

What is a Forward Plan of Key Decisions? The Register is a published list of the key decisions which are due to be taken by the: • Greater Manchester Combined Authority (GMCA) • Greater Manchester Elected Mayor • Joint GMCA & AGMA Executive Board • Transport for Greater Manchester Committee • GMCA Resources Committee • GMCA's Waste & Recycling Committee • Statutory Officers of the GMCA These decisions must be published on the Register at least 28 clear days before the decision is to be taken, whether in public or private. The Register is updated at least once a	What is a Key Decision? A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed: (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester.	How to find out more on these proposed decisions The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA's website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk. For general information about the decision- making process please contact: Sarah Horseman - Secretary to the GMCA, Sarah.Horseman@greatermanchester-ca.gov.uk
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month. This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order'). The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of: Greater Manchester Combined Authority & Greater Manchester Mayor Tootal Buildings Oxford Street Manchester M1 6EU	The GMCA's has an Overview & Scrutiny Committee whose role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.	
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Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Green City Region							
GM Municipal Waste Management Strategy	To approve a 5 year GM Municipal Waste Strategy which aims to evaluate current waste services, performance metrics, external influences, future projections, and targets in line with national environmental goals, considering	Greater Manchester Waste & Recycling Committee Greater Manchester Combined Authority	8 Oct 2025 30 Jan 2026	Report with recommendations	Councillor Tom Ross Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk

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	recent government policies.						
GM Hydrogen Strategy	Approval of the refreshed hydrogen strategy for Greater Manchester.	Greater Manchester Combined Authority	30 Jan 2026	Report with recommendations	Councillor Tom Ross		Mark Atherton mark.atherton@greatermancaster-ca.gov.uk
Retrofit GM	Approval of the refreshed Strategy to retrofit buildings across Greater Manchester.	Greater Manchester Combined Authority	13 Feb 2026	Report with recommendations	Councillor Tom Ross		Mark Atherton mark.atherton@greatermancaster-ca.gov.uk
Transport							
Bus Franchising	To approve the award and variation of: (i) the franchise contracts relating to bus franchising;	Group Chief Executive GM Mayor Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025 Between 1	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	(ii) contracts for the provision of various franchise scheme related services and goods (including all contracts for the provision of equipment, hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme); and	TfGM as an officer of the GMCA	Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025		GM Mayor Andy Burnham GM Mayor Andy Burnham		

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	(iii) contracts for the acquisition and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme.						
Bus Depot Acquisitions	To negotiate and approve procedural changes for the acquisition of bus depots to support Tranches 2 and 3 bus franchising,	Group Chief Executive Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025	28 Delivering the Bee Network - Bus Fares Fleet Depots and CRSTS	GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	within previously approved capital and revenue budgets for bus franchising.						
Bus Depot Leases Tranche 2 and 3	To agree the final terms of leases of bus depots both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to be granted to the franchise bus operators for Tranches 2 and 3.	Group Chief Executive	Between 1 Oct 2025 and 31 Dec 2025	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com
Bus Depot Acquisitions	To agree the terms of any	Group Chief Finance	Between 1 Oct 2025 and	12 Delivering the Bee	GM Mayor		Jacqueline Elliott

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Treasurer Decision Tranches 1, 2 & 3	agreement between GMCA and TfGM to bring Tranche 1 leases in line with Tranches 2 and 3.	Officer	31 Dec 2025	Network	Andy Burnham		Jacqueline.Elliott@tfgm.com
Subsidised Services	To approve forthcoming changes to subsidised bus services.	Bee Network Committee Group Chief Executive	Between 1 Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham	Group Chief Executive	Stephen Rhodes stephen.rhodes@tfgm.com
Integrated Settlement Funding	To approve allocations and release of funding from Integrated Settlement Funding to transport capital and revenue programmes.	Group Chief Executive Greater Manchester Combined Authority Bee Network Committee	Between 1 Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham		Chris Barnes chris.barnes@tfgm.com

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Active Travel Programme	Approval to allocate and release funding to progress the development and delivery of the Active Travel Programme.	Bee Network Committee Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025 Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham	Group Chief Executive	Richard Nickson richard.nickson@tfgm.com
Local Growth Deal (1, 2 and 3) six monthly progress update	To grant Full or Conditional Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Steve Warrener steve.warrener@tfgm.com

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	Transforming Cities Fund.						
Transport Network Planning and Review Process	To approve the proposed approach to reviewing and developing the franchised bus network through a programme of network reviews. To approve the proposed network planning guidelines. To approve the 12-month programme of network reviews.	Bee Network Committee	Between 1 Oct 2025 and 31 Dec 2025	Report with recommendations	GM Mayor Andy Burnham		Stephen Rhodes stephen.rhodes@tfgm.com
Next Phase of Zero Emission Bus	To approve Integrated Settlement	Bee Network Committee	Between 1 Oct 2025 and 31 Dec 2025	Report with recommendations	GM Mayor Andy Burnham		Andrew Mee andrew.mee@tfgm.com

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Investment	funding to enable the procurement of the next phase of Zero Emission Buses.						
Tram Train and Next Generation Vehicles Pathfinder	To approve Integrated Settlement funding to continue development of the Tram Train and Next Generation Vehicles Pathfinder Programme.	Bee Network Committee	Between 1 Oct 2025 and 31 Dec 2025	Report with recommendations	GM Mayor Andy Burnham		Luke Bramwell Luke.Bramwell@tfgm.com
Tyldesley Travel Hub / Park & Ride	To approve the full business case and Integrated Settlement funding to deliver the scheme.	Bee Network Committee	Between 1 Oct 2025 and 31 Dec 2025	Report with recommendations	GM Mayor Andy Burnham		Luke Bramwell Luke.Bramwell@tfgm.com

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Technical Education & Skills							
Get GM Working Plan	To approve the Get GM Working Plan for publication by 1st September 2025 which sets out a ten year vision for our whole system approach to tackling labour market participation (employment, unemployment and economic inactivity*) and progression at work (earnings and job quality) to achieve an 80% employment rate and grow	Greater Manchester Combined Authority	Between 1 Nov 2025 and 31 Dec 2025	Report with recommendations	Councillor Eamonn O'Brien		Nic Witton-Dowd Nic.Witton-Dowd@greatermanchester-ca.gov.uk

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	the economy (GM 70.9%).						
Resources and Investment							
Greater Manchester Business Funds	To conditionally approve business investments to proceed to due diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	Councillor David Molyneux	Group Chief Executive	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk
Revenue and capital budget updates	Approve revisions to revenue budget and capital programme.	Greater Manchester Combined Authority Greater Manchester Combined	October 2025 February 2026	Report with recommendations	Councillor David Molyneux Councillor		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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		Authority			David Molyneux		
Mayoral General Budget 2026/27 and Precept Proposals including GMFRS	Consideration of the GM Mayor's proposal for the 2026/27 Mayoral General Precept including the Fire and Rescue Authority precept and whether Members of GMCA would wish to submit any written comments to the Mayor in line with the legal process and timetable.	Greater Manchester Combined Authority	January 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA General	To approve the 2026/27	Greater Manchester	February 2026	Report with recommendations	Councillor		Steve Wilson Steve.Wilson

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Revenue Budget 2026/27	budget relating to the GMCA functions (excluding transport and waste), including local authority contributions and use of reserves.	Combined Authority		ons	David Molyneux		@greatermanc hester-ca.gov.uk
Transport Revenue Budget 2026/27	To approve the 2026/27 GMCA budget relating to transport functions including the levy and statutory charge to GM local authorities and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanc hester-ca.gov.uk
Mayoral General Revenue	To approve the 2026/27 Mayor's	Greater Manchester Combined	February 2026	Report with recommendations	Councillor David		Steve Wilson Steve.Wilson@greatermanc

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Budget 2026/27 including GMFRS	General budget, including the Fire and Rescue Authority, use of reserves and calculation of the precepts and council tax rates.	Authority			Molyneux		hester-ca.gov.uk
Waste and Recycling Revenue Budget 2026/27	To approve the 2026/27 waste budget, levy to GM local authorities and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Capital Programme 2025-2029	To approve the capital programme, including the quarter 3 update to the 2025/26 budget and the 2026/27 budget and	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	forward plan.						
GMCA Revenue Update Quarter 3 - 2025/26	Approve any revisions to the 2025/26 GMCA revenue budgets at the end of quarter 3.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Approval of the GMCA Capital Strategy for 2026/27	To approve the 2026/27 GMCA Capital Strategy with sets out the overarching principles and processes by which capital and investment decisions will be made.	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Approval of the Treasury Management Strategy and Annual Investment	To approve the Treasury Management Strategy Statement, Borrowing	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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Strategy 2026/27	Limits and Prudential Indicators for 2026/27 to 2028/29.						
Tender for Single Supplier Framework for the Provision of Election Print	To award Single Supplier Framework for the Provision of Election Print GMCA 1534	Group Chief Finance Officer	November 2025	Contract award report	Councillor David Molyneux		Emma Burnett emma.burnett@greatermanchester-ca.gov.uk
Housing First							
GM City Deal Receipts - Investment Approval Recommendations	The approval of investments funded with City Deal Receipts received from Homes England.	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
GM Brownfield Programme	The allocation of funding from GMCA's brownfield programme to	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report with recommendations	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greatermanchester-

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	residential developments in GM.						ca.gov.uk
Greater Manchester Housing Funds	To conditionally approve housing investments to proceed to due diligence and/or note commercial changes to existing investments	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Agreement to using further Greater Manchester Housing Investment Loan Fund surpluses	To agree the further use of Greater Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the GM Housing Strategy	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk

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Greater Manchester Property Funds	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Greater Manchester Combined Authority	Between 1 Oct 2025 and 31 Dec 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
GM Single Investment Pot - Equity Investments in Residential Developments	The approval in principle to various GMCA equity investments to deliver residential developments in GM.	Greater Manchester Combined Authority	7 Nov 2025	Report with recommendations	City Mayor Paul Dennett		Laura Blakey laura.blakey@greatermanchester-ca.gov.uk
Greater Manchester Temporary Accommodation Supply Programme: Empty Homes	To approve the allocations of £11million funding to bring empty homes back into use and	Greater Manchester Combined Authority	28 Nov 2025	Report with recommendations	City Mayor Paul Dennett		Joe Donohue joseph.donohue@greatermanchester-ca.gov.uk

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and Leasing	lease accommodation for households who would otherwise be in unsuitable temporary accommodation.						
Culture							
Greater Manchester Night Time Economy Strategy (2025-30)	GMCA approval of the Greater Manchester Night Time Economy Strategy (2025-30), which aims to ensure residents and visitors live well at night in a safe, accessible and diverse 24-	Greater Manchester Combined Authority	7 Nov 2025	Report with recommendations	Councillor Neil Emmott		Joe Heys joe.heids@greatermanchester-ca.gov.uk

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	hour city-region. It will also outline new governance for the night time economy, including a refreshed Night Time Panel and a GM Night Time Economy Officers Group.						
Economy, Business & Inclusive Growth							