approve the 12-month programme of network reviews.						
Rapid Transit Extensions Package	To approve Integrated Settlement funding to continue development of the Rapid Transit Extensions Package.	Bee Network Committee	Between 23 Jun 2025 and 30 Sep 2025	Report with recommendations	GM Mayor Andy Burnham		Luke Bramwell Luke.Bramwell@tfgm.com
Integrated Measures: Passenger Information	To approve the Full Business Case and Integrated	Bee Network Committee	Between 1 Jul 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham		Ruta Montvidaite ruta.montvidait@tfgm.com

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Displays	Settlement funding to deliver Passenger Information Displays.						
Bus Fleet	To approve the drawdown of Integrated Settlement funding to progress Bus Fleet proposals.	Bee Network Committee	Between 1 Aug 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham		Peter Rudden peter.rudden@tfgm.com
18-21 - Half Price 28 day Bee Bus ticket	Approve the introduction of a half price 28-day Bee Bus ticket for 18-21	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham		Fran Wilkinson fran.wilkinson@tfgm.com

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	year olds living in Greater Manchester.						
Salford Rise	To approve the drawdown of Integrated Settlement funding to deliver the scheme.	Bee Network Committee	Between 1 Aug 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham		Chris Smith chris.smith@salford.gov.uk
Technical Education & Skills							
Post-16 Sufficiency Fund	To approve the proposed approach for use of a £10m grant from the Department for	Group Chief Finance Officer	Between 1 Jun 2025 and 31 Jul 2025	Report with recommendations	Councillor Eamonn O'Brien		Nicola McLeod Nicola.mcleod@greatermanchester-ca.gov.uk

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	Education (“DfE”) to ensure that there are sufficient and appropriate education and training places available for 16-18 year olds in Greater Manchester, and to grant delegated authority to GMCA Treasurer in consultation with the						

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	<p>Portfolio Lead and Lead Executive for Technical Education, Skills and Work to take the proposals forward to grant/contract award.</p> <p>To approve approach to using recycled LGF monies alongside the DfE funding; and to grant</p>						

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	delegated authority to GMCA Treasurer and Portfolio Lead and Lead Executive to take forward plans for utilising the LGF funding to contract / grant award.						
Get GM Working Plan	To approve the Get GM Working Plan for publication by 1st September	Greater Manchester Combined Authority	Between 1 Aug 2025 and 30 Sep 2025	Report with recommendations	Councillor Eamonn O'Brien		Nic Witton-Dowd Nic.Witton-Dowd@greatermanchester-ca.gov.uk

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	2025 which sets out a ten year vision for our whole system approach to tackling labour market participation (employment, unemployment and economic inactivity*) and progression at work (earnings and job quality) to achieve an 80%						

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	employment rate and grow the economy (GM 70.9%).						
Resources and Investment							
Funding award to GM Business Growth Hub	To award Retained Business Rates funding to the GM Business Growth Hub for the delivery of a support offer to GM businesses.	Group Chief Finance Officer	July 2025	Grant award report	Councillor David Molyneux		Joshua Wakeford joshua.wakeford@greatermanchester-ca.gov.uk
Greater	To	Greater	Between 1	Report with	Councillor	Group Chief	Kirsteen

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Manchester Business Funds	conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.	Manchester Combined Authority	Aug 2025 and 31 Oct 2025	Recommendations	David Molyneux	Executive	Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
GM UKSPF Programme - Progress and Performance	Share progress to date on the GM UKSPF	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report with recommendations	Councillor David Molyneux		Alison Gordon alison.gordon@greatermanchester-

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Management Process	programme and seek agreement for a programme management process for 2024/5						ca.gov.uk
Greater Manchester Planning Advisory Units	Agree funding for the Greater Manchester Archaeology Unit and to undertake a review of the funding arrangements for the three Planning Advisory Units	AGMA Executive Board	August 2025	Report with recommendations	Councillor David Molyneux		David Hodcroft david.hodcroft@greatermanchester-ca.gov.uk

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	and the Flood Risk Co-Ordinator Post.						
Provision of Occupational Health Service	The decision is to award the contract for the delivery of Occupational Health Services through innovative approaches, including mobile services.	Group Chief Finance Officer	September 2025	Award report	Councillor David Molyneux		Julia Morrison morrisonju@manchesterfire.gov.uk
Revenue and capital budget updates	Approve revisions to revenue	Greater Manchester Combined	October 2025 February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanc

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	budget and capital programme.	Authority Greater Manchester Combined Authority			Councillor David Molyneux		hester-ca.gov.uk
Mayoral General Budget 2026/27 and Precept Proposals including GMFRS	Consideration of the GM Mayor's proposal for the 2026/27 Mayoral General Precept including the Fire and Rescue Authority	Greater Manchester Combined Authority	January 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	precept and whether Members of GMCA would wish to submit any written comments to the Mayor in line with the legal process and timetable.						
GMCA General Revenue Budget 2026/27	To approve the 2026/27 budget relating to the GMCA functions (excluding transport and waste),	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	including local authority contributions and use of reserves.						
Transport Revenue Budget 2026/27	To approve the 2026/27 GMCA budget relating to transport functions including the levy and statutory charge to GM local authorities and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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Mayoral General Revenue Budget 2026/27 including GMFRS	To approve the 2026/27 Mayor's General budget, including the Fire and Rescue Authority, use of reserves and calculation of the precepts and council tax rates.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Waste and Recycling Revenue Budget 2026/27	To approve the 2026/27 waste budget, levy to GM local authorities and	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	use of reserves.						
GMCA Capital Programme 2025-2029	To approve the capital programme, including the quarter 3 update to the 2025/26 budget and the 2026/27 budget and forward plan.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Revenue Update Quarter 3 - 2025/26	Approve any revisions to the 2025/26 GMCA revenue budgets at the	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	end of quarter 3.						
Approval of the GMCA Capital Strategy for 2026/27	To approve the 2026/27 GMCA Capital Strategy with sets out the overarching principles and processes by which capital and investment decisions will be made.	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Approval of the Treasury Management Strategy and	To approve the Treasury Management Strategy	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-

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Annual Investment Strategy 2026/27	Statement, Borrowing Limits and Prudential Indicators for 2026/27 to 2028/29.						ca.gov.uk
Housing First							
GM City Deal Receipts - Investment Approval Recommendations	The approval of investments funded with City Deal Receipts received from Homes England.	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greater-manchester-ca.gov.uk
GM Brownfield	The allocation	Greater	Between 1	Report with	City Mayor		Michael

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Programme	of funding from GMCA's brownfield programme to residential developments in GM.	Manchester Combined Authority	Aug 2025 and 31 Oct 2025	recommendations	Paul Dennett		Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Greater Manchester Housing Funds	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk

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Agreement to using further Greater Manchester Housing Investment Loan Fund surpluses	To agree the further use of Greater Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the GM Housing Strategy	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Greater Manchester Property Funds	To conditionally approve property investments to proceed to due	Greater Manchester Combined Authority	Between 1 Aug 2025 and 31 Oct 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk

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	diligence and/or note commercial changes to existing investments.						
Greater Manchester Planning Advisory Units	Update on the Greater Manchester Planning Advisory Units and approval to extend the existing contract with Salford University to host the Greater	AGMA Executive Board	September 2025	Report with recommendations	Councillor David Molyneux		David Hodcroft david.hodcroft@greatermanchester-ca.gov.uk

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	Manchester Archaeology Unit and associated AGMA budget from April 2026.						
Culture							
Culture Fund Process 2026-onwards	GMCA culture fund runs 2023-2026. A new investment approach, including organisations to receive core funding from	Greater Manchester Combined Authority	26 Sep 2025	Report with recommendations	Councillor Neil Emmott		Marie-Claire Daly Marie-Claire.Daly@greatermanchester-ca.gov.uk

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	2026 onwards, needs to be agreed by February 2026. This paper outlines the process between now and then, including revised criteria to better align with new GMS. Application process needs to open in October 2025 so appraisal can take place						

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	through November and December, with options for investment to go to GMCA in February, 2026 so new portfolio can be under contract, with due diligence complete, by April 2026.						
Greater Manchester Night Time Economy Strategy	GMCA approval of the Greater Manchester Night Time	Greater Manchester Combined Authority	26 Sep 2025	Report with recommendations	Councillor Neil Emmott		Joe Heys joe.heids@greatermanchester-ca.gov.uk

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(2025-30)	Economy Strategy (2025-30), which aims to ensure residents and visitors live well at night in a safe, accessible and diverse 24-hour city-region. It will also outline new governance for the night time economy, including a						

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	refreshed Night Time Panel and a GM Night Time Economy Officers Group.						
Economy, Business & Inclusive Growth							
Old Trafford Regeneration Mayoral Development Corporation (MDC) - Consultation outcomes and final approval	GMCA - Note outcomes of consultation; Recommend GM Mayor to designate MDC and notify SoS; GM Mayor –	GM Mayor Greater Manchester Combined Authority	26 Sep 2025 26 Sep 2025	Consultation findings	Councillor Bev Craig		Tom Stannard Tom.Stannard@manchester.gov.uk

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	Designate MDC and notify SoS						
Stockport Town Centre Mayoral Development Corporation Extension (MDC) - Consultation outcomes and final approval	Note GMCA - Note outcomes of consultation; Recommend GM Mayor to designate MDC and notify SoS; GM Mayor – Designate MDC and notify SoS	GM Mayor Greater Manchester Combined Authority	26 Sep 2025 26 Sep 2025	Consultation outcomes	Councillor Bev Craig Councillor Bev Craig		Tom Stannard Tom.Stannard@manchester.gov.uk
Northern Gateway Mayoral	GMCA – Note outcomes of MDC	GM Mayor Greater	16 Aug 2025 22 Aug 2025	Report with recommendations	Councillor Bev Craig		Alex Maynard alex.maynard@greatermanc

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Development Corporation (MDC) - Consultation outcomes and final approval	consultation; Endorse GM Mayor to designate MDC and notify SoS; GM Mayor – Designate MDC and notify SoS.	Manchester Combined Authority			Councillor Bev Craig		hester-ca.gov.uk