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Greater Manchester Strategy Performance Framework 2025-2035

February 2026

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Note – key changes compared to previous versions [provided for information, but to be deleted from the final document]

The main changes in this version of the Performance Framework compared to the version discussed at the GMCA meeting in late June 2025 are summarised below.

- The previous structure has been revised to reflect the introduction of the GMS pledges. Some of the pledges are quantified and others not – the Performance Framework incorporates all of the pledges that have a defined numeric target or a directional focus (e.g. increase, reduce, narrow the gap), and which can therefore be tracked through quantitative indicators and related performance reporting. Reporting on those pledges that do not have a quantified or directional target will be narrative-based, not explicitly incorporated into the Performance Framework but covered in the annual GMS Performance Report.
- We have also expanded the approach to incorporate reporting of progress against the commitments made in the GMS Delivery Plan, through a set of output and outcome measures, alongside qualitative, narrative reporting of commitments that are milestone-based rather than quantified or directional. The framework also brings in the set of GMS equality objectives that have been defined more recently in dialogue with the Tackling Inequalities Board.
- In July 2025, the GMS Editorial Board reviewed a subsequent version of the Performance Framework to that discussed at the late June GMCA meeting. The Editorial Board version incorporated the GMS pledges, but preceded the Delivery Plan, so did not include indicators to track the commitments set out in that document; the approach to structuring the higher-level, annual performance indicators was also different. The current approach to targeting has also changed, as the July 2025 version suggested only targeting those pledges with a quantified or directional focus, whereas this latest version brings in targets for relevant Delivery Plan commitments.

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Introduction

1. The new Greater Manchester Strategy (GMS) Performance Framework has been developed alongside new versions of the Strategy itself and the associated Delivery Plan. This document sets out how we propose to track progress against the Vision set out in the new GMS and the commitments articulated in the GMS pledges, and how Delivery Plan activity is contributing to improved outcomes for Greater Manchester (GM) residents. Importantly, given that the Vision is for GM to be “a thriving city region where everyone can live a good life”, the Performance Framework has a strong equalities focus, seeking to highlight how variance in performance is impacting differentially on GM places and communities.
2. The approach builds on the predecessor frameworks that were developed for earlier versions of the GMS, most notably the [2021-24 GMS Performance Framework](#) and related [performance dashboards](#). As set out below, the new Performance Framework is structured differently, to reflect the framing of the new Strategy and Delivery Plan, and in light of the learning derived from previous experience. In particular, by including a new set of ‘resident perception measures’, it seeks to reflect more closely the key issues that GM residents care about, and to provide an understanding of how sentiments are changing over time and how they differ depending on where our residents live and their demographic background and characteristics.
3. Note that the Framework is purposefully not titled as an outcomes framework, in part because many of the Delivery Plan metrics are more activity or output-focused, but also due to the somewhat contested understanding of what an outcome is or is not. We want the performance framework to enable us to understand where we are being successful in bringing about positive change in relation to GMS ambitions – and equally, to highlight where further improvement is needed and inform decisions over potential changes in focus and prioritisation that could help to improve performance.
4. The rest of this paper is structured as follows:
 - Key principles

- Structure – including content on the approach to inequalities, alignment with the Integrated Settlement Outcomes Framework and performance reporting
 - GMS Performance Framework – summary indicator tables.
5. A separate Technical Appendix provides a more detailed version of the indicator tables, providing further information on the outcomes, indicators and targets, along with more detail on the approach to equalities reporting, data sources and relevant context. It also brings together a list of the metrics that will be used to report against the GMS pledges, and those that have been identified to track the set of equality objectives.

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Key principles

6. The principles set out below draw on those adopted for the 2021 GMS Performance Framework, and have guided the choice of indicators that will be used to track progress against GMS priorities. They explain the approach to targeting, and describe how we intend to report on the progress we have made.
- 1) Our approach should be **driven by *what we want to measure***, rather than *how* to measure it.
 - 2) Indicators should be included if they are **directly relevant to the priorities and activities set out in the GMS** (as articulated in the GMS Vision, pledges and Delivery Plan commitments), and if they will enable an understanding of progress against them.
 - 3) Indicators should only be included if there is a clear purpose in doing so – the evidence they provide should **be capable of influencing decision making**, by giving meaningful intelligence on conditions and progress for GM places and residents.
 - 4) The Framework needs to give us **a better understanding of inequality across the city region, both by place and across our diverse communities**, providing intelligence that informs our response to unacceptable variance in opportunity, experience and outcomes. Whilst some indicators do not provide the required granularity of data, we need to understand the detail that sits beneath the GM average, reporting performance at district level and for specific demographic groups where possible. A number of indicators and targets are specifically delineated as GMS equality objectives, and there are some Delivery Plan entries relating to core activity to address inequalities and enhance the role of the voluntary, community, faith and social enterprise (VCFSE) sector. However, beyond these, reducing inequality is framed as a cross-cutting outcome that sits across the entire Performance Framework, rather than being separated off into a small number of dedicated measures.
 - 5) Whilst it is important that we report against higher-level metrics in order to understand our current position and change over time in relation to key ambitions for the city region, we also need to **track progress in**

delivering GMS activity on the ground, and how this activity is contributing (or will contribute, in time) to higher-level change.

- 6) We should **identify new sources of data that provide insight on areas where standard data sets fall short**, and that enable us to understand resident perceptions and how these might vary across GM and amongst our different communities. We can only do so effectively by using locally generated data, drawing on findings from survey activity with GM residents.
- 7) Indicators at different levels should be linked by a 'golden thread' that can be traced between them – a **theory of change that brings together the 'bottom-up' and 'top-down'** and enables us to articulate how performance against one measure contributes to other measures, and how wider underlying activity (relating to the Delivery Plan and the range of strategies and plans that feed into GMS) contributes to change in higher-level priorities.
- 8) **The Performance Framework should be viewed as cross-cutting**, with activity under one GMS workstream contributing to indicators and outcomes within another. 'Ownership' of targets, indicators and outcomes should not be confined to a specific workstream, organisation or portfolio areas – we should avoid a siloed approach to performance assessment, if the drivers of success sit in different parts of the system.
- 9) The Framework should be **aligned with wider performance reporting processes** relating to specific GMS workstreams, thematic areas and organisations – we should avoid replicating what is best reported elsewhere, and signpost the wider and more detailed picture, so that people can access it if they wish to.
- 10) Particularly for targeted measures, we should aim for indicators that are both **easy to understand and avoid ambiguity in interpretation**, so it is clear what they mean and what success looks like. For instance, it may be a good thing if more residents are reporting problems or accessing support, as it could indicate success in engaging them and ensuring greater awareness; however, it could also be an indication of higher levels of need.

- 11) **Performance reporting should provide clarity on the extent to which we might expect to see progress against targeted indicators in the shorter-term.** Some of the GMS pledges will be directly responsive to Delivery Plan activity, with change likely to be demonstrated by 2030, the target end-date for many of the pledges. However, other pledges will be more subject to wider factors, with the levers of change sitting further from GM's sphere of influence, and a longer time period being required before that change might become visible. The GMS performance reports will accompany the quantitative reporting with narrative that provides a nuanced assessment of whether our activity has been successful or not, including if it is too early to assess progress against targets with confidence. Similarly, if there is a long lag between data capture and publication, indicators will not provide timely intelligence on progress – this is the case for some of the higher-level contextual indicators, but they have been underpinned with Delivery Plan outcome measures that act as proxies to give a nearer-term understanding of progress towards higher-level ambitions.
- 12) **Reporting against targets should reflect our equality goals.** Although the targets are framed at GM level, rather than being specified for the individual districts, we commit to reporting variance by place and population group, providing insight that supports movement towards more equitable outcomes over time. We need to improve GM average performance by improving outcomes for our worst-performing places and population groups, rather than leaving them largely unchanged and pulling up the average by just focusing on improving performance in the better achieving areas and groups.
- 13) Reporting against the GMS indicators should ensure that **performance is properly contextualised, and intelligence is provided, not just information**; understanding what is driving change in the quantitative data will require accompanying qualitative evidence and contextualisation. Reporting needs to link our understanding of progress against Delivery Plan activity with how change is being demonstrated in the higher-level metrics, so that decision makers can consider the levers

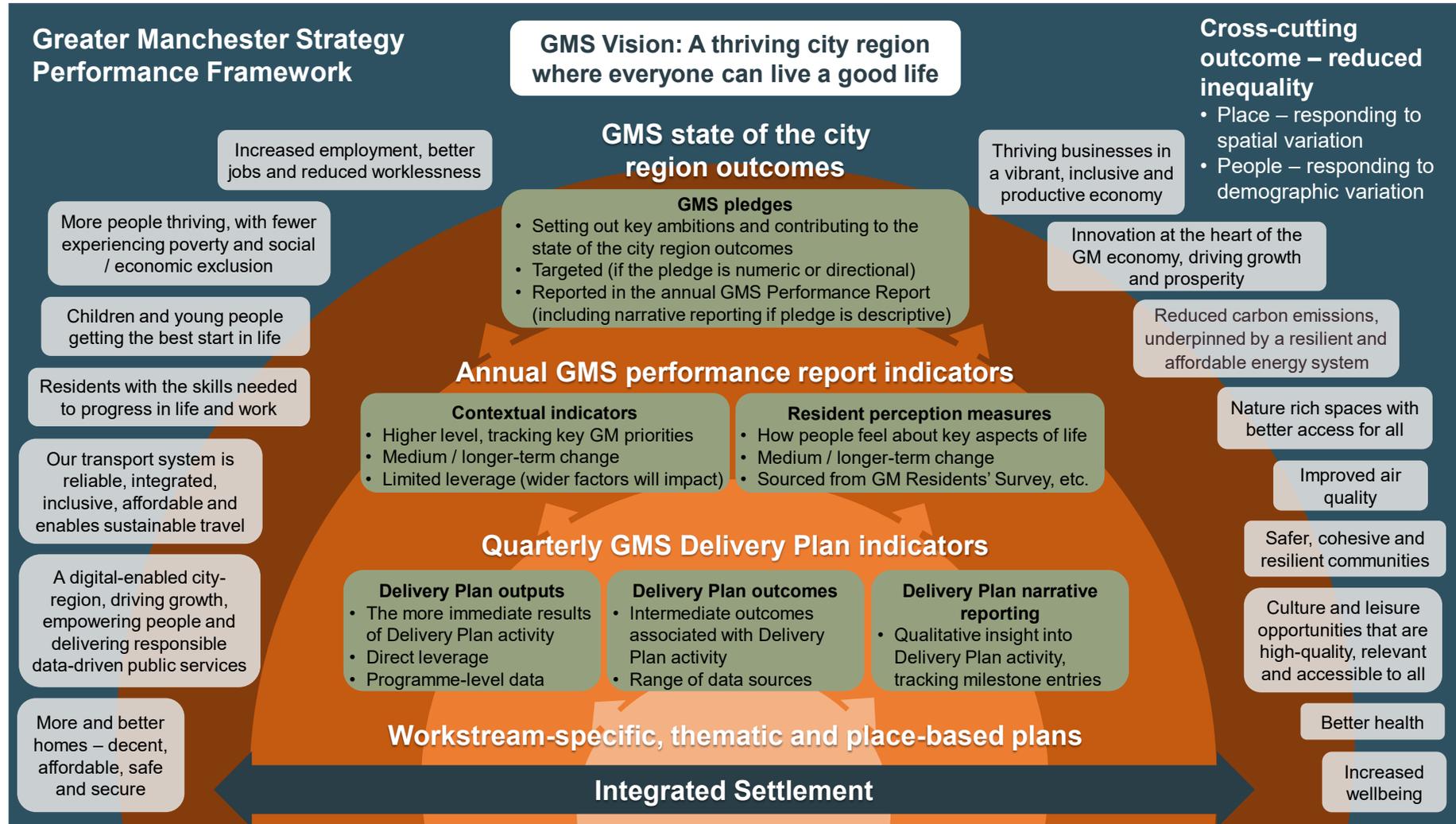
at work and the options for responding in a way that will lead to better outcomes in the future.

- 14) We will ensure the responsible use and sharing of information and data, so that information flows to where it is needed, and we are committed to **open and accessible reporting** that makes data and intelligence available to all who want to use it. This acknowledges that the GMS should relate to multiple audiences, both internal to the city region (notably GM residents) and externally.

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Structure

7. The graphic below shows how the Performance Framework is structured.



8. In summary, the key component elements comprise:
- a set of high-level **state of the city region outcomes**, to which the **GMS pledges** will contribute; pledges that are numeric or directional will be targeted and tracked using specific indicators;
 - a set of indicators that will feature in annual GMS performance reports, comprising **contextual indicators** and **resident perception measures**. These indicators underpin the state of the city region outcomes and pledges, with Delivery Plan activities, outputs and outcomes contributing to them;
 - a set of **GMS Delivery Plan indicators**, which will be the focus of quarterly Delivery Plan reports. The indicators will track the progress of commitments made against the Delivery Plan entries, using output and outcome indicators, but also qualitative, narrative reporting where the Delivery Plan commitment is milestone-based rather than being quantified or directional.
9. In turn, the Performance Framework indicators build on a range of existing (and future) **workstream, thematic and place-based plans**. These will be subject to their own, specific performance reporting approaches, which sit outside of the formal GMS performance framework but will contribute to it.
10. All elements of the GMS Performance Framework align with the **GM Integrated Settlement outcomes framework**.

State of the city region outcomes and GMS pledges

11. The state of the city region outcomes represent the highest level of the framework, relating to the headline ambitions for GM across key priority areas, and contributing to the over-arching GMS Vision of “A thriving city region where everyone can live a good life”. By nature, they cross-cut the GMS workstreams, with activity from across the GM ‘system’ contributing to them; multiple portfolio areas, thematic strategies and organisations are relevant to each of the outcomes. Importantly, given their high-level nature, the outcomes also align with central government priorities.

12. The outcomes are intended to represent the key issues that residents care about, which will subsequently be tracked through the resident perception measures and wider indicator set, along with associated qualitative research.
13. The GMS pledges will contribute directly to progress against the state of the city region outcomes, and as set out in the GMS document, are our commitments to GM residents on what we are setting out to achieve through the strategy. The Performance Framework covers all of the pledges that have a defined numeric target or a directional focus (e.g. increase, reduce, narrow the gap), and which can therefore be reported using quantitative indicators. More descriptive pledges and those that are binary (e.g. to deliver something by a certain date) will be tracked through narrative Delivery Plan updates. The annual GMS performance report will have a central focus on the pledges, and will assess progress against all of them, whether tracked quantitatively or qualitatively.

Annual GMS performance report indicators

14. The annual performance report indicators sit alongside the state of the city region outcomes and GMS pledges, and are intended to track related, higher-level priorities. There are two types of indicator:
 1. **Contextual indicators**, which largely draw on standard secondary data sources, and are similar in nature to the [shared outcome indicators](#) within the 2021-24 GMS Performance Framework (some of the same indicators are used in both frameworks). As with the state of the city region outcomes, we would expect GMS activity to have some impact over time, but change may only be demonstrated in the medium to longer term. Wider factors will play in, such as global dynamics, macro-economic conditions and central government policy, and our leverage to influence performance may be relatively limited.
 2. **Resident perception measures**, which include two questions to 'benchmark' the GMS Vision. Data on the resident perception measures will be largely captured through the GM Residents' Survey, along with the GM Policing and Community Safety Survey and surveys undertaken by Transport for Greater Manchester (TfGM). Spatial variance across the city region will be reported using district-level data, and demographic variance

using GM-level data for key protected characteristics groups. Although some of the areas to be explored will require new questions to be introduced into relevant surveys (and further work may be required to define how best to frame the questions), many are already captured through existing question sets.

15. Data on the annual GMS performance report indicators will be reported in a revised set of GMS performance dashboards. The resident perception measures will require a more nuanced approach that contextualises the quantitative data with supporting, qualitative narrative, so are best covered through existing survey reporting; this will also ensure efficiency, avoiding duplication across different reporting tools. Reporting on both will be brought together in the annual performance report, along with content to track progress against the GMS pledges and related Delivery Plan priorities. All outputs will be hosted together on the dedicated website for the GMS, [Together we are Greater Manchester](#).¹

Quarterly GMS Delivery Plan indicators

16. Commitments made against the Delivery Plan entries have a short (Year 1), medium (Year 4, unless stated otherwise) and longer-term (ten-year) time horizon, with quantified targets identified for these three milestone points for relevant commitments. Progress against the commitments will be tracked in three ways, using:

1. **Delivery Plan output metrics**, which track the more immediate deliverables that result from GMS activity. We have direct leverage over performance against these metrics, which will be reported using programme-level data and will provide an early indication of progress against GMS priorities.
2. **Delivery Plan outcome metrics**, which will result from Delivery Plan activity, and effectively act as 'intermediate outcome' indicators, sitting as stepping stones between the output metrics and the higher-level (GMS performance report) outcomes. We have considerable leverage through

¹ Progress reporting on the 2021-24 GMS can be found at [this link](#) [NB GMCA – needs updating to a legacy page where content relating to the previous GMS will be hosted]

Delivery Plan activity to bring about change against many of these outcome measures, which should be capable of demonstrating that change in the short- to medium-term.

3. **Delivery Plan narrative reporting**, for commitments that are milestone-based and cannot be tracked using quantitative indicators. Instead, a qualitative, narrative update will set out progress against the commitment.

17. Whilst the annual GMS performance reports will focus on the higher-level measures, pledges and state of the city region outcomes, they will also draw in content from the Delivery Plan reporting where this demonstrates how 'bottom-up' activity is contributing to our 'top-down' ambitions, so that a rounded view of progress can be articulated. This will help to inform consideration of how renewed targeting and prioritisation of Delivery Plan activity might support the achievement of better outcomes.

Understanding inequality across the city region

18. As recognised in progress reporting for the previous (2021-24) GMS, too many of our residents continue to be held back by structural inequalities, including ill health, poverty, poor quality and unaffordable housing, and digital exclusion. There is both a place-based and demographic dimension, with deprived areas generally experiencing considerably worse outcomes than more affluent parts of the city region, and some of our communities facing ongoing and entrenched socio-economic challenges. Furthermore, place-based and demographic dimensions can intersect, particularly in relation to ethnicity, with some areas that are characterised by high proportions of residents from within racially-minoritised communities experiencing the worst outcomes.

19. The principles set out earlier in this paper commit to providing intelligence on spatial and demographic variation through Performance Framework reporting. We have sought to identify indicators that report at least to district level and for a range of protected characteristics groups (if the metric is people-based), although the extent to which this has been possible has inevitably been constrained by data limitations. In particular, it will be challenging to report at sub-district level, as few standard sources provide granular enough data, and our local surveys are constrained by sample size (and related cost) considerations. However, the

resident perception measures will provide valuable survey-based demographic information, helping to address gaps in our ability to report for a range of communities. Samples are unlikely to be large enough to report on smaller sub-groups with confidence, and in general, demographic reporting will need to remain at GM-level rather than reporting for districts and underlying geographies. 'Layering' data from multiple waves of a survey will increase the overall sample and provide a more robust basis for disaggregating survey findings for different places and/or community groups; however, limitations will remain regarding how far the data can be cut whilst providing meaningful intelligence, and our ability to understand intersectionality will inevitably be very partial (both across multiple demographic characteristics, and when demographic and spatial inequalities are considered together). We will also need to be confident that movement in the data reflects genuine change, rather than statistical uncertainty; this is particularly challenging when introducing new (and potentially subjective) survey questions on which we have no historical trends, as time series data against which newly emerging findings can be tested are not available.

20. The targets associated with the GMS indicators and equality objectives are GM-wide. However, as with our approach across all of the indicators, reporting against them will look below the GM average to understand where performance is impacting differentially on specific places and communities. We need to get better at linking performance data relating to Delivery Plan activity with data on higher-level outcomes, so we understand how the former should (over time) impact on the latter – we have direct influence over the activities we chose to invest in, in terms of the decisions that are made over prioritisation towards particular geographies and/or communities; conversely, we have less immediate influence over outcomes further up the logic chain, so should focus our inequalities response at the Delivery Plan end. This response should be informed by relevant stakeholders who understand conditions on the ground and can help to 'test' messages coming out of the performance data and provide input on potential policy responses – we will draw on the GM Tackling Inequalities Board and the equality panels that sit alongside it to oversee progress towards the GMS Vision that “*everyone* can live a good life”, and to hold the system to account for following through on its equality commitments.

Alignment with the Integrated Settlement outcomes framework

21. The GMS performance framework and GM Integrated Settlement Outcomes

Framework perform different functions. The former has a whole system focus, with the drivers of performance sitting across GM as a whole; the latter is narrower, designed specifically to demonstrate accountability to government for use of Integrated Settlement funding that flows to the GMCA. The Integrated Settlement indicators are framed around the funding streams that come through the Settlement and the related functional responsibilities for each of the Settlement themes. As an example, GMS has contextual indicators in the 'A great place to do business' workstream that relate to the overall GM business base, whereas the Integrated Settlement Economic Development & Regeneration theme indicators focus specifically on outcomes for those businesses supported by activity that is funded under the Settlement, recognising that our direct influence is on those businesses rather than the GM economy as a whole. Furthermore, the Integrated Settlement functional areas are a sub-set of wider GMS activity, so the Integrated Settlement outcomes tend to be focused on specific areas of activity, compared to the thematic breadth and whole system view that underpins the GMS outcomes.

22. For these reasons, although some Integrated Settlement indicators have been incorporated into the GMS Performance Framework where they clearly align with commitments made in the Delivery Plan, others that are less closely aligned have not. However, the GMS and Integrated Settlement performance approaches have been designed to be complementary, to ensure that collectively they provide stakeholders (GM residents and partners, government, and other internal and external audiences) with the intelligence they need.

Performance reporting approach

23. Performance updates against the GMS pledges and high-level indicator set will be drawn together in the annual GMS performance reports, setting out the implications for ongoing delivery and considering what trends in spatial and demographic distribution mean for ambitions to reduce inequality across the city region.

24. In the context of Integrated Settlement implementation, we need to produce performance reporting that is capable of informing decisions over what GM invests in, to what scale, where and with whom. This requires moving beyond mere numbers and information, to provide insight and intelligence that can underpin the decision-making process. In order to achieve this, GMS reporting will seek to illustrate how Delivery Plan activity is driving improved performance, and how over time, this will impact on the pledges, state of the city region outcomes and GMS Vision. This requires a whole system view that considers the drivers of change that sit across agencies and thematic areas, and identifies where improved performance lower down the logic chain could have a marked impact on higher-level outcome performance. Making these connections is intended to facilitate a non-siloed view of performance that encompasses the breadth of the GM system, and that enables an understanding of where prioritisation of resource and activity relating to specific drivers of change in one part of the system could support improved performance against Integrated Settlement and GMS ambitions in another part. The aim is to identify areas where increased focus and/or investment could better address the priorities of GM residents, including by targeting resource towards specific places or communities of interest.



GMS Performance Framework – indicator tables

25. The indicator tables are organised across the key GMS workstreams, alongside the GMS Vision. Although the tables are divided into separate sections for each workstream, the content is cross-cutting across the entire Performance Framework; this is particularly the case for the state of the city region outcomes and pledges, which should not be considered to be ‘owned’ by a specific workstream, portfolio area or organisation. Delivery Plan activity within a particular workstream will contribute to whole system change, extending across the wider set of workstreams and the indicator sets that assess progress against them.

26. The GMS has seven workstreams, with each theme “delivered in a way that ensures a greener, more equal future for all.” As detailed previously, reducing inequality (both by place and population group) is treated as a cross-cutting outcome that sits across the entire Performance Framework, rather than being separated off into a discrete theme – where the data permit, reporting against relevant indicators will focus on spatial variation (at district level) and demographic variation across our key communities. However, the Delivery Plan also has a section with specific entries relating to equalities and the voluntary, community, faith and social enterprise (VCFSE) sector, so we have followed this approach in including a separate table to track the relevant commitments.

27. Dedicated equality objectives have also been identified for each of the GMS workstreams, and where they have a quantified or directional dimension, indicators have been defined to track progress against them. These indicators are signposted in the workstream tables (with “equality objective” in parenthesis after the indicator name), and are summarised in [Table C in the Technical Appendix, produced alongside this document](#).

28. The approach taken for “a greener” future is different from that for inequality, however, and mirrors the Delivery Plan, which has a separate section with relevant indicators. Whilst it is sensible for the Strategy to treat environmental sustainability as cross-cutting everything we do, there are specific “greener”

commitments in their own right, which do not fit easily within the other workstreams. Furthermore, from a performance framework perspective, very few indicators can be disaggregated to demonstrate (for example) their impact on carbon emissions. For this reason, as in the Delivery Plan, the Performance Framework has an additional section that follows the seven workstream sections, entitled “Creating a greener future for everyone”, and containing specific indicators relating to GM’s environment ambitions.

29. There are two sets of indicator tables for each workstream, which differentiate between the indicator types described previously. The first table has higher-level indicators for reporting in the annual GMS Performance Report, comprising resident perception measures and contextual indicators.² The second table sets out indicators for inclusion in the quarterly Delivery Plan reports, set out against each specific Delivery Plan entry; these are divided into output indicators that will be achieved more immediately as a result of Delivery Plan activity and relate more closely to specific programmes, and metrics that are more outcome-orientated and may be achieved in the medium to longer term. Only a sub-set of the Delivery Plan commitments have both an output and outcome indicator against them – there may be an output but not an outcome entry because there are cross-cutting outcome indicators elsewhere to which the output contributes (either a Delivery Plan outcome or as one or more of the annual performance report indicators); we have followed a ‘best fit’ approach rather than duplicating across multiple entries. In addition, the allocation of indicators reflects the mix of activities, outputs and outcomes in the Delivery Plan commitments, which in part is a consequence of the long-term nature of the Delivery Plan in extending over a ten-year period. Some Delivery Plan entries have no metrics against them, which indicates that relevant commitments are more milestone based, without a defined target position – for these entries, reporting will be qualitative, with narrative provided to set out progress.

30. The tables that follow provide a summary of the Performance Framework, with more detail on the approach to targeting and equalities reporting provided in the

² Note, however, that there are no higher-level indicators for the section on Equalities and the voluntary, community, faith and social enterprise (VCFSE) sector. The Delivery Plan commitments are highly cross-cutting and will support outcome achievement across all of the other workstreams.

tables at **Annex A in the Technical Appendix**. These tables also provide further context relating to the indicators, including definitions, details of the source, and any important context or caveats.

31. The tables at **Annex B in the Technical Appendix** map the indicator set against the GMS pledges, so it is clear how these will be tracked and reported in the annual GMS Performance Report. Although some of the pledges are high-level and are tracked by resident perception measures and/or contextual indicators, others have a more activity or programme-level focus, so will be tracked through specific Delivery Plan metrics (where this is the case, the summary tables signpost which pledge is relevant to which Delivery Plan entry).
32. Note that GMS indicators that are also target indicators in the Integrated Settlement Outcomes Framework for 2025/26 have '(IS)' after the indicator description. However, Integrated Settlement indicators that are not directly aligned to specific Delivery Plan commitments have not been incorporated into the GMS framework.
33. The framework is intended as a flexible tool, with an indicator set that will be improved upon should new and better sources of intelligence become available over time, if data on any of the current indicators is no longer collected, or an indicator proves to have shortcomings in light of early experience in collating and reporting the data. Revisions will also need to be introduced to reflect ongoing updates to the Delivery Plan entries, and the instigation of the Integrated Settlement Outcomes Framework for the multi-year Spending Review period from April 2026 onwards. Any changes will be clearly set out in subsequent updates to this document.



GMS Vision

Vision statement	Resident perception measure	GMS contextual indicator
A thriving city region where everyone can live a good life	<ul style="list-style-type: none">• % of residents who feel GM is a place where they can 'live a good life'• % of residents who feel hopeful about their future	<ul style="list-style-type: none">• % of adults reporting high or very high levels of life satisfaction

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Healthy homes for all

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
More and better homes – decent, affordable, safe and secure	<ul style="list-style-type: none"> • % of residents who feel they live in a comfortable home • % of residents who feel satisfied with their local area as a place to live 	<ul style="list-style-type: none"> • Net additional dwellings • No. of new social and affordable homes • No. of homes with an EPC rating of D and below upgraded to C and above • % of new homes with an EPC rating of A or B

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
1.01	<ul style="list-style-type: none"> • Minimise the number of children in bed & breakfast (B&B) accommodation beyond the statutory limit (6 weeks) 	P3a		<ul style="list-style-type: none"> • No. of households with children in bed & breakfast temporary accommodation beyond the statutory limit (6 weeks)
1.02	<ul style="list-style-type: none"> • There will be a sustainable reduction in the number of families in unsuitable temporary accommodation in GM overall 	P3b	<ul style="list-style-type: none"> • No. of high-quality homes provided as alternatives to bed & breakfast temporary accommodation [Target: 400 by 2026] 	<ul style="list-style-type: none"> • No. of households in temporary accommodation

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
1.03	<ul style="list-style-type: none"> Rough sleeping is a rare, brief and non-recurring experience 	<ul style="list-style-type: none"> P3 P3c 	<ul style="list-style-type: none"> No. of people moving into A Bed Every Night (ABEN) accommodation 	<ul style="list-style-type: none"> No. of people with a positive move on outcome from A Bed Every Night No. of people sleeping rough on a single given night [Target: fewer per 100,000 than the national figure by 2029] No. of people rough sleeping over a single month [Target: fewer per 100,000 than the national figure by 2029] % of people sleeping rough who were non-UK nationals (equality objective) % of people sleeping rough who were women (equality objective) % of people sleeping rough who identify as LGBTQ+ (equality objective)
1.04	<ul style="list-style-type: none"> Homelessness prevention and housing advice is fully embedded as a core offer in Live Well 			
1.05	<ul style="list-style-type: none"> The Housing First approach and Unit will have turned the tide on the housing crisis 			
1.06	<ul style="list-style-type: none"> By 2030, everyone living in rented accommodation will have the right to request a property check 	<ul style="list-style-type: none"> P2b 	<ul style="list-style-type: none"> % of renters who are aware of the property check offer 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
1.07	<ul style="list-style-type: none"> Everyone will live in a good, warm, safe place they can call home 		<ul style="list-style-type: none"> No. of properties owned by landlords signed up as supporters of the Good Landlord Charter [Target: 200,000 properties by 2026] No. of private rented sector households renting from Good Landlord Charter supporters or members [Target: 8,000 by 2029] No. of private landlord Good Landlord Charter members with equality, diversion and inclusion (EDI) policies [Target: tbc.] (equality objective) No. of private landlord Good Landlord Charter members attending EDI training [Target: tbc.] (equality objective) 	
1.08	<ul style="list-style-type: none"> By 2027, we will be building more social housing than we are losing through right to buy 	<ul style="list-style-type: none"> P2a 		<ul style="list-style-type: none"> Net change in the number of social rented homes [Target: net gain by 2027]
1.09	<ul style="list-style-type: none"> By 2030, there will be at least 10,000 new planning consents for social rent energy efficient homes 	<ul style="list-style-type: none"> P2 	<ul style="list-style-type: none"> No. of energy efficient and/or TANZ social units receiving planning consent [Target: 10,000 by 2030, 20,000 by 2035] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
1.10	<ul style="list-style-type: none"> By 2030, we will aim to approve 75,000 new homes 		<ul style="list-style-type: none"> No. of new homes with planning approval [Target 75,000 by 2030, 145,000 by 2035] 	
1.11	<ul style="list-style-type: none"> By 2030 we will have an adopted Joint Minerals & Waste Plan 			
1.12	<ul style="list-style-type: none"> By 2030 we will have met the Mayor's statutory duty to produce a Spatial Development Strategy (SDS) for GM 			

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Safe and strong communities

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
Safer, cohesive and resilient communities	<ul style="list-style-type: none"> • % of residents who feel their local area is a place where people from different backgrounds get on well together • % of residents who feel they have a say in local decisions that matter to them and their neighbourhood • % of residents who feel safe in their local area [Target: 90% by 2026, 92% by 2029, 95% by 2035] • % of residents who have trust and confidence in GMP in an emergency / non-emergency [Target: increase by 2026] • % of residents who feel prepared for future disruption [Target: 30% by 2035] 	<ul style="list-style-type: none"> • % of residents (16+) who reported experiencing a crime (overall victimisation rate) • % of crimes closed with 'positive outcomes' ('solved rate'), across all crime types [Target: 16.5% by 2026] • Rate of proven reoffending

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
2.01	<ul style="list-style-type: none"> People feel safe on their streets, with 95% of residents reporting feeling safe 	P4		<ul style="list-style-type: none"> % of residents who feel safe in their local area [Target: 90% by 2026, 92% by 2029, 95% by 2035]
2.02	<ul style="list-style-type: none"> Knife crime is reduced by 50%, in line with national targets 	P4a		<ul style="list-style-type: none"> No. of police reported knife crimes [Target: 5% reduction by 2026, 20% reduction by 2029, 50% reduction by 2035]
2.03	<ul style="list-style-type: none"> GM has the safest transport (including public) network in the country according to crime data, and is recognised as such by residents through perceptions data 	P4b		<ul style="list-style-type: none"> % of passengers feeling safe on public transport [Target: 80% by 2030] No. of TravelSafe incidents per 1m passenger journeys No. of deaths and life changing injuries on GM roads [Target halve by 2030]
2.04	<ul style="list-style-type: none"> Whole system approach to diversion from the criminal justice system 			
2.05	<ul style="list-style-type: none"> Residents, businesses, and leaders are equipped to prepare for, withstand, and adapt to shocks and uncertainties, supporting the long-term ambitions for the city-region 		<ul style="list-style-type: none"> No. of people in at-risk areas signed up to the flood warning system [Target: 20% increase by 2029] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
2.06	<ul style="list-style-type: none"> GM’s communities will be empowered not only to withstand and recover from emergencies but also to continue thriving in a dynamic and uncertain risk landscape 		<ul style="list-style-type: none"> No. of multi-agency exercises (including Notification Cascade Exercises) delivered [Target: 20 by 2026] 	
2.07	<ul style="list-style-type: none"> People live in resilient and cohesive communities where hate in any form is not tolerated 			<ul style="list-style-type: none"> No. of police-recorded hate crimes
2.08	<ul style="list-style-type: none"> Children and young people who may be at risk of entering the criminal justice system are diverted through youth activities and targeted training and education opportunities 			
2.09	<ul style="list-style-type: none"> Every community (place) receives a whole system, partnership response to hotspot, seasonal and thematic safety issues, supported by problem solving policing principles and resources 			<ul style="list-style-type: none"> No. of police-reported neighbourhood crimes No. of police-reported anti-social behaviour incidents [Target: reduction by 2026 & 2029]
2.10	<ul style="list-style-type: none"> Police and fire services are visible and responsive, and residents feel confident they 		<ul style="list-style-type: none"> GMFRS average response time to all incidents [Target: 7 min 30 sec] 	<ul style="list-style-type: none"> % of residents who have trust and confidence in Greater Manchester Police (GMP) in an emergency / non-emergency [Target: increase by 2026]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	will receive an effective service			<ul style="list-style-type: none"> • % of disabled residents who have trust and confidence in GMP in an emergency / non-emergency [Target: Increase by 2026] (equality objective)
2.11	<ul style="list-style-type: none"> • GM has an effective, integrated system of orders and interventions targeting perpetrators of gender-based violence (GBV) 		<ul style="list-style-type: none"> • No. of Domestic Abuse Protection Orders (DAPOs) [Target: 250 per annum by 2026, 500 per annum by 2029] • No. of GBV perpetrators offered support to change behaviour [Target: 150 per annum by 2029] 	<ul style="list-style-type: none"> • £ spent on temporary accommodation related to GBV [Target: reduce by £2.5m per annum by 2029, and by £5m per annum by 2032]
2.12	<ul style="list-style-type: none"> • GM is a trauma responsive city-region, where victims of crime or fire and those that have experienced trauma are worked with, not on, by public services, with the voluntary, community, faith and social enterprise (VCFSE) sector as core partners 			<ul style="list-style-type: none"> • % of victims satisfied with the service received from Greater Manchester Police (GMP) • % of disabled victims satisfied with the service received from GMP [Target: increase] (equality objective)
2.13	<ul style="list-style-type: none"> • GM is a safe and honest place to transact and do business 			<ul style="list-style-type: none"> • £ lost to fraud crime [Target: £ lost to fraud is less than other similar police force areas / combined authority areas by 2035]
2.15	<ul style="list-style-type: none"> • Residents facing multiple disadvantage can access an enhanced support offer via a 			

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	universal ‘no wrong door’ pathway as part of the Live Well infrastructure			
2.16	<ul style="list-style-type: none"> Gender-based violence (GBV) is reduced by 50% in line with national targets 	P4a		<ul style="list-style-type: none"> <i>Note that a robust methodology and indicator to capture the prevalence of GBV is not yet available [Target: 50% reduction by 2035]</i>

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A transport system for a global city region

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
<ul style="list-style-type: none"> Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel 	<ul style="list-style-type: none"> % of residents who feel it is easy to travel to key destinations in GM 	<ul style="list-style-type: none"> % of trips made by public transport and active travel (Right Mix) [Target: 50% by 2040]

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
3.01	<ul style="list-style-type: none"> More journeys across GM to be made by walking, cycling and public transport 		<ul style="list-style-type: none"> Bus patronage (ISOF 3.3) [Target: 176.5m by 2026; 200m by 2029] Tram patronage (ISOF 3.4) [Target: 47m by 2026] Amount of new / improved active travel network delivered (ISOF 4.a) [Target: 160km by 2026; 1,000km by 2035; 60km in additional cycle routes by 2029] No. of annual cycle hire rides [Target: 512,000 by 2026] 	<ul style="list-style-type: none"> % customer satisfaction with the transport network [Target: 84% by 2029] (also broken down by bus / rail / tram modal-specific satisfaction)
3.02	<ul style="list-style-type: none"> Vision Zero: by 2040 we are aiming for no-one to be killed 	<ul style="list-style-type: none"> 9 	<ul style="list-style-type: none"> No. of school streets delivered [Target: 40 by 2026, 100 by 2029] 	<ul style="list-style-type: none"> No. of fatal and life changing injuries [Target: 50% reduction from the 2022 baseline by 2030, zero by 2040]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	or seriously injured on our roads		<ul style="list-style-type: none"> No. of signalised junctions without pedestrian crossings [Target: ≤ 130 by 2029; ≤ 110 by 2035] 	
3.03	<ul style="list-style-type: none"> Bee Network integration and accessibility improvements 	<ul style="list-style-type: none"> 8 	<ul style="list-style-type: none"> No. of additional accessible rail stations in GM [Target: 2 by 2026, 9 by 2029] (equality objective) 	
3.04	<ul style="list-style-type: none"> Electrification of the public transport network 	<ul style="list-style-type: none"> 7 		<ul style="list-style-type: none"> % of the bus fleet that is zero tailpipe emission [Target: 24% by 2026, 70-80% by 2029]
3.05	<ul style="list-style-type: none"> Improving connectivity to the public transport network 	<ul style="list-style-type: none"> 5 	<ul style="list-style-type: none"> % of the GM population within 400m of a bus or tram route with a weekday, daytime frequency of at least two buses or trams per hour [Target: 84% by 2026, 90% by 2035] 	
3.06	<ul style="list-style-type: none"> Keeping the cost of travel on the Bee Network as low as possible 	<ul style="list-style-type: none"> 6 		<ul style="list-style-type: none"> % who agree / strongly agree that they can afford to travel on public transport as much as they like [Target: improve from the 2024 baseline of 75%, with year-on-year improvements observed through to 2035] (equality objective)

A clear line of sight to high quality jobs

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
<ul style="list-style-type: none"> • Children and young people getting the best start in life • Residents with the skills needed to progress in life and work 	<ul style="list-style-type: none"> • % of residents who feel satisfied with their job 	<ul style="list-style-type: none"> • % of children with a good level of development at the end of school reception year • % of disadvantaged Key Stage 4 pupils achieving Grade 5 ('good pass') GCSEs in both Maths and English • % of young people (Year 10) reporting good or higher wellbeing • % of 16-17 year olds in education, employment or training • % of the working-age population with Level 4+ qualifications • % of the working-age population with sub-Level 2 qualification • Median hourly earnings

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
4.01	<ul style="list-style-type: none"> • Early years support and improving school readiness 	<ul style="list-style-type: none"> • 10a 	<ul style="list-style-type: none"> • Think Equal programme delivery in GM [Target: 980 reception classes and 1,200 nurseries by 2026] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
			<ul style="list-style-type: none"> No. of Safe Start sleeping bundles distributed to vulnerable families in GM [Target: 1,800 by 2026] 	
4.02	<ul style="list-style-type: none"> Increasing school attendance 	<ul style="list-style-type: none"> 10b 		<ul style="list-style-type: none"> % school attendance for disadvantaged learners [Target: above 93% by 2029, sustained above 93% by 2035]
4.03	<ul style="list-style-type: none"> High-quality careers education information, advice and guidance (CEIAG) will connect residents with pathways into good jobs 		<ul style="list-style-type: none"> % of primary schools participating in a GM primary careers education and aspiration programme [Target: 15% by 2026, 50% by 2029] % of secondary, special schools, alternative provision settings and post-16 colleges actively engaged as members of the Greater Manchester Careers Hub delivering nationally recognised CEIAG [Target: 90% by 2026, 96% by 2029] 	
4.04	<ul style="list-style-type: none"> All young people will have a clear line of sight to a high-quality job via the MBacc 	<ul style="list-style-type: none"> 10f 	<ul style="list-style-type: none"> % of GM schools engaged in MBacc [Target: 25% by 2026, 90% by 2029] % of schools engaged with Beeline and the educator toolkit [Target: 60% by 2026] 	<ul style="list-style-type: none"> % of residents who believe academic and technical / vocational post-secondary school options are as good as each other in preparing young people for future jobs No. of young people achieving an applied computing certificate [Target: 1,000 by 2026]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
			<ul style="list-style-type: none"> No. of young people undertaking an AI skills programme [Target: 1,000 by 2026] 	<ul style="list-style-type: none"> No. of educators who have completed the MBacc capabilities for leading change programme [Target: 20 by 2026]
4.05	<ul style="list-style-type: none"> Young people will have access to inclusive work experience that offers choice, builds social capital and tackles inequalities 	<ul style="list-style-type: none"> 10f 	<ul style="list-style-type: none"> No. of young people receiving quality experiences of the workplace generated by GMCA-mobilised delivery [Target: 3,000 young people across 50 schools by 2026] No. of GM secondary schools and colleges implementing a modern work experience framework [Target: 250 by 2029] No. of additional industry placements for young people on T-levels [Target: 1,001 by 2026; 2,000 by 2029] No. of T Level placements and apprenticeships across the Bee Network [Target: 160 by 2026] 	
4.06	<ul style="list-style-type: none"> A world-class technical education system that connects young people to employers 	<ul style="list-style-type: none"> 10e 	<ul style="list-style-type: none"> No. of additional FE College places for 16 to 19-year-olds [Target: 5,800 by 2026] No. of youth apprenticeship starts delivered [Target: 10,000 by 2029] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
4.07	<ul style="list-style-type: none"> Every young person across GM will have the opportunity to be in education, employment or training 	<ul style="list-style-type: none"> 10e 	<ul style="list-style-type: none"> No. of 15–18-year-olds who are most economically disadvantaged engaged and supported towards positive transition through place-based NEET (not in education, employment or training) prevention programmes [Target: 1,400 by 2026] 	<ul style="list-style-type: none"> % of young people who are care experienced or have SEND who are NEET [Target: reduce] (equality objective)
4.08	<ul style="list-style-type: none"> Narrowing the employment rate gap between GM and England with good jobs that pay well and provide equal opportunities for all 	<ul style="list-style-type: none"> 11b 	<ul style="list-style-type: none"> % of Live Well Centres with access to high-quality all-age careers information, advice and guidance [Target: 60% by 2029] % of all learners engaged in GM's adult skills courses for unemployed residents who live in LSOAs with the highest concentrations of residents holding low or no qualifications [Target: 50% by 2026; maintained through to 2027] (equality objective) 	<ul style="list-style-type: none"> No. of employed residents progressing towards or into better quality or higher skilled roles via dedicated 1-1 support in their local area [Target: 1,500 by 2026] No. of out-of-work GM residents who move into work via tailored adult skills and employment support [Target: 2,870 by 2026]
4.09	<ul style="list-style-type: none"> Opportunities for residents to upskill and reskill through education and training, providing access to well-paying jobs in our key growth sectors and foundational economy 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> No. of GMCA-funded adult learning aim / course starts (ISOF 6.a) [Target 127,792 by 2026] No. of higher technical skills course starts at Level 4 and 5 [Target: 15,000 by 2029] 	<ul style="list-style-type: none"> No. of adults progressing to Level 3 qualifications in GM priority sectors [Target: 2,700 by 2026]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
			<ul style="list-style-type: none"> • No. of GMCA-funded adult learning aim / course starts that were engaged in education, training or support related to GM priority sectors (ISOF 6.b) [Target 32,861 by 2026] • No. of GMCA-funded adult learning aim / course starts that were engaged in essential skills for life and work interventions, including English, Maths, Digital and English for speakers of other languages (ESOL) (ISOF 6.c) [Target 41,487 by 2026] • No. of girls and non-binary young people engaged through the InnovateHer programme [Target: 1,000 by 2025, with 75% from underrepresented or disadvantaged backgrounds] (equality objective) 	
4.10	<ul style="list-style-type: none"> • Employment standards, pay and conditions continue to rise across GM, including in the foundational economy 		<ul style="list-style-type: none"> • No. of new Good Employment Charter members [Target: 32 by 2026] • No. of new Good Employment Charter supporters [Target: 200 by 2026] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
			<ul style="list-style-type: none"> No. of employees covered by the Good Employment Charter [Target: 500,000 by 2035] 	

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Everyday support in every neighbourhood

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
<ul style="list-style-type: none"> • More people thriving, with fewer experiencing poverty and social / economic exclusion • Increased employment, better jobs and reduced worklessness • Better health • Increased wellbeing 	<ul style="list-style-type: none"> • % of residents who feel they can afford essentials (e.g. housing, food, heating, digital connectivity) • % of residents who feel confident they can get the right support for everyday needs in their local area if they need it 	<ul style="list-style-type: none"> • % of the working-age population in employment • % of children living in low-income families • % of the working-age population that is economically inactive (and % economically inactive due to ill-health) • % of adults who are smokers • % of GM children and young people and adults who are inactive [Target: reduce inactivity amongst GM children and young people and adults to below the pre-pandemic (2018/19) baseline by 2031, and narrow the gap between those with 2+ inequalities characteristics and those with none] • % of adults and children who are overweight or obese • % of adults reporting high levels of anxiety • Life expectancy

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
5.01	<ul style="list-style-type: none"> • A Connected Live Well System with an Everyday Support Infrastructure – every GM 	<ul style="list-style-type: none"> • 11 	<ul style="list-style-type: none"> • No. of Live Well centres / spaces [Target: at least one in each GM locality by 2026] (equality objective) 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	<p>neighbourhood will have a recognisable Live Well access point connecting to an inclusive, all-age support infrastructure, providing help for health, work and skills, money, housing, wellbeing, and more</p>			
5.02	<ul style="list-style-type: none"> Health Creation in and with communities – clinical and public health services will be embedded in Live Well as developed through GM's neighbourhood health plans 	<ul style="list-style-type: none"> 13 13a 13b 13c 13d 	<ul style="list-style-type: none"> No. of people receiving social prescription support [Target: 50,000 by 2026] No. of GP appointments [Target: 1,449,589 by 2026] No. of children and young people (0-17 years) supported through NHS-funded mental health services (1 or more contact) [Target: 55,000 by 2026] Number of patients that completed a course of treatment with 2 or more contacts in month (Reliable Recovery Rate) [Target: 51% by 2027, 52% by 2028] 	<ul style="list-style-type: none"> % of patients admitted, transferred, or discharged from A&E within 4 hours [Target: 78% by 2026] % of patients waiting no longer than 18 weeks for elective treatment [Target: 61% by 2026, 68.2% by 2027, 92% by 2029] % of residents who feel that it is easy to contact their GP practice [Target: increase] % of pregnant women known to be smokers at the time of delivery [Target: 0 by 2035]
5.03	<ul style="list-style-type: none"> Thriving Young Minds and Hopeful Futures – children and young people in every GM locality report improved mental wellbeing 	<ul style="list-style-type: none"> 10d 13d 		<ul style="list-style-type: none"> % of young people (Year 10) reporting good or higher wellbeing [Target: improved by a minimum of 1 percentage point annually from 2026 to 2029]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
5.04	<ul style="list-style-type: none"> Economic Inclusion & Financial Resilience through Live Well – every neighbourhood will offer Live Well welfare & debt advice to boost incomes, cut arrears and help secure essentials 	<ul style="list-style-type: none"> 11b 		
5.05	<ul style="list-style-type: none"> Supported Progression to Work – residents facing barriers will progress into sustained, good work via Live Well’s integrated “no wrong door” pathway 	<ul style="list-style-type: none"> 11b 	<ul style="list-style-type: none"> No. of residents accessing support designed to prepare them to be ready to look for work [Target: 58,000 by 2026, including 15,000 via personalised 1-to-1 employment support and 43,000 supported to develop essential skills for life and work and via community learning] 	<ul style="list-style-type: none"> No. of employment support participants entering employment (ISOF 11.2) [Target: 600 by 2026] No. of residents who are in work and experiencing challenges due to health or disability supported to remain in work through a coordinated health and employment offer [Target: 5,600 by 2026] (equality objective)
5.06	<ul style="list-style-type: none"> Equity, social capital & cohesion – Live Well spaces and centres act as trusted hubs for people of all ages and from all walks of life to build relationships, belong, and participate in community life 	<ul style="list-style-type: none"> 11 		
5.07	<ul style="list-style-type: none"> Relational and Preventative Support – Live Well’s frontline delivery model for prevention, across public services and the VCFSE sector, will reduce 	<ul style="list-style-type: none"> 11 		

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	crisis demand and improved public service performance			
5.08	<ul style="list-style-type: none"> Growing Community Wealth & Power – GM will sustain a community-led, system-enabled investment programme through the participatory Live Well Communities Fund available to every locality 	<ul style="list-style-type: none"> 14 	<ul style="list-style-type: none"> No. of grassroots groups supported by the Live Well Communities Fund [Target: 300 by 2026] No. of residents benefiting from grassroots groups supported by the Live Well Communities Fund [Target: 4,000 by 2026] 	

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A great place to do business

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
<ul style="list-style-type: none"> • Thriving businesses in a vibrant, inclusive and productive economy • Innovation at the heart of the GM economy, driving growth and prosperity • Culture and leisure opportunities that are high-quality, relevant and accessible to all 	<ul style="list-style-type: none"> • % of residents who feel there is an opportunity to participate in high quality culture and leisure activities 	<ul style="list-style-type: none"> • GVA per hour worked • Real disposable household income • % of employees earning above the Real Living Wage • New jobs created from FDI projects • Investment in R&D in GM per annum

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
6.01	<ul style="list-style-type: none"> • Decarbonising commercial and industrial activity, increasing supply chain resilience, managing and mitigating climate change risk, Low Carbon & Environment sectoral growth, increased productivity, and secure good quality jobs for residents 		<ul style="list-style-type: none"> • No. of innovators supported through the Energy Innovation Agency [Target: 100 by 2026] • No. of businesses in the low carbon sector supported by the Growth Company 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
6.02	<ul style="list-style-type: none"> GM's business environment and support for entrepreneurs and businesses will enable them to start, innovate, expand, scale up, and access global markets, embracing the opportunities of GM's Growth Locations and integrated pipeline 	<ul style="list-style-type: none"> 16a 	<ul style="list-style-type: none"> No. of businesses supported (ISOF 1.a) [Target: 1,056 by 2026] 	<ul style="list-style-type: none"> No. of supported businesses that have increased productivity (ISOF 1.1) No. of supported businesses demonstrating improved practice (ISOF 1.2) [Target 419 by 2026] No. of jobs created by GMCA interventions in GM priority sectors (ISOF 1.3, target: 169 by 2026)
6.03	<ul style="list-style-type: none"> GM's productivity will be above the national average, driven by our frontier sector development, with support for businesses that understands innovation opportunities and investment requirements 	<ul style="list-style-type: none"> 16 		
6.04	<ul style="list-style-type: none"> GM will remain a globally attractive investment proposition for businesses, with record levels of foreign direct investment including in GM's Growth Locations and priority sectors, based on global brand recognition 	<ul style="list-style-type: none"> 16d 	<ul style="list-style-type: none"> No. of FDI projects supported by MIDAS 	
6.05	<ul style="list-style-type: none"> Unlocking employment floorspace and additional job creation: ensure our growth 	<ul style="list-style-type: none"> 16b 		<ul style="list-style-type: none"> Additional jobs created through our integrated investment pipeline (Tbc.) [Target: 10,000 by 2029]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	sectors have the right spaces and facilities to innovate, expand and export			<ul style="list-style-type: none"> Additional floorspace unlocked through our integrated investment pipeline [Target: 2m sq ft per annum by 2029, 5m sq ft per annum by 2035]
6.06	<ul style="list-style-type: none"> Delivery of strategic projects in employment, housing, town centres, and key infrastructure including innovation districts 			<ul style="list-style-type: none"> No. of new homes unlocked by delivery of the Good Growth Fund [Target: 3,000 by 2026] No. of jobs created by delivery of the Good Growth Fund [Target: 22,000 by 2026] Amount of employment floorspace unlocked by delivery of the Good Growth Fund [Target: 2m sq ft by 2026]
6.07	<ul style="list-style-type: none"> Infrastructure partnerships: social impact bonds, Housing First, Planning Commission, Infrastructure Plan, tactical alignment 			
6.08	<ul style="list-style-type: none"> Innovative, flexible investment models that maximise private sector capital investment 		<ul style="list-style-type: none"> Deployment of private sector capital vs innovative / flexible investment from the Good Growth Fund [Target: a ratio of 3:1 by 2029] 	<ul style="list-style-type: none"> No. of FDI projects [Target: ranked 1st in the UK excluding London]
6.09	<ul style="list-style-type: none"> Innovation-led growth: globally significant clusters, second city status 	<ul style="list-style-type: none"> 16c 	<ul style="list-style-type: none"> % private sector match (Innovation Accelerator programme) [Target: 2:1 ratio by 2026, 2.4:1 ratio of private match investment to public innovation funding by 2030] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
6.10	<ul style="list-style-type: none"> Inclusive, diverse and high-quality culture and leisure opportunities will contribute to wellbeing, cohesion and economic vitality 	<ul style="list-style-type: none"> 16h 	<ul style="list-style-type: none"> No. of cultural events [Target: 40% increase by 2035] No. of people engaged in cultural events [Target: 50% increase by 2035] Investment in creative industries (related to the Creative Industries Sector Plan) [Target: 60% increase by 2035] Revenue from GM music exports [Target: 100% increase by 2035] No. of cultural opportunities supported through the GM Culture Fund % of organisations supported through the GM Culture fund delivering activity developed with, by or for diverse communities and creatives (equality objective) 	
6.11	<ul style="list-style-type: none"> Our visitor economy will continue to provide inspiration and a sense of belonging for residents, visitors, and businesses, contributing £15bn to the GM economy by 2030 	<ul style="list-style-type: none"> 16h 	<ul style="list-style-type: none"> % of passengers using Manchester Airport of international origin [Target: 30% by 2029] 	<ul style="list-style-type: none"> Rank in most visited cities [Target: 2nd in UK top 20 in Europe by 2029] Global Destination Sustainability Index rank [Target: Manchester ranked 1st in the UK and in the top 50 worldwide by 2029; top 30 worldwide by 2035]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
				<ul style="list-style-type: none"> Economic impact of the GM visitor economy [Target: £15bn by 2030]
6.12	<ul style="list-style-type: none"> Residents and visitors will live well at night in a vibrant 24-hour city region that is safe, accessible and diverse 	<ul style="list-style-type: none"> 16h 		
6.13	<ul style="list-style-type: none"> GM's Foundational Economy will drive positive change in towns, high-streets and communities 		<ul style="list-style-type: none"> Deployment of the Foundational Economy Innovation Fund [Target: £3m per annum by 2029] % of Foundational Economy Innovation Fund projects that are based in GM's most deprived neighbourhoods [Target: tbc.] (equality objective) 	
6.14	<ul style="list-style-type: none"> GM's social economy: where social enterprises, co-operatives and community businesses of all sizes and sectors play a vital role in driving inclusive economic growth while tackling inequalities across the city-region 		<ul style="list-style-type: none"> No. of Our Business engagements with inclusively owned and socially trading businesses [Target: tbc.] (equality objective) 	
6.15	<ul style="list-style-type: none"> Advanced materials and manufacturing will drive a more productive, sustainable, 			

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	highly skilled and innovative industry			
6.16	<ul style="list-style-type: none"> Health Innovation and Life Sciences Sector that supports healthy life expectancy will continue to drive the shift to prevention 	<ul style="list-style-type: none"> 16g 		
6.17	<ul style="list-style-type: none"> GM will have a well-developed net-zero project investment pipeline, delivering towards carbon neutrality in 2038 	<ul style="list-style-type: none"> 16g 	<ul style="list-style-type: none"> <i>Net-Zero investment pipeline development (tbc.) [Target: £1bn by 2029, £12bn by 2035]</i> 	
6.18	<ul style="list-style-type: none"> GM will have an increasingly digital and data driven economy, including an AI growth zone 	<ul style="list-style-type: none"> 16g 		
6.19	<ul style="list-style-type: none"> Increased business productivity and innovation in priority sectors via a thriving digital, AI and Cyber sector 	<ul style="list-style-type: none"> 16g 		
6.20	<ul style="list-style-type: none"> Increased cyber venture capital activity, and investment in the sector 	<ul style="list-style-type: none"> 16g 		
6.21	<ul style="list-style-type: none"> We will have a thriving developer and investor community, with the GM Development Forum helping 		<ul style="list-style-type: none"> Amount of our investment potential leveraged to support strategic projects [Target: £4bn by 2029; £10bn by 2035] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	leverage £10bn into GM-supported projects		<ul style="list-style-type: none"> No. of people on the regeneration specialist pathway of the GM Skills Academy [Target: 18 starts by 2026, 50 completions by 2029] 	
6.22	<ul style="list-style-type: none"> Group procurement activity is driving innovation and benefitting the local economy 			

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Digitally-connected places and people

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
A digital-enabled city-region, driving growth, empowering people and delivering responsible data-driven public services	<ul style="list-style-type: none"> • % of residents who feel confident using the digital services online that they need and want 	<ul style="list-style-type: none"> • % of outdoor areas / premises with 'high confidence' of 5G coverage by at least one provider • % of premises with gigabit availability • % of premises with an average digital download speed of more than 30Mb/s • % of adults reporting digital exclusion

Quarterly GMS Delivery Plan indicators³

ID	Delivery Plan summary	Delivery Plan commitment – output	Delivery Plan commitment – outcome
7.01	<ul style="list-style-type: none"> • By January 2027, all GM properties will have been successfully migrated to digital voices services 	<ul style="list-style-type: none"> • % properties successfully migrated to digital voices service [Target: 100% by January 2027] 	
7.02	<ul style="list-style-type: none"> • Community Wi-Fi is available in all localities 		
7.03	<ul style="list-style-type: none"> • Comprehensive roll-out of next-generation digital infrastructure, 		

³ The GMS pledge column does not feature in this table, as there are no pledges relating to the Digital workstream.

ID	Delivery Plan summary	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	underpinned by ongoing investment and innovation in AI, cyber security, and data platforms to meet resident, visitor and business needs		
7.04	<ul style="list-style-type: none"> • Social housing standardised wayleaves agreement for MDUs adopted across all GM social housing providers 	<ul style="list-style-type: none"> • No. of homes connected to Wayleave for Housing [Target: 4,000 by 2026, 10,000 by 2029] 	
7.05	<ul style="list-style-type: none"> • Expansion of secure, resilient digital networks to support public sector reform and economic growth, positioning GM as a UK leader in digital connectivity 	<ul style="list-style-type: none"> • No. of organisations utilising GM One Network 	
7.06	<ul style="list-style-type: none"> • An increasingly digital and data driven economy 		
7.07	<ul style="list-style-type: none"> • GM is working collaboratively with Government on the delivery of modern digital user-centred public services 		
7.08	<ul style="list-style-type: none"> • Adoption of GM Charter for Ethical Digital Public Services, to guide the responsible use of digital technologies and data in public services and elevate GM beyond the minimum requirements of current legislation to be an exemplar for 		

ID	Delivery Plan summary	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	responsible use of digital technology		
7.09	<ul style="list-style-type: none"> Improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven 		
7.11	<ul style="list-style-type: none"> Development of sustainable approaches to embed digital inclusion with policy and programmes across the GM system 	<ul style="list-style-type: none"> % of MBacc schools with digital inclusion support embedded [Target: 20% by 2029] 	
7.12	<ul style="list-style-type: none"> Increased qualifications linked to priority sectors 	<ul style="list-style-type: none"> Number of Cisco NetAcads [Target: 55 by 2026, 60 by 2029] % take up of the cyber T-level [Target: Increase by 2029] 	
7.13	<ul style="list-style-type: none"> GM recognised as an internationally significant AI cluster 		
7.14	<ul style="list-style-type: none"> Increased business productivity and innovation in priority sectors (Digital, Cyber & AI) 		
7.15	<ul style="list-style-type: none"> Increased business productivity and innovation in priority sectors (Cyber) 	<ul style="list-style-type: none"> % of national investment in the cyber sector secured by GM [Target: 15% by 2029] 	<ul style="list-style-type: none"> GM jobs created through growth of national security organisations in the northwest [Target: 5,000 by 2035]
7.16	<ul style="list-style-type: none"> Increased equitable access to digital tools, skills and support, so that all residents can fully participate in the 	<ul style="list-style-type: none"> No. of new Digital Inclusion Hubs [Target: 64 by 2026] No. of online centres mobilised across all 10 localities [Target: 460 by 2026] 	

ID	Delivery Plan summary	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	digital world ... reducing digital exclusion		
7.17	<ul style="list-style-type: none"> Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods 	<ul style="list-style-type: none"> No. of social housing properties benefitting from Internet of Things (IoT) connectivity and devices [Target: 175 by 2026, 20,000 by 2029, 95% by 2035] % of social housing properties with residents that are 50+ benefitting from Internet of Things (IoT) connectivity and devices (equality objective) % of social housing properties with residents where English is a second language benefitting from Internet of Things (IoT) connectivity and devices (equality objective) % of social housing providers adopting the Connected Homes Framework [Target: 50% by 2029] 	

Creating a greener future for everyone

Annual GMS performance report indicators

State of the city region outcome	Resident perception measure	Contextual indicator
<ul style="list-style-type: none"> • Reduced carbon emissions underpinned by a resilient and affordable energy system • Nature rich spaces with better access for all • Improved air quality 	<ul style="list-style-type: none"> • % of residents who feel concerned about climate change and are making sustainable lifestyle changes • % of residents who feel satisfied with the parks and green spaces in their local area 	<ul style="list-style-type: none"> • Total CO2 emissions pa. • No. of homes with an EPC rating of D-G upgraded to C and above • Hectares of green space per 1,000 people [Target 2.85ha by 2029, 3ha by 2035] • % of monitoring sites that meet World Health Organisation interim Target 2 (30ug/m³), Target 3 (20ug/m³) and the Guideline value (10ug/m³) annual mean for NO₂ [Target: 0 exceedances of NO₂ legal limit by 2026]

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
8.01	<ul style="list-style-type: none"> • Our air quality enhances the health, well-being and quality of life of our residents 			<ul style="list-style-type: none"> • Exceedances of the legal limit for NO₂ [Target: 0 by 2026] • % reduction in PM2.5 exposure compared to the 2018 baseline

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
				[Target: 22% reduction by Jan 2028 compared to 2018 levels]
8.02	<ul style="list-style-type: none"> All public buildings to be operationally carbon neutral and undertaking best practice for embodied carbon 		<ul style="list-style-type: none"> No. of public sector buildings retrofitted [Target: 410 by 2029, 2,000 by 2035] 	<ul style="list-style-type: none"> Reduction in direct carbon emissions from public sector buildings upgraded (ISO 9.1) [Target: 1,426 tonnes by 2027, 3,100 tonnes by 2028]
8.03	<ul style="list-style-type: none"> All household, commercial and public buildings to be on their retrofit journey 	P15a	<ul style="list-style-type: none"> No. of homes retrofitted via GMCA programmes (including Registered Providers) [Target: 21,556 by 2026, 47,500 by 2029, 100,000 by 2035] No. of social homes with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of upgrades (ISO 8.a) [Target: 2,000 by 2026 3,000 by 2027, 9,000 by 2028] No. of private low-income / fuel poor households in a property with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of upgrades (ISO 8.b) [Target: 200 by 2026, 500 by 2027, 1,700 by 2028] (equality objective) No. of private homes retrofitted occupied by residents with health conditions [Target 4,500 by 2026] (equality objective) 	<ul style="list-style-type: none"> Reduction in direct carbon emissions from domestic buildings upgraded (modelled) (ISO 8.1) [Target: 58 by 2026, 150 Kt by 2027, 283 Kt by 2028] Accumulative annual household bill savings (modelled) (ISO 8.c) [Target: £20.85m by 2026, £59.19m by 2027, £111.32m by 2028]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
			<ul style="list-style-type: none"> No. of low carbon heating systems installed [Target: 39,000 by 2029] Total number of visitors to the retrofit portal [Target: 15,000 each year] No. of commercial buildings retrofitted [Target 8,000 by 2029, 37,000 by 2035] 	
8.04	<ul style="list-style-type: none"> GM has a well-developed net-zero investment pipeline, delivering towards carbon neutrality in 2038, and stimulating and scaling low carbon supply chains across GM 		<ul style="list-style-type: none"> Net-Zero investment pipeline invested (£m, cumulative) [Target: £1bn by 2029, £8bn by 2035] 	
8.05	<ul style="list-style-type: none"> Fully operational heat network zoning model in place across GM, with a significant proportion of GM heat needs met by low carbon heat networks 	P15b	<ul style="list-style-type: none"> No. of heat networks in procurement [Target: 4 by 2026] GWh of low carbon heat networks active in GM [Target: 90GWh by 2030] 	
8.06	<ul style="list-style-type: none"> Maximise local energy generation towards the 10,300 MW by 2038 in our Local Area Energy Plan 	P15b	<ul style="list-style-type: none"> MW of renewable energy installed as a result of GMCA programmes [Target: 19.5MW by 2029] MWh of energy storage capacity [Target: 66MWh by 2029] 	<ul style="list-style-type: none"> Amount of additional renewable energy generated [Target: 255MW by 2029, 10,300MW by 2038]

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
8.07	<ul style="list-style-type: none"> Expand, enhance and connect our best spaces for nature 	P15c		<ul style="list-style-type: none"> % of land designated for nature [Target: 13% by 2029, 15% by 2035] % of tree canopy cover [Target: 17% by 2035] % of land designated for nature that is in active management for nature conservation [Target: 50% by 2035]
8.08	<ul style="list-style-type: none"> Increase the amount of community-led action and better connection to nature 	P15c	<ul style="list-style-type: none"> No. of projects supported through the Green Spaces Fund [Target: 12 in 2026] % of projects in deprived areas (Index of Multiple Deprivation deciles 1-3) supported through the Green Spaces Fund [Target: 75% by 2026] (equality objective) 	<ul style="list-style-type: none"> Hectares of green space per 1,000 people [Target 2.85ha by 2029, 3ha by 2035]
8.09	<ul style="list-style-type: none"> Work with the Environment Agency and United Utilities to deliver the Integrated Water Management Plan 	P15d	<ul style="list-style-type: none"> Hectares of land disconnected from the drainage network [Target: 150ha by 2029] 	
8.10	<ul style="list-style-type: none"> Policies and programmes in place to make carbon reduction actions and sustainable lifestyles attractive to residents and businesses. Increased reuse, repair, redistribution and 		<ul style="list-style-type: none"> % of adult residents achieving climate awareness qualifications [Target: 12% by 2026] No. of schools and community groups engaged in sustainable lifestyles programmes [Target: 120 by 2029] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	recycling to support a circular economy		<ul style="list-style-type: none"> • % of schools in deprived areas engaged in sustainable lifestyles programmes [Target: tbc.] (equality objective) • No. of organisations using the Circular Economy Platform [Target: 25 by 2026, 400-600 by 2029] 	
1.13	<ul style="list-style-type: none"> • Waste management contracts delivering environmental, financial and social benefits for the city region 		<ul style="list-style-type: none"> • Household Waste Recycling Centres (HWRC) recycling rate (GMCA) [Target: 60% per annum, to 2034] • Household Waste Recycling Centres (HWRC) recycling rate (Wigan) [Target: 62% per annum, to 2040] • Overall recycling rate (GMCA) • Overall recycling rate (Wigan) • % of residual (non-recyclable) waste moved by rail [Target: maintain at x% or above, to 2034] • Amount of funding provided from the Community Fund to the voluntary, community, faith and social enterprise (VCFSE) sector [Target: £200k pa. to 2034] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
			<ul style="list-style-type: none"> • No. of apprenticeship placements provided per year [Target: 7 pa. to 2034] • % of GMCA waste contract spend within GM [Target: 60% per year to 2034] • % of GMCA waste contract spend within GM with SMEs [Target: 60% per year to 2034] 	

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Equalities and the voluntary, community, faith and social enterprise (VCFSE) sector

Quarterly GMS Delivery Plan indicators

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
9.01	<ul style="list-style-type: none"> Diverse leadership and workforce representative of our communities, via acceleration and embedding of inclusive practice into our GM organisations 			<ul style="list-style-type: none"> <i>Diversity among senior leadership (sex, ethnicity, disability, sexual orientation; tbc.)</i> <i>Workforce representation (sex, ethnicity, disability, sexual orientation; tbc.) (equality objective)</i>
9.02	<ul style="list-style-type: none"> Equitable access, experience and outcomes for ethnically diverse staff and residents 			
9.03	<ul style="list-style-type: none"> Ethnically diverse civic leadership representative of our communities 			
9.04	<ul style="list-style-type: none"> The contribution of faith and belief to the GMS is optimised, and this contribution is recognised and valued 			
9.05	<ul style="list-style-type: none"> Lived experience is shaping policy and decision making 			
9.06	<ul style="list-style-type: none"> GM is a great place to grow old. Age-friendly is business as usual, a thread running through our devolution, reform, 		<ul style="list-style-type: none"> No. of neighbourhoods across GM that have implemented a 'Live Well in Later Life' approach [Target: 28 by 2029] 	

ID	Delivery Plan summary	Pledge no.	Delivery Plan commitment – output	Delivery Plan commitment – outcome
	economy, transport, public health and cultural strategies			
9.07	<ul style="list-style-type: none"> By 2035, GM will have a resilient and connected VCFSE sector that is sustainably resourced and embedded to enable everyday support in every neighbourhood 			
9.08	<ul style="list-style-type: none"> Our VCFSE sector will be recognised for their foundational role in people's day-to-day lives, with funding of those social, civic, faith and community organisations as part of our collective commitment to enabling everyone to live well 	<ul style="list-style-type: none"> 14a 	<ul style="list-style-type: none"> % of GM residents who have volunteered over the past 12 months [Target: increase by 2029] 	
9.09	<ul style="list-style-type: none"> We will renew and expand our VCFSE Accord, fully implement the Fair Funding Protocol and increase the value of the services we collectively commission from the third sector 	<ul style="list-style-type: none"> 14b 	<ul style="list-style-type: none"> % of public sector procurement spending with VCFSE organisations (tbc.) % of GMCA spend with VCFSE organisations 	