

Greater Manchester Combined Authority

Report for Information

Date: 28th November 2025

Subject: The Greater Manchester Strategy Delivery Plan & Linked Papers

Report of: Andy Burnham, Mayor of Greater Manchester and Caroline Simpson ,
Group Chief Executive

Purpose of the Report:

To present the draft Greater Manchester Strategy (GMS) delivery plan headlines to GMCA prior to publishing this as a live version . The paper also summarises the feedback received from stakeholders and describes the links between the SMS, Delivery Plan and other GM Strategies.

Recommendations:

GMCA is requested to:

1. Review and approve the SMS delivery plan headlines as appended and provide any comments, prior to publishing the live version .
2. Note the feedback received from stakeholders across the GM system, which has been addressed in the final draft.
3. Note the link between the SMS Delivery plan and the other papers being reviewed.

Contact Officers

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BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Key Decision:

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

No

Legal Implications and Advice:

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

Risk Implication, including Risk Appetite:

N/A

Financial Implications:

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

Equalities Implications:

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

Carbon and Sustainability Implications:

Recommendation - Key points for decision-makers

Insert text

Impacts Questionnaire

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

Alternative Options considered:

N/A

Consultation & Communication Implications and Advice:

Partners and stakeholders from across GM have been consulted in the development of this plan and have contributed to it. A programme of engagement has now taken place with key feedback being incorporated into the updated version.

Comments/recommendations from Overview & Scrutiny Committee

The Overview & Scrutiny Committee discussed the GMS Delivery Plan at their meeting on 29th October. The plan was generally received well with some further discussions and information requested related to transport, housing and prevention demonstrator. These actions are being taken forward.

List of Appendices referred to:

N/A

Background Papers

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

1. Introduction and Background

1.1 The draft Greater Manchester Strategy (GMS) Delivery Plan sets out those actions to be delivered in support of achieving the GMS vision. While the Plan will continue to evolve and develop, this is the first full draft of headline actions following the launch of the GMS in July and has been developed through engagement across the GM system.

2. Delivering the Greater Manchester Strategy Priorities

2.1 The draft GMS delivery plan headlines outline the priority actions to be taken across the GM system to achieve our growth and prevention ambitions, supporting the realisation of the GMS vision and the fulfilment of our pledges.

2.2 The plan is underpinned by the seven workstreams set out in the GMS which are intended to fix the foundations of life - shelter, safety, mobility, opportunity and support – creating a thriving city region which is a great place to do business and where everyone can live a good life. They will be delivered in a way that ensures a greener, more equal future for all.

2.3 These workstreams are:

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

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

2.5 The GMS Performance framework (now incorporated into the Delivery Plan) was signed off at the GMCA meeting in June. It sets out how we will track progress against the GMS vision and the extent to which GM is meeting the ambitions for

the city region. We are proposing to update the GMS delivery plan every quarter to show updates and progress, and publish the performance framework once a year, which will show the key indicators against the delivery plan items and if they are on track to delivering the end state. The GM Tackling Inequalities Board will also have an enhanced role in overseeing progress towards the GMS Vision and to hold the system to account for following through on its equality commitments.

3. Responding to feedback on the delivery plan

3.1. A working draft of the GMS Delivery Plan was widely shared from September 2025 to allow key partners and stakeholders to be sighted on the proposed deliverables and provide feedback on these.

3.2. A number of common themes emerged from the feedback, and these are summarised below. These points have been reflected in the updated draft. Key points made include:

- **Clarity of Ownership and Accountability** - the need to clearly assign ownership of actions (the internal, and more detailed, version of the delivery plan includes clear ownership, which creates this accountability);
- **Consistency in Detail and Granularity** - the need to ensure that there is a consistent level of detail across the actions;
- **Need for Simplification and Streamlining** - ensuring there is not duplication or excessive detail;
- **Performance Framework and Monitoring** - ensuring there is alignment with the Performance Framework;
- **Equalities and Inclusion** - the need to ensure equalities and inclusion are integrated and embedded across all workstreams;
- **Local Authority Role and Alignment** - ensuring alignment to local strategies and plans and clarifying the role of local authorities in supporting delivery;
- **Feasibility & Resourcing** - the need for capacity to keep pace with delivery;
- **Governance** - the need to be clear about how the plan will be governed.

4. Links to other Strategies and Plans

4.1 The GMS Delivery Plan incorporates the headline delivery actions from other strategies and plans in each workstream area. It serves as a coordinating framework that aligns priorities without duplicating or overriding existing strategies, ensuring coherence and clarity across the city region's collective ambitions.

4.2 In addition to the Delivery Plan, a number of related key plans are also coming forward to this GMCA meeting. These include:

4.3 The **Integrated Pipeline** is the spatial representation of the GMS Delivery Plan.

- In its first form it is focussed on our growth and place ambitions, helping us to understand our pipeline of development opportunities over the next 10 years and the interdependencies between them and the infrastructure they require.
- Processes and methodologies will be developed as part of the Integrated Pipeline activity to be able to align our investment decisions and resources to our growth ambitions to provide visibility and assurance to decision makers. The public facing Integrated Pipeline will provide visibility to GM residents and businesses on the growth and place making they can expect to see over the next decade.

4.4 The **GM Investment Strategy** sets out the strategic approach to managing the **GM Good Growth Fund**.

- Delivery of the Investment Pipeline requires over £1bn of investment per year over 10 years, from local and national sources and the private sector.
- It also includes proposals on the sequencing of investment over the coming years, for decision, to start delivering the investment priorities across the city region.

4.5 Greater Manchester Transport Strategy 2050 and Transport Delivery Plan are GM's proposed new statutory **Local Transport Plan**.

- Aligned with the priorities set out in the GMS and the GMS Delivery Plan, it outlines how we will develop the Bee Network and the wider transport network to 2050 enabling a transport system for a global city region.

4.6 Producing a **Get GM Working Plan** is a requirement of the Government's Get Britain Working White Paper. It draws together the elements of the GMS Delivery Plan which provide a clear line of sight into high quality jobs, and everyday support in every neighbourhood (the 'Live Well' model) setting out a ten year vision for our whole system approach to tackling labour market participation and progression at work.

4.7 The Government has also required GM and other Mayoral Combined Authorities to produce Local Growth Plans. The **draft Local Growth Plan** being brought to the GMCA meeting is a rearticulation of the growth-specific elements of plans set out above (and other pre-existing GMCA plans and strategies like the Local Industrial Strategy) to meet the Government's requirements. It brings together the key elements from GM's existing plans signposting:

- How the Greater Manchester Strategy sets out GM's plan for local growth;
- The established evidence base in GM on the opportunities and barriers to growth (agreed with Government);
- How the Investment Pipeline sets out GM's priorities for investment;
- How GM's sector plans, agreed at the September 2025 GMCA meeting, that build from the existing GM Local Industrial Strategy, capture GM's plans for sector growth;
- How the GM Innovation Plan links the leading R&D in GM's universities with business growth, including through the new **Local Innovation Partnership Fund** announced by the Government;
- How GM's nationally leading GM Business Growth Hub provides a clear single coordination point for business support in GM that links national and locally funded programmes aimed at boosting growth;
- How GM's International Strategy has provided the framework for strengthening and focussing our city-region's strategic and economic relationships with similar city-regions and places with links to our industries and communities.

5. Next steps

5.1 The delivery plan is intended to remain a 'live' document that is flexible and able to respond to system need. Following publication by the end of the year, work will continue with policy leads and key partners over the coming months to further refine content under each workstream, with a quarterly updated on progress being produced.

6. Recommendations

6.1 Recommendations appear at the front of this report.