

<p><b>What is a Forward Plan of Key Decisions?</b></p> <p>The Register is a published list of the key decisions which are due to be taken by the:</p> <ul style="list-style-type: none"> <li>• Greater Manchester Combined Authority (GMCA)</li> <li>• Greater Manchester Elected Mayor</li> <li>• Joint GMCA &amp; AGMA Executive Board</li> <li>• Transport for Greater Manchester Committee</li> <li>• GMCA Resources Committee</li> <li>• GMCA's Waste &amp; Recycling Committee</li> <li>• Statutory Officers of the GMCA</li> </ul> <p>These decisions must be published on the Register at least <b>28 clear days before the decision is to be taken</b>, whether in public or private. The Register is updated at least once a</p>	<p><b>What is a Key Decision?</b></p> <p>A key decision defined by 'the Order' is a decision which, in the view of the Greater Manchester Combined Authority's Overview and Scrutiny Committee, would result in any of the decision makers listed:</p> <ul style="list-style-type: none"> <li>(i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or</li> <li>(ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester.</li> </ul>	<p><b>How to find out more on these proposed decisions</b></p> <p>The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA's website five working days before the decision is to be made see <a href="http://www.greatermanchester-ca.gov.uk">www.greatermanchester-ca.gov.uk</a>.</p> <p>For general information about the decision- making process please contact:</p> <p>Sarah Horseman - Secretary to the GMCA, <a href="mailto:Sarah.Horseman@greatermanchester-ca.gov.uk">Sarah.Horseman@greatermanchester-ca.gov.uk</a></p>
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<p>month.</p> <p>This Register of Key Decisions has been prepared in accordance with <a href="#">Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017</a> ('the Order').</p> <p>The Register is published on the GMCA's website <a href="http://www.greatermanchester-ca.gov.uk">www.greatermanchester-ca.gov.uk</a> and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority &amp; Greater Manchester Mayor Tootal Buildings Oxford Street Manchester M1 6EU</p>	<p>The GMCA's has an Overview &amp; Scrutiny Committee whose role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	
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Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
<b>Green City Region</b>							
GM Municipal Waste Management Strategy	To approve a 5 year GM Municipal Waste Strategy which aims to evaluate current waste services, performance metrics, external influences,	Greater Manchester Combined Authority	30 Jan 2026	Report with recommendations	Councillor Tom Ross		David Taylor david.taylor@greatermanchester-ca.gov.uk

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	future projections, and targets in line with national environmental goals, considering recent government policies.						
GM Hydrogen Strategy	Approval of the refreshed hydrogen strategy for Greater Manchester.	Greater Manchester Combined Authority	27 Mar 2026	Report with recommendations	Councillor Tom Ross		Mark Atherton mark.atherton@greatermanchester-ca.gov.uk
Retrofit GM	Approval of the refreshed	Greater Manchester	27 Mar 2026	Report with recommendations	Councillor Tom Ross		Mark Atherton mark.atherton

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	Strategy to retrofit buildings across Greater Manchester.	Combined Authority		ons			@greatermanchester-ca.gov.uk
Appointment of technical advisers to the Waste & Resources Team	To appoint technical advisers to the Waste & Resources Team following an Open Procedure procurement process.	Group Chief Finance Officer	April 2026	Procurement report	Councillor Tom Ross		Paul Morgan paul.morgan@greatermanchester-ca.gov.uk
Appointment of legal advisers to the Waste & Resources	To appoint legal advisers to the Waste & Resources	Group Chief Finance Officer	March 2026	Procurement report	Councillor Tom Ross		Paul Morgan paul.morgan@greatermanchester-ca.gov.uk

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Team	Team following an Open Procedure procurement process.						
<b>Transport</b>							
*Bus Franchising	To approve the award and variation of:  (i) the franchise contracts relating to bus franchising; (ii) contracts for the provision of	Group Chief Executive  GM Mayor  Greater Manchester Combined Authority  TfGM as an officer of the	Between 1 Feb 2026 and 30 Apr 2026  Between 1 Feb 2026 and 30 Apr 2026  Between 1 Feb 2026 and 30 Apr 2026	Report with recommendations	GM Mayor Andy Burnham  GM Mayor Andy Burnham  GM Mayor Andy Burnham  GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	various franchise scheme related services and goods (including all contracts for the provision of equipment, hardware, software and background IT infrastructure that are required to support and/or facilitate the delivery, and	GMCA	Between 1 Feb 2026 and 30 Apr 2026				

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	<p>ongoing operation, of franchised bus services and the overall franchising scheme); and (iii) contracts for the acquisition and/or lease of land, sites or other assets (comprising real estate or otherwise) in connection with the delivery, and</p>						

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	ongoing operation, of franchised bus services and the overall franchising scheme.						
*Bus Depot Acquisitions	To negotiate and approve procedural changes for the acquisition of bus depots to support Tranches 2 and 3 bus franchising, within previously	Group Chief Executive  Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026  Between 1 Feb 2026 and 30 Apr 2026	28 Delivering the Bee Network - Bus Fares Fleet Depots and CRSTS	GM Mayor Andy Burnham  GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	approved capital and revenue budgets for bus franchising.						
*Bus Depot Leases Tranche 2 and 3	To agree the final terms of leases of bus depots both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to	Group Chief Executive	Between 1 Feb 2026 and 30 Apr 2026	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com

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	be granted to the franchise bus operators for Tranches 2 and 3.						
*Bus Depot Acquisitions Treasurer Decision Tranches 1, 2 & 3	To agree the terms of any agreement between GMCA and TfGM to bring Tranche 1 leases in line with Tranches 2 and 3.	Group Chief Finance Officer	Between 1 Feb 2026 and 30 Apr 2026	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com
*Subsidised Services	To approve forthcoming changes to subsidised bus	Bee Network Committee Group Chief	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	GM Mayor Andy Burnham GM Mayor	Group Chief Executive	Stephen Rhodes stephen.rhodes@tfgm.com

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	services.	Executive	Between 1 Feb 2026 and 30 Apr 2026		Andy Burnham		
*Integrated Settlement Funding	To approve allocations and release of funding from Integrated Settlement Funding to transport capital and revenue programmes.	Group Chief Executive Greater Manchester Combined Authority Bee Network Committee	Between 1 Feb 2026 and 30 Apr 2026 Between 1 Feb 2026 and 30 Apr 2026 Between 1 Feb 2026 and 30 Apr 2026	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor Andy Burnham		Chris Barnes chris.barnes@tfgm.com
*Active Travel Programme	Approval to allocate and release	Bee Network Committee	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Richard Nickson richard.nickson

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	funding to progress the development and delivery of the Active Travel Programme.	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026		GM Mayor Andy Burnham		@tfgm.com
*Local Growth Deal ( 1, 2 and 3) six monthly progress update	To grant Full or Conditional Approval and/or release funding / approve expenditure and allocate/reallocate funding across the programme for	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Steve Warrener steve.warrener@tfgm.com

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	schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.						
*Transport Network Planning and Review Process	To approve the proposed approach to reviewing and developing the franchised bus network through a programme of network reviews.	Bee Network Committee	Between 1 Feb 2026 and 30 Apr 2026	Report with recommendations	GM Mayor Andy Burnham		Stephen Rhodes stephen.rhodes@tfgm.com

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	<p>To approve the proposed network planning guidelines.</p> <p>To approve the 12-month programme of network reviews.</p>						
<b>Resources and Investment</b>							
*Greater Manchester Business Funds	To conditionally approve business investments to proceed to due	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	Councillor David Molyneux	Group Chief Executive	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk

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	diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.						
*GM Investment Funds / GM Brownfield Funding Programme / GM Good Growth Fund	GMCA - To approve funding and / or vary the terms of previously approved funding from the GM	Greater Manchester Combined Authority  Group Chief Executive	Between 1 Feb 2026 and 30 Apr 2026  Between 1 Feb 2026 and 30 Apr 2026	Report with recommendations	Councillor Bev Craig, City Mayor Paul Dennett, Councillor David Molyneux  Councillor Bev		Laura Blakey laura.blakey@greatermanchester-ca.gov.uk

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	<p>Investment Fund / GM Brownfield Programme / GM Good Growth Fund.</p> <p>Group Chief Executives - Delegated decisions to vary the amount of funding from GM Investment Funds, GM Brownfield Programme</p>				<p>Craig, City Mayor Paul Dennett, Councillor David Molyneux</p>		

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	and GM Good Growth Fund by up to 10%, and to vary other funding conditions.						
Revenue and capital budget updates	Approve revisions to revenue budget and capital programme.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Mayoral General Budget 2026/27 and Precept Proposals including	Consideration of the GM Mayor's proposal for the 2026/27 Mayoral General	Greater Manchester Combined Authority	January 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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GMFRS	Precept including the Fire and Rescue Authority precept and whether Members of GMCA would wish to submit any written comments to the Mayor in line with the legal process and timetable.						
GMCA General Revenue	To approve the 2026/27 budget relating	Greater Manchester Combined	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanc

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

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	charge to GM local authorities and use of reserves.						
Mayoral General Revenue Budget 2026/27 including GMFRS	To approve the 2026/27 Mayor's General budget, including the Fire and Rescue Authority, use of reserves and calculation of the precepts and council tax rates.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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Waste and Recycling Revenue Budget 2026/27	To approve the 2026/27 waste budget, levy to GM local authorities and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Capital Programme 2025-2029	To approve the capital programme, including the quarter 3 update to the 2025/26 budget and the 2026/27 budget and forward plan.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA	Approve any	Greater	March 2026	Report with	Councillor		Steve Wilson

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

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	be made.						
Approval of the Treasury Management Strategy and Annual Investment Strategy 2026/27	To approve the Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for 2026/27 to 2028/29.	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Award contract for the Provision of Print to facilitate the printing of Mayoral	To award contract for a print of election materials to Civica in order to be able to	Group Chief Finance Officer	Between 27 Jan 2026 and 31 Mar 2026	Report with recommendations	Councillor David Molyneux		Emma Burnett emma.burnett@greatermanchester-ca.gov.uk

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Booklet	Publish Mayoral Booklet.						
<b>Housing First</b>							
*GM City Deal Receipts - Investment Approval Recommendations	The approval of investments funded with City Deal Receipts received from Homes England.	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026	Report	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
*Greater Manchester Housing Funds	To conditionally approve housing	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greater

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	investments to proceed to due diligence and/or note commercial changes to existing investments						manchester-ca.gov.uk
*Agreement to using further Greater Manchester Housing Investment Loan Fund surpluses	To agree the further use of Greater Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk

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	GM Housing Strategy						
*Greater Manchester Property Funds	To conditionally approve property investments to proceed to due diligence and/or note commercial changes to existing investments.	Greater Manchester Combined Authority	Between 1 Feb 2026 and 30 Apr 2026	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Andrew McIntosh andrew.mcintosh@greatermanchester-ca.gov.uk
Women In Safe Homes (WISH)	To retender the Women in Safe Homes programme	Greater Manchester Combined Authority	Between 1 May 2026 and 31 May 2029	Report with recommendations	City Mayor Paul Dennett		James Walker james.walker@greatermanchester-ca.gov.uk

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Young Persons Homelessness Prevention Service	To retender the Young Persons Homelessness Pathfinder programme	Greater Manchester Combined Authority	Between 1 Apr 2026 and 31 Mar 2029	Report with recommendations	City Mayor Paul Dennett		James Walker james.walker@greatermanchester-ca.gov.uk
Homelessness and Migration Budgets (2026-20290)	To allocate funding to GMCA's homelessness and migration programmes from 1 April 2026 – 31 March 2029 and approval of allocations	Greater Manchester Combined Authority	27 Mar 2026	Report with recommendations	City Mayor Paul Dennett		Joe Donohue joseph.donohue@greatermanchester-ca.gov.uk

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	for onward grant or contracting.						
<b>Culture</b>							
Greater Manchester Night Time Economy Strategy (2025-30)	GMCA approval of the Greater Manchester Night Time Economy Strategy (2025-30)	Greater Manchester Combined Authority	27 Mar 2026	Report with recommendations	Councillor Neil Emmott		Joe Heys joe.heys@greatermanchester-ca.gov.uk
GM Culture Fund	To approve GMCA Culture Fund Portfolio and budget 2026-29	Greater Manchester Combined Authority	27 Mar 2026	Report with recommendations	Councillor Neil Emmott		Marie-Claire Daly Marie-Claire.Daly@greatermanchester-ca.gov.uk

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<b>Economy, Business &amp; Inclusive Growth</b>							
The Local Innovation Partnerships Fund - Final Portfolio Selection	To approve the portfolio of projects to be recommended to UKRI to receive funding under the Local Innovation Partnerships Fund, including any related acceptance and awarding of funding to	Group Chief Executive	Between 1 Feb 2026 and 31 Mar 2026	Subject to delegation by the GMCA on 28.11.25	Councillor Bev Craig		Adrian Toland adrian.toland@greatermanchester.gov.uk

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	successful projects.						
Atom Valley Northern Gateway Mayoral Development Corporation Business Plan Approval	Approval of the Atom Valley Northern Gateway MDC Business Plan prior to formal adoption by the MDC.	Greater Manchester Combined Authority	27 Mar 2026	Report with recommendations	Councillor Bev Craig		Alex Maynard alex.maynard@greatermanchester-ca.gov.uk
Greater Manchester Industrial Strategy Zone 2026/27 project allocations	Following the delegation by the GMCA on 29th November, the Chief Executive will distribute	Group Chief Executive	February 2026	Report with recommendations	Councillor Bev Craig		Jens Van den Brande jens.vandenbrande@greatermanchester-ca.gov.uk

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	defined allocations for the financial year 2026/27 from Greater Manchester's Industrial Strategy Zone Flexible Funding to the GM projects the government agreed with GMCA in March 2024.						
Foundational Economy Innovation	To approve the award of grant funding from	Group Chief Finance Officer	March 2026	Report with recommendations	Councillor Bev Craig		Beth Sharratt elizabeth.sharratt@greaterma

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Fund - Round 2 Scale-up Phase	the Foundational Economy Innovation Fund – Round 2 scale-up phase to successful applicants.						nchester-ca.gov.uk
Economic Programmes and Projects 2026/27	To award contracts and/or grant funding to providers/recipients for the delivery of Economic programmes and projects in	Group Chief Finance Officer	Between 1 Mar 2026 and 30 Jun 2026	Contract/grant award reports	Councillor Bev Craig		Joshua Wakeford joshua.wakeford@greatermanchester-ca.gov.uk

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	the 2026/27 financial year.						

### **Technical Education & Skills**

Grant award to the 10 GM Local Authorities to continue to deliver the Economic Inactivity Trailblazer , WorkWell and NEET activity	Decision to award grant funding to the 10 GM Local Authorities to deliver services to Economic Inactivity residents and residents at risk of becoming Economically Inactive.	Group Chief Finance Officer	Not before 20th Jan 2026		Councillor Eamonn O'Brien		Nic Witton-Dowd Nic.Witton-Dowd@greatermanchester-ca.gov.uk
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GM Devolved Adult Education Budget (AEB) and Free Courses for Jobs (FCFJ) Update and Key Decisions	<p>GMCA to approve the proposed indicative allocations and subsequent expenditure for the GM grant-funded further education institutions.</p> <p>The Mayor, to approve the proposed indicative allocations and subsequent expenditure for</p>	GM Mayor, Greater Manchester Combined Authority	Between 1 Feb 2026 and 31 Mar 2026		Councillor Eamonn O'Brien		Sharon Kelly Sharon.kelly@greatermanchester-ca.gov.uk

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	<p>the GM grant-funded Local Authorities and to grant delegated authority to the GMCA Treasurer to approve any minor changes that arise.</p> <p>GMCA to approve the proposed indicative allocations and subsequent expenditure for</p>						

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	<p>the GM procured providers as per the commissioning processes subject to annual terms and conditions being met.</p> <p>GMCA to approve the proposed indicative allocations and subsequent expenditure for the grant-</p>						

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	funded further education institutions, where GM residents have chosen an alternative institution for their selected training needs.						
<b>Safer and Stronger Communities</b>							
Severe weather early warning and informing	Agree the next steps, responsibilities and a shared set of principles to strengthen the	Group Chief Executive GM Mayor Greater Manchester	February 2026 February 2026 February 2026	Report with recommendations	GM Deputy Mayor Kate Green GM Deputy Mayor Kate Green		Kathy Oldham kathy.oldham@greatermanchester-ca.gov.uk

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	early warning systems and associated response arrangements for Greater Manchester.	Combined Authority			GM Deputy Mayor Kate Green		