

What is a Forward Plan of Key Decisions? The Register is a published list of the key decisions which are due to be taken by the: • 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 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	What is a Key Decision? 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: (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.	How to find out more on these proposed decisions 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. For general information about the decision- making process please contact: Sarah Horseman - Secretary to the GMCA, Sarah.Horseman@greatermanchester-ca.gov.uk
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month. 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'). The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of: Greater Manchester Combined Authority & Greater Manchester Mayor Tootal Buildings Oxford Street Manchester M1 6EU	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.	
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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							
GM Municipal Waste Management Strategy	To approve a 5 year GM Municipal Waste Strategy which aims to evaluate current waste services, performance metrics, external influences,	Greater Manchester Waste & Recycling Committee Greater Manchester Combined Authority	8 Oct 2025 30 Jan 2026	Report with recommendations	Councillor Tom Ross Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk

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	future projections, and targets in line with national environmental goals, considering recent government policies.						
GM Hydrogen Strategy	Approval of the refreshed hydrogen strategy for Greater Manchester.	Greater Manchester Combined Authority	30 Jan 2026	Report with recommendations	Councillor Tom Ross		Mark Atherton mark.atherton@greatermanchester-ca.gov.uk
Retrofit GM	Approval of the refreshed	Greater Manchester	13 Feb 2026	Report with recommendations	Councillor Tom Ross		Mark Atherton mark.atherton

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Strategy to retrofit buildings across Greater Manchester.	Combined Authority		ons			@greatermanc hester- ca.gov.uk
Transport							
Bus Franchising	To approve the award and variation of: (i) the franchise contracts relating to bus franchising; (ii) contracts for the provision of	Group Chief Executive GM Mayor Greater Manchester Combined Authority TfGM as an officer of the	Between 1 Sep 2025 and 30 Nov 2025 Between 1 Sep 2025 and 30 Nov 2025 Between 1 Sep 2025 and 30 Nov 2025	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	various franchise scheme related services and goods (including all contracts for the provision of equipment, hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and	GMCA	Between 1 Sep 2025 and 30 Nov 2025				

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	ongoing operation, of franchised bus services and the overall franchising scheme); and (iii) contracts for the acquisition and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and						

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	ongoing operation, of franchised bus services and the overall franchising scheme.						
Bus Depot Acquisitions	To negotiate and approve procedural changes for the acquisition of bus depots to support Tranches 2 and 3 bus franchising, within previously	Group Chief Executive Greater Manchester Combined Authority	Between 1 Sep 2025 and 30 Nov 2025 Between 1 Sep 2025 and 30 Nov 2025	28 Delivering the Bee Network - Bus Fares Fleet Depots and CRSTS	GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	approved capital and revenue budgets for bus franchising.						
Bus Depot Leases Tranche 2 and 3	To agree the final terms of leases of bus depots both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to	Group Chief Executive	Between 1 Sep 2025 and 30 Nov 2025	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com

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	be granted to the franchise bus operators for Tranches 2 and 3.						
Bus Depot Acquisitions Treasurer Decision Tranches 1, 2 & 3	To agree the terms of any agreement between GMCA and TfGM to bring Tranche 1 leases in line with Tranches 2 and 3.	Group Chief Finance Officer	Between 1 Sep 2025 and 30 Nov 2025	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com
Subsidised Services	To approve forthcoming changes to subsidised bus	Bee Network Committee Group Chief	Between 1 Sep 2025 and 30 Nov 2025	Report with Recommendations	GM Mayor Andy Burnham GM Mayor	Group Chief Executive	Stephen Rhodes stephen.rhodes@tfgm.com

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	services.	Executive	Between 1 Sep 2025 and 30 Nov 2025		Andy Burnham		
Integrated Settlement Funding	To approve allocations from Integrated Settlement Funding to transport capital and revenue programmes and associated governance and assurance arrangements.	Group Chief Executive Greater Manchester Combined Authority Bee Network Committee	Between 1 Sep 2025 and 30 Nov 2025 Between 1 Sep 2025 and 30 Nov 2025 Between 1 Sep 2025 and 30 Nov 2025	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham		Chris Barnes chris.barnes@tfgm.com
Active Travel	Approval to	Bee Network	Between 1	Report with	GM Mayor	Group Chief	Richard

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Programme	allocate and release funding to progress the development and delivery of the Active Travel Programme.	Committee Greater Manchester Combined Authority	Sep 2025 and 30 Nov 2025 Between 1 Sep 2025 and 30 Nov 2025	Recommendations	Andy Burnham GM Mayor Andy Burnham	Executive	Nickson richard.nickson@tfgm.com
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	Greater Manchester Combined Authority	Between 1 Sep 2025 and 30 Nov 2025	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Steve Warrener steve.warrener@tfgm.com

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	across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.						
Transport Network Planning and Review Process	To approve the proposed approach to reviewing and developing the franchised bus network through a programme of network	Bee Network Committee	Between 1 Sep 2025 and 30 Nov 2025	Report with recommendations	GM Mayor Andy Burnham		Stephen Rhodes stephen.rhodes@tfgm.com

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	reviews. To approve the proposed network planning guidelines. To approve the 12-month programme of network reviews.						
Bury Interchange	To approve Integrated Settlement funding to support development	Bee Network Committee	Between 1 Sep 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham		Sharon Bryan sharon.bryan@greatermanchester-ca.gov.uk

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	and activities for the scheme.						
Access for All Tranche 3	Approve Integrated Settlement funding to progress the next tranche of Access for All Improvements.	Bee Network Committee	Between 1 Sep 2025 and 31 Oct 2025	Report with recommendations	GM Mayor Andy Burnham		Simon Elliott simon.elliott@tfgm.com
Bus Pinch Points and Maintenance Programme	To approve Integrated Settlement funding to enable the continued development and delivery of	Bee Network Committee	Between 1 Sep 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com

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	schemes through the Bus Pinch Points and Maintenance Programme						
Improving Journeys - Rochdale Oldham Ashton	Approve the Full Business Case for early interventions and Integrated Settlement funding to develop and deliver early interventions as part of the	Bee Network Committee	Between 1 Sep 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com

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	Improving Journeys - Rochdale Oldham Ashton scheme.						
Home to School Travel - Pelican to Puffin Upgrades	To approve Integrated Settlement funding to convert 43 existing Pelican crossings to Puffin crossings across GM.	Bee Network Committee	Between 1 Sep 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham		Peter Boulton Peter.Boulton@tfgm.com
Wigan Lane Head	Approve the Full Business	Bee Network Committee	Between 1 Sep 2025 and	Report with recommendati	GM Mayor Andy Burnham		Susan Culshaw

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Improvements Phase 1	Case and Integrated Settlement funding to deliver Phase 1 of Wigan's Lane Head Improvements Streets for All scheme.		31 Dec 2025	ons			susan.culshaw@wigan.gov.uk
Manchester: Cycleway / Wilmslow Road Junction? Improvements	Approve the Full Business Case and Integrated Settlement funding to deliver the Cycleway / Wilmslow	Bee Network Committee	Between 1 Sep 2025 and 31 Dec 2025	Report with recommendations	GM Mayor Andy Burnham		Paul Thompson paul.thompson@manchester.gov.uk

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	Road Junction Improvements scheme.						
Technical Education & Skills							
Get GM Working Plan	To approve the Get GM Working Plan for publication by 1st September 2025 which sets out a ten year vision for our whole system approach to tackling labour	Greater Manchester Combined Authority	Between 1 Nov 2025 and 31 Dec 2025	Report with recommendations	Councillor Eamonn O'Brien		Nic Witton-Dowd Nic.Witton-Dowd@greatermanchester-ca.gov.uk

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	market participation (employment, unemployment and economic inactivity*) and progression at work (earnings and job quality) to achieve an 80% employment rate and grow the economy (GM 70.9%).						
Resources and Investment							
Greater	To	Greater	Between 1	Report with	Councillor	Group Chief	Kirsteen

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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	Sep 2025 and 30 Nov 2025	Recommendations	David Molyneux	Executive	Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
Revenue and capital budget updates	Approve revisions to revenue budget and	Greater Manchester Combined Authority	October 2025 February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-

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	capital programme.	Greater Manchester Combined Authority			Councillor David Molyneux		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 precept and	Greater Manchester Combined Authority	January 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	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), including local	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	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
Mayoral	To approve the	Greater	February 2026	Report with	Councillor		Steve Wilson

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

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	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 end of quarter	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	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 Annual	To approve the Treasury Management Strategy Statement,	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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Investment Strategy 2026/27	Borrowing Limits and Prudential Indicators for 2026/27 to 2028/29.						
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 Sep 2025 and 30 Nov 2025	Report	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greater-manchester-ca.gov.uk
GM Brownfield Programme	The allocation of funding from	Greater Manchester	Between 1 Sep 2025 and	Report with recommendati	City Mayor Paul Dennett		Michael Walmsley

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	GMCA's brownfield programme to residential developments in GM.	Combined Authority	30 Nov 2025	ons			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 Sep 2025 and 30 Nov 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Agreement to	To agree the	Greater	Between 1	Report with	City Mayor	Group Chief	Michael

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using further Greater Manchester Housing Investment Loan Fund surpluses	further use of Greater Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the GM Housing Strategy	Manchester Combined Authority	Sep 2025 and 30 Nov 2025	Recommendations	Paul Dennett	Executive	Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Greater Manchester Property Funds	To conditionally approve property investments to proceed to due diligence	Greater Manchester Combined Authority	Between 1 Sep 2025 and 30 Nov 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk

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	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 Manchester	AGMA Executive Board	September 2025	Report with recommendations	Councillor David Molyneux		David Hodcroft david.hodcroft@greatermanchester-ca.gov.uk

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	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 2026 onwards,	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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	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 through						

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	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 (2025-30)	GMCA approval of the Greater Manchester Night Time Economy	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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	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 refreshed						

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	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 – Designate	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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	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
Frontier Sector Development Plans	To formally approve the adoption of 5X “Frontier	Greater Manchester Combined Authority	26 Sep 2025	Report with recommendations	Councillor Bev Craig		Jacob Morris-Davies Jacob.Morris-Davies@great

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	Sector Development Plans”. These plans have been developed in conjunction with partners, stakeholders and industry and primary aim is to provide strategic direction for each of the following sectors. -						ermanchester-ca.gov.uk

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	Advanc e Materials & Advance Manufacturing - Digital, Cyber & AI - Health Innovation & Life Sciences - Low Carbon Goods & Services - Creative & Media						