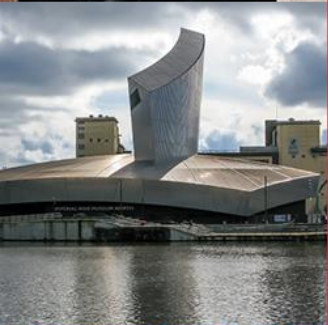




Greater Manchester Strategy

Delivery Plan 2025/2026

Working draft

together
we are
**GREATER
MANCHESTER**

GMCA GREATER
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AUTHORITY



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A man with a beard, wearing a black baseball cap and a light-colored t-shirt, is holding a professional video camera with a large microphone. He is looking down at the camera. The background is a warehouse or industrial setting with metal shelving and various equipment. The image has a red and blue color gradient overlay.

**A clear line of
sight to good
jobs**

A clear line of sight to good jobs

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Children and young people getting the best start in life	We will ensure that every young person across GM will have the opportunity to be in education, employment or training.	Secure future funding to underpin GM's NEET prevention offer, ensuring early stability, place-based models and the ability to launch essential interventions. Increase the scale of 16-19 technical pathways: Create 5,800 additional FE College places for Young People through a £20m grant, immediately addressing sufficiency and access issues. Co-design the apprenticeship accelerator plan with employers and providers, setting the groundwork to reverse apprenticeship declines.	Implement a (sustainable) GM Youth Guarantee for 15-25 Year Olds. Encompassing NEET engagement and prevention and targeted youth focused employment support. NEET rates reduced amongst the most disadvantaged groups - including those with SEND and care leavers by 50%. Strategic post-16 place planning is implemented for sufficiency across GM, co-ordinating local providers and resources to increase places where needed,	Delivery of a GM Youth Guarantee for 15-25s, with NEET rates significantly lower and sustained, especially amongst the most vulnerable young people. Every locality has accessible, high-quality support designed for (and with) young people integrated into community services. Post-16 technical provision and apprenticeship pathways are fully aligned with the region's economic needs, delivering more places, higher achievement rates and clear	% of 16–17-year-olds in education, employment or training

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		Define system response to addressing the challenges raised by young people in the 2025 youth census. Using feedback to drive immediate responsive actions aligned with the GM Youth Plan.	allocating post-16 resources to meet the needs of local learners and employers. The Apprenticeship Accelerator is reversing the decline in opportunities for young people and provision is actively grown. (By at least 2000 additional starts). Technical education provision is expanding at Level 4/5 supporting the delivery of the MBacc by upscaling higher technical provision in gateway sectors by 25%	progression routes for all learners.	
Children and young people getting the best start in life	Young people will have access to a progressive inclusive model	50% of GM secondary schools (125 secondary schools in Careers Hub) embedding modern work experience framework.	All GM secondary schools (c. 250 in GM Careers Hub) implementing modern work experience	Every young person has 45 days high-quality experiences of the workplace by the time they are 19.	% of 16–17-year-olds in education, employment or training

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	of work experience and placements that offer choice, build social capital and tackle inequalities. (Inc a high quality 45-day placement for every young person who needs it).	30% growth in T Levels across GM, with 100% of young people accessing a 45-day high-quality industry placement. Delivery of 160 opportunities for young people across the Bee Network (T Level placements and Apprenticeships).	framework. Scale up number of 45-day high-quality industry placements for those young people who need one, supported by a coordinated work placement service.	75% of employers actively engaged in GM's Employer Supporters Action Network (ESAN) report improved work readiness amongst young people.	
Children and young people getting the best start in life	All young people will have clear line of sight to a high-quality job (via the MBacc). Enabled by a world class technical education system that connects young	25% of GM Schools and Colleges engaged in the MBacc. Scale up of educator toolkit and Beeline to reach 60% of GM Schools Pilot of inclusive MBacc pathway in Oldham. (With PRU and Springboard Project).	90% of Schools and Colleges working towards a tailored MBacc plan to meet the needs of their students and accessing tools and resources available. Inclusive MBacc pathways in place in every GM locality. (mentoring and targeted support to remove	100% of GM schools and colleges engaged in the MBacc and offering a tailored curriculum/opportunities in response to growth. 65% of young people (14-18) will be on an MBacc pathway. Perception data evidence that technical	% of 16–17-year-olds in education, employment or training

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	people to employers through our seven MBacc Gateways.	Raspberry Pi Foundation Applied Computing Certificate - roll out to secondary schools and youth organisations with 1000 young people developing their digital skills through the completion of Stage 1 10-15 schools will have undertaken an AI Skills development programme. 20 educators will undertake the new MBacc capabilities for leading change programme.	barriers). Roll out of MBacc Skills framework incorporating a digital skills offer for all Young People.	education has parity of esteem with the academic route.	
Increased employment, better jobs and reduced worklessness	We will narrow the gap between the GM Employment rate and national rate with good sustainable	Develop sector skills and workforce plans to support GM's priority sectors beginning with the 5 sector development plans that underpin GM's Local Growth Plan. Including a balance of accredited qualifications and tailored	With providers and stakeholders deliver actions from Local Skills Improvement Plan to align skills supply with key growth sectors, job creation and inward investment and increase the volume of higher	GM's skills system will be built around flexible sector focused packages of skills delivery which will enable employers to grow (creating jobs and increasing productivity) support residents to	% of the working-age population in employment; % of the working-age population that is economically inactive (and %

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	jobs that pay well and provide equal opportunities for all. We will ensure that employers can access the skilled pipeline they need for our key growth sectors through responsive post-16 education and training, providing upskilling and reskilling opportunities for residents.	training co-designed with employers. Support 2,700 residents progress to Level 3 qualifications in GM priority sectors. Deliver 127,792 adult learning aim/course starts, 32,681 in GM priority sectors. Enable GM's growth infrastructure by delivering 560 additional construction related courses and tailored employer responsive packages that result in positive outcomes for residents. Deliver the in-work progression service to a minimum of 150 people per locality who are on low incomes or insecure work	technical skills by up to 25%. Deliver bespoke packages of workforce development/sector skills activity (aligned to integrated investment pipeline) with a focus on developing technical/higher skills for residents/employers.	move closer to or enter employment, enable in work progression, sustain employment or reskill for a career change. Aligned with the integrated investment pipeline.	economically inactive due to ill-health); % of employees earning above the Real Living Wage; Gross disposable household income; % of residents who feel satisfied with their job

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		to progress into new employment opportunities.			
Children and young people getting the best start in life	We will ensure that young people and adults have access to high-quality Careers Information, Advice and Guidance (CEIAG) that provides a clear line of sight to good jobs, connecting them to meaningful progression opportunities that reflect their skills, interests, and the needs of the local labour market.	Implement a pan-Greater Manchester Practitioner Careers Community of Practice to deliver a suite of place-based targeted careers intervention activity in each locality. Deliver a GM Careers Hub Careers Education, Information, Advice and Guidance programme to 253 education institutions - 90% GM coverage of secondary schools, special schools, alternative provision and post-16 colleges. Embed careers related learning activity across 100 primary schools through year 2 pilot delivery.	Implement a GM-wide quality standard for the delivery of information, advice and guidance across 60% of Live Well Centres to improve access and ensure a consistent experience for residents. Implement a locally responsive Careers Hub that delivers MBacc related careers activity - scale up to 96% coverage of education institutions - secondary schools, special schools, alternative provision and post-16 colleges. Scale up the primary careers related learning activity to 50% coverage	100% of education institutions coverage, primary schools, secondary schools, special schools, alternative provision and post-16 colleges actively participate in the GM Careers Hub and deliver high-quality careers education. Deliver a nationally recognised all-age careers support system, co-designed with employers, educators and communities, with seamless access embedded in 100% of GM Live Well Centres.	% of 16–17-year-olds in education, employment or training

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
			of primary schools across Greater Manchester, inspiring early aspirations and supporting transitions.		
Children and young people getting the best start in life	We will narrow the gap on school readiness compared with the England average.	Implementation of Balanced System approach to improve access speech, language and communication outcomes. Development of new model for parent-infant mental health services to improve access to support. Delivery of initiatives to improve access to high quality early education through focus on workforce sufficiency and quality, sufficiency and market development and implementation of national early education entitlement	Delivery of refreshed GM Early Years Strategy aligned to wider policy priorities including Live Well, describing how GMCA programme will support LAs with delivery of statutory school readiness targets to be achieved by 2028. To include: Consistent Best Start in Life Family Hub Offer across all 10 localities in GM Improved access to high quality early education	Progress on root causes impacting on Early Years outcomes including child poverty	% of children with a good level of development at the end of school reception year; % of children reaching the expected level of development in Communication and Language at the end of school reception year

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		expansion. Embedding evidence-based pathways to support child development from pregnancy to 5 to ensure consistent offer across GM. Establishment of Early Years VCFSE Nurture Network and GM Baby Banks network. Distribution of Safe Start sleeping bundles to most vulnerable families in GM At scale delivery of GM REFLECT workforce development packages supporting multiagency workforce.	EY pathways that support with mitigating impact of poverty Improved capabilities of parents to support parent-child relationships, resilience and early years development		
Children and young people getting the best start in life	We will increase school attendance for disadvantaged learners to at least 93%.	GM Attendance Action Alliance formally established as part of the formal governance in Greater Manchester with focussed work plan	GM will have mainstreamed its model for spread and scale of practice for tackling poor school attendance in the city region.		% school attendance for disadvantaged learners; % of disadvantaged Key Stage 4

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		designed to build on existing knowledge and experience in this area including: Focus on transition – Building on focussed activity around transitions from Y6 to include nursery to reception transition and post 16 transition (SEND) – will include embedding the GM transition charter and developing a similar charter for nursery to reception transitions with the aim of significantly reducing the dip in attendance in key transition points. Focus on data - building out from Oldham Council's work on data we will ensure that all ten local authorities are utilising the best approaches to identify	Using the GMLAA as the vehicle for delivery GM will be an exemplar nationally for how poor school attendance can be addressed on a city regional- basis School Attendance for disadvantaged learners will be above 93% (GMS Leading Indicator)		pupils achieving Grade 5 ('good pass') GCSEs in both Maths and English

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		early and predict poor attendance and adopt a suitable prevention approach to tackling poor attendance. Spread and Scale of effective practice in tackling poor attendance – with a particular focus on improving attendance for FSM eligible we will ensure that best and most impactful existing work from within GM and nationally is identified and spread and scale this across the ten boroughs. New GM wide attendance campaign launched - taking onboard some of the learnings from previous campaigns and feedback from our LAs with initial focus on parents/carers that are 'well-intentioned'			

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		but haven't realised the effect absenteeism has on their child's education. Embed ambition to tackle attendance within existing projects and programmes – position GMS ambition to tackle poor attendance (especially for the most vulnerable) as a shared ambition within existing programmes including Families First / family help, Early years, SEND and LAC/Care Leavers programmes.			
Increased employment, better jobs and reduced worklessness	Employment standards and pay continue to rise across the city region including in the Foundational Economy	Continued delivery of the GM Good Employment Charter with 32 new Members and 200 new Supporters	All businesses engaging with GM business support programmes being offered support around good employment and organisation and workforce development. All GM employers supported to pay the	By 2035, Greater Manchester will continue to have a strong and shared understanding of what good employment means—one that goes beyond national legislation, championing practices that are both	

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			Real Living Wage by 2030.	pro-worker and pro-business. The Good Employment Charter's reach will have doubled, covering 500,000 employees across the city-region. Membership will have expanded significantly in sectors where insecure work is most common—such as retail, hospitality, health and social care, and logistics. Good employment opportunities will also be more evenly distributed, with a doubling of Charter Members based in the northern areas of Greater Manchester.	
Increased employment, better jobs and reduced worklessness	There is good availability of well-paying jobs in high productivity sectors which	Through supporting businesses to grow, attracting inward investment, and creating the right access to finance, there will be a greater	The growth rate of job creation in higher productivity sectors continues to outpace growth in lower productivity sectors.	The number of jobs being created in high productivity sectors means every resident in GM that wants to move into a high productivity	

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	are accessible to local residents	number of jobs created in higher productivity sectors than in below average productivity sectors		sector can do so (with the right skills support as per above actions).	
Increased opportunity for employment through apprenticeships with waste contractor	Over 150 apprenticeships delivered across the 2 waste contracts	10 apprenticeships implemented across the 2 contracts each year	10 apprenticeships implemented across the 2 contracts each year	150 apprenticeships delivered through the 2 contracts from 2019 to 2034	



A great place to
do business

A great place to do business

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Thriving businesses in a vibrant, inclusive and productive economy	Decarbonise industrial activity, increase the resilience of supply chains, and manage and mitigate risks from a changing climate by increasing the size and productivity of Greater Manchester's Low Carbon and Environment sector, creating secure, good quality jobs for our residents.	GM has mapped the current size and scope of our Low Carbon sector and modelled this against the capabilities and workforce required to deliver a carbon neutral GM by 2038.	Achieve at least 7% annual growth in total revenue/output from Greater Manchester businesses in the low carbon sector. Facilitate the development of a GM low carbon hydrogen economy to support our hard-to-decarbonise sectors. 50% increase in businesses engaged on resource efficiency by Greater Manchester programmes. The number of residents who have the skills needed to work in the greener economy matches the pipeline needed.	GM has the right mix of programmes and support in place to decarbonise our industries and major areas of economic activity in line with the 2038 commitment, and all residents have a clear line of sight to a career in the low carbon or environmental sector.	GVA per hour worked; Number of additional jobs created

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Thriving businesses in a vibrant, inclusive and productive economy	Greater Manchester is one of the best places in the world to do business with the right business environment and the right support to entrepreneurs and businesses to start, innovate, expand, scale up, and access new global markets. Through the support provided by our business support programmes delivered through the	Secure GMs integrated and targeted business support offer that drives the growth and productivity of businesses across the city region, including in our priority sectors and growth locations, coordinated through the GM Business Growth Hub.	Support for entrepreneurship, business growth and productivity, is being resourced at levels that match the demand from businesses; maintains the projected increases in productivity in GM, as well as supports the pipeline of new employment sites and innovation districts coming forward via new business creation, and business expansion. GM's export levels are up across all sectors.	Greater Manchester's productivity is now above the national average (from 70% in 2025) and still growing.	GVA per hour worked

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	Growth Hub, businesses are growth focussed and embracing the opportunities of GM's Growth Locations and integrated pipeline.				
Thriving businesses in a vibrant, inclusive and productive economy	We will have closed the productivity gap between GM and the national average by focusing on the high potential growth opportunities of our frontier sectors, including existing and emerging clusters. Our businesses,	Clear alignment of delivery to the Sector Development Plans, prioritising support and investment for GM's frontier sectors. GM has developed a comprehensive offer of support for businesses in these sectors, generating significant private sector co-investment, as well as effective sector leadership and engagement routes. GM has reviewed the	GM has a mature investment environment with the right mix of innovation, start-up, scale-up and growth funding, and more businesses that are investment-ready. The local offer is fully integrated with the national public financial institutions, with businesses in GM's priority sectors attracting the capital and revenue funding they need to grow.	Levels of investment in GM businesses is strong with an average gross investment rate amongst the highest of UK city regions.	

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	universities and investors will have expanded, to create the new technology and future focussed jobs for our residents as well as supporting the delivery of our ambitions for net-zero and healthy lives.	investment landscape and is planning to address gaps in the offer to local entrepreneurs and businesses.			
Thriving businesses in a vibrant, inclusive and productive economy	GM is a globally attractive investment proposition for businesses with record levels of foreign direct investment including in GM's Growth Locations and priority sectors,	Secure GM's resourcing for inward investment, exports and the internationalisation of GM's frontier sectors into the medium term. A set of Trade Missions and international partnership working are in train for the next three years that will increase internationalisation	The £s value of foreign direct investment has increased, and GM has maintained its position as the leading inward investment region (outside London) in the UK. GM continues to secure increased levels of FDI. GM's has led policy exchanges with other global cities on at	GM continues to secure increased levels of FDI, strengthening its position as the UK's best location for international investment. GM is able to draw on a global network of partners and institutions to help	

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	based on global brand recognition. Through our work with MIDAS and Marketing Manchester, we will continue to build international connections for our global city region, attract global talent and events, and our international diplomacy work will continue to build effective partnerships with other cities around the world in GM's key markets and in line with	rates, help local companies successfully engage in new markets, and for GM to secure increased levels of FDI. International partnerships will be focussed on the priorities in the GMS - supporting the exchange of learning and best practice from around the world to deliver against our ambitions. Secure GM's resourcing for place promotion and marketing of GM's priority sectors, assets and investment pipeline as well as for attracting international conferences and business delegations and promoting GM at global investment events and on the	least 3 GMS workstreams/priority actions. Greater Manchester is recognised as a globally competitive place to invest, a must visit destination - for both work and play - and a great place to do business and host international business events and delegations. All of our priority sectors will have strong local, UK and global brands and recognition - including GM's cultural, music, and NTE offer.	drive growth and tackle the challenges the city-region faces in 2035 and beyond.	

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	our values and priorities.	international stage. A marketing and promotional offer for our priority sectors is set out - including GM's cultural, music, and NTE offer - as well as an updated Investment Prospectus.			
Thriving businesses in a vibrant, inclusive and productive economy	Create additional jobs, unlock employment floorspace that ensures our growth sectors have the right spaces and facilities to innovate, expand and export. We can offer the kind of spaces that other innovation clusters lack.	Launch Integrated Pipeline that provides anticipated employment floorspace and the mechanisms to integrate physical development with the needs of priority sectors and business growth.	We will create 10,000 jobs and 2 million sq. Ft per annum of employment floorspace by 2029 through our integrated investment pipeline. New Innovation Districts and employment hubs are coming into being with key sectors and our universities engaged and growing into the new spaces.	Delivery of 5,000,000 sq. ft of new employment space [SR dependent]	Number of additional jobs created / Employment floorspace unlocked

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Thriving businesses in a vibrant, inclusive and productive economy	Delivery of strategic projects in employment, housing, town centres, and key infrastructure including innovation districts	Develop plans and understanding the activity needed to drive forward the transformational growth potential of GM's six Growth Locations, including harnessing development potential to support growth in our frontier sectors. Launch of first GM Integrated Pipeline map, signalling land supply opportunities in each of the Growth Locations. Ensure our integrated pipeline has the capacity to create the right spaces for entrepreneurships and business growth and scale up that residents and businesses need, including in our Town Centres, and to grow our economy	Fully operational integrated pipeline by 2030, supported by the right technology / platform to support effective decision making and delivery monitoring Facilitate sustainable growth and drive environmental outcomes through Integrated Water Management principles	Completed by 2030	Net additional dwellings Employment floorspace unlocked Number of additional jobs created

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		Pipeline of investible water management propositions (surface water/flood risk/new development or transport projects) focussed with clear benefits and catchment scale interactions.			
Thriving businesses in a vibrant, inclusive and productive economy	By 2030 will have matured collaborative partnerships through the Strategic Infrastructure Board (SIB) and Housing First, Planning and Infrastructure Commission with infrastructure providers, economic/environmental	(a) Baseline position set (July 2025). (b) Pilot (to test new ways of working/streamlining processes) with Defra family to be agreed (autumn 2025). (c) Agreed process to measure progress against 8 maturity criteria: (1) Tactical Working Plan (2) Single Points of Contact (3) Escalation Protocol (4) Strategic Evidence Base/Priorities (5) Government/Regulatory	Infrastructure Plan (and strategic/tactical ways of working) in place to support the 10 Year Delivery Plan, the Spatial Development Strategy and leverage private capital.	Regulated (and governmental departmental) investment plans leveraged through 2x price review cycles and aligned to Greater Manchester priorities for United Utilities, Cadent, SP ENWL, NGET, Environment Agency (and digital infrastructure providers e.g. Open Reach), NESO, Regional	Employment floorspace unlocked Net additional dwellings Amount of measurable private match investment for every £1 of public innovation funding / New jobs created from Foreign Direct Investment projects / Economic impact

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	regulators, government departments such as NISTA, new regional bodies NESO and Regional Water System Operator and Regional Flood and Coastal Committee that is: (i) measurable (against 8 criteria) and (ii) Outlined in an Infrastructure Plan (to ensure the tactical working capacity and alignment of resources are in place) to (iii) deliver the full scale of our	Messaging (6) Agreed process with dates to engage economic regulators/government departments (7) Integrated Pipeline input (8) Formal Agreements/MOUs. (d) Process agreed to integrate GMCA / TfGM group working to support this and increase collaboration, efficiency and impact. (e) Develop MOU with more mature advanced MCAs (i.e. London) to accelerate learning and system changes.		Water Board and Regional Flood and Coastal Committee	of the GM visitor economy

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	integrated pipeline plans for growth and infrastructure resilience.				
Thriving businesses in a vibrant, inclusive and productive economy	Developer and investor community with the capacity and resources to deliver and aligned with the full scale of our pipeline plans for growth to 2045	Establish GM Development Forum	Increase in the number of developments on site across GM	Developer and investor community have delivered our 10-year plan for growth	Net additional dwellings Employment floorspace unlocked Number of additional jobs created
Thriving businesses in a vibrant, inclusive and productive economy	Leveraging £10bn of private sector investment into GM supported projects	Launch GM Skills Academy yr 1 -first cohort to start regeneration pathway	4 th cohort of students attending the “GM Academy” with offering including accredited training modules	Leveraging £10bn of private sector investment into GM supported projects	Net additional dwellings Employment floorspace unlocked Number of additional jobs created

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Thriving businesses in a vibrant, inclusive and productive economy	Delivery of strategic projects in employment, housing, town centres, and key infrastructure including innovation districts	Develop plans and understanding the activity needed to drive forward the transformational growth potential of GM's six Growth Locations, including harnessing development potential to support growth in our frontier sectors. Launch of first GM Integrated Pipeline map, signalling land supply opportunities in each of the Growth Locations. Ensure our integrated pipeline has the capacity to create the right spaces for entrepreneurships and business growth and scale up that residents and businesses need, including in our Town Centres, and to grow our economy	Fully operational integrated pipeline by 2030, supported by the right technology / platform to support effective decision making and delivery monitoring Facilitate sustainable growth and drive environmental outcomes through Integrated Water Management principles	Completed by 2030	Net additional dwellings Employment floorspace unlocked Number of additional jobs created

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		Pipeline of investible water management propositions (surface water/flood risk/new development or transport projects) focussed with clear benefits and catchment scale interactions.			
Thriving businesses in a vibrant, inclusive and productive economy	Recycling of a proportion of yr 1 patient equity investment	Develop the approach to the GM investment mechanisms to maximise what can be delivered through public sector support and intervention and maximise the private capital that can be leveraged into Greater Manchester. - CA agreement to Integrated Settlement Allocations for FY 26/27 - Launch GM Patient Equity investment model - Working with MIDAS, continue to secure the	Deployment of private sector capital vs patient equity investment at an average ratio of 3:1	Recycling of a proportion of yr 1 patient equity investment	Amount of measurable private match investment for every £1 of public innovation funding / New jobs created from Foreign Direct Investment projects / Economic impact of the GM visitor economy

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		most UK-based inward investment and FDI projects outside London - Working with Marketing Manchester to continue to attract conferences, events and to promote Greater Manchester as a destination for investment, tourism and to locate businesses.			
Innovation at the heart of the GM knowledge economy, helping to close the productivity gap between GM and rest of UK, driving inclusive growth and prosperity.	Greater Manchester has reached the level of other innovation-led, global second cities as an engine of innovation-driven economic growth, with several globally significant clusters.	The new Local Innovation Partnership Fund is being deployed in a way that complements and maximises wider regional innovation funding and national UKRI and National Industrial Strategy funds and will lead to increased public and private R&D investment in the city-region. The whole GMCA is focused	Investment in R&D in GM has increased by £750m per annum and by 2030 every £1 of extra public investment made in research and development in Greater Manchester will generate an additional £2.40 of investment by businesses in research and development. Through successful delivery, innovation	Greater Manchester has an increased number of nationally significant innovation asset/clusters, with more businesses engaged in innovation and commercialising new products more quickly.	Amount of measurable private match investment for every £1 of public innovation funding

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		on innovation, and activity aligned with GM's Innovation Plan.	funding has been devolved to GM.		
Thriving businesses in a vibrant, inclusive and productive economy	Greater Manchester offers vibrant and inclusive culture, heritage and leisure opportunities, where all residents—regardless of background, age, or ability—can access and enjoy high-quality experiences and opportunities to create that reflect the	Invest in new culture investment approach. Rochdale has maximised Town of Culture 2025 and ToC for 2026 is in place. Increase in music export and talent development opportunities for GM musicians, secure DCMS Creative Place Investment, launch GM Production Fund and increase Creative Health opportunities through Place Partnership investment, development of creative infrastructure plan, aligned with growth pipeline	Increase in cultural engagement, increase in cultural opportunity, increase in uptake of creative opportunities through MBacc, increase in investment in creative industries, increase in productions financed through GM production fund, increase in revenue raised through GM music export opportunities, increase in number of international campaigns focussed on culture and creative industries, increase in creative infrastructure projects,	By 2035, Greater Manchester will have achieved a 50% increase in cultural engagement and a 40% rise in cultural opportunity, driven by sustained investment, inclusive programming, and place-based innovation. Uptake of creative opportunities through the Manchester Baccalaureate (MBacc) will grow significantly,	% of residents who feel there is opportunity to participate in high quality culture and leisure activities / Number of cultural opportunities supported through the GM Culture Fund

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	region's diversity, creativity, and heritage. Cultural and leisure opportunities are locally relevant, nationally and internationally recognised, and contribute to wellbeing, community cohesion, and economic vitality.		linked to growth locations, increase in creative businesses relocating to GM and increase in creative health opportunities linked to Live Well	embedding creativity into mainstream education and skills pathways. We will deliver a 60% increase in investment in the creative industries, finance a growing share of UK productions through the GM Production Fund, and generate a 100% uplift in revenue from GM music export opportunities—cementing the region's reputation as a global cultural powerhouse.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Thriving businesses in a vibrant, inclusive and productive economy	Our visitor economy will continue to provide inspiration and a sense of belonging for residents, visitors, and businesses, whilst fuelling sustainable economic growth for all. By 2030, it will contribute £15 billion to the Greater Manchester economy.	We will activate new partnerships and campaigns to grow the visitor economy, expand access to quality jobs, and embed the Real Living Wage across the sector. Work will begin to integrate sustainability into destination management, with Manchester's GDS Index performance used to guide investment and innovation. Alongside this, we will strengthen creative and cultural programming to attract international audiences and increase the visibility of Greater Manchester as a world-class destination.	Manchester will be the most visited city region outside of London and a top 20 European destination, 30% of all passengers using Manchester Airport will be of international origin, the economic impact of the visitor economy across greater Manchester will increase to £15 billion, All employees in the visitor economy will be earning a minimum of the Real Living Wage, Manchester will be ranked as the most sustainable English city in the UK and in the top 50 in the world on the GDS Index	Greater Manchester will be firmly established as one of Europe's top 10 visitor destinations, with a globally recognised cultural, creative, and hospitality offer. International passengers will make up at least 40% of all traffic through Manchester Airport, reflecting the city region's global reach and appeal. The visitor economy will generate over £20 billion annually, with all employees earning the Real Living Wage and progressing within a thriving, inclusive	Economic impact of the GM visitor economy

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
				sector. Manchester will lead the UK in sustainable tourism, consistently ranking in the top 30 cities worldwide on the GDS Index, with climate-conscious practices embedded across the entire visitor experience.	
Thriving businesses in a vibrant, inclusive and productive economy	Residents and visitors will live well at night in a vibrant 24-hour city region that is safe, accessible and diverse.	Begin delivery of the Diversify Fund, and expand the After Hours Forum to support hospitality businesses with licensing, employment law, and sustainability. Safety Havens will be piloted in	Embed the GM NTE Strategy across all ten boroughs, with tailored local strategies and Creative Improvement Districts driving regeneration and inclusive growth. Public transport connectivity	Greater Manchester will be recognised internationally as a leading 24-hour city-region, with a thriving, inclusive, and sustainable nighttime economy	% of residents who feel there is opportunity to participate in high quality culture and leisure activities / Number of cultural

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		high-footfall areas, alongside first aid training hubs and vulnerability training for hospitality staff. We will trial extended transport services, co-design the GM Accessibility Standard, and promote GM's nighttime offer nationally through Marketing Manchester and MIDAS.	will be expanded through the Bee Network, with 24-hour services and integrated safety infrastructure supporting workers and visitors. The nighttime economy will be more diverse, accessible, and inclusive—with increased participation from older communities, disabled residents, and non-drinking audiences, supported by cultural programming and targeted investment.	that contributes significantly to wellbeing, employment, and cultural identity. All nighttime economy workers will earn at least the Real Living Wage, and GM will be the first Listen for Life accredited city-region, with strong employer standards and workforce support. The region will lead national policy on nighttime economy development, with global partnerships, export opportunities, and a resilient infrastructure that enables residents	opportunities supported through the GM Culture Fund

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
				and visitors to live well at night.	
60% of waste contract spend to be retained in GM, and 60% of the GM spend to be with SME's		60% of waste contract spend to be retained in GM, and 60% of the GM spend to be with SME's	60% of waste contract spend to be retained in GM, and 60% of the GM spend to be with SME's	60% of waste contract spend to be retained in GM, and 60% of the GM spend to be with SME's	
Thriving businesses in a vibrant, inclusive and productive economy	Greater Manchester's Foundational Economy is on a different track to other regions, and is providing good quality jobs, within productive and innovative business and	The Greater Manchester Foundational Economy Innovation Fund and programme is scaling up to meet demand and capitalise on the inventiveness of the sectors. The innovations from round 1 are being adopted more widely and a thriving learning community is coming	There are self-sustaining networks of innovators in the Greater Manchester Foundational Economy with new business models and technologies being adopted. Innovations in the parts of the Foundational Economy that come within the public sector (Care and	GM's Foundational Economy is as productive and innovative as other services sectors. GM no longer talks about its Foundational Economy as an area that needs support, and it is celebrated as part	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	enterprises, driving positive change in GM's towns, high streets and communities.	into being that will drive impactful change.	early education) have been taken up via public procurement and commissioning and have led to material changes in outcomes. Other places have adopted GM's approach, and we are a nationally recognised hub.	of our inclusive growth.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Thriving businesses in a vibrant, inclusive and productive economy	Greater Manchester has a thriving social economy where social enterprises, co-operatives and community businesses of all sizes and sectors are supported to start up, grow and innovate on an equal footing with the private sector. These organisations play a vital role in driving inclusive economic growth while tackling inequalities across the city-region	Our Inclusive Ownership Hub, <i>Our Business</i> , has expanded its reach, increasing the proportion of Greater Manchester's economy made up of inclusively owned and socially trading businesses.	Our Inclusive Ownership Hub, <i>Our Business</i> , has doubled its reach, increasing the proportion of Greater Manchester's economy made up of inclusively owned and socially trading businesses.	10-Year Vision Greater Manchester is recognised as the UK's capital for social economy activity, with a thriving sector that has doubled the number of inclusively owned businesses. Social economy organisations are driving economic growth while retaining wealth locally and delivering across a wide range of services. They are regarded as equal partners to private sector	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
				businesses and are fully connected to innovation, investment and funding networks. People starting a business are just as likely to be encouraged and supported to create a social enterprise, co-operative or community business as they are a private enterprise.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Thriving businesses in a vibrant, inclusive and productive economy	GM will develop an advanced materials and manufacturing super-cluster that drives a more productive, sustainable, highly skilled, and innovative industry, with the adoption of industrial digital technologies supporting advanced manufacturing's transition to net zero.	The AMAM Sector development plan will be adopted, formatted and shared publicly, with business facing collateral produced. A variety of actions in the plan will be delivered including SMMC will be under construction Delivery of a programme to support the creation of advanced materials and advanced manufacturing supply chains in Greater Manchester. Complete research to understand what additional public investment tools could be developed to address key investment	The Greater Manchester Advanced Materials & Advanced Manufacturing sector will be a driving force for UK growth and innovation. Building on world-class research assets, a vibrant manufacturing base, and pioneering partnerships across public, private, and academic sectors, Greater Manchester will accelerate the commercialisation of advanced materials and digital manufacturing. Flagship investments in Atom Valley, Sister, and the Sustainable Materials and Manufacturing Centre will unlock new jobs, attract major investment, and support	Greater Manchester will be well underway in delivering an advanced materials and manufacturing super-cluster in the North of England that drives a more productive, sustainable, highly skilled, and innovative industry. The adoption of industrial digital technologies will support advanced manufacturing's transition to net zero, positioning Greater Manchester as an internationally recognised centre of excellence. The region's research institutions,	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		gaps for our frontier sectors.	the scaling of start-ups and spinouts. The region will be recognised for its leadership in productivity, sustainability, and the adoption of cutting-edge technologies, nurturing talent and delivering inclusive growth across the North of England.	business ecosystem, and world-class sites will attract global investment, deliver thousands of high-quality jobs, and set new standards for sustainable, digital, and inclusive industrial growth	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Thriving businesses in a vibrant, inclusive and productive economy	The GM Health Innovation and Life Sciences Sector will be an internationally recognised cluster of excellence. Innovations from the HI&LS Sector have supported and continue to drive the shift to prevention, lengthening GM and UK residents healthy life expectancy, delivering an NHS fit for the Future and a more	The HI&LS Sector development plan will be adopted, formatted and shared publicly, with business facing collateral produced. HI&LS SDP Action plan will be worked up into a set of detailed actions, with owners, funding identified where possible and linked metrics." "Right to Win" Sub-sectors identified and a clear outline of what that means established.	The Greater Manchester Health Innovation and Life Sciences sector will be a leading engine of growth in the UK economy. Building on the largest sector employee base outside London, the research excellence across our universities, our nationally leading development and commercialisation capacity, the most joined up trials, data and regulatory support infrastructure in the country, and a central position in the North West Health Innovation and Life Sciences Corridor. Greater Manchester will be an internationally renowned hub for innovation, delivery and growth,	The GM Health Innovation and Life Sciences Sector will be an internationally recognised cluster of excellence. Innovations from the HI&LS Sector have supported and continue to drive the shift to prevention, lengthening GM and UK residents healthy life expectancy, delivering an NHS fit for the Future and a more productive economy	Innovation at the heart of the GM economy, driving growth and prosperity Thriving businesses in a vibrant, inclusive and productive economy Increased employment, better jobs and reduced worklessness

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	productive economy		attracting major outside investment, whilst nurturing and retaining start-ups, scale ups and spinouts from our universities.		

A transport system for a global city region



A transport system for a global city region

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel	We will make significant progress towards the Right Mix target of 50% of all journeys in Greater Manchester to be made by walking, cycling and public transport by 2040	Publish the draft Local Transport Plan for public consultation. Develop a Growth Plan to deliver transport growth ambitions for patronage. Develop an Operational Excellence Plan for bus and tram to support a high performing network. Introduction of growth interventions on bus network including higher frequency services and new night buses. Completion of first round of network reviews, identifying improvements in the	Increase the share of journeys by public transport and active travel in GM to 44% (currently 39%) Increase customer satisfaction from 70% to 86% by March 2030 through consistent service improvements, infrastructure upgrades and data-driven customer initiatives Increase the completed portion of the planned GM Bee Active Network from 4% to 20% Tram to Stockport under construction. Airport Western Leg tram under construction.	Increase the share of journeys by public transport and active travel in line with 50% target by 2040 Progress towards 2,700km of Bee Active routes by 2040. Tram line to Stockport enters operation. Airport Western Leg tram enters operation. Tram train to Heywood enters operation. Tram train to Bury under construction.	Residents feel it is easy to travel to key destinations in GM Bus patronage

		network. Successful completion of Metrolink track maintenance. Deliver 160km of Bee Active routes Commence installation of passenger information displays at key bus stops. Patronage targets: • Bus: 180 million annual journeys • Metrolink: 48 million annual journeys • Cycle hire: 512k annual rides	Tram train to Heywood under construction. New tram stops at Elton Reservoir, Cop Road and Sandhills under construction. New interchanges under construction. New stations at Cheadle and Golborne have opened. Deliver bus, active travel and neighbourhood improvements on five radial corridors to the city centre. Deliver a further 176km of Bee Active routes Powers in place to develop Liverpool - Manchester Railway Bus patronage reaches 200 million annual journeys	New tram stops at Elton Reservoir, Cop Road and Sandhills enter operation. Next generation vehicles enter operation. Three new interchanges enter operation. Liverpool-Manchester railway agreed and under construction. Investment case made for Greater Manchester underground.	
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Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel	By 2040 we are aiming for no-one to be killed or seriously injured on our roads.	Deliver further Bee Network crossings and walking and wheeling improvements at junctions - 9 delivered Publish Bee Network Safety Plan. Deliver up to 60 school streets and continue to develop proposals for more - up to 100 by 2028. Deliver associated improvements and renewals to crossings within 400m of schools where no safe place to cross the road is available - up to 20 more crossings.	50% reduction in road traffic deaths and life changing injuries from 2022 baseline. Delivery of further Bee Network crossings and walking and wheeling improvements at junctions - 30 to be delivered. Replace 144 existing safety camera locations with the latest enforcement technology, with enhancements such as bi-directional vision and 24/7 enforcement capability. Completed 100 school streets and be well on with development and delivery of safer routes to schools as part of an expanding School Travel Programme. New bus shelters in place improving safety	Delivery of further Bee Network crossings and walking and wheeling improvements at junctions - 65 to be delivered. Continue to improve active travel and public transport connectivity and access to schools, local centres and public transport through for the formation of an extensive network of safer segregated routes . Provide integrated micromobility solutions and services (such as cycle and e-scooter hire, cycle loans, libraries and accessible cycling opportunities).	Road traffic deaths and life changing injuries
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			of waiting environment and accessibility.		
Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel	All local rail lines will be integrated with the Bee Network, with Greater Manchester communities the first outside London to be served by fully joined-up bike, bus, tram and train travel. We will drive major improvements to stations, including making more of them fully accessible and introducing capped, tap-on tap-off fares.	Deliver two accessible rail station upgrades at Daisy Hill and Irlam. Submit final business case for new Golborne Station to the Department for Transport.	Launch Phase 1 PAYG on two Greater Manchester rail lines, Glossop to Piccadilly and Stalybridge to Victoria in December 2026. Phase 1 of rail integration into the Bee Network complete by December 2026 with further enhancements by 2028, covering customer improvements and route branding. By 2030, all GM rail lines are integrated into the Bee Network, with multimodal PAYG ticketing in place. Deliver additional 14 accessible rail stations [adding Bryn, Hindley, Reddish North, Swinton, Flowery Field, Newton for Hyde, Levenshulme, Bredbury, Woodsmoor,	All railway stations in Greater Manchester to have successfully delivered accessibility enhancements. New Liverpool-Manchester railway and Piccadilly improvements under construction.	[Number of stations that meet Bee Network standards] [Number of stations that meet Bee Network standards that are fully accessible]

			Broadbottom, Davenport, Hall I'th' Wood, Moorside, Hattersley].		
Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel	We will have the UK's first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038.	30% of the bus fleet to be zero emission.	By 2030, Greater Manchester has the UK's first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038. New all electric Stockport Bus Depot open.	Next generation fully electrified bus depots across Greater Manchester and bus stabling facilities. Next generation light rail vehicles enter operation.	% of the GM bus fleet that is zero tailpipe emission
Our transport system is reliable, integrated, inclusive, affordable	We will improve connectivity to the public transport network. By 2030, 90%	84% of people in Greater Manchester will be within a five-minute walk of a bus or tram that comes at least every 30 minutes.	90% of people in Greater Manchester are within a five-minute walk of a bus or tram that comes at least every 30 minutes	At least 90% of people in Greater Manchester are within a five-minute walk of a bus or tram that comes at least every 30 minutes.	% of the GM population with a 30-minute frequency daytime bus or Metrolink service on

and enables sustainable travel	of people in Greater Manchester will be within a five-minute walk of a bus or tram that comes at least every 30 minutes.	Connectivity Assessment for GM bus network completed. Undertake first bus Network Review consultation.	Network Reviews undertaken and implemented in all parts of Greater Manchester, with connectivity target met and services reflecting the needs of communities. Each GM district is served by at least one night bus service. New B2B proposition launched.	Metrolink operator appointed in 2027 and new contract begins. Tram line to Stockport enters operation. Airport Western Leg tram enters operation. Tram train to Heywood enters operation. Tram train to Bury under construction. New tram stops at Elton Reservoir, Cop Road and Sandhills enter operation.	weekdays within 400m of their home
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Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel	We will keep the cost of travel on the Bee Network as low as possible, so everyone can afford to get where they need to go. We'll only charge what we need to run a safe and comfortable service and to reinvest in the Bee Network, so that it keeps improving.	In August 2025, TfGM ran a concessionary pass trial, meaning concessionary pass holders can travel for free before 9.30am. The trial will be repeated in November 2025 to gather more data. Future fares approach finalised (Fares & Concessions Strategy) Launch digital Our Pass and half price bus travel offer for 18–21-year-olds.	Cycle hire integrated with Bee Network multimodal fares Rail PAYG introduced on Glossop to Piccadilly and Stalybridge to Victoria lines. Rail multimodal PAYG introduced and integrated across 8 lines. Future fares approach implemented to support ongoing financial sustainability. Improved customer contact centre to improve customer experience and accessibility improvements, especially around concession applications Continued enhancements to Bee Network app, integrating active travel.	Integrate event transport services within the Bee Network. PAYG to include cycle hire.	Residents feel they can afford to travel by public transport as much as they like
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Reduction in waste movements from GM road network through use of rail haulage for residual waste	17,000 HGV movements per annum removed from GM road network	Rail transport used for c. 420,000 tonnes of waste	Rail transport used for c. 420,000 tonnes of waste	Waste by rail movements increased to 500,000 tonnes	
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**Creating a
greener future
for everyone**



Creating a greener future for everyone

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Improved air quality	Our air quality enhances the health, well-being and quality of life of our residents.	Attain zero exceedances of the legal limit for NO2 by 2026, based on CAP criteria	Achieve a 22% reduction in PM2.5 exposure by January 2028 compared to 2018 levels, as measured according to Defra's criteria. Report the percentage of monitoring sites meeting WHO Interim Target 2 (30 µg/m³), Target 3 (20 µg/m³), and the Guideline value (10 µg/m³) annual mean for NO2	Continue working towards ambitious WHO guideline values on air quality	% of monitoring sites that met WHO interim targets for NO2
Reduced carbon emissions	All public buildings to be operationally carbon neutral and undertaking best practice for embodied carbon	Delivery Mobilisation of the Retrofit Pillar of the Integrated settlement for Public Building Retrofit Fund. Refine approach to embodied carbon best practise.	Integrated settlement target delivered to reduce public sector buildings emissions by 3.1kt CO2 per year (from 2028/29). 650 public buildings retrofitted. Facilitate willing public bodies to	Devolved retrofit initiatives leading all household, commercial and public buildings to be on their retrofit journey.	No. of public sector buildings retrofitted

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
			adopt and implement estate wide decarbonisation plans committing to operational carbon neutral by 2030.		
	All household, commercial and public buildings to be on their retrofit journey.	Delivery Mobilisation of the Retrofit Pillar of the Integrated settlement for Warm Homes to retrofit to social and private homes. Design integration of retrofit activity with Good Landlord Charter to improve housing standards in private rented sector	By 2030, 60,000 domestic properties, including 9000 social homes and 1700 private low-income/fuel poor homes retrofitted 11,000 commercial buildings retrofitted across GM. 64,000 low carbon heating systems installed across GM.	All residents have the confidence and knowledge to consider investing in actions which enable fossil fuel free heating systems to work efficiently.	No. of homes retrofitted; No. of public sector buildings retrofitted; No. of social housing units built per annum
Reduced carbon emissions	Greater Manchester has a well-developed net-zero investment pipeline, delivering towards	£1bn Net-Zero Investment pipeline, and initial investment model(s), developed.	Continuation of investment models to deliver initial £1bn pipeline of investment. Finance models for low carbon investment are refined and deployed across asset types.	Delivery of substantial proportion of the £12bn of net-zero investment to assist with meeting carbon neutrality in 2038.	Total CO2 emissions pa; Amount of measurable private match investment for every £1 of public innovation funding

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	carbon neutrality in 2038, and stimulating and scaling low carbon supply chains across GM.				
Reduced carbon emissions	Fully operational heat network zoning model in place across GM, significant portion of GM heat needs met by low carbon heat networks	Four low carbon heat networks in procurement by 2026	90GWh of low carbon heat networks active in GM.	Deliver a fully operational heat network zoning model in place across GM.	Total CO2 emissions pa.
Reduced carbon emissions	Maximise local energy generation towards the 10,300 MW by 2038 in our Local Area Energy Plan.	Support deployment of 35MW renewable energy including rooftop solar PV across all domestic, public sector and commercial buildings.	Delivered 375MW of additional renewable energy generation, 95MWh energy storage capacity across GM.	Maximise local energy generation towards the 10,300 MW by 2038 in our Local Area Energy Plan.	Amount of additional local renewable energy (electricity) generated (target: 375MW by 2030)

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Nature rich spaces with better access for all	Expand, enhance and connect our best spaces for nature	Publish and begin delivery of the Local Nature Recovery Strategy, prioritising local authority-owned designated sites for nature conservation.	Be on track to deliver 50% protected land into active management by 2035.	Increase the area of Greater Manchester designated for nature from 11 to 15%. Increase tree canopy cover from 16.5% to 18.5%. Create or restore 1,800ha of new wildlife-rich land.	Land designated for nature and in active management for nature conservation (target tbc.)
Nature rich spaces with better access for all	Increase the amount of community-led action and better connection to nature	Support a further 12 projects through the Green Spaces Fund to create or enhance green spaces in local communities	Ensure more residents live within 15 minutes of quality green space. Delivery two further rounds of the Green Spaces Fund.	Increase green space per 1,000 residents from 2.7ha to 3ha. Develop model for how community groups can be funded in a sustainable way to continue their projects and initiatives	% of households with good access to green space (tbc.) / % of residents who feel they have access to good quality green spaces
More people thriving, with fewer experiencing poverty and social / economic exclusion	The adaptive capacity and resilience of our communities and organisations is increased, with a focus on	Work with EA and UU to deliver the Integrated Water Management Plan, map and agree top priority risk areas across GM and work towards producing water place based plans e.g. Hindley.	Support United Utilities to disconnect 150ha of land from the drainage network, embed SuDs and nature-based solutions into infrastructure policy, and unlock investment in catchment-scale	Boost climate resilience and reduce pressure on GM's water environment by completing a fully integrated catchment model, unlocking targeted investment in flood risk reduction,	% of residents that feel safe in their local area

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	the most vulnerable.		resilience through our integrated water place-based plans.	and embedding green infrastructure into transport routes and growth areas.	
Reduced carbon emissions	Policies and programmes in place to make carbon reduction actions and sustainable lifestyles attractive to residents and businesses. Increased reuse, repair, redistribution and recycling to support a circular economy	Launch a new Circular Economy business platform in 2025 to reduce waste and increase year on year carbon savings	Increase the number of schools and community groups engaged in sustainable lifestyle programmes. Develop a GM Waste Strategy to increase household recycling and reuse rates. 15% adult citizens achieve Carbon Literacy qualifications	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	% of residents who feel committed to reducing their carbon emissions and living more sustainable lifestyles; Household waste recycling rate

**Digitally
connected
places and
people**



Digitally connected places and people

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods (More and better homes are decent...safe and secure)	Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Complete 5GIR project: 175 social housing properties benefitting from Internet of Things (IoT) connectivity and devices from 5GIR project across Manchester, Wigan and Stockport. Digital inclusion needs assessments undertaken with all tenants of properties benefitting from IoT. GM LORAWAN network launched. GM playbook for 5G and IoT projects launched.	20k properties benefitting from IoT connectivity IoT solutions in social housing properties across all localities Connected Homes Framework launched (2028) and adopted by 50% of social housing providers to accelerate IoT roll out	Deployment of smart home technologies, enabled by the region's advanced digital infrastructure, to increase safety, energy efficiency, and remote access to essential services. Integration of homes into place-based digital twins, allowing for real-time visualisation and scenario planning to support resilience and community wellbeing 95% of social housing properties benefitting from IoT technology	% of premises with an average digital download speed of more than 30Mb/s / % of premises with gigabit availability

Innovation at the heart of the GM economy, driving growth and prosperity		• Mobilise AI.GM as a mechanism to interface between government, industry and GM public sector – including setting up AI and Data Office with 3-5 projects identified to use AI improve public service outcomes and productivity • Delivery an AI Challenge Prize aligned to public sector challenges • Host a national AI Summit with HMG	• Secure access to compute capacity for research, innovation and public sector delivery • Inward investment X Megawatt/ y GPU in data centre capacity • ADIO projects deliver [£x m] ROI for participating local authorities Establish a new national AI innovation and adoption programme to support businesses	GM recognised as an internationally significant AI cluster, employing xxx people in the city region. .Establish global-standard education pathways and industry-led innovation hubs, ensuring equal access to high-quality digital jobs, targeted skills development, and ongoing public-private research partnerships.	
Innovation at the heart of the GM economy, driving growth and prosperity	Increased business productivity and innovation in priority sectors	Publish our Digital, Cyber and AI sector development plan clearly setting out the activity needed to drive sector growth Re-establish the mechanisms and forums that support the cyber ecosystem	Renewal and expansion of the Digital Innovation and Security Hub (DISH) connecting cyber ecosystem and national security	Build world-class cyber security capabilities, promote digital inclusion, and lead in ethical technology practices, positioning Greater Manchester as a recognised international centre	

Innovation at the heart of the GM economy, driving growth and prosperity	Increased business productivity and innovation in priority sectors	Launch the Northwest Cyber corridor website as a landing place for inward investors Articulate the regional opportunity of and contribution to the National Defence Industrial Strategy	With DBT and UK Business Bank support, increase VC activity for scale up organisations with particular emphasis on firms at risk of leaving the UK. Investment secured by the GM cyber sector accounts for xx% of all investment in the sector	Growth of the national security service agencies in the northwest has created 5k jobs in GM	
Increased equitable access to digital tools, skills and support for all residents (More people thriving with fewer experiencing poverty and social/ economic exclusion)	Increased equitable access to digital tools, skills and support, so that all residents- can fully participate in the digital world... reducing digital exclusion	460 online centres mobilised across all 10 localities, improving access in the most deprived communities Complete the Strengthening Communities Digital Inclusion programme (2025) Ensure all localities have a device refurbishment partner Roll out Digital Health Hubs in all localities	Digital inclusion support embedded within Live Well centres	Community engagement initiatives to identify digitally excluded groups and tailor support to their needs, leveraging data and work in partnerships with local organisations.	% of adults reporting digital exclusion / % of LSOAs' population-weighted centroids within 1km of a digital inclusion support hub / % of residents who feel confident using the digital services online that they need and want

Increased equitable access to digital tools, skills and support for all residents (Residents have the skills they need to progress in work and life)	Increased equitable access to digital tools, skills and support, so that all residents- can fully participate in the digital world	Digital Inclusion Summit (2025) held to mobilise wider support for the Digital Inclusion agenda Complete the Digital Inclusion Schools programme (2025)	GM collaboration with HMG has shaped national policy and investment in digital inclusion Development of sustainable approaches to embed digital inclusion with policy and programmes across the GM system Digital skills hubs in all localities 20% of school's settings have digital inclusion support embedded	Universal access to digital literacy programmes through a city-wide network of Live Well centres and spaces, ensuring every neighbourhood has free training in essential digital, English, and maths skills.	% of adults reporting digital exclusion / % of LSOAs' population-weighted centroids within 1km of a digital inclusion support hub / % of residents who feel confident using the digital services online that they need and want
Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods	Increased equitable access to digital tools, skills and support, so that all residents- can fully participate in the digital world.... reducing digital exclusion	All LAs have data sharing arrangements in place and relationships with industry to manage the PTSN migration locally. National action plan in place to support migration.	By January 2027 all GM properties successfully migrated to digital voices services	Resilient digital infrastructure is enabling the delivery of digital services in homes and communities	

Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods	Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Community Wi-Fi pilot using GM One Network in a locality	Develop a model of community Wi-Fi that could be replicated in other areas (2027) extending pilot approaches to in 3 localities	Community Wi-Fi is available in all localities	
Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods	Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Digital Infrastructure Masterplans in place across 3 GM localities (Bury, Oldham and Trafford) and Digital Place Makers piloted in these localities.	Digital Infrastructure Masterplans in place across all localities and Digital Place Makers piloted in these localities	Comprehensive roll-out of next-generation digital infrastructure, underpinned by ongoing investment and innovation in AI, cyber security, and data platforms to meet resident, visitor and business needs.	% of outdoor areas / premises with 'high confidence' of 5G coverage by at least one provider / % of premises with gigabit availability
Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods	Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Promote and celebrate initial adoption of GM Digital Infrastructure Wayleave for Housing, enabling the connection of 4k homes	Social housing standardised wayleaves agreement for MDUs adopted across all GM social housing providers enabling the connection of 10k homes	All homes in Greater Manchester equipped with high-speed fixed and wireless digital connectivity, supporting seamless access to public services and economic opportunities.	

Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods	Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	GM LORAWAN network launched.	GM Digital Infrastructure Charter in place to accelerate market investment increasing the % of areas with good connectivity by xx	Expansion of secure, resilient digital networks to support public sector reform and economic growth, positioning Greater Manchester as a UK leader in digital connectivity. Widespread implementation of AI-powered digital traffic management systems, reducing congestion and emissions across the city region.	
Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods	An increasingly digital and data driven economy	AI Growth Zone proposal submitted to Government. Guide and curate market investment in data centres through a GM Data Centre Strategy setting out core principles for data centre development	GM will have designated areas and sites for AI Growth that can secure industry investment (2027) Ensure responsible AI Data Centre investment aligned to GM and national priorities to meet industry needs	Delivered sovereign compute that can enable local R&D and innovation and meets GM demand	

A digital-enabled city-region, driving growth, empowering people and delivering responsible data driven public services	improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven	Launch the Virtual Government Digital Campus in Manchester with GDS.	GM is recognised in UK rankings as the UK demonstrator for AI enabled public service delivery accelerating growth of the GM AI cluster The GM innovation ecosystem is working collaboratively with the GM public sector and HMG through the AI Demonstrator Public sector DDaT profession exceeds xxx	Greater Manchester is working collaboratively with government on the delivery of modern digital user centred public services enabled through the government Digital and AI Innovation Campus in Manchester.	
Improve the design and delivery of public service through digital transformation ensuring they are inclusive, efficient and data-driven	improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven	Representative cohort of residents engaged to shape GM ethical standards for use of digital technologies and data in public services	Adoption of GM Charter for Ethical Digital Public Services, to guide the responsible use of digital technologies and data in public services and elevate GM beyond the minimum requirements of current legislation to be an exemplar for responsible use of digital technology	Resident trust and engagement with digital public services has increased by 50% enabling system wide shift to prevention and early intervention	

Improve the design and delivery of public service through digital transformation ensuring they are inclusive, efficient and data-driven	improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven	Effectively design, deliver and support a portfolio of GM digital services that enable delivery of effective, modern public services at a city region scale for the residents of GM, including: GM Data Accelerator Programme (Supporting Families) Early Years Application Digital services for young people (MBacc/Our Pass/ ...) Whole Service Approach to Diversion Define Live Well digital offer Victims Gateway Digital service to support Economic Inactivity Trailblazer	Digital leadership programme for GM (2027) Essential Digital Skills training for whole public sector in GM. GM public sector access to digital upskilling increased via industry digital skills certifications and access to shared learning across the public sector. Increasing the digital confidence of the public sector workforce by xx% GM data standards adopted across GM public sector has enabled the delivery of the Prevention Demonstrator A sustainable ADIO embedded within the GM public sector has enabled successful AI and data engineer	Main public services integrated with seamless, user-friendly digital systems, allowing residents to provide information only once—mirroring the tap-in-tap-out model for transport. Implementation of ‘digital twins’ for all major public service locations, enabling real-time scenario planning and rapid response to emerging challenges. Public sector decision-making informed by secure, responsibly managed data and continuous collaboration with government, industry, and the community. Expansion of demonstration programmes such as	
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		Discovery with UK Govt on GOV.UK One Login (or/and other UK Gov products) Data Partnership with HMG is place to support inactivity trailblazer Investment secured in ADIO and 2025 programme co-designed across public sector with impacts in 2025/6. Wider AI.GM strategy written and adopted. Benefits realised for every LA in GM through collaborative programme of work.	adoption across all ten localities.	Turing Innovation Catalyst, Centre for Digital Innovation, and Immersive Tech Hub, underpinning both public sector reform and economic growth. Embedding AI in public services across transport, healthcare, education, and safety, with continuous evaluation and improvement powered by collaborative data use. Fully integrate digital twins, AI-driven services, and secure, collaborative data infrastructure across all public sectors, enabling agile, evidence-based decision-making and real-time scenario planning	
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Residents have the skills they need to progress in life and work	Increased qualifications linked to priority sectors	Cyberfirst gold colleges in 5 GM localities Launch of the MEGAHub in Oldham Increase to 55 the number of Cisco NetAcads in GM through the social value on the One Network contract	Cyber and public sector digital pathways established aligned to the Digital Gateway increasing take up of the cyber T-level by xx% Industry digital skills certifications have been made more accessible to businesses and residents through KnowDigital platform Digital skills support embedded within inactivity trailblazer Further increase the number of NetAcads in GM by 10% including in community settings providing access to digital skills for those unable to access mainstream education	Every resident has a clear pathway to high-quality digital jobs, with global standard education pathway to Digital and Technology embedded in education and linked to real-world workplace experience. Ongoing expansion of life and work skills programmes across neighbourhoods, supported by data-driven approaches to increase participation and outcomes. Strong links with top employers to align subjects and qualifications with market needs, ensuring equal access to opportunity for all ages and backgrounds.	
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A digital-enabled city-region, driving growth, empowering people and delivering responsible data driven public services	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	
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Equalities and VCSFE



Equalities and VCSFE

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.	Ethnically diverse leadership and workforce representative of our communities	Delivery of the Workforce Inclusion Programme GM Councils, GMCA, GMFRS, TfGM and Growth Company	Monitoring and reporting of ethnic diversity in workforce and leadership positions		Workforce data
We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.	Equitable access, experience and outcomes for ethnically diverse staff and residents	Implementation of the Race Equity Framework in GM Councils, GMCA, and TfGM	Performance management of service commissioning and delivery targeting outcomes for ethnically diverse communities		GMS data broken down by ethnicity
We will put equality goals at the heart of our plans,	Ethnically diverse civic leadership representative	Delivery of the 2025 Civic Leadership Programme and Alumni Network	Evaluation report on the impact of the Civic Leadership programme and Alumni Network		

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
embedding inclusive practices across all public services.	of our communities				
We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.	The contribution of Faith and Belief to the GMS is optimised, and this contribution is recognised and valued	Implementation of the Faith, Belief and Interfaith Covenant in GMCA	Delivery of engagement and collaborative action between public services and Faith, Belief and Interfaith bodies		
We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.	Lived experience is shaping policy and decision making	Commissioning of Equality Panel facilitation and annual report of Equality Panel activity and impact	Evaluation report on the impact of Equality Panels		

**Everyday
support in
every
neighbourhood**



Everyday support in every neighbourhood

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
More people thriving, with fewer experiencing poverty and social / economic exclusion	A Connected Live Well System with an Everyday Support Infrastructure - an inclusive, all-age infrastructure providing consistent everyday support through neighbourhoods across key areas including health, work and skills, money, housing, wellbeing, and more, meeting needs across the full spectrum.	£10m initial Implementation Support Fund live with medium-long term implementation investment approach secured; governance, accountability and leadership established; first-wave Centres/Spaces in each locality; baseline existing coverage & Hallmarks product published to enable self-assessment; Y1 Locality Implementation Plans x10 delivered against; 'Enhanced' Live Well offer being	Centres and spaces accessible in all neighbourhoods; multi-agency prevention teams on 30–50k footprints; Primary Care directing Live Well referrals as routine; Live Well 'appointments' operational; full range of Live Well offers for all themes of support available to agreed hallmarks including an 'enhanced' offer for those facing the sharpest social, economic and health inequalities; robust system-wide	Universal Live Well coverage across GM; consistent, inclusive everyday offers; “no wrong door” operating; VCFSE-enabled with sustainable funding.	

		built with an initial focus on those known to substance misuse services.	evaluation mechanism in place		
Better health	Health Creation in and with Communities - Community-led support works alongside clinical care to improve healthy life expectancy, well-being and reduce inequalities.	Mobilise GM as national Prevention Demonstrator; social prescribing reach sustained/expanded (~50k p.a.); healthy living offers/local population health interventions integrated into the developing Live Well offer including green & blue social prescribing.	Community-led health creation mainstreamed including explicit focus on mental health and emotional wellbeing; reduced crisis supports reliance for target cohorts.	Population-level improvements and narrowed inequalities tracked via GMS PF & GM Resident Survey.	

More people thriving, with fewer experiencing poverty and social / economic exclusion	Economic Inclusion & Financial Resilience - Through Live Well, everyone can access practical support close to home that builds financial resilience, secure life's essentials, and provides access to good work.	Economic Inactivity Trailblazer integrated with Live Well; financial resilience & debt support offers in development; Live Well Employment Support Handbook issued; options appraisal and investment case for collective action to support child poverty reduction and financial resilience for residents; digital access and literacy aligned to Live Well support; material deprivation tracking in resident survey.	Integrated health–work–money pathways in all localities with inactivity reductions and income security gains; enhancement and parity in welfare advice available across GM.	Employment rate uplift toward 80% with narrowed gaps; reduced child poverty.	
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Increased wellbeing	Social Connection & Community Belonging - Live Well spaces and centres act as trusted hubs for people of all ages and from all walks of life to build relationships, belong, and participate in community life.	Live Well centres and spaces activated as trusted hubs; Creative Health partnership mobilised through Live Well to strengthen social connection and brain health; first wave of co-designed participation activities launched to drive inclusion, intergenerational engagement and resident involvement.	Loneliness reduced in target cohorts; civic participation growing; VCFSE embedded.	Socially connected, inclusive neighbourhoods; sustained VCFSE resourcing; networked Spaces.	
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Preventative public services that are effective and fit for the future	Relational Public Services - Public services in Greater Manchester, with the VCFSE sector embedded as a core partner, work with people, not on them. The focus is on names, not numbers. Relational, strengths-based, and trauma-responsive practice is embedded in policy, commissioning, leadership, and workforce standards, creating a culture of prevention.	Relational practice charter launched; GoodLives GM Live Well Leadership & Learning cohorts mobilised; Co-production infrastructure and participation approaches embedded in Live Well delivery; Learning & evaluation approach live linking up to PD and across localities.	Relational practice default at 30–50k footprints; lived experience involvement routine; pooled budgets piloted via Prevention Demonstrator.	System-wide relational practice with measurable prevention dividends; equity & lived experience embedded in commissioning.	
Increased employment, better jobs and reduced worklessness	Narrow the gap between the GM employment rate and the national rate, with good sustainable jobs, that pay well and provide equal opportunities for all. This will see residents supported to enter and progress at work by building people's	17,500 GM residents access tailored employment support to move closer to work, stay in work or progress (IPSPC, Support to Succeed, Work Well, EIT and IWP). 41,487 adult learning starts supporting GM residents to gain	By 2030 we aim to support up to 22,000 people per year to move closer or into work, stay in work or progress in their careers through an integrated locality-based employment and skills offer. By 2030 skills, employment and	Employment, health, skills, careers and social support are fully integrated, widely available and delivered through a Live Well approach.	% of the working-age population in employment; % of the working-age population that is economically inactive (and % economically inactive due

	confidence and skills, offering tailored employment support for those facing barriers. Employment, skills, careers, health and social support will be fully integrated and delivered through a no wrong door approach.	essential skills for life and work (Maths, English, Digital, ESOL). Establish a clear access point in each locality (as part of move to Live Well spaces) to help residents navigate and access health, skills, work and wider social support that meets their needs. Enable greater co-location of services including JCP, health and VCSFE so residents can access support staff in one place. Deliver the In-Work Progression service to support people who are on low incomes or insecure work to progress into new employment opportunities.	health support will be fully a fully integrated offer (for adults and employers) and part of every Live Well centre.		to ill-health); % of employees earning above the Real Living Wage; Gross disposable household income; % of residents who feel satisfied with their job
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Better health/Increased Well Being	GM residents will live a healthy life for longer (relative to England as a whole) and we will reduce the gap in healthy life years between the richest and poorest communities	Each locality will have agreed a Neighbourhood Plan covering 5 years as part of both GM Live Well and meeting requirements of NHS national neighbourhood programme. Improvements in the % of the working-age population that is economically inactive (and % economically inactive due to ill-health) Each year we will increase the percentage of patients admitted, transferred, or discharged from A&E within 4 hours. 2025/26 plan target is 78% o We will reduce the percentage of patients waiting longer than 18 weeks for elective treatment.	By 2030 everyone will get the support they need, in their neighbourhood, to live well Clear progress against the ambition for residents to live a healthy life for longer (relative to England as a whole) and we will reduce the gap in healthy life years between the richest and poorest communities Improved scores in Resident Survey question on people feel GM is a place where people can 'live a good life' Continued improvements in the % of the working-age population that is economically inactive (and % economically inactive due to ill-health) Continued	Live Well and Neighbourhood Model established in all 10 localities delivering demonstrable population health improvement and a sustainable health and care model. GM is national exemplar through delivery of Prevention Demonstrator Further progress against the ambition for residents to live a healthy life for longer (relative to England as a whole) and we will reduce the gap in healthy life years between the richest and poorest communities Continued improvements in GM survey question on residents feel GM is a place where people	Life expectancy
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		2025/26 plan target is 68.2% - o We will increase the number of residents who feel that it is easy to contact their GP practice. 2025/26 plan target is 1,449,589 appointments in general practice - o We will increase access to mental health services for adults and young people. End of 2025/26 plan target for children and young people is 55,000 receiving at least one contact	improvements in the percentage of patients admitted, transferred, or discharged from A&E within 4 hours. (currently annual targets are in place - medium and longer term targets to be determined through delivery plan for new 10 Year Health Plan) Continued reduction in the percentage of patients waiting longer than 18 weeks for elective treatment.(currently annual targets are in place - medium and longer term targets to be determined through delivery plan for new 10 Year Health Plan) Continued increase in the number of residents who feel that it is easy to contact their GP practice. (currently	can 'live a good life' Continued improvements % of the working-age population that is economically inactive (and % economically inactive due to ill-health) Continued improvements in the percentage of patients admitted, transferred, or discharged from A&E within 4 hours. (currently annual targets are in place - medium and longer term targets to be determined through delivery plan for new 10 Year Health Plan) Continued reduction in the percentage of patients waiting longer than 18 weeks for elective treatment.(currently annual targets are in	
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			annual targets are in place - medium- and longer-term targets to be determined through delivery plan for new 10 Year Health Plan) Continued increase in access to mental health services for adults and young people. (currently annual targets are in place - medium- and longer-term targets to be determined through delivery plan for new 10 Year Health Plan)	place - medium and longer term targets to be determined through delivery plan for new 10 Year Health Plan) Continued increase in the number of residents who feel that it is easy to contact their GP practice. (currently annual targets are in place - medium- and longer-term targets to be determined through delivery plan for new 10 Year Health Plan) Continued increase in access to mental health services for adults and young people. (currently annual targets are in place - medium- and longer-term targets to be determined through delivery plan for new 10 Year Health Plan)	
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Better health/Increased Well Being	We will reduce smoking rates for adults: a rate of less than 5% by 2030 compared to the 2023 level of 12.5%.	Deliver Year 1 of the Make Smoking History Strategic Framework via the MSH Alliance (ranging from prevention to treatment), with a focus on illicit tobacco and utilising data and evaluations to make further steps to reach least served communities. Support the delivery of Smokefree Spaces toolkit and associated resources to increase number of smoke-free spaces and sites across GM, including community spaces, NHS sites and VCFSE provision. Rollout of the TTD (Treating Tobacco Dependency) Digital priorities including increasing the number of all hospital	Reduction in smoking rates for adults: a rate of less than 5% by 2030 compared to the 2023 level of 12.5%	Continued progress to Smoke Free GM.	% of adults who are smokers
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		sites/community discharge pathways adhering to the TTD digital programme with associated data being developed into a dashboard within the Intelligence Hub to support quality monitoring and assurance of programme delivery. Deliver phase 3 and 4 of the What Will You Miss behaviour change campaign plus other strategic communications Continue reducing trends in Smoking within hospital-based settings including smoking at time of delivery and admission pathways with quality monitoring and programme delivery including clinical oversight, treatment			
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		and incentive schemes for pregnant women. Commence the scale up of the CURE in patient programme to ensure that all hospital sites have a CURE provision that is commensurate to the evidenced based model.			
More people thriving, with fewer experiencing poverty and social / economic exclusion	Anyone requiring one will be able to access a bespoke Live Well appointment, via a network of Live Well centres, spaces and offers providing practical help from debt to housing and more	At least one Live Well centre in each locality Utilise year 1 Live Well Implementation funding to develop first Live Well Centre in each locality Maintain, develop and begin to network existing Live Well Spaces in communities	A Live Well centre available in majority of neighbourhoods in GM (subject to local need)	Live Well centres fully established across all of GM, utilising all relevant public and community estate including JCP	% of residents who feel they can get the right help if they need it (including access to health and care services)
	We will help people to be become more physically active, reducing the number	GM Moving Advice, coaching and support to enable	Reduce inactivity amongst GM adults and children and young people below	Continue to reduce inactivity across GM population	% of GM children and young people and adults

	of people classed as 'inactive' to less than 26.2% (pre-pandemic levels).	inactive residents with co-morbidities to achieve health benefiting levels of physical activity. Support to schools to develop high quality physical education, sport and physical activity as part of a healthy lifestyle Physical Activity Continue to support the delivery of the GM Moving Strategy, including providing the second year of funding under the current 3-year Grant Agreement Explore the opportunities to further embed Physical Activity into health and care delivery at neighbourhood level, with a particular focus	pre-pandemic (2018/19) levels by 2031		who are inactive; % of adults and children who are overweight or obese
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		on Falls Prevention, Live Well, Mental Wellbeing and Economic Inactivity.			
Increased wellbeing	We will increase the number of pupils reporting good or higher mental wellbeing	We will codevelop a 2-year GM Young People's Plan with the GM Youth Combined Authority, identifying the key areas of work required to improve everyday support for our 11–21-year-olds.		All young people in GM will have great everyday support in their community, supported by a trusted adult, in a safe space and feel heard.	We will increase the number of pupils reporting good or higher mental wellbeing
Support the VCSFE sector through R4GM Community Fund	£220k pa made available for community groups to run waste/recycling/reuse-based projects	£220k pa made available for community groups to run waste/recycling/reuse-based projects	£220k pa made available for community groups to run waste/recycling/reuse-based projects	£220k pa made available for community groups to run waste/recycling/reuse-based projects	

An aerial photograph of a town, likely in Wales, with a prominent hill in the background. The hill has a tall, thin tower or antenna on its peak. The town is densely packed with houses, many of which are multi-story terraced buildings. The image is overlaid with a red-to-blue gradient, with the red being more prominent on the left and the blue on the right. The text "Healthy homes for all" is written in white, bold, sans-serif font across the middle of the image.

Healthy homes for all

Healthy homes for all

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
More and better homes: Decent affordable safe and secure	We will minimise the number of children in bed & breakfast accommodation beyond the statutory limit (6 weeks)	Approval of GM Temporary Accommodation Supply Programme, providing 17 empty homes officers across all ten GM boroughs and ca. £11million funding to bring these homes back into use to provide at least 400 high quality homes as alternatives to bed and breakfast and other 'ad hoc' procured temporary accommodation. Establishment of the GM Temporary Accommodation Observatory and release of Temporary Accommodation Spend Analysis 2025, providing data-driven insights into	Homelessness prevention and advice offer embedded within Live Well Centres and Spaces. There is a consistent, well-resourced approach to bringing empty homes back into use to reduce reliance on unsuitable temporary accommodation.	There is a whole-system approach to supporting children and families in temporary accommodation which ensures that family homelessness is a rare, brief and non-recurring experience.	No. of households with children in B&B temporary accommodation (total & after 6-weeks)

		the core drivers of rising temporary accommodation use, to inform the emerging Housing First Plan and the development of homelessness prevention interventions. Refugee Welcome Programme: Work and Skills fully mobilised, providing English language, employability and skills support to people seeking asylum, operating across all ten GM boroughs, with 50% of funding supporting VCFSE delivery. Racial Inequalities in Housing and Homelessness research complete.			
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More and better homes: Decent affordable safe and secure	There will be a sustainable reduction in the number of families in unsuitable temporary accommodation in GM overall	Approval of GM Temporary Accommodation Supply Programme, providing 17 empty homes officers across all ten GM boroughs and ca. £11million funding to bring these homes back into use to provide at least 400 high quality homes as alternatives to bed and breakfast and other 'ad hoc' procured temporary accommodation. Establishment of the GM Temporary Accommodation Observatory and release of Temporary Accommodation Spend Analysis 2025, providing data-driven insights into the core drivers of rising temporary accommodation use, to inform the emerging Housing First Plan and the development of homelessness	Launch of the Temporary Accommodation Test and Learn pilots, providing funding to develop early interventions for families at risk of homelessness, embedded within Live Well Centres, Spaces and Neighbourhoods. Refugee Welcome Programme: Work and skills learning adopted across key programmes and embedded in our influencing efforts ahead of the Home Office re-procurement of the national Asylum and Support contracts in 2029. Evaluation of and (if needed) mobilisation of the next round of the GM Temporary Accommodation Supply Programme. Empty Homes Officers	There will be a sustainable reduction in the number of families in unsuitable temporary accommodation in GM overall. There is a consistent, strategic approach for welcoming non-UK nationals in GM, which seeks to design out homelessness, destitution and community tensions.	No. of households with children in B&B temporary accommodation (total & after 6-weeks)
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		prevention interventions. Refugee Welcome Programme: Work and Skills fully mobilised, providing English language, employability and skills support to people seeking asylum, operating across all ten GM boroughs, with 50% of funding supporting VCFSE delivery. Racial Inequalities in Housing and Homelessness research complete.	mainstreamed across all ten GM Local Authorities.		
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More and better homes: Decent affordable safe and secure	Rough sleeping is a rare, brief and non-recurring experience	Commissioning of all core homelessness and migration programmes complete for the next 4 years, including A Bed Every Night, GM Housing First, Rough Sleeping Accommodation Programme, Inclusion Health Service, Youth Homelessness Prevention Pathfinder and Restricted Eligibility Support Service. Rough Sleeping Test and Learn pilots begin - 3 pilot interventions to prevent rough sleeping, including embedded social workers, refugee homelessness prevention interventions and personalised budgets. Refugee Welcome Programme: Hosting Pilot begins, utilising VCFSE networks to provide placements into	Sustainable reductions in rough sleeping across Greater Manchester, with fewer people sleeping rough per 100,000 than the national figure. Recommissioning of the next phase of key housing-focused criminal justice interventions, including Integrated Rehabilitation Services and Community Accommodation Service Tier 3. Social Work interventions embedded in the majority of rough sleeping teams across Greater Manchester. Strong progress on reducing rough sleeping from the criminal justice system is sustained, compared to other regions.	Rough sleeping is a rare, brief and non-recurring experience in Greater Manchester.	In-month rough sleeper count
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		host households for refugees with newly granted status who would otherwise be at risk of rough sleeping. GM will have completed renegotiations with the Ministry of Justice for an updated Justice Devolution (adults) deal for GM, enabling the deeper integration of criminal justice-focused homelessness prevention interventions, including Integrated Rehabilitation Services and Community Accommodation Service Tier 3. New specification and budget agreed for A Bed Every Night service from 2026/27 onwards, following a substantial review and including new service elements for women, non-UK nationals and other under-served groups.			
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More and better homes: Decent affordable safe and secure	Homelessness prevention and housing advice fully embedded as a core offer in Live Well	(2026) Approval of the GM Homelessness Prevention Strategy 2026-2031 Rough Sleeping Test and Learn pilots begin - 3 pilot interventions to prevent rough sleeping, including embedded social workers, refugee homelessness prevention interventions and personalised budgets. 19	Launch of the Temporary Accommodation Test and Learn pilots, providing funding to develop early interventions for families at risk of homelessness, embedded within Live Well Centres, Spaces and Neighbourhoods. Homelessness prevention and advice offer embedded within Live Well Centres and Spaces.	Everyone can access consistent, realistic housing advice in Live Well centres, Spaces, Offers and Neighbourhoods.	No. of households with children in B&B temporary accommodation (total & after 6-weeks) / In-month rough sleeper count
More and better homes: Decent affordable safe and secure	Our Housing First approach and Unit will have turned the tide on the housing crisis	Co-production of Housing First Plan with key stakeholders and launch of Strategy with appropriate reporting measures Housing First Unit launched	Housing First Principles integrated into public service delivery across the GM system The Housing First Unit is making a meaningful contribution across the whole of Greater Manchester.	The embedded Housing First approach has turned the tide on the housing crisis GM	Residents feel they live in a safe and healthy home (survey question tbc.) / % of energy performance certificates for existing buildings with a net movement in the reporting year from a rating of D or below to C and

					above / No. of homes retrofitted.
More and better homes: Decent affordable safe and secure	By 2030 everyone living in rented accommodation will have the right to request a property check under the Good Landlord Charter	Completion of Property Check Salford Pilot and evaluation outcomes Additional funding delivered to support council capacity to deliver checks GM participation in national PRS database pilot (through Salford, Trafford and Wigan)	Councils will receive more requests for property checks, and the number of checks will increase. Baseline of existing property checks will have been established and number of checks monitored. It will be substantially easier to request a check, and there will be defined new ways to request a check, including Live Well and partner public service	The quality of rented housing across Greater Manchester will have significantly improved to coincide with the introduction of the new Decent Homes Standard.	Residents feel they live in a safe and healthy home (survey question tbc.)

			referral routes. Additional funding for council enforcement capacity to complete checks influenced through implementation of new national PRS database fee.		
More and better homes: Decent affordable safe and secure	Everyone will live in a good, warm, safe place they can call home	200,000 properties owned by landlords signed up as Supporters of the Good Landlord Charter. First Falls Prevention Pilot Business Case approved and year 1 tranche delivery of home improvement services. Year 1 household retrofit targets (see "All household, commercial and public buildings to be on their retrofit journey" outcome.) Delivery of the Local Remediation Acceleration Plan continues	8,000 private rented sector households renting from Supporters or Members of the Charter Good Landlord Charter Evaluation outcomes First Falls Prevention Pilot evaluation complete and activity mainstreamed where possible Year 5 household retrofit targets (see "All household, commercial and public buildings to be on their retrofit journey" outcome.) Sustained improvement in survey evidence for tenant satisfaction with	Sustained improvement in survey evidence for tenant satisfaction with their rented home, across private and social rented sector	Residents feel they live in a safe and healthy home (survey question tbc.)

			their rented home, across private and social rented sector Local Remediation Acceleration Plan delivery reviewed and next steps agreed.		
More and better homes: Decent affordable safe and secure	By 2027 we will be building more social housing than we are losing through right to buy	GM-driven Social & Affordable Homes Programme (SAHP) operational with new relationship with HE. 2,500 affordable homes approved 2025/26 with at least 60% of homes funded through SAHP approved for social rent. Development of Integrated Pipeline for affordable housing.	75,000 new homes over the course of the parliament. At least 60% of homes funded through SAHP built for social rent.	Completion of GM-driven Social & Affordable Homes Programme (SAHP)	Net change in the number of social rented homes
More and better homes: Decent affordable safe and secure	By 2030 there will be at least 10,000 new, energy efficient homes for social rent across all 10 local authority areas	GM-driven Social & Affordable Homes Programme operational with new relationship with HE. 2,500 affordable homes delivered 2025/26 with at least 60% of homes funded through SAHP built for social rent. 1,000 energy efficient	75,000 new homes over the course of the parliament. 10,000 energy efficient and/or TANZ homes by 2030.	20,000 TANZ approved by 2035	No. of energy efficient social units built per annum (energy efficient definition to be agreed)

		and/or TANZ homes. Development of Integrated Pipeline for affordable housing.			
More and better homes: Decent affordable safe and secure	By 2030 we will aim to approve 75,000 new homes	75,000 new homes approved over the course of the parliament Effective use of public sector land through management of GM estate	75,000 new homes approved over the course of the parliament Public sector land supports delivery of additional homes.	145,000 new homes approved	Net additional dwellings
More and better homes: Decent affordable safe and secure; Reduced carbon emissions; Thriving businesses in a vibrant, inclusive and productive economy	By 2030 we will have an adopted Joint Minerals & Waste Plan	Evidence gathering and early engagement/ consultation underway	The adopted Minerals and Waste Plan will set the planning framework for minerals and waste developments across Greater Manchester, ensuring a steady supply of construction minerals and sustainable waste infrastructure to meet planned growth and support circular economy principles.	Monitoring and consideration of review of plan	Net additional dwellings Employment floorspace unlocked

More and better homes: Decent affordable safe and secure; Reduced carbon emissions; Thriving businesses in a vibrant, inclusive and productive economy	By 2030 we will have met the mayor's statutory duty to produce a Spatial Development Strategy (SDS) for Greater Manchester. It will include an associated infrastructure plan. An SDS is a development plan document which will provide the strategic framework to deliver the inclusive growth ambitions of the GMS	Initial evidence gathering and scoping to be ready to begin the formal plan making process once new regulations are in place in 2026	TBC - subject to formal agreement of timetable once new regulations are in place	TBC - subject to formal agreement of timetable once new regulations are in place	Net additional dwellings Employment floorspace unlocked
New build apartments will have appropriate space built into designs to	All new build apartment blocks across GM will have appropriate space to accommodate	Evidence gathering on district approaches	Consistent approach by planning teams across GM		

accommodate the necessary waste and recycling facilities to comply with Simpler Recycling requirements	waste and recycling facilities				
All districts have connection services compliant with Simpler Recycling	All districts will have collection services compliant with Simpler Recycling	Evidence gathering on compliance	All districts will be compliant from 2027	All districts will be compliant from 2027	



Safe and strong communities

Safe and strong communities

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	People feel safe on their streets. 95% residents report feeling safe.	85% Demographic/Geographic slicing of perceptions of safety data Develop a strategy to reach our communities with the lowest levels of trust and confidence; and lowest perceptions of safety linked to cohesion work detailed in plan	90%	People feel safe on their streets. 95% residents report feeling safe.	% of residents who feel safe in their local area
Safer, cohesive and resilient communities	Knife crime and Gender-Based Violence is reduced by 50%, in line with national targets.	Greater Manchester baseline and approach to measuring knife crime and GBV agreed in line with Government guidance GM will engage with the Home Office on Safer Streets commitments and capacity for GM as a trailblazer for delivery.	Clear pathways exist for our most vulnerable young people into training and employment opportunities. Community-led approaches to preventing violence are standard practice across the city region.	Greater Manchester experiences 50% fewer knife crimes and gender-based violence than at the outset of this strategy.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	GM has the safest transport (including public) network in the country according to crime data and is recognised as such by residents through perceptions data.	Launch of TravelSafe LiveChat, providing an enhanced experience for passengers using LiveChat to report issues and concerns, with timely referral arrangements to TfGM, via its 24/7 Operational Control Centre, for the management and response to non-policing matters. Set baseline figure and achieve minor improvements in perceptions of safety on the Bee Network Bee Network identified and recognised as the 11th district of Greater Manchester by the whole of the Combined Authority, including TfGM and GMP with the	Year-on-year improvement to our passengers' perception of safety on our network from 73% to 80% by 2030. Integrated police and transport command including pooled resources and integrated police and transport hot spot approach to reduce crime and ASB on the network. Sustained improvements in perceptions of safety on and patronage on the Bee Network, responding to concerns of travellers and residents. 'Vision Zero 'strategy	Perceptions and crime data shows the Bee Network is the safest in the country.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		associated command structures in place.	aims: halve the number of deaths and life-changing injuries on GM roads by 2030.		
Safer, cohesive and resilient communities	Greater Manchester has a whole system approach to diversion from the criminal justice system, supported by all relevant criminal justice agencies	GM will have completed renegotiations with the Ministry of Justice for an updated Justice Devolution (adults) deal for GM GM will have completed negotiations with the Ministry of Justice for	The next generation of rehabilitative services will have been completed, targeting prolific offenders. All GM wellbeing hubs open in evening and weekends.	A strong suite of interventions, which both support people out of criminal behaviour and reduce reoffending rates have been developed and	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	and services, to better protect victims and provide greater opportunity to connect individuals into wider opportunities and to live well.	new Youth Justice Devolution for GM. GM will continue to pilot collaboration with Government departments to engage those who are furthest from services where they are, such as DWP. GMFRS, Prisons and Probation will continue programmes such as Atlas and Prevention in Prisons to reduce the costs of fire setting and offending behaviour. Manchester Magistrates Court will have a triage wellbeing desk to engage people with experience of the criminal justice system, and their families on bespoke support through the Wellbeing	Pathways and protocols for warm handovers into Live Well community support offers are defined and established, with people with experience of the criminal justice system. Greater Manchester has an established and connected Youth Justice transformation Hub and Centre of Excellence, driving analytics and standards of local Youth Justice services	implemented. A single, digital front door will be in place for community interventions and resolutions, supporting police and criminal justice partners to divert people appropriately and sustainably. GM has completed X rounds of Youth Justice Peer Reviews, with each Local Authority serving as a thematic lead against	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		Service; and general support through Live Well.		inspection criteria.	
Safer, cohesive and resilient communities Resilience is core to delivering the GMS vision, keeping us on track to achieve our ambitions and to thrive, whatever shocks or uncertainties we encounter. We will do this through the delivery of the Stronger LRF Trailblazer Programme.	1. Stronger LRF Trailblazer pilot delivered with an uplift in GMs resilience. 2. Shared understanding of the risks Greater Manchester faces including the impacts of geopolitical uncertainty, greater exposure to economic shocks, rapid technological changes and transnational risks such as climate change.	1. Options developed for strengthened governance and leadership of GM's resilience agenda to increase ownership of resilience and ensure all GMCA policy decisions are informed by information about their implications for city-region resilience. 2. A prototype city-region risk reporting toolkit developed to enable a shared understanding of future city-region risks.	1. An effective approach to assessing city-region risks in place. 2. Leadership and assurance of GM resilience system enables identification of problems and facilitates improvements in planning. 3. Improved public awareness and preparation for emergencies.	1. 100% of GMCA major decisions consider resilience. 2. 85% of GMs leadership feel prepared for future disruption ensuring that GM can continue to drive forward its ambitions even during periods of uncertainty.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	3. Greater public awareness of risks encouraging whole of society resilience and enabling residents and businesses to prepare for shocks, disruptions and uncertainties. 4. Resilience is a consideration in 100% of GMCA's major decisions, enabling strategic preparedness, prevention and whole of society resilience.				

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities GM can respond to any emergencies or major incidents they encounter	1. The GMRF partnership will maintain effective emergency response arrangements that reflect the changing risk context in 2035 whether terrorism, cyber, accidents and systems failures, natural and environmental hazards, human animal and plant health, societal risks, conflict and instability. 2. The whole of GM's society will have greater	1. The GMRF will have refreshed assurance processes in place to better target resources to improve response planning. 2. The GMRF partnership will have delivered 20 multi-agency exercises in 2025/26 to validate the implementation of learning from Inquiries and to ensure the multi-agency preparation for any response to civil emergencies is effective.	1. GMRF has embedded learning against 100% of the recommendations made by the Grenfell Tower Inquiry in 2025 [phase 2] for emergency response to ensure that GM's emergency responders are in the best place possible to respond should a similar incident occur in GM. 2. GMRF has achieved 90% compliance (based on an independent assessment) with the National Resilience Standards which set the bar for leading performance for local resilience forums in England to improve	GMRF has been independently peer reviewed and found to be effectively prepared for the emergencies and major incidents GM's businesses and communities face in 2035.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	capability to be resilient to a changing risk landscape and to thrive despite any emergencies it may face.		the assistance to communities in emergencies.		

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	People live in resilient and cohesive community where hate in any form is not tolerated.	New Hate Crime Standard that will improve reporting and Victim Experience. Launch by February 2026. Improved links and intelligence sharing between public sector institutions and communities in support of monitoring and responding to community tensions. GM prioritises developing a coherent approach to community cohesion, with a clear understanding of the risks and threats to develop a clear plan of action.	New Education programme for Hate Crime. Committed investment to annual partnership Hate Crime Awareness Weeks of action across GM – to increase reporting and direct victims to support. GM has emergency response plans in place to address community tension and disorder. Embedding hate crime response to wider GM cohesion work.	People live in resilient and cohesive community where hate in any form is not tolerated.	% of residents (16+) who reported experienced a crime (overall victimisation rate) / Residents feel their local area is a place where people from different backgrounds get on well together

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	Children and young people who may be at risk of entering the criminal justice system are diverted through youth activities and targeted training and education opportunities.	Mapped current out-of-hours offers through education settings in GM LAs, including CA, LA, and nationally funded programmes. 1 in 10 staff members in the GMCA group are T-Level/apprenticeships placements. Ensure PIED panels across GM are compliant with national guidance and delivering good outcomes for at-risk young people. Violence prevention community action network in place connected to all wider GM networks, and influencing GM policy and activity to tackle knife crime.	Young futures hub model is piloted in GM, connected to a wide range of youth provision, including youth justice, family hubs, Live Well Centres and education/employment opportunities. A blue-light pathway/gateway has been developed connecting disadvantaged children and young people to frontline, fleet and equipment, and Greenbook opportunities within GMFRS and GMP. Young people are able to access all GMFRS stations as Safe Spaces.	Young people in every community have somewhere safe and inclusive they can go in the evening and at weekends. Young people are supported into relevant opportunities to train or learn which take into account trauma and lived experience. X amount apprentices in service (GMFRS)	[no available indicator]

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		A GM Prevention Partnership is developed in line with government guidance.	Clear pathways exist for our most vulnerable young people into training and employment opportunities. Community-led approaches to preventing violence are standard practice across the city region.		

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	Every community (place) receives a whole system, partnership response to hotspot, seasonal and thematic safety issues supported by problem solving policing principles and resources.	Two new Op Vulcan sites identified and launched, aligned to Live Well development. Sustained year-round Safer Streets activity, targeted to reduce town centre and neighbourhood crime initially through Op Northstar (winter) Convene wider community safety and place partners to align place based partnership problem solving with complementary policing activity e.g. Op Avro to tackle wider community issues such as ASB.	Op Vulcan deployed to areas experiencing high levels of harm and crime, with consideration of wider policy goals, in each of GM's 10 LAs, with neighbourhood teams' local problem solving supported by central Vulcan resources. Partnership problem solving of community cohesion issues identified and delivered via Live Well centres across multiple localities. Op Avro regularly supported by targeted, partnership problem solving according to local need, as part of sustained Safer Streets activity.	Every community (place) receives a whole system, partnership response to hotspot, seasonal and thematic safety issues supported by problem solving policing principles and resources.	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	Police and fire services are visible and responsive, and residents feel confident they will receive an effective service.	GMFRS will have received a positive HMICFRS inspection report, achieving good or outstanding across all areas measured. GMFRS will support Housing First by piloting Property Checks through its Home Fire Safety Assessment Scheme.	GMP will be good or outstanding in all areas inspected under PEEL. Greater Manchester Police will deliver the Government's Neighbourhood Policing Guarantee (supported by hotspot policing and problem solving resources by request.) GMFRS and GMP made expected progress against low carbon plans. GMFRS will extend their prevention and protection work to support GM policy ambitions for safer homes and healthier residents.	GMP is recognised as the best metropolitan police force in the country GMFRS will continue to be one of the highest performing FRS in the UK, with further HMICFRS inspection retaining a good rating at least. GMFRS are an increasingly outward facing fire service, connected into GM priorities and communities	

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			GMFRS estate assets piloted as live well centres and/or spaces. Fire Cover review undertaken and recommendations progressing on time.	across Live Well, Housing First, MBacc.	
Safer, cohesive and resilient communities	Greater Manchester has an effective, integrated system of orders and interventions targeting perpetrators of Gender Based violence.	Deliver the country's first campaign to raise awareness and reduce coercive control by end of 2025, aiming to attract 3m views. Deliver 250 Domestic Abuse Protection Orders (DAPOs) in 2025. All GM Housing Providers signed up to a comprehensive approach to protecting survivors of Domestic Abuse and their Children involving	500 DAPOs are awarded per annum providing real protection to Victims/Survivors of DA. DAPOs are available across all areas of Greater Manchester. Greater Manchester will be able to confirm that no victim / survivor of domestic abuse should need to leave their home because of domestic	Greater Manchester has an effective, integrated system of orders targeting perpetrators of Gender Based violence. Spend on temporary accommodation related to GBV continues to decline.	% of residents (16+) who reported experienced a crime (overall victimisation rate)

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
		utilisation of occupation orders.	abuse. Spend on the use of Temporary Accommodation for cases related to domestic abuse reduces by £5 million per annum. A range of housing and support is offered to 150 perpetrators per annum to enable them to change their behaviour.		
Safer, cohesive and resilient communities	Greater Manchester is a trauma responsive city-region, where victims of crime or fire and those that have experienced trauma are worked with not on, by public	GM will have developed an understanding of the way in which community trauma, resulting from structural and systemic inequalities, impacts the way services are viewed and accessed. Sustainable funding is secured for the continuation of the ACE	All of Greater Manchester's anchor institutions are trauma informed and responsive with xx% staff/teams receiving specific training. Victim service provision is connected to Live Well centres, spaces, and offers,	The majority of education and work settings in GM are hardwired as relational, strengths-based and trauma informed, including GM public sector institutions.	% of residents (16+) who reported experienced a crime (overall victimisation rate)

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	services, with the VCSFE as core partners.	and Trauma Responsive GM Programme Victims support services will include a digital front door connecting residents to a range of supported VCSFE support offers, including Live Well centres, spaces, and offers to best meet the needs of service users. All GMFRS stations are Safe Spaces for vulnerable individuals experiencing a range of issues and trauma.	ensuring victims of crime can access the full range of support in their community. GMFRS Safe Spaces Stations are connected to local Live Well centres spaces and offers, ensuring individuals are supported beyond the crisis		

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
Safer, cohesive and resilient communities	Greater Manchester is a safe and honest place to transact and do business.	Every Local Authority area has its own Multi Agency Against Fraud (MAAF) partnership to identify and tackle fraud issues locally. Establish baseline £ lost to fraud for GM, and each LA area.	Cross-policy, sustainable funding is in place supporting fraud work at a GM level. Greater Manchester Fraud Partnership will be established, supporting and monitoring local MAAFs to tackle local fraud. Reductions in £ losses to fraud in each Local Authority	Losses to fraud reduced by XX per annum, with GM losing less £ to fraud per capita than similar force areas/combined authorities. Greater Manchester is a safe and honest place to transact and do business.	Police reported knife crime / % of residents (16+) who reported experienced a crime (overall victimisation rate)
Safer, cohesive and resilient communities	Support districts by running anti fly tipping campaigns to reduce fly tipping and anti-social behaviour	Campaign run across all 9 districts in GMCA waste arrangements	Reduction in fly tipping and ASB across GM	Reduction in fly tipping and ASB across GM	
Preventative public services that are	Residents facing multiple disadvantage	The prevalence of substance misuse within multiple disadvantage	As part of Live Well enhanced offer for those experiencing the	Residents facing multiple disadvantage	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
effective and fit for the future More people thriving, with fewer experiencing poverty and social/economic exclusion Safer, resilient and cohesive communities	can access an enhanced support offer via a universal 'no wrong door' pathway as part of the Live Well infrastructure. This is co-delivered by trusted VCFSE and public services through relational, strengths-based and trauma-informed practice that improves health and wellbeing, builds social connection and financial resilience, and where appropriate progress	and co-occurring conditions is recognised in the context of GMS priorities of Live Well and the Whole System Approach to Diversion from the Criminal Justice System. We will have identified and begun working with priority cohorts repeatedly dropping out of substance misuse services and facing multiple disadvantage. We will bring together learning from Housing First/Changing Futures/Wider Multiple Disadvantage work and co-occurring conditions (Including Holistic Case worker model) All 10 GM Localities will	sharpest social/economic/health inequalities, those experiencing co-occurring substance misuse, mental health, and homelessness are supported through the Prevention Demonstrator. As part of the Whole System approach to diversion, those on the cusp of entering/leaving the criminal justice system with a substance misuse need are identified and diverted to LiveWell supported interventions. GM will have a developed understanding of the impact of GM's	can access an enhanced support offer via a universal 'no wrong door' pathway as part of the Live Well infrastructure. This is co-delivered by trusted VCFSE and public services through relational, strengths-based and trauma-informed practice that improves health and wellbeing, builds social connection and financial resilience, and where appropriate progress	

State of City-Region Outcomes	End state/outcome	Year 1 (by end March 26)	Year 5 (by end March 2030)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
	towards good work.	build on substance misuse service data to understand their MD cohort, and adopting co-designed principles within an MD offer.	integrated MD offer on key indicators of system/demand failure: number of looked after children (preventable); economic activity due to substance misuse/MD; the number, and experience of, people experiencing homelessness; and the number of people leaving the criminal justice system with a substance misuse need.	towards good work.	