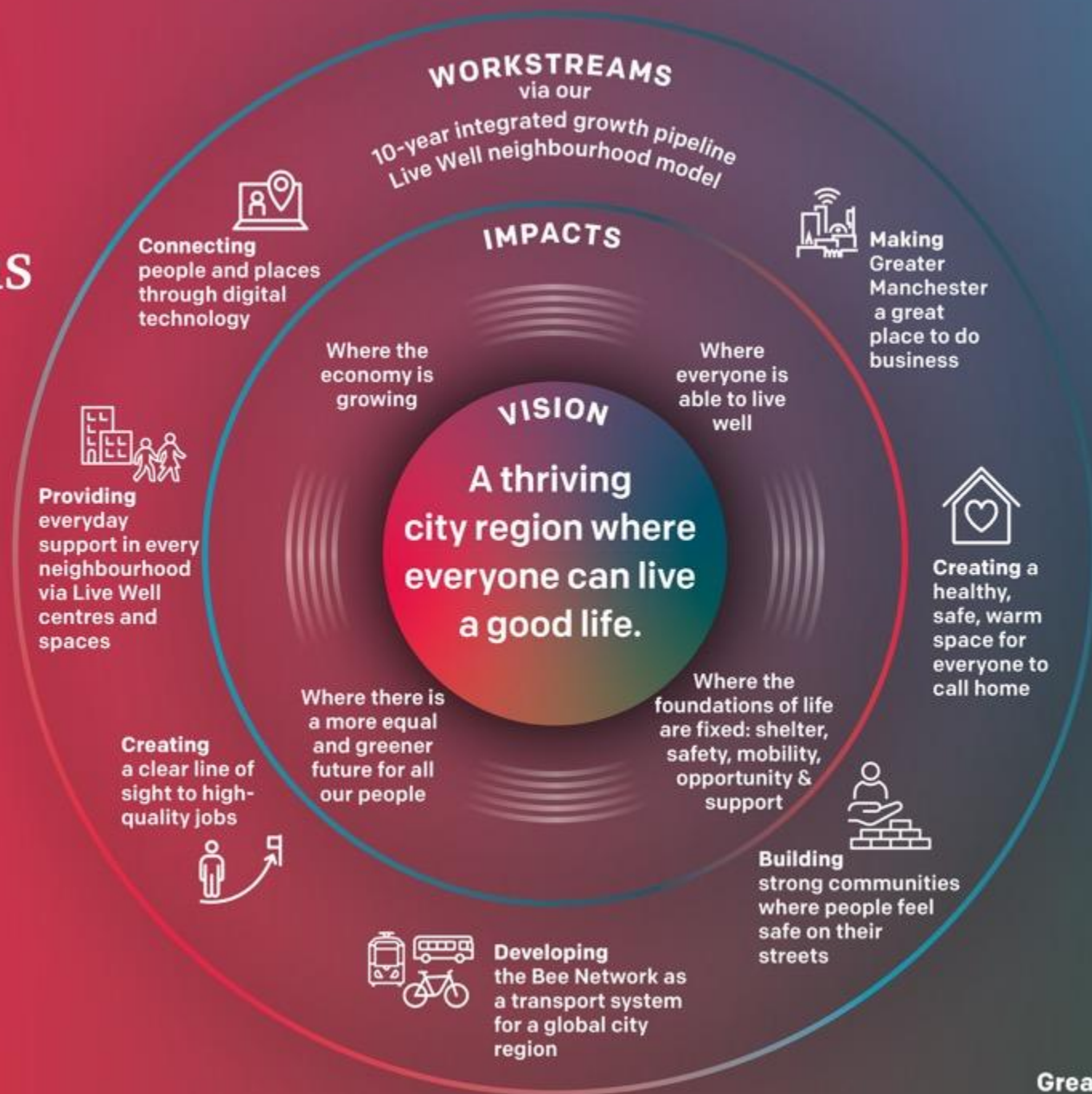

together
we are

GREATER MANCHESTER

Greater Manchester Strategy 2025–35

Delivery Plan Overview

Together we
are creating
the conditions
for people
to thrive.



GMS Delivery plan

The GMS Delivery Plan is being developed with input from partners across the system. It will be a live document, to be updated as actions are finalised. This overview sets out the end states for each of the GMS workstreams, some of the key deliverables over the 10 years of the GMS, and example actions from the first year which will continue to be updated.

As the Delivery Plan is filled out it will show:

- The tangible **actions and end states** across our 7 workstreams.
- How our 7 workstreams will be delivered in a way that ensures a **greener and more equal future** for all.
- Once in motion, the **delivery plan will be updated by workstream leads every quarter** to show progress on delivery (starting from quarter ending March 26).
- **A yearly performance report** will be published in-line with the performance framework approved at June GMCA meeting (starting from July 26, 1 year post strategy launch).

Healthy Homes for all

End state: Everyone will live in a good, warm, safe place they can call home. With support from the Government, our Housing First approach and unit will turn the tide on the housing crisis.

GMS delivery plan activity:

- By 2027 we will be **building more social housing than we are losing** through right to buy, working with Homes England to prioritise funding in GM for the Social and Affordable Homes Programme.
- By 2030 we will aim to **approve 75,000 new homes** across all 10 local authority areas.
- By 2030 there will be at least **10,000 new, energy efficient homes for social rent** across all 10 local authority areas
- By 2035 the **quality of rented housing across Greater Manchester will have significantly improved** to coincide with the introduction of the new Decent Homes Standard, with fewer Category 1 Housing Health & Safety Ratings System risks being identified through property checks and other enforcement activity.
- By 2035 there will be a sustainable **reduction in the number of families and vulnerable adults in unsuitable temporary accommodation** in GM overall
- By 2035 **Rough sleeping is a rare, brief and non-recurring experience** with homelessness prevention and housing advice fully embedded as a core offer in Live Well

Healthy Homes for all

Year one actions – examples of what we are doing now:

- Approval of GM Temporary Accommodation Supply Programme
- 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.
- Housing First Unit launched
- Completion of Property Check Salford Pilot and evaluation outcomes. Additional funding delivered to support council capacity to deliver checks
- 200,000 properties owned by landlords signed up as Supporters of the Good Landlord Charter.
- Development of integrated pipeline for social and affordable housing programme with agreement with HE on approach to prioritising funding in GM for Social & Affordable Homes Programme (SAHP)

Safe and Strong Communities

End state: Our streets and public transport system will be safe and clean in peaceful, integrated and welcoming communities. We'll have consistently high performing police and fire services.

GMS delivery plan activity:

- By 2029 **Operation Vulcan** will be deployed to areas experiencing high levels of harm and crime in each of GM's 10 LAs, leading to reduced crime and anti-social behaviour.
- By 2029 there will be **sustained improvements in perceptions of safety on and patronage on the Bee Network**, and by 2035 the **Bee Network will be the safest in the country**
- By 2029, GM will be a **national pioneer for cohesion** with an integrated approach to managing the impact of asylum and immigration, tackling emerging threats of violence, and supporting young people via VRU and safeguarding hubs. Education settings will promote belonging and resilience, and funding will be aligned where possible to empower residents to build stronger communities as part of Live Well.
- By 2035 **95% of residents will reporting feeling safe** in their local area
- By 2035 Greater Manchester will experience **50% fewer knife crimes**, in line with national targets
- By 2035 **children and young people at risk of entering the criminal justice system will be diverted through access to tailored support** including youth activities, targeted training, and education pathways (Mbacc) and will be able to access all GMFRS fire stations as Safe Spaces
- There will be **year on year reductions in instances of Gender Based Violence** and by 2035 GM will experience **50% fewer instances of GBV** than at the outset of this strategy.
- By 2035 30% of GMs residents will feel prepared for future disruption ensuring that GM can better continue to drive forward its ambitions even during periods of uncertainty.

Safe and strong communities

Year one actions – examples of what we are doing now:

- Targeted outreach to our communities with the lowest levels of trust and confidence; and lowest perceptions of safety Greater Manchester baseline for knife crime defined in line with Government Guidance.
- Deliver national Safer Streets policing initiatives in partnership locally, including the Safer Streets Summer and Winter Initiatives.
- Violence prevention community action network in place connected to all wider GM networks, and influencing GM policy and activity to tackle knife crime.
- Launch of TravelSafe LiveChat for the Bee Network, providing an enhanced experience for passengers using LiveChat to report issues and concerns, with timely referral arrangements
- New Hate Crime Standard that will improve reporting and Victim Experience. Launch by February 2026.
- A GM Framework for Cohesion developed with GM governance including a set of GM Standards
- Two new Operation Vulcan sites identified and launched, aligned to Live Well development for the 'Build' element of 'Clear, Hold, Build', leading to less crime and anti-social behaviour in those areas.
- 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 in 2025.

A transport system for a global city region

End state: The Bee Network will connect people to jobs, education and leisure opportunities like never before. With better, safer, easier and more affordable connections – all under one Bee Network brand.

Key delivery plan activity:

- We will **improve connectivity** to the public transport network. By 2030, 90% of people in Greater Manchester will be within a five-minute walk of a bus or tram that comes at least every 30 minutes.
- By 2030 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.
- 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.
- We will have the **UK's first fully electric, integrated transport system** across active travel, bus and tram services, supporting carbon neutrality by 2038.
- 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.
- By 2040 we are aiming for **no-one to be killed or seriously injured** on our roads.

A transport system for a global city region

Year one actions – examples of what we are doing now:

- Introduce growth interventions on bus network including higher frequency services and new night buses
- Successfully complete Metrolink track maintenance
- Deliver 160km of Bee Active routes
- Deliver further Bee Network crossings and walking and wheeling improvements at junctions - 9 delivered
- Deliver up to 40 school streets and continue to develop proposals for more - up to 100 by 2028.
- Deliver improvements and renewals to crossings within 400m of schools where no safe place to cross the road is available - up to 120 crossings
- Simpler rail fares in place across all GM stations, as a first step towards the integration of rail into the Bee Network
- In August 2025 run a concessionary pass trial, meaning concessionary pass holders can travel for free before 9.30am. Repeat the trial in November 2025 to gather more data
- Launch digital Our Pass and half price bus travel offer for 18–21-year-olds
- Reach annual patronage targets of 176.5 million bus network journeys, 47 million Metrolink journeys & 512,000 cycle hire journeys

A clear line of sight to high-quality jobs

End state: GM will be the UK's leading engine of social mobility, with all children and young people having the opportunity to thrive with a clear path towards a good job in our growing economy.

Key delivery plan activity:

- By 2029 we will **narrow the gap on school readiness** through a consistent best start in life family hub offer, improved early access to speech and language support and investment in multiagency workforce skills and competencies that support child development.
- By 2029 **School Attendance for disadvantaged learners will be above 93%.**
- By 2029 we will **deliver a GM Youth Guarantee for 15–25-year-olds**, delivering consistent and targeted NEET engagement and prevention, tailored employment support and a guaranteed post-16 place for all learners.
- By 2029 96% of secondary schools and colleges will be delivering **high-quality careers education, information, advice and guidance** with 50% implementation of the Gatsby Benchmarks. By 2035 high quality CEIAG will be embedded in all education institutions and everyday support services.
- By 2029 90% of schools and colleges will be working towards a tailored MBacc plan and we will have fully rolled out the MBacc award for all students following a technical pathway. This means that by 2035 **most young people (aged 14-18) will be able to choose an MBacc pathway that meets their aspirations and leads them to a good job in GM's economy** supported by 45 days of industry experience by age 19.
- By 2029 we will increase the number of residents able to access place-based, tailored skills and employment support to a) enter or sustain work, b) upskill and progress in their careers into good jobs in GM's economy. **Narrowing the gap with the national employment rate with good sustainable jobs that pay well.**
- By 2029 we will grow the volume of higher technical skills for key growth sectors delivered across GM's Colleges and Providers. By 2035 we will ensure that **businesses can access the skilled pipeline needed for our key growth sectors** through skills provision that is employer informed, responsive to local need & occupation specific.
- By 2035 **Post-16 technical provision and apprenticeship pathways** for young people are clear, match their aspirations, are fully aligned with the region's economic needs and offer clear progression pathways.

A clear line of sight to high-quality jobs

Year one actions – examples of what we are doing now:

- Deliver Think Equal programme across all 980 reception classes and 1,200 nurseries to strengthen social-emotional development.
- Launch GM 2–5 Parent-Toddler Mental Health Hub to address gaps in early years mental health support.
- Distribute 1,800 Safe Start sleeping bundles via GM Baby Banks network to the most vulnerable families.
- Improve access to early education for disadvantaged children, sustaining increased take-up of 15-hour entitlement for 2-year-olds.
- Create 5,800 additional FE college places to address the 16-19 sufficiency gap.
- Roll out applied computing certificate to 1,000 young people and deliver AI skills programme to another 1,000.
- Support 22,098 out-of-work residents into employment through tailored adult skills and employment support.
- Support 2,700 adults to progress to Level 3 qualifications in GM priority sectors

Everyday support in every neighbourhood

End state: A network of inclusive and empowering Live Well centres, spaces and support offers will unite people, communities and services. Together, we'll co-create the conditions for healthier, happier lives with belonging, hope, and opportunity.

Key delivery plan activity:

- By 2029, **Live Well centres and spaces will be available from every neighbourhood**, driven by local people and supported by the VCFSE sector and integrated public service teams.
- By 2029, we will **improve the wellbeing of young people** (tracked through the #BeeWell survey) by at least 1% annually.
- By 2035, the **% of children living in poverty will have decreased** compared to 2025 (households below 60% of median income).
- By 2035, **access to mental health services for adults and young people will have expanded**, with ongoing improvements against the 55,000 children and young people receiving at least one contact in Year 1.
- By 2035, public services will routinely collaborate with people, communities, and the VCFSE sector to **co-create conditions that enable people to live well and reduce gaps in healthy life expectancy** across communities.
- By 2035, residents furthest from employment and facing multiple barriers will be **supported to progress towards and secure good work** through a fully integrated 'no wrong door' approach.

Everyday support in every neighbourhood

Year one actions – examples of what we are doing now:

- Launch Live Well Centres/Spaces, with at least one Centre open in every locality
- 10 Locality Implementation Plans completed and operational
- Over 50,000 people receive Social Prescribing support, with data showing improved wellbeing
- Publish Live Well in Later Life Blueprint and mobilisation plan with £1.9m neighbourhood investment
- Establish Live Well Communities Fund over £1m grants to 300 grassroots groups, benefiting up to 4,000 people
- Support 79,310 residents to prepare for work, including 13,094 via 1:1 employment support and 66,216 through skills development
- 6,100 residents in work supported to remain employed through integrated health and employment offer
- Deliver Year 1 of GM Make Smoking History Framework, driving a reduction from 12.5% adult smoking prevalence baseline
- The proportion of patients admitted, transferred, or discharged from A&E within 4 hours will increase to 78%
- The proportion of patients waiting longer than 18 weeks for elective treatment will reduce to 68.2%
- We will increase the number of residents who feel it is easy to contact their GP practice, measured against a baseline of 1,449,589 general practice appointments

A great place to do business

End state: Our ten-year integrated pipeline has increased our economic output and spread the benefits of growth across the city region, helping to rebalance our community, and achieve the opportunities in our Growth Locations. GM's productivity is now above the national average (from 70% in 2025) & still growing.

Key delivery plan activity:

- Our ten-year integrated pipeline will create **10,000 jobs by 2029** and **5 million sqft of new employment space by 2035**.
- **By 2029, innovations within the Foundational Economy have been adopted** 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.
- By investing in our high potential growth sectors, fostering innovation and leveraging private match funding into Research and Development, we will develop a mature investment environment with the right mix of innovation, start-up, scale up and growth funding and high gross investment rates relative to the rest of the country, **culminating in raising our productivity above the national average by 2035**.
- Delivery of a substantial proportion of the **£12bn of net-zero investment to assist with meeting carbon neutrality in 2038**.
- Through strengthening partnerships with global cities and promoting our priority sections, we will maintain GM's position **as the UK's best location for international investment**. Levels of investment in GM businesses is strong with an average gross investment rates amongst the highest of UK city regions.
- **By 2035**, through the support provided by our business support programmes, **businesses are increasingly growth focused and have the assistance they need to embrace the opportunities of the GMS, GM's Growth Locations, and integrated pipeline**.
- **By 2035**, 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 region's diversity, creativity, & heritage.

A great place to do business

Year one actions – examples of what we are doing now:

- Integrated business support secured through the Growth Hub, with coordinated delivery across skills, innovation, and sector development
- First integrated employment and housing pipeline launched, signaling 10-year land supply and investment opportunities to the market, and backed by a £1bn Good Growth Fund
- £1 billion net-zero investment pipeline developed with initial financing models operational
- GM's inward investment, export support, and sector internationalisation secured for the medium term, with trade missions active
- Local Innovation Partnership Fund deployed, complementing national UKRI funding and mobilising the region's universities and research institutes
- Development Forum established with first cohort of the GM Skills Academy's regeneration pathway underway

Digitally connected places and people

End state: GM will be a fully digitally enabled city-region, giving people the connectivity, tools and know how to work and live smarter. We'll do this by ending the digital divide and building connected communities with access to digitally-enabled public services and economic opportunities.

Key delivery plan activity:

- By 2029 20,000 **social housing properties will benefit from IoT (Internet of Things) technology**, fostering resilient and empowered neighbourhoods.
- By 2029 we will have **developed a model of community Wi-Fi** that could be replicated in other areas, developing an initial pilot in 2027 and extending to 3 localities by 2029.
- By 2029 we will **increase take up of cyber and digital MBACC pathways, increasing take up of the cyber T-levels**, ensuring every resident has a clear pathway to high-quality digital jobs.
- By 2030 **no-one in GM will be offline due to poverty**, and there will be support to get online, safely, across GM.
- By 2035 all areas in GM will benefit from **access to high-speed fixed and wireless digital connectivity**, supporting seamless access to public services and economic opportunities.
- By 2035, we will **mobilise GM as an internationally significant AI cluster**, with responsible AI innovation and adoption across public, VCFSE and commercial sectors, including by establishing the GM AI and Data Innovation Office in 2026 for the public sector alongside other programmes.

Digitally connected places and people

Year one actions – examples of what we are doing now:

- Running a community Wi-Fi pilot in one area, Creating Digital Infrastructure place plans across 3 GM localities, and Digital Place Makers piloted in these localities.
- Promote and celebrate initial adoption of GM Digital Infrastructure Wayleave for Housing, enabling the connection of 4k homes, and GM LORAWAN network launched.
- Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network
- Increase Cyber & Skills Development: Established CyberFirst Gold Colleges in five localities, launched MEGAHub in Oldham, expanded Cisco NetAcad to 55, re-established cyber ecosystem forums, launched the Northwest Cyber Corridor website, and defined GM's role in the National Defence Industrial Strategy
- 460 online centres mobilised across all 10 localities, improving access in the most deprived communities
- 175 social housing properties benefitting from Internet of Things (IoT) connectivity and devices from 5GIR project across Manchester, Wigan and Stockport.

A greener future

End state: We will maintain our commitment to reach carbon neutrality by 2038.

Key delivery plan activity:

- All residents will have access to advice and, where eligible, financial support to improve the energy efficiency of their home. **By 2030 there will be at least 10,000 new, energy efficient homes for social rent** across all 10 local authority areas.
- By 2030, we will have the UK's **first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038.**
- We will **increase the amount of renewable energy and heat generated in Greater Manchester to increase energy security and reduce the cost of energy** for all and work across the public sector to decarbonise heat and transport on the public estate.
- We will **increase the quality and quantity of local community green space and expand the best spaces for nature** to ensure people have access to a nature rich place near to where they live.
- We will work with partners to **increase climate adaptation, including delivery of an Integrated Water Management Plan** to manage our water resources, reducing the risk of flooding, increasing climate resilience and improving the quality of our lakes and rivers.
- We will **support growth in the clean sector and support green skills and increased carbon literacy** to develop a more circular economy.

A greener future

Year one actions – examples of what we are doing now:

- Attain zero exceedances of the legal limit for Nitrogen Dioxide pollution
- Delivery mobilisation of the £2.8million GM Public Building Retrofit Fund. Refine approach to embodied carbon best practice to prepare for integration with Places for Everyone planning guidance in 2028.
- Delivery mobilisation of the £26.5million GM Warm Homes Programme to retrofit to social and private homes. Design integration of retrofit activity with Good Landlord Charter to improve housing standards in private rented sector
- £1bn Net-Zero Investment pipeline, and initial investment model(s), developed.
- Four low carbon heat networks in procurement by 2026
- Support deployment of 35MW renewable energy including rooftop solar PV across all domestic, public sector and commercial buildings.
- Prioritise local authority-owned designated sites for nature conservation through delivery of the Local Nature Recovery Strategy.
- Support a further 12 projects through the Green Spaces Fund to create or enhance green spaces in local communities
- 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 place-based water plans e.g. Hindley.
- Launch a new Circular Economy platform in 2025 to reduce waste and increase year on year carbon savings.

A more equal future

End state: Everyone can live a good life in Greater Manchester.

Key delivery plan activity:

- By 2027 **equity, equality and inclusion will be embedded across all seven priority workstreams** and progress will be effectively tracked and evidenced by clear and meaningful metrics.
- By 2027 an effective process will be established to ensure policies and plans are designed and implemented to **reduce spatial, demographic, socio-economic and health inequities** to include comprehensive equality impacts assessments.
- By 2027 we will establish **robust governance and accountability structures and culture** to oversee and drive our work to tackle inequalities.
- By 2027 the principles of the Greater Manchester **VCFSE Accord** will be visible in all our work with clear governance and accountability structures.
- By 2028 the principles and commitments of the Greater Manchester **Faith, Belief and Interfaith Covenant** will be visible in all our work.
- By 2028 **lived experience will be baked into the design and delivery** of all workstreams.
- By 2028 we will have more **representative civic leadership** in the city region
- By 2030 we will have **measurably improved race equity** across leadership, workforce, engagement, investment and public services and practices
- By 2035 our **public sector workforce** will reflect the demographics of the city region's population

A more equal future

Year one actions – examples of what we are doing now:

- Delivery of the Workforce Inclusion Programme GM Councils, GMCA, GMFRS, TfGM and Growth Company
- Implementation of the Race Equity Framework in GM Councils, GMCA, and TfGM
- Delivery of the 2025 Civic Leadership Programme and Alumni Network
- Implementation of the Faith, Belief and Interfaith Covenant in GMCA
- Commissioning of Equality Panel facilitation and annual report of Equality Panel activity and impact
- Support Local Authorities to create and deliver age-friendly delivery plans, focused on tackling inequalities in ageing.