

05a Annex

Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting
Objective 1: Increase renewable energy generation and energy storage installed				
1.1 Increase the capacity of local energy generation and storage across all domestic tenures	Social landlords; GMCA; LAS			
1.1.2 Develop financial mechanism and models to support the uptake of low carbon technology across social housing stock	GMCA; Social Landlords; National Government	Options analysis in progress through the Net Zero Accelerator.		Two commercial offers were introduced to GM Housing Providers (GMHP) and further offers are being lined up. A Net Zero Business Fund is being scoped to support innovators with early equity. Further introductions will be made with the first pilots agreed for 2026.
1.1.3 Work with partners to actively review technological developments for all renewable energy and battery technologies	GMCA	Ongoing engagement with the sector within GM and nationally.		The Low Carbon Heating Industry Group is set to launch on 14th October. In the following quarter we will launch the first challenges through industry group.
1.2 Increase the capacity of large scale renewable energy generation and storage including solar PV and onshore wind	ENWL; GMCA; LAS; Business			
1.2.1 & 1.2.2 Undertake a rapid review of local bottlenecks for the development of low carbon technologies e.g., grid capacity and connections, planning constraints etc and review public sector opportunities for large scale grid connected renewable energy and storage and progress delivery models	National Government; GMCA; LAS	Delivery through the Net Zero Accelerator, including finalising the Levelised Cost of Energy (LCOE) study.		Levelised Cost of Energy (LCOE) - Feasibility studies have been produced for 25 mixed size wind and solar projects across GM, a sample of a larger set of potential sites. Of those studied the solar sites are generally un-investible. Large solar sites (>5MW) are also currently not connectable under the new grid connection process. Two of the seven wind sites studied showed more promise and will be examined further as funds allow. Over the next quarter we will conclude the LCOE study and provide recommendations as to whether to proceed with this area of activity.
1.2.3 In those areas where large scale renewables are viable, ensure that the public and landowners are engaged and informed	GMCA; LAS	Ongoing action by local planning authorities on renewable energy applications. Additional work on ad-hoc basis by GMCA and others for innovative technologies - promotion of hydrogen priority.		No new developable sites on public sector land have been identified in this quarter. As and when opportunities for large infrastructure are identified, the associated landowners will be researched and a development strategy established.
1.3 Consider maximisation of onsite renewable energy generation and storage	Public bodies; Business; NGOs			
1.3.1 Encourage and accelerate the integration of property level renewable energy and battery storage for business, community and public building (including schools) - Business.	GMCA; LAS	Engagement of businesses through Bee Net Zero, linking to Steve Hasaal's work		A potential scope of work and list of members has been finalised for a Bee Net Zero (BNZ) Task & Finish (T&F) group on comms & engagement. This includes the potential to produce a tenants' guide. The first meeting of the BNZ T&F group on comms & engagement to discuss this will take place in the coming quarter.
1.3.1 Encourage and accelerate the integration of property level renewable energy and battery storage for business, community and public building (including schools) - Community & Public Buildings.	GMCA; LAS	Delivery of Powering our Schools phase 1 and development of phase 2. Working with GB Energy.		Powering Our Schools Phase 1 has seen its first 5 installs complete, with further sites moving onto installation. The Phase 2 delivery model will be decided upon in the coming 3 months.
1.3.2 Further roll out and increase awareness of the Bee Net Zero and Community Energy Funding programmes - Bee Net Zero	GMCA	Continued awareness of programmes.		The upcoming BNZ T&F group on comms & engagement will discuss how to raise BNZ's general reach and profile. The Net Zero Accelerator programme is giving consideration to community energy, and will form part of the potential scope of the BNZ T&F group on sector development. The first meeting of the BNZ T&F group will be on comms to discuss how to expand BNZ's general reach, along with a meeting on sector development to discuss community energy.
1.3.2 Further roll out and increase awareness of the Bee Net Zero and Community Energy Funding programmes - Community Energy	GMCA	Continued awareness of programmes.		The Community Energy study draft is complete and is being updated with final recommendations. The final study and its recommendations will be completed with dissemination plan in action over the coming quarter.
Objective 2: Increase the resilience, capacity and flexibility of the electricity network and its users				
2.1 Embed Local Area Energy Plans into all relevant Local Plans, aligning to Climate Actions Strategies / Plans	GMCA; LAS			
2.1.1 Test the integration of Local Area Energy Plans into Local Plans and use learning to develop guidance for LAs on developing a Local Area Energy delivery plan	GMCA	Develop approach to local area energy planning across GM, including through a digital platform.		ESC was commissioned to scope the GMCA's requirements for energy modelling; given developments around Integrated Pipeline and NESO/TRESP process. The report is due before end of 2025. We will use this scoping exercise to determine a procurement route.
2.2 Ensure that the electricity grid is able to meet the increasing demands resulting from electrification and increasing renewables and storage, in a timely and transparent way	ENWL			
2.2.1 Work with the Regional Energy Systems Planner, National Energy System Operator and GB Energy to align action across multiple energy vectors	NESO; ENWL; SPEN; GMCA; Ofgem	Ongoing engagement on the RESP proces and delivery of an Energy Planning process for GM to feed in.		Submissions were made alongside data gathered from key stakeholders (TFGM, ENWL, LAS), which were submitted to NESO prior to deadlines. Engagement is ongoing to support the refinement of this process and understand the implications of the Regional Energy Systems Planner (RESP) for GMCA moving forwards
2.2.2 Invest in the electricity network & procure flexible services to ensure ENWL network has capacity to enable low carbon technologies, such as heat pumps, EV chargers, solar PV & batteries to be connected	ENWL	Regular liaison with ENWL and integration into the GM Infrastructure Board.		Submissions were made alongside data gathered from key stakeholders (TFGM, ENWL, LAS), which were submitted to NESO prior to deadlines. Engagement is ongoing to support the refinement of this process and understand the implications of the RESP for GMCA moving forwards
2.2.4 Continue to explore the role that Local Energy Markets can play in providing flexibility and benefit locally	GMCA; LAS; DNOs	Through the Local Energy Plan aspects of GB Energy.		We continue to seek opportunities to trial the principles of the Local Energy Market and support the development of innovative business models in this space.
2.3.1 Improve the connectivity of homes to enable participation in a smart energy system, for example through the roll out of local public / private networks	GMCA; LAS; Business; Social Landlords	5G pilot project with social housing.		This project is in the final stages of providing home connections. We will seek to identify follow up use cases for the 5G network.
2.4 Inform and support residents to reduce costs by energy load shifting and exporting electricity at times when the local or national grid needs consumers to use more / less	ENWL			
2.4.1 Procure "flexible services" to incentivise households and businesses to use or export their electricity at times when the local electricity networks need less / more electricity to balance supply & demand	ENWL / SPEN	Regular liaison with ENWL and integration into the GM Infrastructure Board.		We are supporting the identification and promotion of best offers through retrofit portal.
2.4.2 Raise awareness to residents of energy tariffs that can take advantage of energy load shifting	GMCA; LAS	Integrate tariff advice into retrofit portal, integrate lessons learned from SGIR project into social housing installation procurement		We are embedding this as a part of the portal information.
2.5.1 Promote the Energy Innovation Agency to raise awareness and to grow end user pool, encouraging public and private stakeholders to use their assets to support trials and commercialisation	Public / private stakeholder	Ongoing communications support and referrals.		We are providing ongoing support to promote the Energy Innovation Agency (EIA). We will contribute to the EIA at its annual event in the coming quarter.
Objective 3: Increase the number, generation capacity and level of operational heat networks				
3.1 Finalise heat network zoning policy approach and agree local GM delivery method for this	National Government; GMCA; LAS			
3.1.2 Review and implement the heat zoning policy once finalised by central Government, putting in place the resource / team needed to deliver the Zone Coordinator role	GMCA	Delivery of the Advanced Zoning Programme (AZP) and ongoing engagement in the coordination role.		We have confirmed our participation in the DESNZ Zoning Co-ordination Body co-design working group. The first session on purpose and group intent is planned for 23/9/25. Our actions for the upcoming quarter are subject to the outcomes of the aforementioned meeting. The Government's response to the zoning policy consultation is also expected.
3.2 Facilitate and support the development of the heat network pipeline and delivery of heat network schemes	GMCA; LAS	Develop and engage key stakeholders on a GM vision for DHNs and collaborative approach to DHN development		

3.2.1	Conduct concept / feasibility studies to identify the potential for heat networks. Identify and progress suitable delivery models to deliver priority schemes	GMCA; LAs	Support projects to bid into any future HNDU rounds for feasibility funding or to progress alternative options for feasibility studies/ project development. Develop approach/ delivery model for non-strategic zones. Support AZP schemes with procurement and commercialisation.		Four Expressions Of Interest (EOI) were submitted to DESNZ's Heat Network Delivery Unit (HNDU) grant funding programme to progress project development studies. MCC Wythenshawe is pursuing alternative routes. A scope of work was developed for a 'feasibility lite' option for Tameside and Salford to enable momentum to continue in the event of unsuccessful EOI outcome. A study investigated non-strategic zones across GM and central GM zone in the Manchester district boundary is now underway with MCC. One local authority has issued their Invitation To Tender (ITT) for a Zonal District Heat Network (DHN) Development Agreement. There is ongoing support to the remaining Three Advanced Zoning Programme (AZP) projects to reach procurement. Subject to outcome of the EOIs, we will support relevant local authorities with their HNDU detailed applications and subsequent studies, and/or procure a consultant to help deliver. Two further Tranche 1 AZP projects are issuing ITTs. The initial outputs of the central GM & non-strategic zones study will be received.	
3.3.1	Identify and support the integration of waste heat sources as part of heat networks infrastructure development	National Government; LAs; Business	Work with government to develop knowledge of GM waste heat sources. Engage with key stakeholders and explore potential for standardised heat off-take terms.		We have provided support to DESNZ to develop a wastewater heat offtake contract. Support was provided to the Association of Decentralised Energy (ADE) who are developing guidance for waste heat source owners on behalf of DESNZ. We are developing plans for an event to engage and raise awareness amongst potential waste heat source owners. A study is underway to assess waste heat source opportunities across GM and investigate key sources further. We are developing a map of waste heat source opportunities across GM to aid engagement. Next quarter we will see a waste heat source map completed, along with the initial outputs of the study being received. The aforementioned event around waste heat source owners will be held.	
	Objective 4: Increase installed capacity and use of low carbon hydrogen					
	4.1 Support the generation, distribution and usage of low carbon hydrogen, following the 'hydrogen user hierarchy'	Business; GMCA; LAs				
4.1.3	Investigate, identify and support the development of suitable test sites for low carbon hydrogen off-take usage	GMCA; Business; LAs; H2 suppliers	Continued development of the Panasonic fuel-cell partnership.		We continue to explore funding options and feasibility studies, and sign offtake contracts. We will seek to identify appropriate funding streams in the coming quarter.	
4.1.4	Promote, support and encourage the roll out of low carbon hydrogen infrastructure and supply, subject to viability tests	GMCA; LAs	Refresh of Hydrogen Strategy		The consultation launch for the Hydrogen Strategy was on 24th September. The consultation period will be two months, followed by a one month review and edit. The MMU design team informed us that the design will be requested on 26th January. We will see a consultation review, with full strategy launch by the Executive Officer on 26th March.	
4.1.5	Investigate and support feasibility pilots for hydrogen fuel cell deployment on suitable sites and assess the feasibility for wider roll out	GMCA; Business; Universities; MIDAS	Continued development of the Panasonic fuel-cell partnership.		Feasibility studies are being funded (via MMU; self funded, TGH; GMCA and ENWL funded), with funding for deployment still being pursued. Feasibility studies will be completed, with funding routes narrowed.	

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5	Objective 5: Increase the number of homes retrofitted				
5.1	Improve the energy performance of social housing focusing on the worst performing	Social Landlords			
5.1.1	Work with social landlords to access government and private finance for retrofitting social homes	GMCA; LAS	Government Finance: GM Warm Homes: Social Housing Fund launched. Private Finance: Options analysis in progress through the Local Net Zero Accelerator.		We are awaiting approval for the December 2025 extension for all partners (sofar March 2026 has only been approved for MCC). We are also awaiting confirmation on December 2026 extension for BSR impacted projects. We are exploring EBIS Solar PV and Battery Storage offer with two RPs. We will complete SHDF 2.1 with the exception of the MCC programme, and Salix BSR impacted properties.
5.1.2	Establish grant schemes from a devolved integrated settlement fund for retrofit, which also aligns with our Housing First and health priorities locally	GMCA	GM Warm Homes: Social Housing Fund launched. GM Warm Homes: Local Grant being developed.		This quarter we awarded SHF Year 1 Phase 3 funding. We are exploring what to do with remaining funding from SHF Year 1 not allocated. We agreed Local Grant initial delivery areas with some LAs. We will have a confirmed position with balance of SHF Year 1 funds. We will have recruited all Local Grant roles.
5.1.3	Support social landlords to agree a uniform specification for key technologies, underpinning the potential for collaborative or forward procurement exercises	GMCA; LAS	Net Zero Housing Retrofit Framework Agreement bids evaluated and being awarded.		This quarter all contracts were awarded and signed with suppliers. The Sharepoint is now live and access has been granted. We have delivered formal presentations on the Framework Agreement in multiple networks. This quarter all call offs will commence. We will see the completion of tender of Able to Pay supporting services (see 5.1.6).
5.1.6	Expand the Benefit Portal and online advice to include procured and quality assured retrofit delivery partners	GMCA	New Retrofit Portal procured and being developed by supplier for launch in July 2025.		The Portal is in final stages of development and is ready for testing. Its launch is now expected in the first week of October. EOI is open for Retrofit Framework suppliers to apply to deliver for the able-to-pay market through the Portal; with assessments in October. The Portal will be live and being used to manage ECO4 suite of programmes. In the coming quarter we intend for the Portal being used to manage Local Grant programme, to have an offer available for able to pay market, and have the Independent Able to Pay service initial integration into portal complete.
5.2	All residents should consider investing in actions which enable fossil fuel free heating systems to work efficiently	Residents			
5.2.2	Support residents to invest in properties by expanding 'Willing to Pay' retrofit service	GMCA; LAS	Your Home Better and updated Retrofit Portal		A new service provider; Snugg Consortium, was awarded a contract in September, with their mobilisation period beginning before October with delivery tied to portal re-launch. We will ensure the service is live and tied into new portal
5.2.3	Deliver warm home prescriptions to households most in need	NGOs; NHS GM	NHS Project Manager recruited and being trained.		We identified a number of initial target neighbourhoods in each LA. We launched a promotional videos in hospital clinics and GP surgeries. We have agreed a revised referral model for GPs. We have distributed promotional posters in pharmacies in a number of LA areas. There will be a visible increase in Health referrals through the portal. We will continue exploration of Warm Home Prescription offer.
5.2.4	Ongoing consumer research into household preferences and choices and implementation of support schemes underpinned by this evidence	Academia; GMCA	Embed Gernserv report recommendations into Retrofit Portal and test engagement. Consider implementation of additional propensity data.		We have integrated Gernserv learnings into delivery and offers hosted on the new Portal. We are monitoring residents' interactions with the portal to determine which new offers should be brought forwards. We will use these insights to shape consumer messaging via portal and advice service
5.3	All residents should consider upgrading to more energy efficient products when replacing household appliances	Residents			
5.3.1	Raise awareness and deliver marketing to re-educate residents on the scope and benefits of energy efficient appliances	Business	Work through the Bee Net Zero Project.		We are engaging residents on what energy efficient appliances should form part of the employee engagement campaign, however this is on hold until the GMCA SC&P team's sustainability games have launched. We will launch the commission for the employee engagement campaign in the coming quarter.
5.4	Support the creation of a range of retrofit finance offers to support property owners to retrofit their homes	GMCA; LAS			
5.4.1	Pilot project to develop or trial offers and green finance support mechanisms with willing public and private stakeholders and roll out more widely if feasible	GMCA; LAS	Assessment of able-to-pay models to be completed as part of the Net Zero Accelerator.		There is ongoing dialogue with SoundPound around linking the Credit Union offer to the GMCA portal, framework, and support as it is reprocedured and refreshed. Testing is scheduled for Q3. We will test the portal with Credit Union staff and ensure respective websites cross refer. We will also continue to explore National Wealth Fund funding to sit behind Single Payer offer.
5.4.2	Work with Government, GB Energy, and High Street and Institutional lenders to identify and support private investment	National Government; GMCA	Ongoing engagement through the Net Zero Accelerator and with GB Energy as that emerges.		Blended investment approaches have been identified for each Net Zero asset type and are ready for socialisation with stakeholders, including the investment community. We will see socialisation of the preferred NZ investment approach for GM,
5.5	Improve the energy efficiency of the private rented sector	GMCA; LAS; Private landlords			
5.5.2	Explore the potential for the Good Landlord Charter to influence residential landlords to increase energy efficiency standards	GMCA	Embed requirement for the Good Landlord Charter into Integrated Settlement funding programmes on Warm Homes.		All Registered Providers who have bid for Year 1 funding have been confirmed members of the Goos Landlord Charter. We will implement a model to allow private landlords to access Local Grant funding independently of the area based approach.
6	Objective 6: Increase the number of public and commercial buildings retrofitted				
6.1	Remove fossil fuel heating systems from the public estate	GMCA; LAS; GMP; GMFRS; NHS & wider public bodies	Through continuing programme delivery (PSDS): Delay completion, M&V(3y), post occupancy evaluation and project trouble shooting.		
6.1.1	Pilot the creation of a costed estates wide plan to decarbonise all assets under direct GM local government influence	GMCA; LAS	Delivered through the Net Zero Accelerator. Establish verified understanding of public estate, fuel consumption and emissions. Leading to development of costed estate wide plan.		The ESC 'next steps' scoping paper is complete and under review. Alternative means to achieve a knowledge baseline are being explored, along with alternative platforms to digest data, compare, and roadmap. We will establish the GMCA current best case known understanding of estate and identify gaps.
6.1.2	Pilot the creation of a costed plan for replacing any fossil fuel heating systems which are approaching their end-of-life with a low carbon system, for owned public buildings	GMCA; LAS	Delivered through the Net Zero Accelerator. Establish verified understanding of public estate, fossil fuels heating systems and age. Develop strategy/means for roadmap interface with Public Estates data set. Enabling activity through design funding development and procurement opportunities.		The ESC 'next steps' scoping paper is complete and under review. Alternative means to achieve a knowledge baseline are being explored, along with alternative platforms to digest data, compare, and roadmap. We will establish the GMCA current best case known understanding of estate and identify gaps.
6.2	All public buildings with an EPC/DEC below a C to consider energy efficiency improvements by 2028	GMCA; LAS; GMP; GMFRS; NHS			
6.2.1	Research and develop an approach to retrofitting LA-controlled schools of DEC / EPC of D or below, considering existing frameworks and approaches	National Government	Engagement and collaboration with DFE to consider options how this can be approached and implemented.		The Public Building Retrofit fund window 1 registrations are completed, and we are awaiting to receive PBRf GW 1 applications. Circa 75% of the 151 registrations are schools. There is ongoing assembly of schools data. We will re-engage with the Department For Education once PBRf applications have been received, providing an education opportunity pipeline.
6.3	All new buildings should have low carbon heating systems installed	GMCA/LAS			
6.3.1	Prior to the Future Buildings Standard being implemented, establish a plan for no more fossil fuel heating systems to be installed in all new public buildings and for all new development to consider a connection to a heat network	GMCA; LAS	Support the development of policy.		We are continuing to engage with organisations through 1-2-1s.
6.4	All building retrofit activity should be designed to avoid future over-heating risks	GMCA/LAS			
6.4.1	Consider cooling (passive and active solutions) as part of all building retrofit works to avoid future over-heating risks	GMCA; LAS	Assessment into ability to embed into GM devolved funding for retrofit.		There is ongoing exploration of supporting one Registered Partner with a cooling pilot. We will continue to promote incorporation of self-funded cooling as part of heat pump installations.
6.5	All commercial buildings with an EPC/DEC below a C to consider energy efficiency improvements by 2028	Business			
6.5.2	Develop a cohort of willing public bodies, to commit to transition their leased estate to buildings being DEC/EPC C and above from 2028	GMCA; LAS	Establish verified understanding of public estate leased buildings, engage and enrich estate data set DEC/EPC ratings with organisations and consider how this can be built into roadmap commitment		The ESC 'next steps' scoping paper is complete and under review. Alternative means to achieve a knowledge baseline is being explored. Alternative platforms to digest data, compare and roadmap are being explored. We will establish a GMCA current best case known understanding of leased buildings and DEC/EPC.
6.6	Work with existing and new Business Improvement Districts to sign up to a voluntary improvement standard (e.g., NABERS)	Business			
6.7	Facilitate the creation of financial models to enable buildings to be retrofitted	Business			

6.7.1	Embed the requirements for commercial sector and public sector buildings into the financial and delivery models of the net zero accelerator	GMCA; National Government; Private Sector	Delivered as part of the investment pipeline of the NZA.		The GMCA NZ Accelerator programme is delivering at pace across all work packages. For strategic delivery and bundling approaches; a short list of delivery models is complete, working towards a full appraisal and recommendation. A three-pronged Accelerator concept has been developed comprised of a) project accelerator, b) innovation accelerator and c) places accelerator. Sizing of pipeline opportunities continues across the Programme. Oldham's Green New Deal JV Market Engagement has closed and 1-2-1s complete. Findings are now being incorporated into Procurement Strategy. The Wythenshawe regeneration blueprint is in motion, governance and a route forward is now established for the Heat Network. EGS strategy is complete. The Programme continues to; engage with the market to shape our strategy, deliver operational priorities, and develop lessons learnt through working closely with DESNZ and the GSE Net Zero Hub. The focus next quarter is on producing the next iteration of the prospectus, and the acceleration of the last few remaining procurement commissions. This includes; a short list of delivery models and full appraisal and recommendation on deliverable models. An Oldham Green New Deal Procurement Strategy for main tender drafted. In Wythenshawe we will see Workshop 3 complete and 6-month plan in place, stakeholder engagement plan developed, and a Progress Civic Decarbonisation Plan. Around Mobility/Energy Planning we will begin a study, begin an EVCI study, tender for a e-Direct Rapid Transport pilot & investment case, have a Network analysis tool completed, and procure support for journey options platform. For the Levelised Cost Of Energy GM study we will manage delivery from the LCOE initial outputs, we will start a direct wire study, and have a final report due and plan to implement the Community Energy Study. Around PPA, we will continue to engage GM opportunities and plan a route to market for the PPA Pathfinder. Powering our Schools Phase 2 will hold development workshop and implementation plan. We will development of SV approach and GMCA support to Local Authorities. We will develop content and engage stakeholders for the heat source workshop. We will finalise a feasibility scope for Tameside and Salford. We will also finalise a stakeholder engagement and management plan. The Warm Homes Social Housing Fund will award Phase 3 applications, and support the Reregistered Partners with delivery. The Net Zero Housing Retrofit Framework Agreement will be promoted and see onboarding of clients. We will assess the PBRf application registrations, host a Salix process workshop, provide a business case for building decarbonisation and finance award contract, and award a contract for determining route(s) to market.	
7	Objective 7: Increase the number of low carbon heating systems installed					
7.1	All residents with fossil fuel heating systems should consider replacement with a heat pump or low carbon heating systems	Residents				
7.1.1	Promote national incentives, such as the Boiler Upgrade Scheme	GMCA	Promotion through upgraded Retrofit Portal		At present a comms strategy is being developed. This coming quarter a comms strategy will be in place and being utilised.	
7.1.2	Consider the impact of the Clean Heat Market Mechanism, if implemented, and work with market actors to promote heat pump deployment	GMCA; LAS; Business	Consideration through MoU with Daikin and work with other HP supply chain actors.		The Low Carbon Heat Industry Group will raise this when properly established.	
7.1.3	Provide support and guidance for householders on ASHP installations and for Environmental Health Officers to use in Planning Permission / Permitted Development	GMCA	Guidance to be produced		We have joined a working group with acousticians to formulate guidance, along with engaging with environmental health through a workshop. Existing guidance will be reviewed and updates identified.	
7.2	All landlords providing social rented property develop and implement plans to move towards only replacing high carbon heating sources with low carbon heating sources	Social Landlords				
7.2.1	Support those LAs and landlords who are currently not willing to move away from fossil fuel heating systems, to catalyse this move using the learning from those that have adopted low carbon heating, including lived experience of residents	GMCA; LAS	Integration into GM Warm Homes: Social Housing Fund.		We will deliver SPARK research based upon datasets provided by Registered Provider partners. In the coming quarter we will complete a field delivery of project.	
7.2.2	Work with willing social landlords and LAs with social housing stock to agree an immediate policy shift away from the installation of fossil fuel heating in social homes and raise awareness of the benefits of doing so	GMCA; LAS; RPs	Integration into GM Warm Homes: Social Housing Fund.		We awarded Phase 3 of Social Housing Fund Wave 3 Year 1 funding. We are exploring low carbon heat-only options for the remaining allocation for Year 1. We are also exploring altering funding rules for Year 2 to encourage greater low carbon heat take up.	
7.2.3	Continue to build, test and deploy innovative low carbon technologies and market offerings to encourage take-up	GMCA	Ongoing approach to innovation.		The portal is to launch in October, with a relationship with credit unions established for green loans. We will continue to seek appropriate funding streams; including those that support area-based delivery.	
7.3	Where feasible, replace end of life heating systems in schools with low carbon heating	LAS; schools				
7.3.1	Create forward replacement plans and identify funding streams to cover additional cost where needed, including potential devolved funding	LAS; schools; GMCA	Delivered through the Net Zero Accelerator. Establish verified understanding of public estate (schools), fossil fuels heating systems and age. Develop means to fund schools through Public Building Retrofit Programme.		The ESC 'next steps' scoping paper is complete and under review. Alternative means to achieve a knowledge baseline is being explored, with this including schools' CDC data. The PBRf window 1 registrations are completed, awaiting to receive PBRf GW 1 applications. Circa 75% of the 151 registrations are schools. We will develop an understanding of PBRf schools registration-to-application conversion. We will also assess the pipeline opportunity.	
8	Objective 8: Ensure all new developments are net zero carbon and sustainable					
8.1	Use the Planning and Building Control system to accelerate the adoption of high standards for new development and refurbished buildings	GMCA; LAS				
8.1.1	Support the environmental policies in Places for Everyone, through producing additional guidance for planners and developers on embodied and operational net zero, water and resource efficiency, and sustainable construction	GMCA; LAS	Publication of Net Zero Guidance and support for planning officers		A launch workshop was held with developers & Registered Providers, with further sessions being planned. Workshops will be rolled out more widely to continue promotion of the guidance.	
8.1.2	Use our influence and lead by example in our growth priority areas through working with developers to adopt higher standards	GMCA; LAS	Integration into growth priority areas - focussing on Trafford (HN) and Wythenshawe (NZA and HN)		Engagement is underway with key developers to assess readiness for PFE net zero guidance. We will support the launch of the developer forum.	
8.1.3	Deliver 10,000 truly affordable net zero homes (TANZ) as part of our Housing First agenda	GMCA; LAS	SR submission to make case to Government for additional resources to deliver TANZ homes at scale		Priorities were agreed for a new Social and Affordable Homes Programme. There will be continued development of the affordable housing pipeline, including TANZ, and an energy efficient subset.	
8.1.4	Explore the potential to incorporate PAS2080 standards, carbon management plans, and other environmental standards into all public investment	GMCA; LAS	Continued deployment of standards.		We have continued work on collecting embodied carbon data. We are continuing to collect data so that new developments are built to PFE standards; this will be used to inform benchmarking and gap-to-best-practice for 2028.	
8.1.5	Use the Embodied Calculator developed for GMCA by UoM to specify and procure retrofit and new build materials with the least embodied carbon impact	GMCA; LAS	Integrated Embodied Carbon Score in Net Zero Housing Retrofit Framework Agreement.		We promoted the use Embodied Carbon scores when selecting materials from the Net Zero Housing Retrofit Framework Agreement. We will present the Embodied Carbon Calculator to European Local Authorities at the CNCA Conference on "Dramatically Reducing Embodied Carbon in Europe's Built Environment".	

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9	Objective 9: Establish a long-term strategy and detailed delivery plan				
9.1	Develop an updated Greater Manchester Transport Plan (LTP) and supporting strategies	TfGM; LAs			
9.1.1	Refresh the GM Local Transport Plan (LTP) (including Transport Strategy 2040)	TfGM; LAs	First draft LTP due to be circulated with LA officers by May. Take to GMCA after GMS has been launched.		The consultation now planned from November to February 2026. The change in dates supports the government's expected requirement for a delivery plan for TCR (Transport for City Regions, formally City Region Sustainable Transport Settlements). We will commence drafting the LTP and Delivery Plan consultation; subject to GMCA approval.
9.1.3	Develop GM plan for Northern Powerhouse Rail and high-speed rail	TfGM	Develop GM plan for NPR and high speed rail, including Piccadilly Underground and Manchester Airport high speed rail stations, Metrolink interfaces, and engaging with the high speed rail (Crewe to Manchester) hybrid bill process, working closely with partners to enhance the economic growth opportunity and integration with the Bee Network.		Work is ongoing on building the strategic and economic case for the proposed Manchester Airport station and for an underground station solution at Manchester Piccadilly. We are awaiting confirmation of the government's ambition for NPR to determine a forward programme of works. The announcement is now expected Autumn 2025.
9.2.3	Prepare infrastructure pipeline proposals for the 2027-2032 investment period	TfGM	Prepare infrastructure pipeline proposals for the 2027-2032 investment period		Following the conclusion of the Spending Review which was pushed back into June 2025, and the confirmation of GM's allocation for April 2027-March 2032, this action is now being targeted for completion by the end of 2025, following the completion of consultation on the refreshed LTP and Delivery Plan. The infrastructure pipeline proposals due by end of 2025 in line with refreshed LTP.
10	Objective 10: Deliver an integrated transport system to enable the Greater Manchester population to switch to active / public transport				
10.1	Grow the Bee Network so that more people in GM have access to quality public transport and active travel	TfGM			
10.1.3	Produce Bike Hire development and expansion plan	TfGM	Cycle hire plan underway		A 6% increase in active users and a 25% increase in the number of rides taken by comparison to the same period for 2024-2025. The mini expansion feasibility study is progressing pending agreement on locations and site visits.
10.1.4	Deliver Bee Active Routes, Bee Network crossings and walking and wheeling improvements at junctions	TfGM; LAs	Delivered 133 Km by March 2025 (exceeding 130 KM target)		We have on track or are exceeding goals to deliver all Active Travel targets for 2025-2026. This includes; 139 Km of Bee Active network delivered, construction of signalised junctions and pedestrian crossings ahead of target, and service time improvements made with 314 crossings and 51 crossings with linked demand retimed. This work will continue to deliver stretch target of 161 Km of Bee Active network projected to be delivered in 2025-2026.
10.2	Improve the Bee Network	TfGM			
10.2.1	Add passenger information displays to interchanges and bus stops and audio-visual announcements on buses	TfGM	Working with operators to install the tech on buses		The contract due to be signed by PID supplier we commencing 22th September. The delivery phase for improved PID's will commence throughout GM with the expected completion date of March 2026.
10.2.3	Strategy, planning and development for the short, medium and long-term future of Metrolink. This includes new stops, lines and extensions, the next generation vehicle fleet to follow on from our M5000 trams, the tram-train Pathfinder, and examining underground metro option	TfGM	Prioritisation of potential Metrolink extensions complete, and Strategic Outline Business Case stage started.		The Outline Business Cases for the Metrolink Stops at Cop Road and Sandhills have commenced. Sandhills utilises additional funding made available from the Ministry of Housing, Communities, and Local Government. Engagement on masterplans with local authorities and housing developers continues to support business case work for these proposed new Metrolink stops. A mid-point review of the Outline Business Case for a new fleet to provide capacity and enable tram-train connectivity is complete and was disseminated in July. The next proposed Metrolink extensions were presented to the Bee Network Committee and GMCA in August. The Strategic Outline Business Case for a proposed extension of Metrolink to Stockport is due in December.
10.2.4	Provide journey planning tools and information to encourage mode shift in order to make the most efficient use of available capacity (particularly during peak periods)	TfGM	Integration of Active Travel in the Bee Network App Add passenger information displays to interchanges and bus stops and audio-visual announcements on buses		As a part of a wider programme of safety improvements, additional safety services have been developed in the Bee Network app; the Travel Safe Live Chat. Work continues to improve access to rail station information via the Bee Network app. Further app development will focus on journey planning. Scoping work still ongoing to build Active Travel into the Bee Network app. Additional safety services due to go live mid-October. Improvements to rail station information to support journey planning is due to go live in December.
10.2.5	Complete Metrolink city centre track renewals, tram management system server renewal, fibre optic network renewal, and customer-facing asset renewals (lifts etc). Enhancements / upgrades at some stops	TfGM	Complete Metrolink city centre track renewals, tram management system server renewal, and fibre optic network renewal. By September 2025		The Metrolink 2025 City Centre Track Renewals programme has completed as planned; Portland St./Piccadilly Gardens Stop on 17th July; Aytoun St on 11th August, and the Piccadilly Portal on the 7th September. The integrated delivery of the Tram Management System server & fibre optic network renewal is ongoing. The Customer Facing Asset Renewals (Lifts) has seen its surveys & investigations completed enabling the renewals scope to be finalised. The Fibre Optic Network Renewal system migration onto a new fibre optic network planned to be completed in October 2025. TMS Servers phased renewal is planned to be completed in November 2025. Procurement of lift renewals package planned to commence in October 2025.
10.3	Work with GM local authorities and partners to improve local rail stations and services	TfGM			
10.3.2	Incorporate agreed commuter lines into the Bee Network, introduce Pay-As-You-Go capabilities along some rail routes, co-branding GM rail stations	TfGM	Rail Reform Pay-As-You-Go Full Business Case approved by March 2025		Department for Transport (DfT) & Great British Railways (GBR) are continuing to finalise the overarching programme plan which is due to be closed out mid October. The TfGM supplier base have commenced work with an operational design being developed. The Accelerated Fares proposition is being discussed with key stakeholders to agree best way forward regarding both timing and the specific nature of the simplification approach. The DfT & GBR overarching programme plan is due mid October. The programme plan to
13	Objective 13: Support communities and business to adopt more				
13.1	Individuals to adopt more sustainable travel habits	Residents			
13.2.1	Support messaging around sustainable travel benefits on leisure journeys	TfGM			18 articles have been produced over the last three months on topics including; Lane rental scheme proposed to tackle roadwork disruption on Greater Manchester's busiest roads, £20.7million Bee Network boost for walking, wheeling and cycling schemes in Greater Manchester, and Work to start on junction improvements to make walking and wheeling journeys safer near Royal Bolton Hospital.
13.2.5	Gather data and feedback from and enable diverse communities to co-design and influence the transport system	TfGM; LAs	Programme of Insight and Engagement activity during including GM TRADS, Network Principles Research, Engagement Activity		Work on a refreshed Inclusion and Equalities Strategy will begin later in 2025, aligning with a refreshed Greater Manchester Strategy, Local Transport Plan and TfGM's People Plan. The Network Principles research fieldwork has completed. Over the coming quarter Network Principles research analysis completed. Public consultation on our Local Transport Plan will begin in Autumn 2025.
13.2.6	Address the barriers that may make it hard to participate	TfGM; LAs			The Public consultation on our Local Transport Plan will include different methods to allow a range of people to participate.
13.2.7	Conduct research and evaluation activity and share insight from these to develop our integrated transport system	TfGM	Reporting on Programme of Insight and Engagement activity during including GM TRADS, Network Principles Research, Engagement Activity and Evaluation research		The GM Travel Diary survey excel data tables have been split by each Local Authority and have now been published on data.gov. The Night Bus Evaluation Research was reported

	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting
14	Objective 14: Expand and enhance our best spaces for nature				
14.1	Increase the area of Greater Manchester that is protected and designated for nature to 15% by 2035	LAs; Natural England;			
14.1.1	Work with landowners and partnerships to support more land being protected and designated for nature (e.g., the proposals for a new National Nature Reserve in the mosslands)	GMCA; LAs; GMEU; Natural England	Develop and agree baseline and reporting arrangements Establish governance arrangements Develop programme of activity to support local authorities		A Survey of new Sites of Biological Interest are underway. The Interim report of GMEU new SBI sites for 2025-2026 is to be brought forward.
14.2	Improve the condition of land protected and designated for nature, by bringing 50% of sites into active management by 2035 and implementing management plans	LAs; Natural England; Landowners			
14.2.1	Work with landowners and partnerships to support bringing land into active management and implement management plans	GMCA; LAs; GMEU; Natural England; NGOs	Develop and agree baseline and reporting arrangements Establish governance arrangements Develop programme of activity to support local authorities		The Assessment of Highways England and UU owned land is in progress. 6 local authorities have allocated funding. An active management statement will be shared with Highways England and UU.
15	Objective 15: Better connect the best spaces for nature by creating and restoring habitats				
15.1	Restore and create 1800ha of habitat for nature by 2035, through funding routes such as Biodiversity Net Gain and Environmental Land Management Schemes	Landowners			
15.1.1	Publish a Local Nature Recovery Strategy to identify areas to focus habitat restoration and creation	GMCA; LAs; Natural England	Consider responses to public consultation Publish final strategy, alongside response to public consultation		The final Local Nature Recovery Strategy (LNRS) was published and launched. We will be sharing it with relevant stakeholders to embed the LNRS in to nature recovery decision making.
15.1.3	Work with districts to ensure the Local Nature Recovery Strategy is reflected in all relevant Plans, Policies and decision making tools	GMCA; LAs	Consider statement as part of the final LNRS on planning		With the LNRS launched, we will be able to discuss this properly with Local Authorities.
15.1.5	Support the growth of a local market for Biodiversity Net Gain and explore further market development, focussing on carbon and water markets	GMCA; LAs	Develop potential GMCA Responsible Body option Take decision on whether to offer GMCA		Local Authorities are to confirm whether to sign up to GMCA Responsible Body service by 23rd September. GMCA officers will decide whether to 'Go or No Go' on 7th October, and then take report to CA on 28th November.
16	Objective 16: Reduce pressures on our water environment				
16.1	Encourage public and private organisations to assess, report and reduce direct and indirect impacts on nature	Business; GMCA			
16.2.1	Work with United Utilities to deliver this, particularly in supporting the £250m of investment in rainwater management through United Utilities' Advanced WINEP	GMCA; LAs; EA; Landowners	Deliver 25-26 Annual Business Plan Activities		Regarding the United Utilities Sustainable Water Fund first round, 3 out of 10 GM applications were successful. We have SuDS interventions at 20+ schools. Round 2 (2025-2029) was launched in September 2025. Prestwich has seen water butts and SuDS enabled planters provided to residents. Oldham has community-based SuDS with National Trust. UU will assess applications to Sustainable Water Fund Round 2. We will be progressing named schemes, Prestwich, Droylesden, Hyde, and Altrincham & Hale.
16.3.1	Deliver an annual programme of initiatives to develop more integrated approaches to managing water sustainably across the city-region	GMCA; EA; United Utilities	Deliver 25-26 IWMP Annual Business Plan Activities		We have produced a Hindley & Platt Bridge action plan and presented to the Mayor. Community events were held in first week of September. We have started collation of data sets to produce GM water management risk map. Two stakeholder workshops were held to inform the Stockport Integrated Drainage Strategy. 100+ projects have been identified for surface a water pipeline. The University of Manchester recruited a research associate to develop an Integrated Catchment Model. We will commission joint modelling for the next stage of the Hindley & Platt Bridge action plan. We will develop a methodology to identify locations for next round of place-based plans. We will present a surface water pipeline to Trilateral and provide seed funding to local authorities. We will launch an Integrated Catchment Model project.
17	Objective 17: Increase the amount of green and blue spaces (parks, verges, gardens etc) that are better managed for nature				
17.1	Residents should use their outdoor space (garden, yard or balcony) in a way that benefits nature and increases resilience	Residents			
17.3.1	Support local authorities with funding and capacity to assess tree planting opportunities and bring sites forward	GMCA / City of Trees			City of Trees are to present on the updated Forest Plan for GM at Natural Capital Group on 2nd October. Opportunities from published LNRS and Forest Plan will be identified by local authorities.
17.4.1	Review and update Planning Policy guidance to ensure new developments maximise the biodiversity and resilience benefits	GMCA; National Government	Work with local authorities as they develop Local Plans and policies		Local plan policies have been reviewed for Manchester, Oldham, Stockport, Trafford and Wigan. We are working with relevant local authorities to support their local plan development
18	Objective 18: Increase the number of green and resilient transport routes, streets and highways				
18.1	Manage areas alongside transport routes for nature, for example through wildflower areas on verges and tree planting	LAs; Network Rail; National Highways			
18.2.1	Support the use of the SuDS Design Guide, part of Streets for All, including through training and sharing best practice	GMCA; TfGM	Deliver 25-26 relevant IWMP Annual Business Plan Activities		Two SuDS safaris were delivered; where we visited sites in Stretford, Altrincham & central Manchester. A training provider was commissioned and sessions planned. We will deliver training sessions, and promote new SuDS standards.
19	Objective 19: Increase the amount of green and resilient new infrastructure, regeneration and development				
19.1	Further integrate nature into the way land is used and managed, using grants and other sources of funding and investment to do so	Landowners; land managers; Business			
19.1.4	Consider setting a mandatory level of green cover through new development via setting an Urban Greening Factor	GMCA; LAs	Work with local authorities as they develop Local Plans and policies		Local plan policies have been reviewed for Manchester, Oldham, Stockport, Trafford and Wigan. We are working with relevant local authorities to support their local plan development
20	Objective 20: Increase the amount of community-led action and better connection to nature				
20.1.1	Support projects in the local area (e.g., funding or corporate volunteering initiatives) that create or enhance green spaces and access to them	Business			
20.1.3	Encourage local volunteering initiatives that improve the local natural environment	Residents			
20.1.4	Provide funding to community groups to create or improve green spaces, including through funding 100 Green Spaces Funds projects	GMCA; LAs	Deliver Round 6 of the GM Green Spaces Fund		58 were applications submitted for Round 6. Assessments are taking place with a view to confirming successful projects in Q3.

	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	
21	Objective 21: Increase the rate of transition to a Circular Economy					
21.1	Reduce the weight of raw materials used in production, through lightweighting and the use of innovative materials	Manufacturing				
21.1.1	Support innovation for sustainable alternatives and business model change on circular economy and resource efficiency	Academia; Business			A potential scope of work and list of members has been finalised for a Bee Net Zero Task & Finish group on sector development, which will consider circular economy as part of potential business support offerings and innovation opportunities. The coming quarter will see the first meeting of the BNZ T&F group on sector development	
21.2	Encourage businesses to adopt waste hierarchy, focusing on high impact	GMCA				
21.2.1	Identify and promote local exemplars of companies who are already doing this	GMCA; Business board	Expand Business Page on Green Cities & Bee Net Zero Website and develop social media campaign		Promotion of exemplar circular economy businesses in GM is within the potential scope of the BNZ T&F group on comms & engagement. The coming quarter will see the first meeting of the BNZ T&F group on comms & engagement	
21.8	Promote and encourage the transition to circular business models	GMCA; LAs; Business Board				
21.8.1	Provide businesses with support and incentives to transition to a circular economy business model	GMCA; LAs; Business Board			This will be considered as part of the scope of the BNZ T&F group on sector development.	
22	Objective 22: Deliver policies and programmes to make carbon reduction and sustainable lifestyles attractive					
22.1	Help residents understand how they cause carbon emissions and what they can do to reduce them	Public; Business; National Government	Trial range of programmes of accelerate carbon reduction in homes and increase sustainable lifestyle behaviours			
22.1.2	Support the uptake of carbon literacy, climate change and sustainable lifestyles training by public and private organisations	GMCA; LAs	Develop GM CL Framework, roll our CL programmes and develop learning tools/games on website. Refresh of Employee Climate		A design concept and blueprint for Employee Climate Awareness e-module was developed. Course content input is continuing. We will finalise course content updates and re-launch e-modules internally and externally (GMGreenCity website).	
22.2	Encourage the formation and growth of a less linear buy-use-throw away-buy again economy	Residents	Deliver programmes and communication campaigns within schools to encourage repair/reuse - Delivery of School Eco Grants and Eco-Refill Programmes, Team Repair trial.		Eco Grants Wave 1 has seen Schools submitting financial returns and case studies. School Eco Refill Shops Wave 2 has seen during Term 3 219 pupils across 15 schools take part, reaching over 12,700 people. More than 84 shop openings helped save nearly 2,000 containers from waste. Wave 3 launched on 15th September with £5,000 social value funding each from Next Energy and SUEZ, and further donations are being sought to sustain the programme. Green Summit event planning is underway; with the venue confirmed as Co-op Live, and the date set for 3rd March 2026. Eco Grants for Schools Wave 2 will launch at the end of October 2022, with an 8-week submission window or until 30 applications are received. School Eco Refill Shops Wave 3 evaluation of expressions of interest will commence, with a target of one school for each local authority. We will begin development of a blueprint for sustainable, place-based fashion systems in Greater Manchester.	
22.2.1	Encourage residents to support community / grassroot circular economy projects such as repair cafes and reuse shops within communities	GMCA; LAs	Delivery of Renew Community Fund Projects		We have notified successful Renew Community Fund applicants. 20 projects have been funded.	
23	Objective 23: Reduce the amount of waste in every waste stream through reducing consumption and increasing reuse, repair and redistribution					
23.1	Reduce the amount of waste created by offering alternatives to purchasing products such as hire / lease	Business				
23.1.2	Create business platform to enable distribution of no longer needed items	GMCA; LAs	Develop BeeGreenGM asset reuse platform and on-board businesses		The BeeGreenGM Asset Reuse Platform is now developed and is currently in testing by the supplier. The communications toolkit is in development for a soft launch. Communications will begin across LinkedIn, the website, and the GMGreen City newsletter. GMCA internal testing will be completed, and a communications toolkit will be shared with partners. Following this, the platform soft launch will commence.	
23.2	Support the uptake and use of "refillable" to reduce packaging and other single use waste	Business				
23.2.1	Work with retailers and hospitality venues to encourage the use of innovative reusable solutions	GMCA; Marketing Manchester	Support Returnable Coffee Cup trials - Borro / Bee Cup. Behavioural Insights Research - City to Sea and IMPACT Support H2Orgins in Refill Station expansion.		Both returnable cup initiatives remain active and are contributing to Greater Manchester's efforts to reduce single-use packaging. Borro is approaching the end of its funding through the Foundational Economy Fund, with 23 locations in Ancoats and the Northern Quarter now participating in the initiative. We will continue to support Borro and Bee Cup initiatives to reduce single-use packaging.	
23.2.2	Continue to support residents through education awareness programmes and communication campaigns	GMCA; LAs	GM Refill Destination Campaign. Behavioural Insights and Impact Research - City to Sea and IMPACT Develop Sustainability Digital Learning Resource Launch GM One Tonne Plastic Litter Challenge		The refill research with City to Sea has now been completed and the final report received, providing valuable insights and recommendations to drive refill and reuse across Greater Manchester. The One Tonne Plastic Challenge is finishing on 23rd October with the big reveal on the total of litter collected across the region. Design and storyboarding for the Sustainability Digital Learning Resource have commenced, with the project now entering the programming phase. We will develop an action plan based on refill research findings. It should also be noted that City to Sea has announced its closure due to funding challenges, but efforts are underway to secure the future of the Refill app and ensure the legacy of the campaign continues. We will continue development and testing of the digital resource to ensure it meets the needs of users and supports the delivery of sustainability learning across Greater Manchester"	
23.3	Reduce food waste throughout the value chain	GMCA; LAs; Business				
23.3.1	Develop and implement a food waste action plan	GMCA	Develop Action Plan and establish new Food Board		The inaugural meeting of the GM Food Programme Board took place in September.	
23.6	Improve the efficiency of waste collection system and infrastructure of commercial and industrial waste	Business; Waste Industry				
23.6.2	Promote services and support businesses	GMCA; LAs			BNZ partners such as Green Economy continue to promote waste and resource efficiency amongst the businesses they support We are to consider how this can be built upon in the BNZ T&F group on industrial decarbonisation (e.g., scale economy projects around waste).	
24	Objective 24: Develop and implement the Greater Manchester Resource and Waste Strategy		Develop and consult on Waste Strategy			
24.1	Improve the quality, consistency and amount of recycled materials	GMCA; LAs				
24.1.1	Instigate a programme of pilot resource management projects to improve the quality and rate of recycling with willing LAs and roll out more widely when feasible	GMCA	Waste Composition analysis		Material Recovery Facility procurement has commenced. Specification to be further refined for procurement launch in Q3. Preplanning discussions have also commenced. The coming quarter will see submission of the planning application.	
24.1.2	Continue to support residents through education awareness programmes and communication campaigns	GMCA; LAs	Delivery of Communication Programme		The programme is being delivered as planned.	
24.1.3	Collaborate with Collection authorities on the range of waste streams collected	GMCA; LAs	Explore feasibility of new waste streams		The interim waste plan is going to Green Cities Board in September.	

	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting
25	Objective 25: Priority risks arising from climate change are managed and reduced				
25.1	Over-heating risks in residential buildings (new and existing properties) are reduced through the development of spatial planning policy and retrofit guidance	LAs; GMCA			
25.1.2	Ensure effective coordination between decarbonisation and adaptation activities for homes to better understand any potential for over-heating risks	GMCA Environment	Integrated settlement retrofit grant funding could look to include over-heating and flood resilience measures in at-risk properties. Links to action 5.1.2		Work is continuing with this project as last quarter.
25.3.1	Engage with hospitals, social care, care homes and other residential settings to raise awareness of the UK Gov Heat-Health Alert action card guidance and increase the uptake of recommended actions	GMCA	GMRP Extreme Heat Comms Steering Group looking at targeting comms on heat at H&SC providers		A toolkit for communicating heat risk to older people is complete. We will focus on other climate risks and vulnerable populations.
25.6.5	Raise awareness of low and medium-cost measures and other practical advice (uptake of flood protection insurance, raising awareness of flood warnings etc) to increase resilience of businesses to flood events	EA; LAs			Work is continuing with this project as last quarter.
26	Objective 26: The adaptive capacity and resilience of our communities and organisations is increased with a focus on the most vulnerable				
26.1	Increase uptake of Property Flood Insurance and installation of Property Flood Resilience measures	LAs; GMCA; EA			
26.1.2	Support the delivery of messages and communications on the availability of Property Flood Resilience measures and how to access these	LAs; GMCA; GMRU; EA	EA are looking at doing engagement work with north-west LAs to try and increase uptake of the EA PFR Framework in our LAs		Work is continuing with this project as last quarter.
26.2.1	Awareness campaigns aimed at residents to better understand effective actions to take to reduce risks from over-heating in their homes, including vulnerable populations	LAs; GMCA	Resources from CS-NOW study to be available this year, which includes recommendations for messaging to residents on heat. GMRP Project Heatwave also working in this space. GMRU are running an extreme heat scenario in first half of 2025		A toolkit for communicating heat risk to older people is complete. We will focus on other climate risks and vulnerable populations.
26.3	Information and guidance produced for businesses and employees on risks around over-heating at work during extreme heat period	GMCA; LAs; Business			
26.3.1	Explore the potential of using the Good Employment Charter as a tool to support this	GMCA; LAs	A blog and relevant guidance will be produced for the Good Employment Charter (GEC) website and shared with its network of 2,000 employers. Green Economy will also share with its network of employers. The GEC is undergoing a strategic development phase whereby it will be reviewing the criteria to which it holds its Members across the 7 defined characteristics of 'good employment'. Considerations will be given to the inclusion of this issue under its 'Health and Wellbeing' characteristic at its working conference.		Comms material is complete for Green Economy & was shared with the Good Employment Charter network. We will focus on Good Employment Charter comms
27	Objective 27: Publish and begin the delivery of a Climate Adaptation Strategy				
27.1	Develop a Greater Manchester Climate Adaptation Strategy and Implementation Plan	GMCA			
27.1.1	The GM Climate Adaptation Strategy and Implementation Plan will be evidence based, drawing on climate risks and opportunities identified in the developed of the Greater Manchester Climate Change Risk Assessment	n/a	Carried out as part of Horizon Europe funded programme Pathways 2 Resilience		Work is continuing with this project as last quarter.

	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting
30	Objective 30: Increase the number of businesses which are more resource efficient, reducing their operating costs, impact on nature and carbon emissions and sustainably innovating their products, processes and services				
30.1	Set a target date to become carbon neutral, develop and deliver a plan for achievement	Business			
30.1.1	Engage with GM businesses to support them to become carbon neutral through the effective targeting of support programmes e.g., Bee Net Zero	GM Business Board; Growth Company	Campaigns already under progress under Bee Net Zero (e.g., BNZ Commitment, energy flexibility, employee engagement)		A final plan has been pulled together for the BNZ website, with a contract extension with Marketing Manchester required to push forward. The employee engagement campaign is on hold pending sustainability games being commissioned by GMCA SCP team. We will refresh the BNZ website, and launch a commission for employee engagement campaign.
30.1.2	Regularly engage with place-based business (e.g., Trafford Park, Atom Valley) and individuals sectors (e.g., hospitality, digital, waste management etc) to enable bespoke, high impact, peer-peer support and signpost businesses to available resources	GM Business Board; GMCA; LAS	Place: BNZ Trafford Park already in place, Stakehill project already underway, plans in place to form a business/industrial park decarb T&F group Sector: Green Economy already working with Marketing Manchester, pro-manchester, and Open Kitchen on Manchester's hospitality sector; BNZ looking at setting up second event with accountancy / professional services sector		A potential scope of work and list of members has been finalised for a BNZ T&F group on industrial decarbonisation. The first meeting of the BNZ T&F group on industrial decarbonisation will take place in the coming quarter.
30.1.3	Engage and support client businesses on the risks, opportunities and financial incentives of a net zero carbon economic transition	Business intermediaries	To pick up as part of BNZ's deep-dive in April on comms strategy and messaging		The BNZ website is due to be refreshed to better engage and support businesses. A potential scope of work and listed of members has also been finalised for a BNZ T&F group on comms & engagement. We will refresh the BNZ website, with the
30.1.4	Identify and make available to industry support from investors, national programmes and initiatives from other city regions (e.g., NW Industrial Cluster Programme including HyNet) to help drive investment in industrial decarbonisation	GMCA	Picked up within BNZ forward plan as being something to update the BNZ website for		A potential scope of work and list of members has been finalised for a BNZ T&F group on sector development, which will incorporate helping leverage investor support. The first meeting of the BNZ T&F group on sector development will take place this quarter.
30.2	Assess the potential for innovation in products, processes and service models	Business			
30.2.1	Provide businesses with advice and access to innovative technology solutions (e.g., Made Smarter)	Growth Company	Made Smarter is run by the Growth Company and contract managed by Josh Wakeford (GMCA Economy directorate)		This is currently provided by two BNZ board members (Green Economy and the Energy Innovation Agency, both part of The Growth Company). The BNZ T&F group on sector development will consider how to expand on this. The first meeting of the BNZ T&F group on sector development will take place this quarter.
30.2.2	Support GM environmental technology business to accelerate the commercialisation of their innovative products and services through linking to anchor research facilities and exploring the potential for a centre of excellence approach	Academia; Growth Company; Energy Innovation Agency	Green Economy and the Energy Innovation Agency (both part of The Growth Company) already provide support in this space, as do others in the public and private sector (e.g., universities, banks, Sustainable Ventures)		This will form part of the remit of the BNZ T&F group on sector development, linking in with the Net Zero Accelerator and the work of the Energy Innovation Agency. The first meeting of the BNZ T&F group on sector development will take place this quarter.
31	Objective 31: Increase the resilience of supply chains, managing and mitigating risks from a changing climate				
31.1	Undertake a climate change risk assessment to understand the implication and exposure to climate change risks to supply chains, customers, and place of business and commence mitigation activity for the highest identified risks	Business			
31.1.1	Produce information and guidance on low and medium-cost measures and other practical advice (uptake or flood protection insurance, raising awareness of flood warnings etc) to increase resilience to flood events	Green Economy	Picked up within BNZ forward plan as being a potential focus / campaign area		Comms around flood risk has been noted as a potential focus area for the BNZ T&F group on comms & engagement. The first meeting of the BNZ T&F group on comms & engagement will take place in the coming quarter.
31.1.2	Engage large-scale event organisers and venues on the need for risk assessments to include over-heating risks for events in the summer months	Events industry; Marketing Manchester	Marketing Manchester have already produced work in this area		Comms around flood risk has been noted as a potential focus area for the BNZ T&F group on comms & engagement. The first meeting of the BNZ T&F group on comms & engagement will take place in the coming quarter.
32	Objective 32: Increase the size and productivity of GM's Environmental & Low Carbon sector, creating secure, good quality jobs for our residents				
32.1	Create good well paid jobs in the Green Economy	Public sector; Business			
32.1.1	Utilise the increased demand for low carbon and environment goods and services to growth and expand workforce in sector businesses	Business	Potential focus area for BNZ following March 2025 board meeting. Also a key pillar of activity within the Low Carbon SDP		A potential scope of work and list of members has been finalised for a BNZ T&F group on green skills, which will consider helping find the workforce needed to grow the sector. The first meeting of the BNZ T&F group on green skills will take place this coming quarter.
32.1.2	Support the Environmental Goods and Services sector to grow, through targeted intervention and procurement capabilities	Growth Company	Focus of the Low Carbon SDP. Are a few things going on re procurement in both GMCA and GC		Procurement has been noted as a potential focus of the BNZ T&F group on sector development. The first meeting of the BNZ T&F group on green skills will take place this coming quarter.
32.1.3	Explore the opportunity to grow circular economy businesses, e.g., battery recycling aligned to GM's advanced manufacturing capabilities	GMCA	Build on work The Growth Company have been doing with DBT, Royce Institute, Composites UK and others exploring the potential for a composites recycling cluster in GM		Circular economy has been noted as a potential focus of the BNZ T&F group on sector development, both from a business support and innovation perspective. The first meeting of the BNZ T&F group on green skills will take place this coming quarter.
32.1.4	Create demand for GM Low Carbon Goods and Services providers through the creation of aggregated, robust and certain pipelines of delivery projects	GMCA; LAS	Focus of the Low Carbon SDP is aggregating certain projects and areas e.g., NZ Accelerator, heat networks, retrofit activity		Creating demand for Low Carbon products & services in GM through aggregating pipelines is a key part of the Net Zero Accelerator, which will feed into the BNZ T&F group on sector development. The first meeting of the BNZ T&F group on green skills will take place this coming quarter.
32.1.5	Where appropriate, support the diversification of companies into the green economy	Growth Company	Already undertaken to some extent by Green Economy and the Business Growth Hub; also a focus of the Low Carbon SDP		Green Economy already support companies in diversifying into the green sector. The potential to leverage and expand this will be explored in the BNZ T&F group on sector development. The first meeting of the BNZ T&F group on green skills will take place this coming quarter.
32.2	More GM-based green economy companies developed or supported to relocate to GM	Business; MIDAS			
32.2.2	Use Good Employment Charter to promote good employment practices across the green economy	GMCA; Growth Company	Potential to build into BNZ's employee engagement and/or other campaigns. The Charter has shared a list organisations already engaged as Members/Supporters in the green economy that could act to highlight good practice from the sector. The Charter stands ready to work with organisations that come forward from the Sector		The potential for BNZ to work with the Good Employment Charter was discussed at the BNZ board meeting on 3th September. We will discuss further with David Rogerson and Will Clarke from the GMCA Economy directorate week commencing 29th September.
32.2.3	Utilise existing academic infrastructure and assets to encourage more university spinouts to develop new products and services here	Academia; EIA	Key focus of the Low Carbon SDP		We are engaging academia as a part of the Net Zero Accelerator, and will also be explored in the BNZ T&F group on sector development. The first meeting of the BNZ T&F group on sector development will be in the coming quarter.
33	Objective 33: Increase the number of residents who have the skills needed to work in the greener economy				
33.1	Support skills development for a low carbon economy	GMCA			
33.1.1	Embed climate knowledge in all jobs and wider society	Carbon Literacy Trust; NGOs; Chartered Institutes	Discussed as part of BNZ's deep-dive in March 2025 on green skills		The BNZ employee engagement campaign is on hold until the GMCA SCP team have launched their sustainability engagement games. The launch of the BNZ employee engagement campaign will come in the coming quarter.