

Action number	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	Links to external material
	Objective 1: Increase renewable energy generation and energy storage installed					
1.1	Increase the capacity of local energy generation and storage across all domestic tenures	Social landlords; GMCA; LAS				
1.1.2	Develop financial mechanism and models to support the uptake of low carbon technology across social housing stock	GMCA; Social landlords; National Government	Options analysis in progress through the Net Zero Accelerator.	Green	Offers from Pineapple and EBIS were made to the Greater Manchester Housing Partnership (GMHP). The Pineapple discovery exercise launched with 6 Registered Providers (RPs) signed up; with a focus on decarbonising communal heating. The CEO forum was briefed on GMCA's overall Social Housing retrofit investment policy and approach. Next quarter we will see the conclusion of the Pineapple discovery phase.	https://greatermanchesterca.sharepoint.com/sites/Enviro-NetZeroAccelerator/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FFEnviro%2DNetZeroAccelerator%2FShared%20Documents%2FGeneral&viewid=8db91a89%2Dfb1%2D4202%2Da776%2Df747a28f08a2
1.1.3	Work with partners to actively review technological developments for all renewable energy and battery technologies	GMCA	Ongoing engagement with the sector within GM and nationally.	Green	The first industry group was a success with high attendance and engagement from stakeholders. A follow up virtual meeting was held in December to consolidate actions and recap on discussions. The next in-person event is planned for February. We will monitor success of stakeholders, with them taking ownership of individual actions	
1.2	Increase the capacity of large scale renewable energy generation and storage including solar PV and onshore wind	ENWL; GMCA; LAS; Business				
1.2.1 & 1.2.2	Undertake a rapid review of local bottlenecks for the development of low carbon technologies e.g., grid capacity and connections, planning constraints etc and review public sector opportunities for large scale grid connected renewable energy and storage and progress delivery models	National Government; GMCA; LAS	Delivery through the Net Zero Accelerator, including finalising the Levelised Cost of Energy (LCOE) study.	Green	There was no further action in this area this quarter.	
1.2.3	In those areas where large scale renewables are viable, ensure that the public and landowners are engaged and informed	GMCA; LAS	Ongoing action by local planning authorities on renewable energy applications. Additional work on ad-hoc basis by GMCA and others for innovative technologies - promotion of hydrogen priority.	Green	The final report on the viability of large solar and wind sites connected to the grid; which looked at 25 sites, has been issued. The report suggests that smaller solar sites are not viable: as the cost of generation is too high. Larger sites are more viable but not able to connect under the new connections regime. A couple of wind sites were close to viability and we are considering the next steps. We will see a study extension looking at smaller solar direct wire connection to hospital sites, with work on this already underway. We will determine next steps on the advancement of direct wire sites once this study is complete.	
1.3	Consider maximisation of onsite renewable energy generation and storage	Public bodies; Business; NGOs				
1.3.1	Encourage and accelerate the integration of property level renewable energy and battery storage for business, community and public building (including schools) - Business.	GMCA; LAS	Engagement of businesses through Bee Net Zero, linking to Steve Hasaal's work	Yellow	The Bee Net Zero (BNZ) Task & Finish group (T&F) on Comms & Engagement met on 28th November 2025. A draft plan for a comms campaign on commercial retrofit was presented to the BNZ board on 07th January 2026. This will be updated and finalised in January 2026, with a campaign to launch thereafter.	
1.3.1	Encourage and accelerate the integration of property level renewable energy and battery storage for business, community and public building (including schools) - Community & Public Buildings.	GMCA; LAS	Delivery of Powering our Schools phase 1 and development of phase 2. Working with GB Energy.	Green	3 further sites have completed with Mayoral Renewable Fund (MRF) funding and another 7 are due to complete before the end of March. A Phase 2 delivery model will be decided upon in the coming quarter.	
1.3.2	Further roll out and increase awareness of the Bee Net Zero and Community Energy Funding programmes - Bee Net Zero	GMCA	Continued awareness of programmes.	Green	The Bee Net Zero (BNZ) Task & Finish group (T&F) on Comms & Engagement met on 28th November 2025. Based on discussions and feedback, a strategy and forward look plan has been produced for the group, to be presented back and finalised on 07th January 2026. This quarter will see the strategy finalised, the BNZ website refreshed, a campaign (in addition to the commercial retrofit one) to be designed and potentially launched, and T&F group members' networks mapped out.	
1.3.2	Further roll out and increase awareness of the Bee Net Zero and Community Energy Funding programmes - Community Energy	GMCA	Continued awareness of programmes.	Green	The GMCA is developing a grant to support the development of a number of reported recommendations in the sector; including fundraising capacity building. Grant terms and a letter will be sent before the end of March.	
	Objective 2: Increase the resilience, capacity and flexibility of the electricity network and its users					
2.1	Embed Local Area Energy Plans into all relevant Local Plans, aligning to Climate Actions Strategies / Plans	GMCA; LAS				
2.1.1	Test the integration of Local Area Energy Plans into Local Plans and use learning to develop guidance for LAs on developing a Local Area Energy delivery plan	GMCA	Develop approach to local area energy planning across GM, including through a digital platform.	Green	We brought in stakeholders from across the GMCA and key partners such as Electricity North West (ENW) to engage with a scoping exercise. A review of latest market offers that have been piloted across other LAs was also produced. We will complete a scoping exercise and review of available products. We will also make a decision on whether to procure in Q4 or to expand capability through other means; e.g. an in-house resource rather than a product.	
2.2	Ensure that the electricity grid is able to meet the increasing demands resulting from electrification and increasing renewables and storage, in a timely and transparent way	ENWL				
2.2.1	Work with the Regional Energy Systems Planner, National Energy System Operator and GB Energy to align action across multiple energy vectors	NESO; ENWL; SPEN; GMCA; Ofgem	Ongoing engagement on the RESP process and delivery of an Energy Planning process for GM to feed in.	Green	We conducted engagement in the consultation on future Regional Energy Strategic Planning (RESP) design, and ongoing liaison with the NESO. This quarter saw the appointment of Energy Systems Catapult to deliver discovery work on the scope of an energy planning tool for Greater Manchester, to take local area energy planning forward and support the future RESP. This coming quarter we will finalise Local Energy Area Plan (LEAP) scoping work and develop preferred way forward.	
2.2.2	Invest in the electricity network & procure flexible services to ensure ENWL network has capacity to enable low carbon technologies, such as heat pumps, EV chargers, solar PV & batteries to be connected	ENWL	Regular liaison with ENWL and integration into the GM Infrastructure Board.	Green	There is on-going liaison with ENWL through fortnightly catchups and embedding into SYEP challenge groups, and the Strategic Infrastructure Board.	

2.2.3	Increase stakeholder engagement and collaboration across Growth and Investment Zones, Net Zero Accelerator asset deployment and Places for Everyone to ensure that opportunities to embed low carbon growth and co-benefits are maximised	GMCA; LAs; DNOs; NESO	Development of the Net Zero Accelerator Investment Pipeline.		The Net Zero Accelerator (NZA) pipeline is in development, with an initial prospectus drafted. The coming quarter will see the pipeline and prospectus completed.	NetZeroAccelerator
2.2.4	Continue to explore the role that Local Energy Markets can play in providing flexibility and benefit locally	GMCA; LAs; DNOs	Through the Local Energy Plan aspects of GB Energy.		Steve Hassall is looking to support a pilot with Salford Council PV installation to demonstrate the practical and financial case for local matching of demand and low carbon generation. We will be monitoring this Salford pilot for future action.	
2.3.1	Improve the connectivity of homes to enable participation in a smart energy system, for example through the roll out of local public / private networks	GMCA; LAs; Business; Social Landlords	SG pilot project with social housing.		The majority of homes have received installation of smart tech. We will focus on monitoring the performance of retrofitted systems to build evidence base for future intervention.	
2.4	Inform and support residents to reduce costs by energy load shifting and exporting electricity at times when the local or national grid needs consumers to use more / less	ENWL				
2.4.1	Procure "flexible services" to incentivise households and businesses to use or export their electricity at times when the local electricity networks need less / more electricity to balance supply & demand	ENWL / SPEN	Regular liaison with ENWL and integration into the GM Infrastructure Board.		Our offer in this area will be automated or built into smart tariffs (see below).	
2.4.2	Raise awareness to residents of energy tariffs that can take advantage of energy load shifting	GMCA; LAs	Integrate tariff advice into retrofit portal, integrate lessons learned from 5GIR project into social housing installation procurement		The Retrofit Portal is now live and is being tested by stakeholders. A hard launch of portal in January will associated promotional campaign.	
2.5.1	Promote the Energy Innovation Agency to raise awareness and to grow end user pool, encouraging public and private stakeholders to use their assets to support trials and commercialisation	Public / private stakeholder	Ongoing communications support and referrals.		This quarter we supported an Energy Innovation Agency (EIA) event and reviewed a bid involving EIA for Local Innovation Partnerships Fund (LIPF) funding. We will attend EIA tactical decisions meetings in the coming months.	
	Objective 3: Increase the number, generation capacity and level of operational heat networks					
3.1	Finalise heat network zoning policy approach and agree local GM delivery method for this	National Government; GMCA; LAS				
3.1.2	Review and implement the heat zoning policy once finalised by central Government, putting in place the resource / team needed to deliver the Zone Coordinator role	GMCA	Delivery of the Advanced Zoning Programme (AZP) and ongoing engagement in the coordination role.		An agreement in principle to progress Zoning Coordination Body (ZCB) co-design work with AZP partners and DESNZ. We will finalise and begin delivery co-design for ZCB this quarter.	
3.2	Facilitate and support the development of the heat network pipeline and delivery of heat network schemes	GMCA; LAs	Develop and engage key stakeholders on a GM vision for DHNs and collaborative approach to DHN development			
3.2.1	Conduct concept / feasibility studies to identify the potential for heat networks. Identify and progress suitable delivery models to deliver priority schemes	GMCA; LAs	Support projects to bid into any future HNDU rounds for feasibility funding or to progress alternative options for feasibility studies/ project development. Develop approach/ delivery model for non-strategic zones. Support AZP schemes with procurement and commercialisation.		Two successful grant applications to the Heat Network Delivery Unit were submitted. We supported Salford and Bury with progressing their procurements. Separately to this, a feasibility study for Tameside procured. A study to investigate non-strategic zones across GM and central GM zone in Manchester district boundary with MCC is almost complete. 3 local authority tenders for Zonal District Heat Network (DHN) Development Agreements are now complete or underway. There is ongoing support for these local authorities to support their procurement activity. We are providing support to Rochdale to determine a course of action for their commercialisation stage. We will see all 4 Advanced Zoning Programme (AZP) projects out to procurement or completed. We will have feasibility studies underway for Tameside and Salford, and a clear course of action for Bury and Rochdale procurements. We will see the completion of a study with MCC and consideration of next steps. And finally there will be further support for MCC to support next steps for Wythenshawe project.	https://greatermanchesterca.sharepoint.com/sites/PSDSGoNeutral/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FSDSGoNeutral%2FShared%20Documents%2FDESN%20Accelerator%2FWP5B%20District%20Heat%20Networks%2F3%2E%20Delivery&viewid=f41416ca%2Ddb8%2D42c1%2D8657%2D562aba0e94&FolderCTID=0x0120002DECEAEF7E5886428B1699D715BE9170
3.3.1	Identify and support the integration of waste heat sources as part of heat networks infrastructure development	National Government; LAs; Business	Work with government to develop knowledge of GM waste heat sources. Engage with key stakeholders and explore potential for standardised heat off-take terms.		An event was held with waste heat sources across Greater Manchester to raise awareness. This event provided support for the Association of Decentralised Energy's (ADE) guidance by filling in knowledge gaps. We are developing further forms of engagement with these stakeholders. There will be a study to assess waste heat source opportunities across GM and investigate key sources further almost complete. Initial outputs for this have been received. A map of waste heat source opportunities across GM to aid engagement almost complete. Next quarter will see a finalised waste heat source map. We will determine the next steps for engagement with waste heat source owners. The final outputs of study received and next steps proposed. We will provide support to the successful EA bid, looking at standardising permitting for waste heat sources.	https://greatermanchesterca.sharepoint.com/sites/PSDSGoNeutral/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FSDSGoNeutral%2FShared%20Documents%2FDESN%20Accelerator%2FWP5B%20District%20Heat%20Networks%2F3%2E%20Delivery&viewid=f41416ca%2Ddb8%2D42c1%2D8657%2D562aba0e94&FolderCTID=0x0120002DECEAEF7E5886428B1699D715BE9170
	Objective 4: Increase installed capacity and use of low carbon hydrogen					
4.1	Support the generation, distribution and usage of low carbon hydrogen, following the 'hydrogen user hierarchy'	Business; GMCA; LAS				
4.1.2	Support the development of a pipeline of low carbon hydrogen demand for Phase 1 of Trafford Energy Park	GMCA; LAS	Continued liaison and support.		We are keeping in contact with Carlton Power with regards to project and pipeline. Offtaker for 95% have been secured, Panasonic is anticipated to utilise final 5%. We will continue liaisoning where appropriate, monitoring supply timelines, and supporting where needed.	
4.1.3 & 4.1.5	Investigate, identify and support the development of suitable test sites for low carbon hydrogen off-take usage. Investigate and support feasibility pilots for hydrogen fuel cell deployment on suitable sites and assess the feasibility for wider roll out	GMCA; Business; LAS; H2 suppliers; Universities; MIDAS	Continued development of the Panasonic fuel-cell partnership.		The NHS Tameside General Hospital feasibility study is funded and in process of commissioning, funding routes are to be narrowed; we are looking at whether NEDO conditions can be met. Carlton Power reported delays to hydrogen supply (Commissioning expected Q1 2028, commissioning period is around 2 months). Next quarter will see the feasibility studies complete, funding routes established, and FEED planning begin.	
4.1.4	Promote, support and encourage the roll out of low carbon hydrogen infrastructure and supply, subject to viability tests	GMCA; LAS	Refresh of Hydrogen Strategy		The consultation review is underway, with DESNZ committed to comment in January. The strategy launch potentially delayed due to the delay of the national strategy. The next quarter will see the launch subject to the national strategy release.	

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5	Objective 5: Increase the number of homes retrofitted					
5.1	Improve the energy performance of social housing focusing on the worst performing	Social Landlords				
5.1.1	Work with social landlords to access government and private finance for retrofitting social homes	GMCA; LAS	Government Finance: GM Warm Homes: Social Housing Fund launched. Private Finance: Options analysis in progress through the Local Net Zero Accelerator.	Green	The Majority of SHDF 2.1 has been completed, with some RPs extending into Q4 to maximise delivery. There are continued discussions with EBIS to expand the offer; following feedback from RPs. We have introduced the Pineapple offer to RPs and agreed to focus on communal heating. We will complete SHDF 2.1 with the exception of RPs impacted by BSR, agree a revised EBIS offer to present to RPs for 2026-27 delivery, and complete the discover phase of the Pineapple offer.	https://www.greatermanchester-ca.gov.uk/what-we-do/environment/homes-workplaces-and-public-buildings/warm-homes-social-housing-fund-wh-shf
5.1.2	Establish grant schemes from a devolved integrated settlement fund for retrofit, which also aligns with our Housing First and health priorities locally	GMCA	GM Warm Homes: Social Housing Fund launched. GM Warm Homes: Local Grant being developed.	Green	The SHF Year 1 has been allocated. All Local Grant roles have been recruited. This quarter will see the completion of the majority of the SHF Year 1 allocation. We will release and award first phase of SHF Year 2 funding. All Local Grant roles will have commenced in post. We will also commence delivery of Local Grant programme.	https://www.greatermanchester-ca.gov.uk/what-we-do/environment/homes-workplaces-and-public-buildings/warm-homes-social-housing-fund-wh-shf
5.1.3	Support social landlords to agree a uniform specification for key technologies, underpinning the potential for collaborative or forward procurement exercises	GMCA; LAS	Net Zero Housing Retrofit Framework Agreement bids evaluated and being awarded.	Green	The Call off is ongoing. The award of tender of Able to Pay supporting services has been do: see action 5.1.6. RPs are to continue to access the framework for SHF Year 2 delivery.	https://greatermanchester.sharepoint.com/sites/Net_Zero_Framework_Agreements
5.1.6	Expand Feel the Benefit Portal and online advice to include procured and quality assured retrofit delivery partners	GMCA	New Retrofit Portal procured and being developed by supplier for launch in July 2025.	Yellow	The Retrofit Portal is live; soft launched this quarter, for ECO4, GBIS, and LA Flex. The advice service; Snugg, is live and integrated into the portal This quarter we will see the Portal updated to accommodate Warm Homes: Local Grant. Able to Pay offers will also go live.	https://gmca.retrofitportal.org.uk/home
5.2	All residents should consider investing in actions which enable fossil fuel free heating systems to work efficiently	Residents				
5.2.2	Support residents to invest in properties by expanding 'Willing to Pay' retrofit service	GMCA; LAS	Your Home Better and updated Retrofit Portal	Yellow	The Snugg service is live and integrated into the upgraded portal. We continue with ongoing contract management.	https://gmca.retrofitportal.org.uk/home
5.2.3	Deliver warm home prescriptions to households most in need	NGOs; NHS GM	NHS Project Manager recruited and being trained.	Green	Promotional activity for the project was undertaken. We trialled a bespoke referral service with GP practices. This quarter will see the re-alignment of NHS officer work in light of ECO4 programme close. Data reporting on health referrals from the portal will be integrated. We will see the conclusion of a Data Sharing Agreement with NHS and commencement of in-depth research.	https://www.greatermanchester-ca.gov.uk/what-we-do/environment/homes-workplaces-and-public-buildings/energy-company-obligation-scheme
5.2.4	Ongoing consumer research into household preferences and choices and implementation of support schemes underpinned by this evidence	Academia; GMCA	Embed Gmserv report recommendations into Retrofit Portal and test engagement. Consider implementation of additional propensity data.	Yellow	A Gmserv report was utilised for tender for Feel the Benefit rebranding. Feel the Benefit will be re-branded and used in formal launch of the upgraded portal.	https://www.greatermanchester-ca.gov.uk/what-we-do/environment/homes-workplaces-and-public-buildings/energy-company-obligation-scheme
5.3	All residents should consider upgrading to more energy efficient products when replacing household appliances	Residents				
5.3.1	Raise awareness and deliver marketing to re-educate residents on the scope and benefits of energy efficient appliances	Business	Work through the Bee Net Zero Project.	Green	Potential next steps for the BNZ employee engagement campaign discussed in meeting of the BNZ T&F group on comms & engagement on 28th November 2025. The BNZ T&F group on comms & engagement are to discuss with the Sustainable Consumption & Production team and link into their sustainability games.	
5.4	Support the creation of a range of retrofit finance offers to support property owners to retrofit their homes	GMCA; LAS				
5.4.1	Pilot project to develop or trial offers and green finance support mechanisms with willing public and private stakeholders and roll out more widely if feasible	GMCA; LAS	Assessment of able-to-pay models to be completed as part of the Net Zero Accelerator.	Yellow	Soundpound was briefed on the new GMCA tools and collaboration around lobbying DESNZ for a pilot loan scheme. Soundpound Credit Unions working on refreshing branding and product consistency. We will launch new Credit Union loan products alongside new GM retrofit strategy (& associated tools), linked into lead-up to Green Summit	
5.4.2	Work with Government, GB Energy, and High Street and Institutional lenders to identify and support private investment	National Government; GMCA	Ongoing engagement through the Net Zero Accelerator and with GB Energy as that emerges.	Yellow	DESNZ & National Wealth Fund (NWF) liaison is ongoing to shape both unsecured and secured loan products for piloting in GM. Meetings with DESNZ and NWF to develop products and agree terms of pilots will be held in the coming quarter. We will also lobby local high street lenders to improve and promote offers.	
5.5	Improve the energy efficiency of the private rented sector	GMCA; LAS; Private landlords				
5.5.2	Explore the potential for the Good Landlord Charter to influence residential landlords to increase energy efficiency standards	GMCA	Embed requirement for the Good Landlord Charter into Integrated Settlement funding programmes on Warm Homes.	Green	Discussions with Good Landlord Charter (GLC) about Warm Homes: Local Grant integration and promotion is ongoing. The Landlord element of Warm Homes: Local Grant will be live for applications through the upgraded portal. We will continue with planning for direction to GLC pages on retrofit portal.	https://www.gmgoodlandlord.org.uk/
6	Objective 6: Increase the number of public and commercial buildings retrofitted					
6.1	Remove fossil fuel heating systems from the public estate	GMCA; LAS; GMP; GMFRS; NHS & wider public bodies	Through continuing programme delivery (PSDS): Delay completion, M&V(3y), post occupancy evaluation and project trouble shooting.	Yellow		

6.1.1	Pilot the creation of a costed estates wide plan to decarbonise all assets under direct GM local government influence	GMCA; LAs	Delivered through the Net Zero Accelerator. Establish verified understanding of public estate, fuel consumption and emmissions. Leading to development of costed estate wide plan.	Yellow	The best case known understanding of the estate is in development. Baseline activity is underway to establish a consolidated data set across organisations. Aim to complete this by Q4. We target the completion of the best-known consolidated dataset to enable accurate development of decarbonisation cost estimates.	Data output
6.1.2	Pilot the creation of a costed plan for replacing any fossil fuel heating systems which are approaching their end-of-life with a low carbon system, for owned public buildings	GMCA; LAs	Delivered through the Net Zero Accelerator. Establish verified understanding of public estate, fossil fuels heating systems and age. Develop strategy/means for roadmap interface with Public Estates data set. Enabling activity through design funding development and procurement opportunities.	Yellow	The best case known understanding of the estate is in development. Baseline activity is underway to establish a consolidated data set across organisations. Aim to complete this by Q4. We target the completion of the best-known consolidated dataset to enable accurate development of decarbonisation cost estimates.	Data output
6.2	All public buildings with an EPC/DEC below a C to consider energy efficiency improvements by 2028	GMCA; LAs; GMP; GMFRS; NHS				
6.2.1	Research and develop an approach to retrofitting LA-controlled schools of DEC / EPC of D or below, considering existing frameworks and approaches	National Government	Engagement and collaboration with DfE to consider options how this can be approached and implemented.	Green	Public Building Retrofit fund (PBRf) and PBRef have received a high proportion of applications from schools. The majority of funding is therefore likely to be allocated to school projects. As such we are supporting the development of a pipeline. However, in most cases, these are Trust or Diocese-led initiatives rather than those maintained by Local Authorities. We will engage with Trusts, the DfE, and Local Authorities to understand the reasons behind high programme engagement from non-LA maintained schools, compared to the low engagement from LA-maintained schools in funding programmes.	
6.2.2	Establish a GM-wide Retrofit Framework for procurement to the delivery of public sector building retrofit measures considering inclusion of smaller suppliers	GMCA; LAs	Commission the specification for the Public Sector Building Retrofit Framework Agreement.	Yellow	Routes to Market work was commissioned. We will see the delivery of Routes to Market commission.	
6.3	All new buildings should have low carbon heating systems installed	GMCA/LAs				
6.3.1	Prior to the Future Buildings Standard being implemented, establish a plan for no more fossil fuel heating systems to be installed in all new public buildings and for all new development to consider a connection to a heat network	GMCA; LAs	Support the development of policy.	Yellow	We continue to engage with organisations through 1-2-1s.	
6.4	All building retrofit activity should be designed to avoid future over-heating risks	GMCA/LAs				
6.4.1	Consider cooling (passive and active solutions) as part of all building retrofit works to avoid future over-heating risks	GMCA; LAs	Assessment into ability to embed into GM devolved funding for retrofit.	Yellow	We have been unable to progress the cooling pilot with Salix Homes tower blocks due to rising costs. We will continue to promote incorporation of self-funded cooling as part of heat pump installations.	
6.5	All commercial buildings with an EPC/DEC below a C to consider energy efficiency improvements by 2028	Business				
6.5.2	Develop a cohort of willing public bodies, to commit to transition their leased estate to buildings being DEC/EPC C and above from 2028	GMCA; LAs	Establish verified understanding of public estate leased buildings, engage and enrich estate data set DEC/EPC ratings with organisations and consider how this can be built into roadmap commitment	Yellow	The best case known understanding of the estate is in development. Baseline activity is underway to establish a consolidated data set across organisations. Aim to complete this by Q4. We target the completion of the best-known consolidated dataset to enable understanding of building ownership.	Data output
6.6	Work with existing and new Business Improvement Districts to sign up to a voluntary improvement standard (e.g., NABERS)	Business				
6.7	Facilitate the creation of financial models to enable buildings to be retrofitted	Business				
6.7.1	Embed the requirements for commercial sector and public sector buildings into the financial and delivery models of the net zero accelerator	GMCA; National Government; Private Sector	Delivered as part of the investment pipeline of the NZA.	Green	The Warm Homes Local Grant has continued work with LAs to identify and agree the initial target areas. Air Source Heat Pumps in Private Housing has the onboarding of successful suppliers under way. Solar PV in Private Housing also has the onboarding of successful suppliers under way. Whole House Retrofit is beginning the launch MVP of the service through the retrofit portal. RetrofitGM Action Plan saw the launch of its consultation on approach with GM Consult; with the initial draft to be completed. The preparation for trailblazer single settlement has seen application prioritisation under way. Around determining public estate and decarbonisation roadmap, the scope for 'short term' baseline exercise commission was shared. The ESC proposal was reviewed as opportunity for 'long term' solutions. The business case for building decarb and finance saw a contract signed with Aecom, engaged, with potential projects put forward. For priority building decarbonisation opportunities, the Legal, IG review of guidance/application with a view to shortlisting projects was completed. Around determining route(s) to market across all work packages, a RTM commission was awarded to Carbon Trust. Initial engagement and sharing of information is now complete.	
7	Objective 7: Increase the number of low carbon heating systems installed					
7.1	All residents with fossil fuel heating systems should consider replacement with a heat pump or low carbon heating systems	Residents				
7.1.1	Promote national incentives, such as the Boiler Upgrade Scheme	GMCA	Promotion through upgraded Retrofit Portal	Yellow	The Boiler Upgrade Scheme (BUS) is now on the portal which is being tested. Information on BUS will be available to residents when portal goes live.	
7.1.2	Consider the impact of the Clean Heat Market Mechanism, if implemented, and work with market actors to promote heat pump deployment	GMCA; LAs; Business	Consideration through MoU with Daikin and work with other HP supply chain actors.	Yellow	This item will be raised for discussion at the Low Carbon Heat Industry Group.	

7.1.3	Provide support and guidance for householders on ASHP installations and for Environmental Health Officers to use in Planning Permission / Permitted Development	GMCA	Guidance to be produced	 	The existing guidance on the Green City website was reviewed and areas for update identified. Existing guidance will be updated and signposted to.	
7.2	All landlords providing social rented property develop and implement plans to move towards only replacing high carbon heating sources with low carbon heating sources	Social Landlords		 		
7.2.1	Support those LAs and landlords who are currently not willing to move away from fossil fuel heating systems, to catalyse this move using the learning from those that have adopted low carbon heating, including lived experience of residents	GMCA; LAS	Integration into GM Warm Homes: Social Housing Fund.	 	The initial review of RP datasets is underway by providers. The data review is to continue, with a drone scan of sample properties to begin in January.	
7.2.2	Work with willing social landlords and LAs with social housing stock to agree an immediate policy shift away from the installation of fossil fuel heating in social homes and raise awareness of the benefits of doing so	GMCA; LAS; RPs	Integration into GM Warm Homes: Social Housing Fund.	 	The Low Carbon Heat Industry Group was established to discuss heat pump challenges and attended by some RPs. The release of new guidance for SHF Year 2 which links Air Source Heat Pumps with Solar PV delivery.	https://www.greatermanchester-ca.gov.uk/what-we-do/environment/homes-workplaces-and-public-buildings/warm-homes-social-housing-fund-wh-shf
7.2.3	Continue to build, test and deploy innovative low carbon technologies and market offerings to encourage take-up	GMCA	Ongoing approach to innovation.	 	We supported bid submissions to explore services required to support the Warm Homes Grant (WHG) and area-based delivery. We will continue to seek appropriate funding streams including those that support area-based delivery	
7.3	Where feasible, replace end of life heating systems in schools with low carbon heating	LAs; schools		 		
7.3.1	Create forward replacement plans and identify funding streams to cover additional cost where needed, including potential devolved funding	LAs; schools; GMCA	Delivered through the Net Zero Accelerator. Establish verified understanding of public estate (schools), fossil fuels heating systems and age. Develop means to fund schools through Public Building Retrofit Programme.	 	Public Building Retrofit fund (PBRf) and Public Building Retrofit enabling fund (PBRef) have received a high proportion of applications from schools. The majority of funding is therefore likely to be allocated to school projects. As such we are supporting the development of a pipeline. However, in most cases, these are Trust or Diocese-led initiatives rather than those maintained by Local Authorities. We will engage with Trusts, the DfE, and Local Authorities to understand the reasons behind high programme engagement from non-LA maintained schools, compared to the low engagement from LA-maintained schools in funding programmes.	Data output
8	Objective 8: Ensure all new developments are net zero carbon and sustainable			 		
8.1	Use the Planning and Building Control system to accelerate the adoption of high standards for new development and refurbished buildings	GMCA; LAS		 		
8.1.1	Support the environmental policies in Places for Everyone, through producing additional guidance for planners and developers on embodied and operational net zero, water and resource efficiency, and sustainable construction	GMCA; LAS	Publication of Net Zero Guidance and support for planning officers	 	Workshops were held and regular monthly drop-ins available to ask questions and work through examples. We will be publishing a Standard Assessment Procedure (SAP) conversion tool online followed by engagement with developers through the developers forum.	
8.1.2	Use our influence and lead by example in our growth priority areas through working with developers to adopt higher standards	GMCA; LAS	Integration into growth priority areas - focussing on Trafford (HN) and Wythenshawe (NZA and HIN)	 	We continue to support developer understanding and application of Net Zero guidance.	
8.1.3	Deliver 10,000 truly affordable net zero homes (TANZ) as part of our Housing First agenda	GMCA; LAS	SR submission to make case to Government for additional resources to deliver TANZ homes at scale	 	This quarter saw the launch of the Social and Affordable Homes Programme; which includes priorities for energy efficient social rented homes. There is continued development of a social housing pipeline, including social rent energy efficient homes and social rented homes at net zero in operation. Bidding guidance for Social and Affordable Homes Programme will be published. A GM statement of energy efficiency will also be agreed and published.	https://www.greatermanchester-ca.gov.uk/what-we-do/planning-and-housing/housing/social-and-affordable-homes-programme
8.1.4	Explore the potential to incorporate PAS2080 standards, carbon management plans, and other environmental standards into all public investment	GMCA; LAS	Continued deployment of standards.	 	We continued work on collecting embodied carbon data. We are also continuing to collect data so new developments are built to Places for Everyone's standards. This will be used to inform benchmarking and gap to best practice for 2028.	
8.1.5	Use the Embodied Calculator developed for GMCA by UoM to specify and procure retrofit and new build materials with the least embodied carbon impact	GMCA; LAS	Integrated Embodied Carbon Score in Net Zero Housing Retrofit Framework Agreement.	 	This quarter we presented the Embodied Carbon Calculator at the CNCA International Conference on "Dramatically Reducing Embodied Carbon in Europe's Built Environment". Next quarter we will complete research on the use of biobased materials for retrofit and new build.	https://emgreencity.com/calculating-the-carbon-impact-of-building-retrofit-works/

Action number	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	Links to external material
9	Objective 9: Establish a long-term strategy and detailed delivery plan for an integrated transport system by 2027					
9.1	Develop an updated Greater Manchester Transport Plan (LTP) and supporting strategies	TfGM; LAs				
9.1.1	Refresh the GM Local Transport Plan (LTP) (including Transport Strategy 2040)	TfGM; LAs	First draft LTP due to be circulated with LA officers by May. Take to GMCA after GMS has been launched.	Green	The Greater Manchester Transport Strategy 2050 and Greater Manchester Transport Delivery Plan (2027-37) consultation are open from the 9th December 2025 to 9th March 2026. We will undertake consultation activity on Greater Manchester Transport Strategy 2050 and Transport Delivery Plan (2027-37).	
9.1.3	Develop GM plan for Northern Powerhouse Rail and high-speed rail	TfGM	Develop GM plan for NPR and high speed rail, including Piccadilly Underground and Manchester Airport high speed rail stations, Metrolink interfaces, and engaging with the high speed rail (Crewe to Manchester) hybrid bill process, working closely with partners to enhance the economic growth opportunity and integration with the Bee Network.	Green	No work to update on this quarter. We will respond to the government's announcement regarding its Northern powerhouse Rail (NPR) objectives come early 2026.	https://www.gov.uk/government/publications/budget-2025-document/budget-2025.html
9.2.3	Prepare infrastructure pipeline proposals for the 2027-2032 investment period	TfGM	Prepare infrastructure pipeline proposals for the 2027-2032 investment period	Green	The Greater Manchester Transport Strategy 2050 and Greater Manchester Transport Delivery Plan (2027-37) consultation are open from the 9th December 2025 to 9th March 2026. We will undertake consultation activity on Greater Manchester Transport Strategy 2050 and Transport Delivery Plan (2027-37).	
9.3.1	Develop national policies that introduce economic incentives for businesses and individuals to reduce their carbon emissions	National Government	Backing Our Taxis Campaign launched	Green	We are leading the development of the TfGM Passenger Growth Plan, attracting more people to use public transport. There is ongoing night bus planning. We are advocating for the addition of a clause to the English Devolution Bill, ending out of area taxi licensing. Next quarter will see continued advocacy to end out of area taxi licensing, along with the expansion of the Bee Network through advancing the case for rail devolution and preparing for the first lines to enter the network.	
10	Objective 10: Deliver an integrated transport system to enable the Greater Manchester population to switch to active / public transport					
10.1	Grow the Bee Network so that more people in GM have access to quality public transport and active travel	TfGM				
10.1.3	Produce Bike Hire development and expansion plan	TfGM	Cycle hire plan underway	Green	We saw a 3% increase in active users and a 20% increase in the number of rides taken by comparison to the same period for 2024-25. The mini expansion feasibility study is on hold whilst eScooter discussions with LAs take place. The mini expansion feasibility study will now be pushed into Q4. We are likely to focus on contract period extension whilst e-scooter trials evaluated.	
10.1.4	Deliver Bee Active Routes, Bee Network crossings and walking and wheeling improvements at junctions	TfGM; LAs	Delivered 133 Km by March 2025 (exceeding 130 KM target)	Green	142 km of Bee Active network was delivered. We signalled junctions and pedestrian crossings ahead of target. Service time improvements still stands at 314 crossings and 51 crossings with linked demand retimed; thus reducing pedestrian wait time. Work is in progress to evaluate final progress against the milestone target by end of March. Production of a third Active Travel annual report is underway and is due to be published in January.	
10.2	Improve the Bee Network	TfGM				
10.2.1	Add passenger information displays to interchanges and bus stops and audio-visual announcements on buses	TfGM	Working with operators to install the tech on buses	Yellow	A supplier has been appointed to provide passenger information displays for bus stops and interchanges. The first upgraded bus stop, located at North Manchester General Hospital, was completed in December 2025. Audio Visual Announcements required buses to be equipped with AVA by October 2025, in accordance with DFT regulations; which have now been fully fitted. Further stops and interchanges are scheduled to be equipped with Passenger Information Displays (PIDs) in 2026.	
10.2.3	Strategy, planning and development for the short, medium and long-term future of Metrolink. This includes new stops, lines and extensions, the next generation vehicle fleet to follow on from our M5000 trams, the tram-train Pathfinder, and examining underground metro option	TfGM	Prioritisation of potential Metrolink extensions complete, and Strategic Outline Business Case stage started.	Green	Sandhills Metrolink Stop Outline Business Case (OBC) and Cop Road OBC are progressing, but Sandhills will require a revised delivery milestone due to an expanded scope. The development of the Strategic Outline Case (SOC) for the Stockport Metrolink extension is ongoing, and modelling for new tram-train links is in progress. The Gateway 0 approvals for the GM Travel Hub & Park & Ride Plan and the next three interchange shortlists have been achieved; with the Business Plan milestones completed, as of December 2025. Sandhills Metrolink will request to move the OBC delivery milestone from March 26 to June 26 due to an expanded scope. Development continues on the GM Travel Hub and Park & Ride Plan. Shortlisting of the next three interchanges is underway, with overall Programme Case completed, ongoing City Centre Interchanges work, and Leigh Interchange GWO in progress.	
10.2.4	Provide journey planning tools and information to encourage mode shift in order to make the most efficient use of available capacity (particularly during peak periods)	TfGM	Integration of Active Travel in the Bee Network App Add passenger information displays to interchanges and bus stops and audio-visual announcements on buses	Green	The Bee Network App launched its live chat and travel safety features in October, offering passengers enhanced real-time support and improved security during their journeys. The journey planning tool has been delivered and continues to be refined, with additional rail station information introduced this quarter. The Next Phase of App roadmap to be agreed by end Q4.	
10.2.5	Complete Metrolink city centre track renewals, tram management system server renewal, fibre optic network renewal, and customer-facing asset renewals (lifts etc). Enhancements / upgrades at some stops	TfGM	Complete Metrolink city centre track renewals, tram management system server renewal, and fibre optic network renewal. By September 2025	Red	The Metrolink 2025 City Centre Track Renewals have been completed, as has the Fibre Optic Network Renewal. The Tram Management System Server renewal is finished, with server migrations currently being planned to meet operational needs. For Customer-Facing Asset Renewals (lifts), surveys and investigations are done, and the procurement process for renewing lifts has started. Regarding Stop Enhancements and Upgrades, procurement for pilot enhancements at Heaton Park is now underway. The TMS Server Renewal server migrations completion is planned by end of March 2026. Customer Facing Asset Renewals (lifts) has its Contract Award planned for end of March 2026. Customer Facing Asset Renewals (Stop Enhancements / Upgrades) has its Contract Award planned for end of April 2026.	
10.3	Work with GM local authorities and partners to improve local rail stations and services	TfGM				
10.3.2	Incorporate agreed commuter lines into the Bee Network, introduce Pay-As-You-Go capabilities along some rail routes, co-branding GM rail stations	TfGM	Rail Reform Pay-As-You-Go Full Business Case approved by March 2025	Yellow	Progress continues on the Pay As You Go (PAYG) initiative as part of the broader Bee Network Rail Integration (BNRI) programme, which aims to enhance station access and information. Collaboration with the Department for Transport (DfT) and the GBR supplier base is ongoing to integrate PAYG at 17 stations by December 2026. Collaboration with the Department for Transport (DfT) and the GBR supplier base is ongoing to integrate PAYG at 17 stations by December 2026.	
13	Objective 13: Support communities and business to adopt more sustainable travel habits					
13.1	Individuals to adopt more sustainable travel habits	Residents				

13.2.1	Support messaging around sustainable travel benefits on leisure journeys	TfGM		6 articles were published over the last three months, titled; The community group championing cycling opportunities for women and girls in Bolton, Greater Manchester launches country's first inclusive cycling network, New Bee Network bus service and improved frequency to help boost growth and meet passenger demand, People urged to plan ahead for bonfire night bonanza of fireworks, football and music, Metrolink's Trafford Park line getting more people on board the Bee Network while boosting regeneration and economic growth, Bee Network funding boost for more electric buses and network expansion. At present articles for Q4 are (subject to change): Various active travel scheme updates, Active Travel Annual Report update, Leigh School Streets update, Rochdale, Oldham, Ashton – QBT scheme update, Active Travel Wayfinding Pilot update, Golbourne station update, Tyldesley Travel Hub update, Sandhills Metrolink stop update, Bury Interchange Southern Gateway update, Walks and Wheels tranche 3 funding update.	
13.2.5	Gather data and feedback from and enable diverse communities to co-design and influence the transport system	TfGM; LAs	Programme of Insight and Engagement activity during including GM TRADS, Network Principles Research, Engagement Activity	Analysis of customer experience by equality groups using Network Principles 2024 data is now complete. A refresh now underway with 2025 data and this will be used in the Inclusion and Equalities Strategy. Refreshed analysis of travel behaviour by age and disability groups is also complete (2024 data). We will continue to progress Inclusion and Equality Strategy	2023/2024 Inclusion and Equalities Annual Report
13.2.6	Address the barriers that may make it hard to participate	TfGM; LAs		The public consultation on the Greater Manchester Transport Strategy 2050 and Greater Manchester Transport Delivery Plan (2027-37) was live from 9th December. Accessible materials such as summaries, easy-read and plain text will support those who may find it harder to participate.	
13.2.7	Conduct research and evaluation activity and share insight from these to develop our integrated transport system	TfGM	Reporting on Programme of Insight and Engagement activity during including GM TRADS, Network Principles Research, Engagement Activity and Evaluation research	The GM Travel Diary Survey 2024 report drafted and updated in tableau dashboard. We will see reporting of the 2025 Network Principles customer experience research due in Q4. Evaluation findings for pilot of free bus travel before 09:30 for older people and disabled people will also be completed this quarter.	https://www.data.gov.uk/dataset/aef01190-a19b-4f55-be4c-a88869b09139/greater-manchester-travel-diary-survey-2024-district-summaries

Action number	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	Links to external material
14	Objective 14: Expand and enhance our best spaces for nature					
14.1	Increase the area of Greater Manchester that is protected and designated for nature to 15% by 2035	Las; Natural England; Landowners				
14.1.1	Work with landowners and partnerships to support more land being protected and designated for nature (e.g., the proposals for a new National Nature Reserve in the mosslands)	GMCA; LAS; GMEU; Natural England	Develop and agree baseline and reporting arrangements Establish governance arrangements Develop programme of activity to support local authorities	Green	A Survey of new Sites of Biological Interest are underway. The Interim report of GM EU new SBI sites for 2025-2026 is to be brought forward. Further Sites of Biological Interest (SBI) sites were surveyed by GM EU over Q3. An interim report of GM EU new SBI sites for 2025-26 will be brought forward.	
14.2	Improve the condition of land protected and designated for nature, by bringing 50% of sites into active management by 2035 and implementing management plans	Las; Natural England; Landowners				
14.2.1	Work with landowners and partnerships to support bringing land into active management and implement management plans	GMCA; LAS; GMEU; Natural England; NGOs	Develop and agree baseline and reporting arrangements Establish governance arrangements Develop programme of activity to support local authorities	Green	9 local authorities were allocated funding for management plans; with a Definition agreed with local authorities and work on establishing baseline underway. We will report on progress against baseline, report on programme delivered by local authorities in 25-26, and report on governance arrangements to be established	
15	Objective 15: Better connect the best spaces for nature by creating and restoring habitats					
15.1	Restore and create 1800ha of habitat for nature by 2035, through funding routes such as Biodiversity Net Gain and Environmental Land Management Schemes	Landowners				
15.1.3	Work with districts to ensure the Local Nature Recovery Strategy is reflected in all relevant Plans, Policies and decision making tools	GMCA; LAS	Consider statement as part of the final LNRS on planning	Yellow	Further support of local authorities preparing their local plans to ensure alignment with LNRS is ongoing. We will prepare a response to LNRS elements of NPPF consultation	
15.1.5	Support the growth of a local market for Biodiversity Net Gain and explore further market development, focussing on carbon and water markets	GMCA; LAS	Develop potential GMCA Responsible Body option Take decision on whether to offer GMCA Responsible Body service	Yellow	GMCA officers agreed to 'Go' based on a detailed business case which was then taken to the CA for approval on 12th December. Terranomics are engaging with offsite BNG buyers to understand appetite for LA units. Expressions of interest received from advance LAs on providing support to bring forward their habitat banks. We will secure LA approvals to sign up to the Service and enter in legal agreements for the next 3 years. We will be prepared to launch Service in April 2026. We will sign off terranomics report and disseminate findings. We will also agree on how best to take forward recommendations. Along with this we will confirm with LAs to receive habitat bank support and commission; with GMET to provide this.	
16	Objective 16: Reduce pressures on our water environment					
16.1	Encourage public and private organisations to assess, report and reduce direct and indirect impacts on nature	Business; GMCA				
16.2.1	Work with United Utilities to deliver this, particularly in supporting the £250m of investment in rainwater management through United Utilities' Advanced WINEP	GMCA; LAS; EA; Landowners	Deliver 25-26 Annual Business Plan Activities	Green	The Sustainable Water Fund was fully launched in September 2025. Applications received from Oldham & Manchester and 2 pilot applications in Stockport. 117 opportunities were identified to link GM Surface Water Pipeline projects with AWINEP eligible areas. Approximately 600 property level interventions delivered, removing over 3Ha of land from the UU network. We also progressed strategic agreements with Bolton & Bury. We will see progress in pilot projects that have received seed funding from GMCA & the United Utilities Sustainable Water Fund. We will begin the trial of Prestwich driveway grant and finalise strategic agreements with Bolton & Bury. We will launch of Northwest wide United Utilities website outlining details of the company AMP8 investment programme.	
16.3.1	Deliver an annual programme of initiatives to develop more integrated approaches to managing water sustainably across the city-region	GMCA; EA; United Utilities	Deliver 25-26 IWMP Annual Business Plan Activities	Green	The first iteration of the GM flood risk map is now complete. Joint modelling, to address surface water flooding at Bickershaw Lane (part of the wider Hindley & Platt Bridge action plan), was commissioned. Stockport Integrated Drainage Strategy almost completed. Post Doctoral Research Associate (PDRA) recruited to work on the development of an Integrated Catchment Model for GM. Supporting projects, led by Imperial College London (GM wide) and Uni of Manchester (Upper Irwell) were also completed. Development of revised bid to the OFWAT Innovation Fund around PFAS contamination of brownfield sites and treatment at source is now finished. An IWMP stakeholder event is planned for February 2026. The Ground truthing of GM flood risk map with partner organisations and GM authorities will be started this quarter. Modelling, to scope permanent pumping solution to surface water flooding at Bickshaw Lane, is to commence. Temporary pumps to be purchased by Wigan Council with funding from GMCA. We will see the completion of Stockport Integrated Drainage Strategy this quarter. A Post doc research associate will be embedded within GMCA team. We will submit the OFWAT Innovation Fund bid for PFAS remediation work. IWMP stakeholder event will take place on 6th February 2026.	
17	Objective 17: Increase the amount of green and blue spaces (parks, verges, gardens etc) that are better managed for nature					
17.1	Residents should use their outdoor space (garden, yard or balcony) in a way that benefits nature and increases resilience	Residents				
17.4.1	Review and update Planning Policy guidance to ensure new developments maximise the biodiversity and resilience benefits	GMCA; National Government	Work with local authorities as they develop Local Plans and policies	Green	We contributed to MCC Duty to Cooperate meeting on 14th October. An informal liaison with Rochdale Council on proposed BNG policies also took place. We are working with relevant local authorities to support their local plan development.	
18	Objective 18: Increase the number of green and resilient transport routes, streets and highways					
18.1	Manage areas alongside transport routes for nature, for example through wildflower areas on verges and tree planting	Las; Network Rail; National Highways				
18.2.1	Support the use of the SuDS Design Guide, part of Streets for All, including through training and sharing best practice	GMCA; TfGM	Deliver 25-26 relevant IWMP Annual Business Plan Activities	Green	A training programme was delivered. The Final SuDS safari took place in October 2025. We will organise a workshop around the new SuDS standards. We will promote the GM SuDS design guide within the GM Planning Officers Group. We will work with Uni of Manchester masters student to understand more fully the barriers to SuDS delivery within Greater Manchester.	
19	Objective 19: Increase the amount of green and resilient new infrastructure, regeneration and development					
19.1	Further integrate nature into the way land is used and managed, using grants and other sources of funding and investment to do so	Landowners; land managers; Business				

19.1.4	Consider setting a mandatory level of green cover through new development via setting an Urban Greening Factor	GMCA; LAs	Work with local authorities as they develop Local Plans and policies	<p>We contributed to MCC Duty to Cooperate meeting on 14th October. An informal liaison with Rochdale Council on proposed BNG policies also took place. We are working with relevant local authorities to support their local plan development.</p>	
20	Objective 20: Increase the amount of community-led action and better connection to nature				
20.1.1	Support projects in the local area (e.g., funding or corporate volunteering initiatives) that create or enhance green spaces and access to them	Business			
20.1.3	Encourage local volunteering initiatives that improve the local natural environment	Residents			
20.1.4	Provide funding to community groups to create or improve green spaces, including through funding 100 Green Spaces Funds projects	GMCA; LAs	Deliver Round 6 of the GM Green Spaces Fund	<p>Over half a million pounds was awarded this year to 19 community-led projects, in sixth round of the Mayor of Greater Manchester's Green Spaces Fund. A press release was issued end of December. 3 GBSAN events held to date including a major event on 15 November at Gorton Monastery with a focus on Live Well with 140 participants and great feedback. We will review the model of advisor support for the next contract starting April. Next impact report likely to be published in the New Year. GBSAN Funding has been confirmed for another year and the next one is in March 2026 as part of the Live Well festival.</p>	

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21	Objective 21: Increase the rate of transition to a Circular Economy through an industry approach focusing primarily on Construction, Food, Plastics and Textiles industry					
21.1	Reduce the weight of raw materials used in production, through lightweighting and the use of innovative materials	Manufacturing				
21.1.1	Support innovation for sustainable alternatives and business model change on circular economy and resource efficiency	Academia; Business		Yellow	This was discussed as part of the first meeting of the BNZ T&F group on industrial decarbonisation on 21st November 2025. We proposed that supply chains & circular economy be one of the group's areas of focus. We will engage c.6-12 companies across GM's business & industrial parks on industrial decarbonisation, including as part of this discussions on circular economy.	
21.2	Encourage businesses to adopt waste hierarchy, focusing on high impact	GMCA				
21.2.1	Identify and promote local exemplars of companies who are already doing this	GMCA; Business board	Expand Business Page on Green Cities & Bee Net Zero Website and develop social media campaign	Green	Refreshing the BNZ website was discussed at the first meeting of the BNZ T&F group on comms & engagement on 28th November 2025, following previous presentations to the BNZ board. A final plan has now been pulled together. We are looking to refresh the BNZ website in January-February 2026.	
21.8	Promote and encourage the transition to circular business models	GMCA; LAS; Business Board				
21.8.1	Provide businesses with support and incentives to transition to a circular economy business model	GMCA; LAS; Business Board		Yellow	This was discussed as part of the first meeting of the BNZ T&F group on industrial decarbonisation on 21st November 2025. We proposed that supply chains & circular economy be one of the group's areas of focus. We will engage c.6-12 companies across GM's business & industrial parks on industrial decarbonisation, including as part of this discussions on circular economy.	
22	Objective 22: Deliver policies and programmes to make carbon reduction and sustainable lifestyles attractive					
22.1	Help residents understand how they cause carbon emissions and what they can do to reduce them	Public; Business; National Government	Trial range of programmes of accelerate carbon reduction in homes and increase sustainable lifestyle behaviours			
22.1.2	Support the uptake of carbon literacy, climate change and sustainable lifestyles training by public and private organisations	GMCA; LAS	Develop GM CL Framework, roll our CL programmes and develop learning tools/games on website. Refresh of Employee Climate Awareness e-module and new SUP e-module.	Green	Eco Grants for Schools Wave 2 was launched with 56 applications received, and evaluation scheduled for January. Wave 1 finance reports were received, delivery is continuing and case studies are in development. Eco Refill Wave 3 launched with 17 schools funded, and the total schools engaged now sitting at 42 across Greater Manchester. The textile mapping exercise initiated for circular opportunities in Greater Manchester. Green Summit sponsor outreach commenced, along with finalising session structure and logistics for the event. Next quarter will see Eco Grants Wave 2 complete evaluation and award decisions, and then publish outcomes and communications back to schools. Wave 1 will continue to collect studies and final reporting. Eco Refill will see us support funded schools' implementation. Green Summit tickets will go live January 2026. The event itself will be on 3rd March 2026 at Co-Op Live.	
22.2	Encourage the formation and growth of a less linear buy-use-throw away-buy again economy	Residents	Deliver programmes and communication campaigns within schools to encourage repair/reuse - Delivery of School Eco Grants and Eco-Refill Programmes, Team Repair trial.		Eco Grants Wave 1 has seen Schools submitting financial returns and case studies. School Eco Refill Shops Wave 2 has seen during Term 3 219 pupils across 15 schools take part, reaching over 12,700 people. More than 84 shop openings helped save nearly 2,000 containers from waste. Wave 3 launched on 15th September with £5,000 social value funding each from Next Energy and SUEZ, and further donations are being sought to sustain the programme. Green Summit event planning underway, with the venue confirmed as Co-op Live, and the date set for 3rd March 2026. Eco Grants for Schools Wave 2 will launch at the end of October 2025, with an 8-week submission window or until 30 applications are received. School Eco Refill Shops Wave 3 evaluation of expressions of interest will commence, with a target of one school for each local authority. We will begin development of a blueprint for sustainable, place-based fashion systems in Greater Manchester.	
22.2.1	Encourage residents to support community / grassroot circular economy projects such as repair cafes and reuse shops within communities	GMCA; LAS	Delivery of Renew Community Fund Projects	Green	ActionFunder was identified as best alternative grant management platform. Discussions were held with Lancs Wildlife Trust to end current arrangement. We will report to Waste Committee to approve switch to ActionFunder.	
23	Objective 23: Reduce the amount of waste in every waste stream through reducing consumption and increasing reuse, repair and redistribution					
23.1	Reduce the amount of waste created by offering alternatives to purchasing products such as hire / lease	Business				
23.1.1	Provide guidance and support on 'Library of Things' offer to assist community-led delivery of such schemes, e.g., tool hire	GMCA; LAS	Delivery of Renew Community Fund Projects	Green	Options were approved at the Waste Committee. An implementation plan is to be developed with Suez	
23.1.2	Create business platform to enable distribution of no longer needed items	GMCA; LAS	Develop BeeGreenGM asset reuse platform and on-board businesses	Yellow	The BeeGreenGM Asset Reuse Platform development has advanced, with internal testing and item listing underway. This quarter we will complete testing, share the partner toolkit, and start the soft launch.	https://gmgreencity.com/projects-and-campaigns/beegreengm/
23.2	Support the uptake and use of "refillable" to reduce packaging and other single use waste	Business				
23.2.1	Work with retailers and hospitality venues to encourage the use of innovative reusable solutions	GMCA; Marketing Manchester	Support Returnable Coffee Cup trials - Borro / Bee Cup. Behavioural Insights Research - City to Sea and IMPACT Support H2Orgins in Refill Station expansion.	Green	Both returnable cup initiatives remain active and are contributing to Greater Manchester's efforts to reduce single-use packaging. Borro is approaching the end of its funding through the Foundational Economy Fund, with 23 locations in Ancoats and the Northern Quarter now participating in the initiative. We will continue to support Borro and Bee Cup initiatives to reduce single-use packaging.	
23.2.2	Continue to support residents through education awareness programmes and communication campaigns	GMCA; LAS	GM Refill Destination Campaign. Behavioural Insights and Impact Research - City to Sea and IMPACT Develop Sustainability Digital Learning Resource Launch GM One Tonne Plastic Litter Challenge	Green	The refill research with City to Sea has now been completed and the final report received, providing valuable insights and recommendations to drive refill and reuse across Greater Manchester. The One Tonne Plastic Challenge is finishing on 23rd October with the big reveal on the total of litter collected across the region. Design and storyboarding for the Sustainability Digital Learning Resource have commenced, with the project now entering the programming phase. We will develop an action plan based on refill research findings. It should also be noted that City to Sea has announced its closure due to funding challenges, but efforts are underway to secure the future of the Refill app and ensure the legacy of the campaign continues. We will continue development and testing of the digital resource to ensure it meets the needs of users and supports the delivery of sustainability learning across Greater Manchester"	https://gmgreencity.com/borro-minimising-single-use-cup-waste-through-a-returnable-system/ https://vtal-col.notion.site/The-Bee-Cup-Bee-Bowl-The-City-of-Manchester-1ca22b6fd0c3807b05ce6b05c00d87d
23.3	Reduce food waste throughout the value chain	GMCA; LAS; Business				

23.3.1	Develop and implement a food waste action plan	GMCA	Develop Action Plan and establish new Food Board	<p>The University of Manchester Bee Cup returnable and reusable coffee cup scheme continues to grow and is now available at Salford University, and will be launched at the Manchester Aquatics Centre from January 2026, with more venues due to join, thus increasing visibility and adoption across the city region.</p>	https://gmgreenecity.com/borro-minimising-single-use-cup-waste-through-a-returnable-system/ https://vtal-col.notion.site/The-Bee-Cup-Bee-Bowl-The-City-of-Manchester-1ca22b6fd0c3807bb05ce6b05c00d87d
23.2.2	Continue to support residents through education awareness programmes and communication campaigns	GMCA; LAS	GM Refill Destination Campaign, Behavioural Insights and Impact Research - City to Sea and IMPACT Develop Sustainability Digital Learning Resource Launch GM One Tonne Plastic Litter Challenge	<p>This quarter saw the successful delivery of the One Tonne Plastic Litter Challenge with 3.8 tonnes of litter cleared across 96 neighbourhoods. Refill stations increased their number to 1,025 by end of Q3 2025, up from 975 in 2024 and 885 in 2023: a 15.8% growth over two years. App transition has seen Ecosurety acquire City to Sea's Refill and Return assets, securing continuity for the Refill platform. Behavioural Insights has its five phases delivered, with analysis underway to extract actionable insights for policy and programme design and messaging. Next quarter will see us recommend Refill communications across Greater Manchester now that the app's future is secure, reinforcing public engagement and visibility. Focus groups are to commence with Climate Outreach, building on insights gained to deepen understanding of behaviour change drivers.</p>	
23.3	Reduce food waste throughout the value chain	GMCA; LAS; Business			
23.3.1	Develop and implement a food waste action plan	GMCA	Develop Action Plan and establish new Food Board	<p>The GM Food Board agreed to change their name to the GM Food Partnership Board, and priorities were set for the next 12 months.</p>	
23.6	Improve the efficiency of waste collection system and infrastructure of commercial and industrial waste	Business; Waste Industry			
23.6.2	Promote services and support businesses	GMCA; LAS		<p>As above, waste was also considered within discussions of the first meeting of the BNZ T&F group on industrial decarbonisation. As above, this will be included in discussions the BNZ T&F group on industrial decarbonisation has with c.6-12 businesses.</p>	
24	Objective 24: Develop and implement the Greater Manchester Resource and Waste Strategy		Develop and consult on Waste Strategy		
24.1	Improve the quality, consistency and amount of recycled materials	GMCA; LAS			
24.1.1	Instigate a programme of pilot resource management projects to improve the quality and rate of recycling with willing LAS and roll out more widely when feasible	GMCA	Waste Composition analysis	<p>The planning application was submitted and 2 bidders identified to progress to next stage. We will commence permit application development, and complete stage 2 of procurement process.</p>	
24.1.2	Continue to support residents through education awareness programmes and communication campaigns	GMCA; LAS	Delivery of Communication Programme	<p>Programme is being delivered as planned.</p>	
24.1.4	Collaborate with Collection authorities on the range of waste streams collected	GMCA; LAS	Explore feasibility of new waste streams	<p>The Interim Waste Plan has been presented to the Wider Leadership Team and Leaders Strategy meeting ahead of CA meeting on the 30th January.</p>	

Action number	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	Links to external material
25	Objective 25: Priority risks arising from climate change are managed and reduced					
25.1	Over-heating risks in residential buildings (new and existing properties) are reduced through the development of spatial planning policy and retrofit guidance	Las; GMCA				
25.1.2	Ensure effective coordination between decarbonisation and adaptation activities for homes to better understand any potential for over-heating risks	GMCA Environment	Integrated settlement retrofit grant funding could look to include over-heating and flood resilience measures in at-risk properties. Links to action 5.1.2	Green	We are looking into a potential funding pot that would allow for alignment between household energy efficiency retrofit schemes and delivering property flood resilience measures.	
25.3.1	Engage with hospitals, social care, care homes and other residential settings to raise awareness of the UK Gov Heat-Health Alert action card guidance and increase the uptake of recommended actions	GMCA	GMRF Extreme Heat Comms Steering Group looking at targeting comms on heat at H&SC providers	Green	Comms toolkit for severe cold weather was disseminated by GM Resilience Unit. We will focus on other climate risks and vulnerable populations.	
25.6.5	Raise awareness of low and medium-cost measures and other practical advice (uptake of flood protection insurance, raising awareness of flood warnings etc) to increase resilience of businesses to flood events	EA; Las		Yellow	Activities continue in this area.	
26	Objective 26: The adaptive capacity and resilience of our communities and organisations is increased with a focus on the most vulnerable					
26.1	Increase uptake of Property Flood Insurance and installation of Property Flood Resilience measures	Las; GMCA; EA				
26.1.2	Support the delivery of messages and communications on the availability of Property Flood Resilience measures and how to access these	Las; GMCA; GMRU; EA	EA are looking at doing engagement work with north-west LAs to try and increase uptake of the EA PFR Framework in our LAs	Green	Activities continue in this area.	
26.2.1	Awareness campaigns aimed at residents to better understand effective actions to take to reduce risks from over-heating in their homes, including vulnerable populations	Las; GMCA	Resources from CS-NOW study to be available this year, which includes recommendations for messaging to residents on heat. GMRF Project Heatwave also working in this space. GMRU are running an extreme heat scenario in first half of 2025	Green	Comms toolkit for severe cold weather was disseminated by GM Resilience Unit.	
26.3	Information and guidance produced for businesses and employees on risks around over-heating at work during extreme heat period	GMCA; Las; Business				
26.3.1	Explore the potential of using the Good Employment Charter as a tool to support this	GMCA; Las	A blog and relevant guidance will be produced for the Good Employment Charter (GEC) website and shared with its network of 2,000 employers. Green Economy will also share with its network of employers. The GEC is undergoing a strategic development phase whereby it will be reviewing the criteria to which it holds its Members across the 7 defined characteristics of 'good employment'. Considerations will be given to the inclusion of this issue under its 'Health and Wellbeing' characteristic at its working conference.	Green	The final blog article was written and published for the Green Economy website: "How extreme heat affects workplaces—and what employers can do to adapt". This final blog article is to be disseminated via the GEC networks.	
27	Objective 27: Publish and begin the delivery of a Climate Adaptation Strategy					
27.1	Develop a Greater Manchester Climate Adaptation Strategy and Implementation Plan	GMCA				
27.1.1	The GM Climate Adaptation Strategy and Implementation Plan will be evidence based, drawing on climate risks and opportunities identified in the developed of the Greater Manchester Climate Change Risk Assessment	n/a	Carried out as part of Horizon Europe funded programme Pathways 2 Resilience	Green	The strategic vision and objectives were co-developed with the Steering Group. This coming quarter an Action Plan is to be finalised.	

Action number	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	Links to external material
28	Objective 28: Reduce emissions that contribute to poor air quality					
28.1	Reduce emissions from domestic heating and buildings	Residents; Business				
28.1.1	Comply with smoke control legislation. Avoid burning solid fuel unless absolutely necessary, only burn authorised fuel in authorised appliance. Compost rather than burning garden waste	Residents	PM2.5 Project media campaigns		The Domestic Burning campaign underway through Local Authority promotion. GM Green City Burn Better webpages were updated. We will maintain the campaign through to February, with a possible link to Clean Air Night in January.	https://cleanairgm.com/data-hub/monitoring-reports/
28.1.3	Enforce the existing smoke control legislation	Las			Number of complaints received regarding smoke nuisance or smoke control type complaints consisted of; 32 domestic chimneys, 101 domestic bonfires, and 63 industrial, commercial and/or agricultural.	
28.1.4	Support LAs with health messaging around domestic solid fuel burning	UKHSA			Please see 28.1.1 & 28.1.5	
28.1.5	Regularly report on the impact of domestic solid fuel burning on the AQ in GM, using outputs of DEFRA-funded particulate campaign (to 2026)	Las			The Domestic burning campaign underway. Indicative monitoring has been extended until Spring 2026. The Domestic burning campaign and indicative monitoring continue until Spring 2026. A preliminary findings plan will be reported in the Air Quality Annual Status Report by July 2026	Monitoring reports Clean Air Greater Manchester
28.1.6	Complying with the supply of fuels legislation for smoke control areas	Business			0 Trading Standards visits occurred this quarter. Trading Standards only carry out checks in response to a complaint/intelligence about a breach of the regulations.	
28.3	Reduce emissions from transport	Las; Business; All vehicle owners				
28.3.6	Work with businesses and vehicle owners to deliver compliance with NO2 legal limit, through an investment-led, non-charging Greater Manchester Clean Air Plan that cleans up the air without harming livelihoods, jobs and businesses	Las; TfGM			The Hackney Support Fund is offering grants to eligible hackney carriage vehicle licensees so that they can upgrade to cleaner vehicles. A review of exceedance and near exceedance sites underway. We will also start analysis of 2025 air quality monitoring data.	Diffusion Tubes Clean Air Greater Manchester
29	Objective 29: Support communities and business to encourage the adoption of behaviours that contribute to improving Air Quality					
29.1	Support residents to make sustainable lifestyle choices	GMCA; TfGM				
29.1.1	Significant improvements in air quality can be achieved through compliance with air quality legislation. Remind residents of the legislative requirements regarding domestic burning and the health impacts of not doing so	National Government; Las			Please see 28.1.1 & 28.1.5	
29.1.2	Improvements in air quality can be made by choosing active travel such as walking, cycling and wheeling, public transport or by car-sharing rather than relying on private vehicles	Residents			Air Quality officers presented to the Five Year Environment Plan Forum and Air Quality community groups on Air Quality and transport topics. Q3 press releases include; Bee Network funding boost for more electric buses and network expansion, Greater Manchester launches country's first inclusive cycling network, The community group championing cycling opportunities for women and girls in Bolton. Ongoing promotion of Bee Network and sustainable travel choices across marketing and media activity will take place in the coming quarter.	Bee Network's green revolution is cleaning up Greater Manchester's air
29.1.4	Daily Air Quality Index (DAQ) are available for Greater Manchester, to subscribers giving a forecast of expected air quality, and provides recommended actions and health advice (https://cleanairgm.com/data-hub/forecast-and-alerts)	Residents			The Daily Air Quality Index Report now has 754 alert subscribers (up 10 from previous quarter. In the coming quarter a review of GM Alerts Service will take place.	Forecast and alerts Clean Air Greater Manchester

Action number	Objectives -> Direct Actions -> Enabling Actions	Lead Orgs	Current year activity	RAG	Reporting	Links to external material
30	Objective 30: 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					
30.1	Set a target date to become carbon neutral, develop and deliver a plan for achievement	Business				
30.1.1	Engage with GM businesses to support them to become carbon neutral through the effective targeting of support programmes e.g., Bee Net Zero	GM Business Board; Growth Company	Campaigns already under progress under Bee Net Zero (e.g., BNZ Commitment, energy flexibility, employee engagement)	Green	A contract extension with Marketing Manchester has been finalised, and a new website plan has been drafted with Marketing Manchester for final review. An employee engagement campaign was discussed as part of first meeting of the BNZ T&F group on comms & engagement on 28th November 2025. A refresh of the BNZ website is due in January-February 2026. We will also engage with the SCP team to finalise plan for employee engagement campaign and ensure appropriately lined up with the sustainability games.	
30.1.2	Regularly engage with place-based business (e.g., Trafford Park, Atom Valley) and individuals sectors (e.g., hospitality, digital, waste management etc) to enable bespoke, high impact, peer-peer support and signpost businesses to available resources	GM Business Board; GMCA; LAs	Place: BNZ Trafford Park already in place, Stakehill project already underway, plans in place to form a business/industrial park decarb T&F group Sector: Green Economy already working with Marketing Manchester, pro-manchester, and Open Kitchen on Manchester's hospitality sector; BNZ looking at setting up second event with accountancy / professional services sector	Yellow	The first meeting of the BNZ T&F group on industrial decarbonisation took place on 21st November 2025. The terms of reference have been pulled together, to be agreed at next meeting on 30th January 2025, agreed the main priority is to compile shortlist of GM businesses to engage with. We will agree terms of reference for the group. There are plans to engage c.6-12 businesses to identify next steps and workstreams for the next 12 months.	
30.1.3	Engage and support client businesses on the risks, opportunities and financial incentives of a net zero carbon economic transition	Business intermediaries	To pick up as part of BNZ's deep-dive in April on comms strategy and messaging	Green	As above, first meeting of the BNZ T&F group on comms & engagement took place on 28th November 2025, a contract extension was agreed with Marketing Manchester, and a final website plan has been drafted. As above, BNZ website to be refreshed in January-February 26.	
30.1.4	Identify and make available to industry support from investors, national programmes and initiatives from other city regions (e.g., NW Industrial Cluster Programme including HyNet) to help drive investment in industrial decarbonisation	GMCA	Picked up within BNZ forward plan as being something to update the BNZ website for	Green	The first meeting of the BNZ T&F group on supply chain development; to be chaired by Green Economy, has been organised for 26th January 2026. We are pulling together terms of reference for the group and agree next steps following this meeting.	
30.2	Assess the potential for innovation in products, processes and service models	Business				
30.2.1	Provide businesses with advice and access to innovative technology solutions (e.g., Made Smarter)	Growth Company	Made Smarter is run by the Growth Company and contract managed by Josh Wakeford (GMCA Economy directorate)	Green	As above, the first meeting of the BNZ T&F group on supply chain development; to be chaired by Green Economy, has been organised for 26th January 2026. We are pulling together terms of reference for the group and agree next steps following this meeting.	
30.2.2	Support GM environmental technology business to accelerate the commercialisation of their innovative products and services through linking to anchor research facilities and exploring the potential for a centre of excellence approach	Academia; Growth Company; Energy Innovation Agency	Green Economy and the Energy Innovation Agency (both part of The Growth Company) already provide support in this space, as do others in the public and private sector (e.g., universities, banks, Sustainable Ventures)	Yellow	As above, the first meeting of the BNZ T&F group on supply chain development; to be chaired by Green Economy, has been organised for 26th January 2026. We are pulling together terms of reference for the group and agree next steps following this meeting.	
31	Objective 31: Increase the resilience of supply chains, managing and mitigating risks from a changing climate					
31.1	Undertake a climate change risk assessment to understand the implication and exposure to climate change risks to supply chains, customers, and place of business and commence mitigation activity for the highest identified risks	Business				
31.1.1	Produce information and guidance on low and medium-cost measures and other practical advice (uptake or flood protection insurance, raising awareness of flood warnings etc) to increase resilience to flood events	Green Economy	Picked up within BNZ forward plan as being a potential focus / campaign area	Green	Discussed as part of the first meeting of the BNZ T&F group on comms & engagement on 28 th November 2025. We are to confirm at next meeting of the coms & engagement T&F group on 2 nd January 2026 when a campaign on resilience can be produced.	
31.1.2	Engage large-scale event organisers and venues on the need for risk assessments to include over-heating risks for events in the summer months	Events industry; Marketing Manchester	Marketing Manchester have already produced work in this area	Green	Discussed as part of the first meeting of the BNZ T&F group on comms & engagement on 28 th November 2025. We are to confirm at next meeting of the coms & engagement T&F group on 2 nd January 2026 when a campaign on resilience can be produced.	
32	Objective 32: Increase the size and productivity of GM's Environmental & Low Carbon sector, creating secure, good quality jobs for our residents					
32.1	Create good well paid jobs in the Green Economy	Public sector; Business				

32.1.1	Utilise the increased demand for low carbon and environment goods and services to growth and expand workforce in sector businesses	Business	Potential focus area for BNZ following March 2025 board meeting. Also a key pillar of activity within the Low Carbon SDP	Yellow	The first meeting of the BNZ T&F group on green skills took place on 05 th December 2025, following which a draft terms of reference for the group has been produced. Also first steps on organising a workshop in February bringing together The Growth Company and GM's colleges. We will finalise terms of reference and immediate priorities for the BNZ T&F group on green skills at next meeting on 23 rd January 2026.	
32.1.2	Support the Environmental Goods and Services sector to grow, through targeted intervention and procurement capabilities	Growth Company	Focus of the Low Carbon SDP. Are a few things going on re procurement in both GMCA and GC	Green	This was included in the draft agenda for the first meeting of the BNZ T&F group on supply chain development on 26 th January 2026. We will confirm next steps on procurement following this meeting.	
32.1.3	Explore the opportunity to grow circular economy businesses, e.g., battery recycling aligned to GM's advanced manufacturing capabilities	GMCA	Build on work The Growth Company have been doing with DBT, Royce Institute, Composites UK and others exploring the potential for a composites recycling cluster in GM	Yellow	This was included in the draft agenda for the first meeting of the BNZ T&F group on supply chain development on 26 th January 2026. We will confirm next steps on procurement following this meeting.	
32.1.4	Create demand for GM Low Carbon Goods and Services providers through the creation of aggregated, robust and certain pipelines of delivery projects	GMCA; LAS	Focus of the Low Carbon SDP is aggregating certain projects and areas e.g., NZ Accelerator, heat networks, retrofit activity	Green	This was included in the draft agenda for the first meeting of the BNZ T&F group on supply chain development on 26 th January 2026. We will confirm next steps on procurement following this meeting.	
32.1.5	Where appropriate, support the diversification of companies into the green economy	Growth Company	Already undertaken to some extent by Green Economy and the Business Growth Hub; also a focus of the Low Carbon SDP	Green	This was included in the draft agenda for the first meeting of the BNZ T&F group on supply chain development on 26 th January 2026. We will confirm next steps on procurement following this meeting.	
32.2	More GM-based green economy companies developed or supported to relocate to GM	Business; MIDAS				
32.2.2	Use Good Employment Charter to promote good employment practices across the green economy	GMCA; Growth Company	Potential to build into BNZ's employee engagement and/or other campaigns. The Charter has shared a list organisations already engaged as Members/Supporters in the green economy that could act to highlight good practice from the sector. The Charter stands ready to work with organisations that come forward from the Sector	Green	This was discussed as part of the first meeting of the BNZ T&F group on green skills on 05th December 2025. We will confirm at next meeting of the BNZ T&F group on green skills on 23rd January 2026 how to take this forward.	
32.2.3	Utilise existing academic infrastructure and assets to encourage more university spinouts to develop new products and services here	Academia; EIA	Key focus of the Low Carbon SDP	Yellow	This quarter held discussions with GMCA Economy directorate on how to take this forward based around all five Sector Development Plans, and the Local Innovation Partnership Fund. We will confirm with GMCA Economy directorate how to take this forward following shortlisting of projects for the Local Innovation Partnership Fund.	
33	Objective 33: Increase the number of residents who have the skills needed to work in the greener economy					
33.1	Support skills development for a low carbon economy	GMCA				
33.1.1	Embed climate knowledge in all jobs and wider society	Carbon Literacy Trust; NGOs; Chartered Institutes	Discussed as part of BNZ's deep-dive in March 2025 on green skills	Green	This was discussed as part of the first meeting of the BNZ T&F group on green skills on 05th December 2025, of which The Carbon Literacy Project are a member. We will include embedding climate knowledge within the employee engagement campaign, and potentially any additional activity beyond that; which will be discussed with the BNZ T&F group on green skills.	