

Greater Manchester Combined Authority

Overview & Scrutiny Committee

Date: 29th October 2025

Subject: The Greater Manchester Strategy Delivery Plan

Report of: Andy Burnham, Mayor of Greater Manchester and Portfolio Lead for Strategy & Policy and Caroline Simpson Portfolio Lead Chief Executive for Strategy & Policy, GMCA Group Chief Executive

Purpose of the Report:

To update members of the Overview and Scrutiny Committee on the development of the draft GMS delivery plan (attached) and the work that is underway to re-engage GM partners and stakeholders.

Recommendations:

Overview and Scrutiny Committee members are requested to:

1. Review the attached delivery plan and provide any comments on the actions set out and proposed format.
2. Note the work that is underway to re-engage GM partners and stakeholders on the GMS & Delivery Plan.
3. Consider how the GMS Delivery Plan can support the work programme of the Overview & Scrutiny Committee.

Contact Officers

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<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

Key Decision:

Does this report relate to a Key Decision, as set out in the GMCA Constitution:

No

Legal Implications and Advice:

The delivery plan is a high level strategic document for information only and does not circumvent the need for programmes and projects to consider legal implications as part of the GMCA's procedures.

Risk Implication, including Risk Appetite:

N/A

Financial Implications:

The delivery plan is a high level strategic document for information only and does not circumvent the need for programmes and projects to consider financial implications as part of the GMCA's financial procedures.

Equalities Implications:

The delivery plan requires named owners to explain how inequalities are being considered within each action. Equalities impact assessments will still be required as part of the programmes and projects set out within the delivery plan.

Carbon and Sustainability Implications:

Recommendation - Key points for decision-makers

Insert text

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation	G	
Housing	G	
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production	G	
Contribution to achieving the GM Carbon Neutral 2038 target	The delivery plan includes specific actions that will contribute to achieving GM's Carbon Neutral 2038 commitment, including delivery of a £1bn net-zero investment pipeline, implementation of a heat network zoning model which will see a significant portion of GM heat needs met by low carbon heat networks, the retrofit of 650 public buildings	
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment	
G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.
	RR Negative impacts overall.	

Alternative Options considered:

N/A

Consultation & Communication Implications and Advice:

Partners and stakeholders from across GM have been consulted in the development of this plan and have contributed to it. A programme of engagement is underway as set out in the report.

Comments/recommendations from Overview & Scrutiny Committee

The Overview & Scrutiny Committee have previously discussed the GMS and have requested to view the draft Delivery Plan at their meeting on 29th October.

List of Appendices referred to:

N/A

Background Papers

[The Greater Manchester Strategy 2025-2035](#)

1. Introduction and background

- 1.1 The Greater Manchester Strategy (GMS) was launched on 9th July 2025. It provides the strategic framework and overarching narrative for the city region, enabling GM to develop and capitalise on the opportunities of the coming decade.
- 1.2 Since the launch, work has focused on the development of a delivery plan that will set out those actions to be delivered in support of achieving the GMS vision. A working draft has been circulated alongside this paper, and we are now seeking input from partners across the GM system to help shape the document further. The delivery plan will be updated on a quarterly basis over the ten-year period to show progress and respond to emerging needs.
- 1.3 Work is also underway to re-engage GM partners and stakeholders on the delivery plan. The aim is to build ownership and awareness of the GMS, seek feedback on the draft delivery plan and discuss the role and contribution of groups / organisations in its implementation. This will enable partners to help shape the detailed content as the plan develops. This also responds to feedback from some stakeholders who had expressed a desire to have more opportunity to “shape” delivery.

2. Contribution to delivery of Greater Manchester Strategy Priorities

- 2.1 The draft GMS delivery plan outlines the priority actions to be taken across the GM system to achieve our growth and prevention ambitions, supporting the realisation of the GMS vision and the fulfilment of our pledges.
- 2.2 The plans are underpinned by the seven workstreams set out in the GMS which are intended to fix the foundations of life - shelter, safety, mobility, opportunity and support. They will be delivered in a way that ensures a greener, more equal future for all.
- 2.3 These workstreams are:
- Healthy homes for all
 - Safe and strong communities

- A transport system for a global city region
- A clear line of sight to high quality jobs
- Everyday support in every neighbourhood
- A great place to do business
- Digitally connected places and people

2.4 It sets out actions that will be delivered over a one, five and ten year period to measure how we are progressing towards the 'end state', including proposals and joint working with Government for future flexibility in funding and scope.

2.5 The GMS Performance framework (now incorporated into the Delivery Plan) was signed off at the GMCA meeting in June. It sets out how we will track progress against the GMS vision and the extent to which GM is meeting the ambitions for the city region. We are proposing to update the GMS delivery plan every quarter to show updates and progress, and publish the performance framework once a year, which will show the key indicators against the delivery plan items and if they are on track to delivering the end state. The GM Tackling Inequalities Board will also have an enhanced role in overseeing progress towards the GMS Vision and to hold the system to account for following through on its equality commitments. Members of the Scrutiny Committee will receive quarterly updates via email and an in person update every six months, to enable them to monitor progress.

2.6 The delivery plan is not intended to be a comprehensive list of all actions for all place-based and thematic plans in GM. Instead, it highlights fundamental areas of system focus to achieve growth and prevention ambitions over the next ten years. For example, two key areas of focus within the delivery plan that are central to our plans are:

- the investment pipeline, which will play a vital role in supporting our ambitions through the creation of tens of thousands of homes and jobs.
- The implementation of the Live Well model, joining up services in neighbourhoods based on the needs of individuals, supported by the Prevention Demonstrator agreed with Government to remove the barriers to targeted prevention activity across all public services.

2.7 The delivery plan is also high level in nature and does not generally set out specific plans for each locality. It integrates and builds upon existing plans across GM, including plans

at place level. The success of the GMS also relies on the effective delivery of the full breadth of GM plans and strategies.

3. Summary of the Key Issues: How we will deliver

Our stakeholders

3.1 The actions in the Delivery Plan involve the entire GM system, with roles and contributions from across GM delivery organisations and partnerships. These actions are not the sole responsibility of any single agency; instead, they require collective effort from all parties to make progress, including both place-based and thematic actions.

Accountability and oversight

3.2 The workstreams and priority actions in this plan will utilise existing governance structures e.g. thematic and place-based groups, committees, and boards to ensure clear accountability, system leadership, and oversight.

How we will work together

3.3 The GMS sets out our unique approach, recognising the importance of not just what we do, but how we do it. This approach is underpinned by the seven guiding principles set out in the GMS. In order to achieve our ambitions, we will need to further develop, evolve and embed how we do things in collaboration across GM, between organisations, with people and communities and with government. Our ways of working are:

- Collaboration: we work together for the common good
- Reducing inequality: increasing equity, equality and inclusion
- People – names not numbers: taking a strengths-based and person-centered approach
- Considering future generations: a long-term approach to policy-making
- Place – from neighbourhood to global: engaged locally, nationally and internationally
- Data enabled and evidence-driven: making the best-informed decisions
- Using resources effectively: and ensuring the greatest impact

4. Stakeholder Engagement

- 4.1 Building on the extensive programme of engagement undertaken to inform the development of the GMS, work is underway to re-engage the GM system on the draft Delivery Plan. This includes engagement of Local Authority Leaders, Chief Executives and Officers, thematic groups, the higher education sector, business, VCFSE partners and equalities representatives.
- 4.2 GMCA policy leads will oversee the engagement of key groups / boards for their area, with a range of materials (papers, slides etc) provided to support them in doing this. By engaging in this way, we hope to truly embed the GMS and delivery plan and gain wider ownership of both documents.
- 4.3 This engagement will take place in October and November. Feedback so far has highlighted:
- The need to be clear on who is delivering which actions and who owns each of them. This isn't referring to Senior Responsible Owners within the Combined Authority, but to which parts are being lead/delivered by local authorities and/or other partners.
 - The delivery plan actions need to be more consistent – currently, some are high level and others are quite granular.
 - There are some very similar actions / duplication – some of these could be merged.
 - Anything not referenced in the GMS should be taken out of the delivery plan.
 - A shorter list of actions would be more manageable (though making them more concise / removing any duplication may help with that).
- 4.4 All feedback is being collated and reviewed and will help to shape and inform the live version of the delivery plan from December, which will also be published on our dedicated website (<https://togetherwearegm.co.uk/>) for transparency and accountability.

5. Next steps

5.1 The delivery plan is intended to remain a live document that is flexible and able to respond to system need. Work will continue with policy leads over the coming weeks to further refine content under each workstream.

5.2 Plans to re-engage GM partners and stakeholders in the GMS and delivery plan are underway and this will continue over the coming months.

6. Recommendations

6.1 Recommendations appear at the front of this report.