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Strategic Infrastructure Board Review 2025/26

March 2026

Executive Summary

The Greater Manchester Strategic Infrastructure Board (SIB) was established in 2019 to provide a senior, cross-sector forum to coordinate the city-region's strategic infrastructure. The SIB brings together regulated infrastructure providers, public agencies and government bodies to provide strategic oversight, identify interdependencies, and strengthen Greater Manchester's influence with national government and economic and environmental regulators. The creation of the SIB marked a deliberate shift from advisory coordination towards a more formalised, strategic governance model, enabling clearer accountability, stronger partnership maturity and a more integrated approach to infrastructure planning and delivery across the whole of Greater Manchester.

Building on the good work that the SIB has been undertaking over the last 6 years, its main functions include oversight of 11 key infrastructure challenges focused around three themes:

Energy

- Zero carbon heat
- Reduction in heat demand
- Accommodating changing electricity demand

Infrastructure

- Improving transport capacity and connectivity
- Supporting low emission vehicles
- Flooding - Managing flood risk

- Green and Blue/Nature
- Maximising the value of green and blue infrastructure Digital
- Implementing the GM Digital Strategy

Cross Cutting

- Promoting a collaborative and coordinated approach
- Developing sustainable funding models
- Ensuring resilience to shocks and stresses

The SIB also provides strategic coordination and ensuring effective communication of priorities across the Combined Authority, partners, and government. SIB members offer independent expertise, collaborate with advisory groups, and maintain engagement with government, regulators, and stakeholders to shape and deliver a resilient infrastructure strategy.

The SIB has made substantial progress in delivering the city region's infrastructure objectives and the Greater Manchester Strategy (GMS) and underpinning Delivery Plan provide an opportunity to further align the activities of the SIB and demonstrate how its activity supports delivery of the GMS objectives and where further improvements can be made through partnership working.

In 2025/26, the SIB prioritised strengthening partnerships, aligning local and national priorities, and setting a clear direction and foundation for 2026.

Executive Summary

This report provides a high-level review of the SIB's activities over the last 12 months (2025/26), and a forward look for the key priorities of the SIB for the coming 12 months (2026/27). This includes the development of the Greater Manchester Infrastructure Plan, implementation of collaborative street works, formalising governance relationships, responding to national policy developments, supporting energy network delivery, and articulating the social value of investment.

These priorities are designed to ensure that Greater Manchester's infrastructure programme is robust, responsive, and aligned with statutory requirements and stakeholder expectations.



Reflections from the chair



Peter Emery
Chair of the Strategic
Infrastructure Board

The Strategic Infrastructure Board (SIB) has been coordinating organisations responsible for Greater Manchester's infrastructure for nearly a decade. During that time, the relationship between the SIB and most of the infrastructure providers was as a statutory consultee to national regulators. However, in parallel with this formal process, the SIB and the infrastructure providers have established and developed collaborative working relationships with each other and the Combined Authority. The aim of this is to lower costs, improve efficiency and realise the ambition to achieve more together than would be possible working in isolation.

There are several concrete examples of the success of this approach. The development of the GM Integrated Water Management Plan involving United Utilities and the Environment Agency with input from Natural England has positioned Greater Manchester at the forefront of all aspects of water management. This model was recognised by the Cunliffe Review and has informed the Government's recent Water White Paper. Another example is streetworks; working through the SIB, Greater Manchester encouraged Ofgem to enable through incentives, cross sector collaboration in this difficult area across the UK.

Looking ahead, the Government is seeking to put 'Place' at the centre of infrastructure development with Mayoral Combined Authorities having a central role in driving local infrastructure development rather than simply being a consultee. This process will take several years, but through the SIB, Greater Manchester is well placed to influence, embrace and capitalise on these welcome changes as they unfold.

In the near term, these changes must not distract us from making progress today. Our task, with our infrastructure partners, is to speed up the construction of the critical infrastructure necessary to encourage growth and enable the low carbon transition

Purpose of the Progress Report

INTRODUCTION

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The SIB has made substantial progress in delivering the city region's infrastructure objectives and the Greater Manchester Strategy (GMS) and underpinning Delivery Plan provide an opportunity to align the activities of the SIB and demonstrate how its activity supports delivery of the GMS objectives and where further improvements can be made through partnership working.

This report provides a high-level review of the SIB's activities over the last 12 months (2025/26), and a forward look for the key priorities of the SIB for the coming 12 months (2026/27). The report also includes a summary of the SIBs engagement and activities planned for 2026/27 and also a list of the upcoming Investment Cycles.

ALIGNING WITH THE GREATER MANCHESTER STRATEGY

Achieving mature partnerships by 2030, as defined by the GMS Delivery Plan, involves more than routine meetings.

During 2025/26, maturity of the SIB is demonstrated by:

- Formal engagement channels and CEO-level access through structured Ofwat engagement and follow-up sessions.
- Jointly designed deliverables and shared ways of working through the use of the forward planner, engagement tracker, documented consultation responses, position statements, inputs to development sites and delivery plans, and escalation processes to resolve complex issues.
- Collaborative decision-making and written advocacy through the issuing of joint GMCA/SIB letters supporting strategic investments, formalised requests to regulators and government.
- Operational interfaces that directly impact delivery outcomes including the screening of delivery plan sites by both the Environment Agency and United Utilities.

Success of the past 12 months is evidenced by priorities agreed across government, regulators, and providers, operationalised through a single engagement plan covering economic regulators Ofgem, Ofwat, Ofcom and government departments Defra, DESNZ, DSIT, NISTA, and core infrastructure partners.

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Looking back at 2025 / 26

Priorities and Goals for 2025/26

Over the last 12 months the focus of the SIB was grouped into four theme areas. Each theme and progress is discussed in more detail below.

1. Maximising Devolution and Implementing the Greater Manchester Strategy

During 2025/26, the SIB focused on transitioning from a nationally driven infrastructure system to one led locally by the GMCA. This shift prioritised increased transparency and accountability. The SIB aimed to strengthen GMCA's input into company plans, deepen links with regulators and government departments, and enhance GMCA's role within regional structures, such as the National Energy System Operator.

2. Tactical Working Initiatives

The SIB continued to build on current progress through initiatives including the Streetworks Pilot, the Integrated Water Management Plan, and the development of an Integrated Infrastructure Pipeline.

3. Governance, Transparency and Reporting

Infrastructure development was aligned with the Housing First, Planning and Infrastructure Portfolio. The SIB provided clear reporting on priorities and activities, supporting transparency and accountability throughout all of its operations.

4. Engagement and Collaboration

The SIB engaged with and requested input from a number of groups, including the Natural Capital Group, Transport for Greater Manchester, the Green City Region Partnership, the Greater Manchester Digital Infrastructure Advisory Group, the Greater Manchester Resilience Forum (Infrastructure), and the Integrated Water Management Plan Partnership.

SIB members have also leveraged internal expertise, promoted collaboration and partnership working, and supported the GMCA in effectively communicating infrastructure priorities not only within Greater Manchester but also Nationally.

SIB outputs for 2025/26

At the May 2025 meeting the SIB agreed a set of outputs that it wanted to achieve during the course of 2025/26, these were:

- Maximising Devolution and Implementing the Greater Manchester Strategy
- Transition from a nationally driven system to one led locally by GMCA, with enhanced transparency and accountability.
- Strengthen GMCA input into company plans
- Deepen links with regulators and government departments
- Enhance GMCA's role in regional constructs (e.g., National Energy System Operator)
- Tactical Working Initiatives
- Build on current progress through:
 - Streetworks Pilot
 - Integrated Water Management Plan
 - Integrated Infrastructure Pipeline
- Align infrastructure development with the Housing First, Planning and Infrastructure Portfolio. Provide clear reporting on priorities and activities.

To achieve these goals SIB wanted to engage with and request input from: Natural Capital Group, Transport for Greater Manchester, Green City Region Partnership, Greater Manchester Digital Infrastructure Advisory Group, Greater Manchester Resilience Forum (Infrastructure) and Integrated Water Management Plan Partnership.

- The outputs would be achieved through specific targeted action including;
- strengthening strategic engagement with key stakeholders and regulators
 - having a centralised coordination framework.

Strengthening Strategic Engagement with Economic Regulators

| Priority Area | Actions for GMCA | Progress – March 2026 |
|---|---|--|
| 1. Strategic Liaison | <ul style="list-style-type: none"> Establish formal engagement process with NISTA Ensure GM priorities are reflected in national infrastructure planning and spatial tools | <ul style="list-style-type: none"> In progress. National Pipeline engagement underway. Agreed to a more formal agreement from April. Next national pipeline update will be June. |
| 2. Regulatory Participation | <ul style="list-style-type: none"> Actively contribute to reviews and associated regulatory/legislative and policy directions (e.g. Cunliffe, Corry, Ofgem, Ofcom) - Align with national regulatory reform on price controls and innovation | <ul style="list-style-type: none"> In progress. GMCA directly engaging with Defra, Ofwat, Ofcom, Ofgem, NESO and DESNZ |
| 3. Innovation Leadership | <ul style="list-style-type: none"> Position GM as a testbed for regulatory innovation (e.g. IWMP, hydrogen, digital, permitting)- Lessons from IWMP and other pilots Push for regulatory frameworks that accommodate GM's integrated, place-based approaches (which may differ from national BAU but deliver better local outcomes | <ul style="list-style-type: none"> Positioning GM in advance of Water Bill, Ofcom and GM digital pilot cited. Directly engaging with regulators. |
| 4. Investment Alignment | <ul style="list-style-type: none"> Synchronise GM's Integrated Pipeline with AMP9, GD3, ED3 - Use spatial tools (e.g. IWMP, LAEPs) to influence regulatory investment | <ul style="list-style-type: none"> Progress limited to sharing integrated pipeline/land supply data with SP ENW, NESO, with UU for rainwater management funding screening and the EA to identify risks. |
| 5. Flexibility & Local Models | <ul style="list-style-type: none"> Advocate for regulatory flexibility to support place-based delivery (e.g. Evolution of UU Rainwater management Funding/ Street works via ED3 and collaborative incentive models) | <ul style="list-style-type: none"> Positioning via engagement with economic regulators |
| 6. Transparency & Data Sharing | <ul style="list-style-type: none"> Contribute to the National Infrastructure Pipeline, sharing delivery maturity tools and spatial datasets with regulators. Have draft data sharing agreements/NDAs to agree with Sp ENWL, UU, Cadent etc for collaborative street works. | <ul style="list-style-type: none"> Inputting to NIP. Limited progress with sharing delivery maturity tools and spatial data sets. |

Engagement with Regulators

Ofwat

Engagement with Ofwat has matured, progressing to CEO-level discussions. The completed CEO engagement in January 2026 and the sharing of Water White Paper notes exemplify repeatable, influential engagement on investment cycles and reform discussions.

Ofgem

The forward plan includes actions to accelerate connections, with the GMCA position communicated to Ofgem and government as part of strategic demand delivery (Atom Valley/AI).

Ofcom

Consistent, positive and constructive engagement with Ofcom, marked by open dialogue and growing strategic alignment. Ofcom welcomed Greater Manchester's digital and data centre reports, recognised the region's robust approach to enforcement e.g. telecom providers and expressed support for local authority action.

Engagement has matured into collaborative working, with Ofcom showing strong interest in the Digital Connectivity Accord, Digital Place Plans and pilot activity, positioning Greater Manchester as a trusted partner in shaping future regulatory approaches.

Partnership Maturity Status

The following table is a summary of the maturity of SIB's partnerships, measured against criteria such as tactical planning, single points of contact, escalation processes, evidence bases, written asks, engagement, pipeline integration, and formal agreements

| Organisation | Overall RAG | Plan | SPoC | Esc | Evid | Asks | RegEng | IP | Agree |
|---------------------------|-------------|------|------|-----|------|------|--------|----|-------|
| Environment Agency | | | | | | | | | |
| TfGM | | | | | | | | | |
| Cadent | | | | | | | | | |
| United Utilities | | | | | | | | | |
| SP ENWL | | | | | | | | | |
| Digital (plural via GMCA) | | | | | | | | | |

Key:

- Plan** = Tactical working plan
- SPoC** = Single Points of Contact
- Esc** = Escalation process
- Evid** = Evidence base
- Asks** = Written asks/messages
- RegEng** = Engagement dates/process
- IP** = Integrated Pipeline interface
- Agree** = Agreements / MoU / Data sharing

Colour key:

- Yes
- Partial
- No

Centralised Coordination Framework

Recommendations for Future Action

| Theme | Recommendation | Summary | First Steps | Progress to March 2026 |
|---|--|--|--|---|
| Establish a Centralised Coordination Framework | Single Points of Contact | Designated contacts at ENWL/EA/UU/Cadent and GMCA to streamline communication, increase resources, and establish a specialised team for effective issue management. | Appoint key contacts from ENWL/EA/UU/Cadent and GMCA and assign a small team to support communication, creating an official channel for escalations. | Contacts identified. Escalation process being developed for EA, UU and Sp ENW. |
| | Integrated Project Planning and Delivery Process | Create a working group (UU, Cadent, EA ENWL/TfGM) to collaborate on joint projects, reducing environmental impact, network disruption, efficiency of delivery and shared outcomes. | Form a working group between UU, Cadent, ENWL and EA to begin discussions on strategic locations (and data sharing for collaborative street works) inputs/outputs from Integrated Pipeline | Limited progress. Two meetings held on collaborative street works (October and December) requires an agreed structure with PM office support. Linked to the Integrated Pipeline. SLA with GLA in place. |
| | Strategic Communication and Collaboration Plan | Develop a communication plan with clear timelines and accountabilities, aligning with near-term and long-term strategic priorities – including engagement with government departments and economic regulators. | Develop a draft communication strategy that includes timelines and assigns responsibilities, aligning with short- and long-term goals. | In progress – draft forward plan from Jan – April produced. Key messages defined for Ofwat (Pre-Water White Paper) /Ofgem (ED3) |

Transmission Reinforcement and Energy Networks



National Grid Electricity Transmission (NGET): The response to Ofgem's draft determination for NGET's 2026–31 business plan reflects GM's strategic needs, referencing vital demand corridors and providing evidence-based investment sequencing.



Connections Accelerator Service: The pilot for Atom Valley has commenced, with interfaces established among SP ENWL, NGET, and NESO. Milestones and responsibilities are clearly defined to support ongoing delivery.



SP ENWL ED2 Re-opener (Flood Resilience): A joint GMCA/SIB letter supported SP ENWL's South Manchester flood risk proposal, demonstrating coordinated regional leadership and place-based resilience outcomes.



Regular working arrangements in place and draft collaboration agreement.

Defra and the Cunliffe Water Commission: Embedding GM Experience in National Reform

Through the Strategic Infrastructure Board (SIB), Greater Manchester has consistently positioned itself as a place-based exemplar for integrated infrastructure and water governance, aligning local delivery experience with emerging national reform agendas. GMCA has framed its Integrated Water Management Planning (IWMP) and single Integrated Infrastructure Pipeline as practical mechanisms to inform national policy design, particularly around governance, planning alignment, and investment sequencing.

This influence is evidenced by Defra's Water Commission engagement and Sir Jon Cunliffe's visit to Manchester to on 27 February 2025 to launch the call for evidence and discuss integrated water management. Defra Pathfinder activities are underway to improve delivery processes and link local models to national reforms.

Through sustained, structured engagement Manchester has shifted from being a consultee to a co-designer of national water reform. Greater Manchester's integrated planning, governance and delivery experience has been actively used by Defra and the Cunliffe process to test assumptions, shape policy direction and inform the implementation of England's emerging water and regulatory reforms.



United Utilities – Rainwater Management Programme

Through the SIBs leadership and supported by GMCA officers, the approval of the Integrated Water Management Plan by the GMCA in 2023 provided evidence to Ofwat that a collaborative delivery system was in place to deliver flexible funding whilst leveraging value from new developments and other infrastructure developments. Additional evidence and support was provided via responses to Ofwat consultations on UU draft business plan determination in 2024.

For the advanced WINEP (AWINEP) programme key successes which will be achieved (by 2030) are:

1. £231 million to deliver 57796 m³ of storage avoided is fully approved (the AWINEP is a specific programme the CA IWMP team have been promoting with government and Ofwat since 2022)
2. Ofwat have accepted the request to remove the requirement to hydraulically model non-storage solutions (an issue the CA Strategic Infrastructure team have been lobbying Ofwat on)
3. Ofwat have accepted UU's methodology for calculating storage avoided



Regulator Delivery: EA Site Screening and Replication with United Utilities

Greater Manchester is already delivering the intent of Defra's single-regulator approach (announced on 12 March by Defra) through its Environmental Regulator Delivery work.

The Environment Agency site-screening model developed via the Greater Manchester Integrated Pipeline provides early regulatory clarity, reduces abortive work and accelerates decision-making while maintaining high environmental standards.

This approach is now being replicated with United Utilities to better align environmental regulation, water and wastewater capacity planning, and growth priorities at site and corridor level. By resolving issues upstream and escalating only genuinely complex cases, Greater Manchester is demonstrating how the integrated pipeline and SIB model can enable faster, more predictable delivery on the ground.

Progress:

- **Environment Agency (EA):** EA's screening of delivery plan sites using growth/flood risk and water capacity/ land contamination data is complete, with actionable outputs feeding into shared planning. Bilateral agreement and terms of reference drafted.
- **United Utilities (UU):** UU is replicating the EA process, screening 48 sites and developing a three-tier priority model, establishing a routinised approach for risk reduction and accelerated delivery.

Press release

Regulation reset to fast-track homes, transport and clean energy

Major boost to sustainable development, as £100 million invested to speed up planning approvals

From: [Department for Environment, Food & Rural Affairs](#), [Environment Agency](#), [Natural England](#) and [Emma Reynolds MP](#)

Published 12 March 2026

Last updated 13 March 2026 — [See all updates](#)



Communities will get new homes, better transport and cleaner energy sooner, thanks to a more dynamic, modern approach to regulation.

New guidelines in the form of Strategic Policy Statements will give [Natural England](#) and the [Environment Agency](#) – the two most powerful environmental regulators – a mandate to prioritise outcomes over process, speeding up decision-making while maintaining high environmental standards. This will be backed by £100 million, spread over three years, to fund specialist staff and modern digital systems, so regulators can help developers to complete environmental assessments more quickly and accurately – cutting costly delays.

A new Infrastructure Unit will keep major projects on track, tackling planning problems as they emerge, with the most complex issues passed to the Defra Infrastructure Board for further scrutiny. Moreover, a new Development Industry Council will bring developers and government together in the spring to discuss practical solutions to planning challenges.

Collaborative Street Works

Greater Manchester's Collaborative Street Works model has been recognised for regulatory innovation as it extended the London (GLA) model already in operation to other Combined Authority areas. Ofgem has now extend this nationally following representations made by the GMCA during 2024/25.

Ofgem decided that the London-only incentive from GD2 should be a GB-wide financial ODI that rewards GDNs (Gas Distribution Networks) for co-planned/co-delivered works with other utilities/highway authorities to reduce road disruption, speed delivery and share costs.

A GDN can only participate where there is an approved "central coordinator"—defined as a local, regional, transport or combined authority—responsible for convening utilities, setting strategic criteria, validating data and calculating net benefits using a tool comparable to the GLA Monitoring & Evaluation model.

As GM sits in Cadent's North West network area, Cadent can now earn ODI-F rewards for coordinated digs with GMCA/Local Highway Authorities, United Utilities, telecoms, etc., provided the central coordinator and can run/validate the M&E tool. This creates a direct regulatory route to scale "dig-once" programmes aligned with GM's Integrated Pipeline and growth/location strategies.

The SIB has progressed beyond conceptual stages, to implementing geospatial data collection, pilot identification, and governance frameworks for operational delivery.

In 2026, the focus will be on implementation—ensuring readiness, partner inputs, and effective operational interfaces.

A pioneering gas and water scheme in Wigan is expected to save four weeks of disruption

By Kevin Hegarty Contributor



Published 13th Feb 2026, 13:17 GMT | Updated 13th Feb 2026, 14:32 GMT



IMAGE CAPTION: left to right, standing in front of yellow (gas) and blue (water) pipes - Jo Power, Programme Manager, United Utilities; Aaron Ashbarry, Managing Director, PGL Pipelines; Gareth Lloyd, Streetworks Manager, Cadent; Michael McEllin, Senior Project Manager, United Utilities; Charlotte Robinson, Site Manager, Network Plus.

Digital Infrastructure: AI Growth Zone and GM Data Centre Strategy

The digital strategy focuses on enabling growth and place-making by ensuring digital infrastructure is planned, coordinated and delivered alongside energy, water and transport.

This is achieved through:

- Digital Place Plans that secure committed outcomes such as timely, efficient connectivity;
- Use of the Integrated Pipeline and MappingGM to improve visibility of digital demand and dependencies; and
- Coordinated national and local engagement to shape data centre and AI-related investment in line with Greater Manchester's strategic objectives.



Digital infrastructure remains a key enabler for regional growth and resilience.



In 2025, the SIB submitted an alternative/non-compliant AI Growth Zone proposal and developed a background paper “Towards a GM data centre strategy”, emphasising strengths in energy, water, and connectivity. Further work is required over the next 12 months to firm up a strategy.



This approach integrates digital infrastructure as a strategic system, aligning it with energy and water planning.



Digital place plan created and engagement on two more with the Local Authorities.

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Looking forward to 2026/27 and beyond

Forward look for 2026/27

As part of reflecting on the progress which the SIB has achieved over the last 12 months, four areas for continued focus have been identified.

These include;

1. Review of risk register which can be used to identify challenges and focus attention.
2. Undertake lessons learned so teams can learn from previous experience.
3. Social value and benefits including working with wider GMCA colleagues to capture and report on social value.
4. Data sharing – make it easier to share across organisations where possible.

These four areas will be built into the seven priorities for 2026/27 which are identified opposite.

The seven priorities for the coming 12 months focus on building upon the SIB's extensive work undertaken over previous years and is natural evolution of SIB's work whilst also linking back into the wider targets of the GMS and delivery plan.

7 PRIORITIES FOR 2026/27

Greater Manchester
Infrastructure Plan

Collaborative Street
Works - Implementation

Formalising Governance
with NESO/RESP

Water White Paper
Response and
Engagement with Defra

Transmission and
Distribution Network
Delivery

ED3 (Electricity
Distribution³) and Ofgem
Engagement

Social Value and Benefits

Planned Engagement Activities 2026

The table opposite provides an overview of the key planned engagement activities of SIB for the next 12 months.

Additional engagement activities will be discussed at each meeting and added to the calendar as necessary.

| | MONTH (2026) | | | | | | | | | | | |
|--------------------|--------------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| ORGANISATION | JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER |
| NISTA | | | | | | | | | | | | |
| Ofwat | | | | | | | | | | | | |
| Ofgem | | | | | | | | | | | | |
| Ofcom | | | | | | | | | | | | |
| NESO | | | | | | | | | | | | |
| GB Energy | | | | | | | | | | | | |
| Defra | | | | | | | | | | | | |
| DESNZ | | | | | | | | | | | | |
| DSIT | | | | | | | | | | | | |
| Environment Agency | | | | | | | | | | | | |
| SP ENWL | | | | | | | | | | | | |
| United Utilities | | | | | | | | | | | | |
| Cadent | | | | | | | | | | | | |
| NGET | | | | | | | | | | | | |
| TfGM | | | | | | | | | | | | |
| GMCA | | | | | | | | | | | | |
| MHCLG | | | | | | | | | | | | |

Investment Cycles 2026-35

The table opposite provides an overview of the investment cycles which are known at this time and relevant input points.

SIB will engage with key organisations and regulators well in advance of the cycles to input as required.

| ORGANISATION | YEAR | | | | | | | | | |
|--------------------|------|------|------|------|------|------|------|------|------|------|
| | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |
| NISTA | | | | | | | | | | |
| Ofwat | | | | | | | | | | |
| Ofgem | | | | | | | | | | |
| Ofcom | | | | | | | | | | |
| NESO | | | | | | | | | | |
| GB Energy | | | | | | | | | | |
| Defra | | | | | | | | | | |
| DESNZ | | | | | | | | | | |
| DSIT | | | | | | | | | | |
| MHCLG | | | | | | | | | | |
| Environment Agency | | | | | | | | | | |
| SP ENWL | | | | | | | | | | |
| United Utilities | | | | | | | | | | |
| Cadent | | | | | | | | | | |
| NGET | | | | | | | | | | |
| TfGM | | | | | | | | | | |
| GMCA | | | | | | | | | | |

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