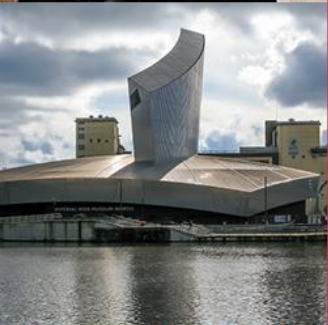




**Greater Manchester
Strategy
Delivery Plan 2025/2026
December 2025**

together
we are
**GREATER
MANCHESTER**

GMCA GREATER
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COMBINED
AUTHORITY



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An aerial photograph of a town, likely in the UK, showing a mix of residential buildings. A prominent church spire is visible in the middle ground. The image is overlaid with a color gradient from red on the left to blue on the right. The text 'Healthy homes for all' is written in white, bold, sans-serif font across the middle of the image.

Healthy homes for all

Healthy homes for all

State of the city-region outcomes

- More and better homes: Decent affordable safe and secure
- Reduced carbon emissions
- Thriving businesses in a vibrant, inclusive and productive economy
- Waste management contracts delivering environment, financial and social benefits for the City Region

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>We will minimise the number of children in bed & breakfast accommodation beyond the statutory limit (6 weeks)</p>	<p>Approval of GM Temporary Accommodation Supply Programme, providing 17 empty homes officers across all ten GM boroughs and ca. £11million funding to bring these homes back into use to provide at least 400 high quality homes as alternatives to bed and breakfast and other 'ad hoc' procured temporary accommodation.</p> <p>Establishment of the GM Temporary Accommodation</p>	<p>Homelessness prevention and advice offer embedded within Live Well Centres and Spaces.</p> <p>There is a consistent, well-resourced approach to bringing empty homes back into use to reduce reliance on unsuitable temporary accommodation.</p>	<p>There is a whole-system approach to supporting children and families in temporary accommodation which ensures that family homelessness is a rare, brief and non-recurring experience.</p>	<p>No. of households with children in B&B temporary accommodation (total & after 6-weeks)</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>Observatory and release of Temporary Accommodation Spend Analysis 2025, providing data-driven insights into the core drivers of rising temporary accommodation use, to inform the emerging Housing First Plan and the development of homelessness prevention interventions.</p> <p>Refugee Welcome Programme: Work and Skills fully mobilised, providing English language, employability and skills support to people seeking asylum, operating across all ten GM boroughs, with 50% of funding supporting VCFSE delivery.</p>			

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>There will be a sustainable reduction in the number of families and vulnerable adults in unsuitable temporary accommodation in GM overall</p>	<p>Approval of GM Temporary Accommodation Supply Programme, providing 17 empty homes officers across all ten GM boroughs and ca. £11million funding to bring these homes back into use to provide at least 400 high quality homes as alternatives to bed and breakfast and other 'ad hoc' procured temporary accommodation.</p> <p>Establishment of the GM Temporary Accommodation Observatory and release of Temporary Accommodation Spend Analysis 2025, providing data-driven insights into the core drivers of rising temporary accommodation use, to inform the emerging Housing First Plan and the development</p>	<p>Launch of the Temporary Accommodation Test and Learn pilots, providing funding to develop early interventions for families at risk of homelessness, embedded within Live Well Centres, Spaces and Neighbourhoods.</p> <p>Refugee Welcome Programme: Work and skills learning adopted across key programmes and embedded in our influencing efforts ahead of the Home Office re-procurement of the national Asylum and Support contracts in 2029.</p> <p>Evaluation of and (if needed) mobilisation of the next round of the GM Temporary Accommodation Supply Programme.</p> <p>Empty Homes Officers mainstreamed across all ten GM Local Authorities.</p>	<p>There will be a sustainable reduction in the number of families in unsuitable temporary accommodation in GM overall.</p> <p>There is a consistent, strategic approach for welcoming non-UK nationals in GM, which seeks to design out homelessness, destitution and community tensions.</p>	<p>No. of households with children in B&B temporary accommodation (total & after 6-weeks)</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>of homelessness prevention interventions.</p> <p>Refugee Welcome Programme: Work and Skills fully mobilised, providing English language, employability and skills support to people seeking asylum, operating across all ten GM boroughs, with 50% of funding supporting VCFSE delivery.</p> <p>Racial Inequalities in Housing and Homelessness research complete.</p>			

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Rough sleeping is a rare, brief and non-recurring experience</p>	<p>Commissioning of all core homelessness and migration programmes complete for the next 4 years, including A Bed Every Night, GM Housing First, Rough Sleeping Accommodation Programme, Inclusion Health Service, Youth Homelessness Prevention Pathfinder and Restricted Eligibility Support Service.</p> <p>Rough Sleeping Test and Learn pilots begin - 3 pilot interventions to prevent rough sleeping, including embedded social workers, refugee homelessness prevention interventions and personalised budgets.</p> <p>Refugee Welcome Programme: Hosting Pilot begins, utilising VCFSE networks to provide placements into host</p>	<p>Sustainable reductions in rough sleeping across Greater Manchester, with fewer people sleeping rough per 100,000 than the national figure.</p> <p>Recommissioning of the next phase of key housing-focused criminal justice interventions, including Integrated Rehabilitation Services and Community Accommodation Service Tier 3.</p> <p>Social Work interventions embedded in the majority of rough sleeping teams across Greater Manchester.</p> <p>Fewer people rough sleeping from the institutions, including prison, other justice accommodation, hospital, the armed forces, leaving care and the asylum system.</p>	<p>Rough sleeping is a rare, brief and non-recurring experience in Greater Manchester.</p>	<p>In-month rough sleeper count</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>households for refugees with newly granted status who would otherwise be at risk of rough sleeping.</p> <p>Continued (and refreshed) devolution of Integrated Rehabilitation Services and Community Accommodation Service (Tier 3) under the Justice Devolution (adults) deal for GM.</p> <p>New specification and budget agreed for A Bed Every Night service from 2026/27 onwards, implementing.</p>			
Homelessness prevention and housing advice fully embedded as a core offer in Live Well	<p>(2026) Approval of the GM Homelessness Prevention Strategy 2026-2031</p> <p>Rough Sleeping Test and Learn pilots begin - 3 pilot interventions to prevent rough sleeping, including embedded social workers,</p>	Launch of the Temporary Accommodation Test and Learn pilots, providing funding to develop early interventions for families at risk of homelessness, embedded within Live Well Centres, Spaces and Neighbourhoods.	Everyone can access consistent, realistic housing advice in Live Well centres, Spaces, Offers and Neighbourhoods.	No. of households with children in B&B temporary accommodation (total & after 6-weeks) / In-month rough sleeper count

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	refugee homelessness prevention interventions and personalised budgets.	Homelessness prevention and advice offer embedded within Live Well Centres and Spaces.		
Our Housing First approach and Unit will have turned the tide on the housing crisis	<p>Co-production of Housing First Plan with key stakeholders and launch of agreed Plan with appropriate reporting measures</p> <p>Housing First Unit launched</p>	<p>Housing First Principles integrated into public service delivery across the GM system</p> <p>Housing First Plan and progress against reporting measures reviewed to assess impact and pace of change achieved in communities across GM, and to reset priorities and workstreams accordingly</p>	The embedded Housing First approach has resulted in more residents feeling that they live in a safe and healthy homes	<p>Residents feel they live in a safe and healthy home (survey question tbc.)</p> <p>% of energy performance certificates for existing buildings with a net movement in the reporting year from a rating of D or below to C and above</p> <p>No. of homes retrofitted</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>By 2030 everyone living in rented accommodation will have the right to request a property check under the Good Landlord Charter</p>	<p>Completion of Property Check Salford Pilot and evaluation outcomes</p> <p>Additional funding delivered to support council capacity to deliver checks</p> <p>GM participation in national PRS database pilot (through Salford, Trafford and Wigan)</p>	<p>Councils will receive more requests for property checks and the number of checks undertaken will increase. The baseline of existing requests and checks will have been established, and targets will have been agreed with councils for increases with progress monitored. Additional funding for council enforcement capacity to complete checks influenced through implementation of new national PRS database fee.</p>	<p>The quality of rented housing across Greater Manchester will have significantly improved to coincide with the introduction of the new Decent Homes Standard, with fewer Category 1 Housing Health & Safety Ratings System risks being identified through property checks and other enforcement activity.</p>	<p>Residents feel they live in a safe and healthy home (survey question tbc.)</p>
<p>Everyone will live in a good, warm, safe place they can call home</p>	<p>200,000 properties owned by landlords signed up as Supporters of the Good Landlord Charter.</p> <p>First Falls Prevention Pilot Business Case approved and year 1 tranche delivery of home improvement services.</p> <p>Year 1 household retrofit targets (see "All</p>	<p>8,000 private rented sector households renting from Supporters or Members of the Charter</p> <p>Good Landlord Charter Evaluation outcomes</p> <p>First Falls Prevention Pilot evaluation complete and activity mainstreamed where possible</p> <p>Year 5 household retrofit targets (see "All household, commercial and public</p>	<p>Sustained improvement in satisfaction with the home, across all tenures</p> <p>Continue to be trailblazers in the housing sector, building on knowledge gained from pilot programmes.</p>	<p>Residents feel they live in a safe and healthy home (survey question tbc.)</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	household, commercial and public buildings to be on their retrofit journey" outcome.) Delivery of the Local Remediation Acceleration Plan continues	buildings to be on their retrofit journey" outcome.) Rightsizing framework developed, agreed and implemented to support older households to find a home that really works for them Sustained improvement in survey evidence for tenant satisfaction with their rented home, across private and social rented sector Local Remediation Acceleration Plan delivery reviewed and next steps agreed		
By 2027 we will be building more social housing than we are losing through right to buy	Development of integrated pipeline for social and affordable housing programme with agreement with HE on approach to prioritising funding in GM for Social & Affordable Homes Programme (SAHP)	GM SAHP pipeline in progress with 60% of homes being delivered through SAHP for social rent, including specialist or supported. Building more social rented homes than we are losing through right to buy	Completion of GM-driven Social & Affordable Homes Programme (SAHP) achieving significant net growth in the stock of social homes	Net change in the number of social rented homes

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>By 2027 we will be building more social housing than we are losing through right to buy. By 2030 there will be at least 10,000 new, energy efficient homes for social rent across all 10 local authority areas</p>	<p>Development of integrated pipeline for social and affordable housing programme with agreement with HE on approach to prioritising funding in GM for Social & Affordable Homes Programme (SAHP) which recognises our approach to energy efficient homes</p>	<p>GM SAHP pipeline in progress with 60% of homes being delivered through SAHP for social rent, including specialist or supported.</p> <p>Building more social rented homes than we are losing through right to buy 10,000 social rent energy efficient homes received planning consent by 2030.</p>	<p>Completion of GM-driven Social & Affordable Homes Programme (SAHP) achieving significant net growth in the stock of social homes.</p> <p>20,000 energy efficient homes having received planning consent by 2035</p>	<p>No. of energy efficient social units built per annum (energy efficient definition to be agreed)</p>
<p>By 2030 we will aim to approve 75,000 new homes</p>	<p>Effective use of public sector land through management of GM estate</p>	<p>75,000 new homes received planning consent over the course of the parliament</p> <p>Public sector land supports delivery of additional homes</p>	<p>145,000 new homes received planning consent</p>	<p>Additional dwellings</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
By 2030 we will have an adopted Joint Minerals & Waste Plan	Evidence gathering and early engagement/consultation underway	The adopted Minerals and Waste Plan will set the planning framework for minerals and waste developments across Greater Manchester, ensuring a steady supply of construction minerals and sustainable waste infrastructure to meet planned growth and support circular economy principles.	and Monitoring consideration of review of plan	Additional dwellings Employment floorspace unlocked
By 2030 we will have met the Mayor's statutory duty to produce a Spatial Development Strategy (SDS) for Greater Manchester. It will include an associated infrastructure plan.	Initial evidence gathering and scoping to be ready to begin the formal plan making process once new regulations are in place in 2026	Substantial progress made towards development and implementation of the plan, subject to publication of new regulations in 2026.	An SDS will be in place, providing the strategic framework to deliver the inclusive growth ambitions of the GMS	Additional dwellings Employment floorspace unlocked

Reduction in waste to landfill, increased recycling, thriving repair and reuse economy, apprenticeships and green skills in the waste sector, Community Fund supporting community projects, 60% of contract spend in GM, 60% of that with SMEs, smart haulage systems and rail haulage reducing HGV movements, compliance with Simpler Recycling

Each year we will manage the contracts to deliver the following KPIs:420,000 tonnes of waste moved by rail, £200k through Community Fund to VCSFE sector, 7 apprenticeships per year, 60% of contract spend in GM of which 60% will be with SMEs, data gathered to understand impact of national policy

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Safe and strong communities

Safe and strong communities

State of the City Region Outcomes

- Safer, cohesive and resilient communities
- GM can respond to any emergencies or major incidents they encounter
- Preventative public services that are effective and fit for the future
- More people thriving, with fewer experiencing poverty and social/economic exclusion

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
People have a high feeling of safety and when out in other areas of Greater Manchester.	90% of residents report feeling safe.	92% of residents report feeling safe.	95% of residents report feeling safe.	% of residents who feel safe in their local area
Knife crime is reduced by 50%, in line with national targets.	Greater Manchester baseline for knife crime defined in line with Government Guidance, with the aim of reducing police recorded knife crime by 5% in 25/26 compared with the previous year. Deliver national Safer Streets policing initiatives in partnership locally, including the Safer Streets	Knife crime is reduced by 20% compared with the baseline figure set in 24/25. Children and Young People at risk of entering the criminal justice system can access tailored support and pathway to access Mbacke. Community-led programmes continue to be co-designed and co-delivered alongside local	Greater Manchester experiences 50% fewer knife crimes than at the outset of this strategy.	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>Summer and Winter Initiatives.</p> <p>Violence prevention community action network in place connected to all wider GM networks, and influencing GM policy and activity to tackle knife crime.</p>	<p>partners in each local authority area, where evidence shows this is needed, engaging young people in meaningful and beneficial activities, leading to their personal growth and away from activity that may put them at risk of committing or becoming a victim of knife crime.</p>		
<p>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.</p>	<p>Launch of TravelSafe LiveChat, providing an enhanced experience for passengers using LiveChat to report issues and concerns, with timely referral arrangements to TfGM, via its 24/7 Operational Control Centre, for the management and response to non-policing matters.</p> <p>Set baseline figure and achieve minor improvements in</p>	<p>Year-on-year improvement to our passengers' perception of safety on our network from 73% to 80% by 2030.</p> <p>Integrated police and transport command including pooled resources and integrated police and transport hot spot approach to reduce crime and ASB on the network.</p> <p>Sustained improvements in perceptions of safety on and patronage on the Bee Network, responding to concerns of travellers and residents.</p>	<p>Public transport safety is led by 11th district joint command structures between GMP and TfGM, with a dedicated workforce on the transport network. The work of this command in collaboration with partners will see the Bee Network as the safest public transport network in the country.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>perceptions of safety on the Bee Network</p> <p>Bee Network identified and recognised as the 11th district of Greater Manchester by the whole of the Combined Authority, including TfGM and GMP with the associated command structures in place.</p>	<p>'Vision Zero 'strategy aims: halve the number of deaths and life-changing injuries on GM roads by 2030.</p>		
<p>Greater Manchester has a whole system approach to diversion from the criminal justice system, supported by all relevant criminal justice agencies and services, to better protect victims and provide greater opportunity to connect individuals into wider</p>	<p>GMCA will scope a digital referral platform for policing and public services to manage positive interventions as diversionary activity from the criminal justice system</p> <p>GM will continue to pilot the delivery of wider public services through GMIRS Well-being hubs, including accessing financial support through DWP.</p> <p>GMFRS, Prisons and</p>	<p>The next generation of rehabilitative services will have been completed, targeting prolific offenders.</p> <p>All GM wellbeing hubs open in evening and weekends.</p> <p>Pathways and protocols for warm handovers into Live Well community support offers are defined and established, with people with experience of the criminal justice system.</p> <p>Greater Manchester has an</p>	<p>A strong suite of interventions, which both support people out of criminal behaviour and reduce reoffending rates have been developed and implemented.</p> <p>A single, digital front door will be in place for community interventions and resolutions, supporting police and criminal justice partners to divert people appropriately and sustainably.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
opportunities and to live well.	<p>Probation will continue programmes such as Atlas and Prevention in Prisons to reduce the costs of fire setting and offending behaviour.</p> <p>Manchester Magistrates Court will have a triage wellbeing desk to engage people with experience of the criminal justice system, and their families on bespoke support through the Wellbeing Service; and general support through Live Well.</p>	established and connected Youth Justice transformation Hub and Centre of Excellence, driving analytics and standards of local Youth Justice services with each leading on an area of delivery.	GM has completed multiple full rounds of Youth Justice Peer Reviews, with each Local Authority serving as a thematic lead against inspection criteria within the centre of excellence model, with learning embedded through established structures.	
GM achieves a step-change in resilience through delivery of the Stronger LRF Trailblazer pilot, embedding risk awareness and preparedness into all major decisions, and fostering a	Options developed for strengthened governance and leadership of GM's resilience agenda to increase ownership of resilience and ensure all GMCA policy decisions are informed by information about their implications for city-region resilience.	<p>An effective approach to assessing city-region risks in place.</p> <p>Leadership and assurance of GM resilience system enable identification of problems and facilitates improvements in planning.</p> <p>Improved public awareness and</p>	<p>100% of GMCA major decisions consider resilience.</p> <p>30% of GMs residents feel prepared for future disruption ensuring that GM can better continue to drive forward its ambitions even during periods of uncertainty.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>shared understanding of risks. This approach ensures that 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.</p>	<p>A prototype city-region risk reporting toolkit developed to enable a shared understanding of future city-region risks.</p>	<p>preparation for emergencies, demonstrated by a 20% increase in average area sign-ups for the flood warning service.</p>		
<p>By 2035, the GMRF partnership will ensure adaptive and effective emergency response systems, building resilience to evolving risks and threats such as terrorism, cyber risks, technological failures, environmental hazards, health</p>	<p>The GMRF will have refreshed assurance processes in place to better target resources to improve response planning.</p> <p>The GMRF partnership will have delivered 20 multi-agency exercises in 2025/26 to validate the implementation of learning from Inquiries and to</p>	<p>GMRF has embedded learning against 100% of the recommendations made by the Grenfell Tower Inquiry in 2025 [phase 2] for emergency response to ensure that GM's emergency responders are in the best place possible to respond should a similar incident occur in GM.</p> <p>GMRF has achieved 90% compliance (based on an</p>	<p>GMRF has been independently peer reviewed and found to be effectively prepared for the emergencies and major incidents GM's businesses and communities face in 2035.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>crises, and societal instability. As a result, 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.</p>	<p>ensure the multi-agency preparation for any response to civil emergencies is effective.</p>	<p>independent assessment) with the National Resilience Standards which set the bar for leading performance for local resilience forums in England to improve the assistance to communities in emergencies.</p>		
<p>People live in resilient and cohesive communities where hate in any form is not tolerated.</p>	<p>New Hate Crime Standard that will improve reporting and Victim Experience. Launch by February 2026.</p> <p>Improved links and intelligence sharing between public sector institutions and communities in support of monitoring and responding to community tensions.</p> <p>A GM Framework for Cohesion developed with</p>	<p>GM is a national pioneer for Cohesion that includes: A new approach to managing asylum and immigration issues; A redesigned Prevent system to meet the new threats and linked into VRU and complex safeguarding; Education in schools that would lay the foundation of lifelong resilience and belonging; linking safer town centre and Pride in Place under one programme and a Live Well offer designed with Cohesion at the fore.</p>	<p>Hate crime has significantly reduced because of zero tolerance to it. There is an increase in people mixing from different backgrounds, faiths and class. There is reduced inequality and IMD scores (because inequality and disenfranchisement drives cohesion); There is an increase in trust and confidence in institutions and democracy.</p>	<p>% of residents (16+) who reported experienced a crime (overall victimisation rate) / Residents feel their local area is a place where people from different backgrounds get on well together</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>GM governance including a set of GM Standards: GM Inclusion Standards; GM Hate Crime Standard; GM Tension Monitoring Standards.</p> <p>All GM localities have a Cohesion plan based on best practice.</p> <p>All GM programmes have a Cohesion design focus.</p> <p>Secure a GM wide resources plan that includes funding to places of worship and for targeted work that brings communities together.</p>			
<p>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.</p>	<p>Mapped current out-of-hours offers through education settings in GM LAs, including CA, LA, and nationally funded programmes.</p> <p>Ensure PIED panels across GM are compliant with national guidance and delivering good outcomes</p>	<p>Young futures hub model is piloted in GM, connected to a wide range of youth provision, including youth justice, family hubs, Live Well Centres and education/employment opportunities.</p> <p>A blue-light pathway/gateway has been developed connecting disadvantaged children and</p>	<p>Young people in every community have somewhere safe and inclusive they can go in the evening and at weekends.</p> <p>Young people are supported into relevant opportunities to train or learn which take into</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>for at-risk young people.</p> <p>Violence prevention community action network in place connected to all wider GM networks, and influencing GM policy and activity to tackle knife crime.</p> <p>A GM Prevention Partnership is developed in line with government guidance.</p>	<p>young people to frontline, fleet and equipment, and Greenbook opportunities within GMFRS and GMP.</p> <p>Young people are able to access all GMFRS stations as Safe Spaces</p> <p>Children and Young People at risk of entering the criminal justice system can access tailored support and pathway towards the MBacc.</p> <p>Community-led programmes continue to be co-designed and co-delivered alongside local partners in each local authority area, where evidence shows this is needed.</p>	<p>account trauma and lived experience.</p>	
<p>Every community (place) can access a whole system, partnership response to hotspot, seasonal and thematic safety</p>	<p>Two new Op Vulcan (GMP's award-winning, multi-agency problem solving approach to tackling entrenched place based issues and criminality) sites identified</p>	<p>Op Vulcan deployed to areas experiencing high levels of harm and crime, with consideration of wider policy goals, in each of GM's 10 LAs, with neighbourhood teams' local problem solving supported by</p>	<p>Operation Vulcan has been deployed across all 10 LAs at least once and is now rolled out on a continual basis across Greater Manchester, based on a collective of</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>issues supported by problem solving policing principles and resources.</p>	<p>and launched, aligned to Live Well development for the 'Build' element of 'Clear, Hold, Build', leading to less crime and anti-social behaviour in those areas.</p> <p>Sustained year-round Safer Streets activity, targeted to reduce town centre and neighbourhood crime initially through Op Northstar (winter)</p>	<p>central Vulcan resources, leading to reduced crime and anti-social behaviour.</p> <p>Public safety partners have access to LiveWell centres and spaces to identify and respond to community cohesion issues, with targeted interventions having been delivered between our most at risk communities.</p> <p>Op Avro (localised, intensive policing deployment) regularly supported by targeted, partnership problem solving according to local need, as part of sustained Safer Streets activity.</p>	<p>police, partner and community intelligence.</p> <p>Vulcan has been integrated in respect of wider GMS delivery, particularly taking account of the 'build' phase thus supporting wider ambitions around development for housing and employment.</p>	
<p>Police and fire services are visible and responsive, and residents feel confident they will receive an effective service.</p>	<p>GMFRS will have received a positive HMICFRS inspection report, achieving good or outstanding across all areas measured.</p> <p>GMFRS will support Housing First by piloting</p>	<p>GMP will be good or outstanding in all areas inspected under PEEL.</p> <p>GMFRS will be good or outstanding in all areas inspected.</p> <p>Greater Manchester Police will</p>	<p>GMP is recognised as the best metropolitan police force in the country.</p> <p>GMFRS will continue to be one of the highest performing FRS in the UK, with further HMICFRS inspection retaining</p>	

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	<p>Property Checks through its Home Fire Safety Assessment Scheme.</p> <p>More residents as measured by the GM Community Safety Survey will state that they have confidence in GMP in both an emergency and non-emergency situation.</p>	<p>deliver the Government's Neighbourhood Policing Guarantee (supported by hotspot policing and problem solving resources by request.)</p> <p>GMFRS estate assets piloted as live well centres and/or spaces.</p> <p>GMFRS will continue to innovate to support GM policy ambitions for healthier homes and safer communities.</p> <p>Fire Cover review undertaken and recommendations progressing on time.</p>	<p>good/outstanding ratings at least.</p> <p>GMFRS are an increasingly outward facing fire service, connected into GM priorities and communities across Live Well, Housing First, MBacc.</p>	
<p>Greater Manchester has an effective, integrated system of orders and interventions targeting perpetrators of Gender Based violence.</p>	<p>Deliver the country's first campaign to raise awareness and reduce coercive control by end of 2025, aiming to attract 3m views.</p> <p>Deliver 250 Domestic Abuse Protection Orders (DAPOs) in 2025.</p>	<p>500 DAPOs are awarded per annum providing real protection to Victims/Survivors of DA.</p> <p>DAPOs are available across all areas of Greater Manchester.</p> <p>Greater Manchester will be able to confirm that no victim / survivor of domestic abuse should need to leave their home</p>	<p>Greater Manchester has an effective, integrated system of orders targeting perpetrators of Gender Based violence.</p> <p>Spend on temporary accommodation related to GBV continues to decline.</p>	<p>% of residents (16+) who reported experienced a crime (overall victimisation rate)</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>All GM Housing Providers are committed to supporting the utilisation of occupation order to support victims/survivors of GBV in their home, and to keep them in their home. Five exemplar organisations will pilot an initial approach to provide learning and next steps to the wider group for further roll-out</p>	<p>because of domestic abuse.</p> <p>Spend on the use of Temporary Accommodation for cases related to domestic abuse reduces by £5 million per annum.</p> <p>A range of housing and support is offered to 150 perpetrators per annum to enable them to change their behaviour</p>		
<p>Greater Manchester 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 VCSFE as core partners.</p>	<p>GM will have developed an understanding of the way in which community trauma, resulting from structural and systemic inequalities, impacts the way services are viewed and accessed.</p> <p>ACE and Trauma Responsive GM Programme will work across the system to mainstream ACE and Trauma Responsive</p>	<p>The GMCA Group, GMP, local authorities are trauma informed and responsive.</p> <p>Victim service provision is connected to Live Well centres, spaces, and offers, ensuring victims of crime can access the full range of support in their community.</p> <p>GMFRS Safe Spaces Stations are connected to local Live Well centres spaces and offers,</p>	<p>The majority of public and private sector education and work settings in GM are hardwired as relational, strengths-based and trauma informed.</p>	<p>% of residents (16+) who reported experienced a crime (overall victimisation rate)</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>approaches, delivering a summit to galvanise system support.</p> <p>Victims support services will include a digital front door connecting residents to a range of supported VCSFE support offers, including Live Well centres, spaces, and offers to best meet the needs of service users.</p> <p>All GMFRS stations are Safe Spaces for vulnerable individuals experiencing a range of issues and trauma.</p>	<p>ensuring individuals are supported beyond the crisis</p>		
<p>Greater Manchester is a safe and honest place to transact and do business.</p>	<p>Every Local Authority area has its own Mutli-Agency Against Fraud (MAAF) partnership to identify and tackle fraud issues locally.</p> <p>Establish baseline £ lost to fraud for GM, and each LA area.</p>	<p>Cross-policy, sustainable funding is in place supporting fraud work at a GM level.</p> <p>Greater Manchester Fraud Partnership will be established, supporting and monitoring local MAAF's to tackle local fraud.</p>	<p>GM losing less £ to fraud per capita than similar force areas/combined authorities.</p> <p>No-one in Greater Manchester who reports fraud is re-victimised.</p>	<p>Police reported knife crime / % of residents (16+) who reported experienced a crime (overall victimisation rate)</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>Fraud protect expanded across GM, with one officer supporting two policing districts.</p> <p>Campaigns such as Shopkind and Safer Business Action days will continue to be supported the GMP and the Deputy Mayor.</p> <p>Pilot developed for retailers to transfer evidence directly from their systems to GMP to support efficient and effective investigations of retail crime.</p> <p>Each policing district will have a Business Crime Reduction Partnership, Business Improvement district, economic alliances, or local challenges like</p>	<p>Fraud Protect enhanced to have one officer for each policing district.</p> <p>Residents across each local authority experience fewer losses to fraud.</p> <p>Re-offending rates among prolific shoplifters are reduced as part of the Whole System Approach to Diversion</p>	<p>Greater Manchester is a safe and honest place to transact and do business.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>ShopWatch.</p> <p>As part of the Whole System Approach to Diversion, the most prolific shoplifters will be identified within the cohort to support multi-agency intervention and diversion.</p>			
Support districts by running anti fly tipping campaigns to reduce fly tipping and anti-social behaviour	Campaign run across all 9 districts in GMCA waste arrangements	Reduction in fly tipping and ASB across GM	Reduction in fly tipping and ASB across GM	
Residents facing multiple disadvantage can access an enhanced support offer via a universal 'no wrong door' pathway as part of the Live Well infrastructure. This is co-delivered by trusted VCFSE and public services	<p>The prevalence of substance misuse within multiple disadvantage and co-occurring conditions is recognised in the context of GMS priorities of Live Well and the Whole System Approach to Diversion from the Criminal Justice System.</p> <p>Enhanced Live Well cohorts identified via</p>	<p>Those with a substance misuse issue as part of their experience of multiple disadvantage receive intensive, relational support through the enhanced live-well offer.</p> <p>As part of the Whole System approach to diversion, those on the cusp of entering/leaving the criminal justice system with a substance misuse need are identified and diverted to</p>	Residents facing multiple disadvantage can access an enhanced support offer via a universal 'no wrong door' pathway as part of the Live Well infrastructure.	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>through relational, -strengths based and -trauma-informed practice that improves health and wellbeing, builds social connection and financial resilience, and where appropriate progress towards good work-</p>	<p>Substance Misuse Treatment data, with interventions developed for those frequently dropping out of treatment services.</p>	<p>LiveWell supported interventions.</p> <p>Enhanced Live Well support is aligned to intensive peer support delivered through GMIRS, with warm handovers as standard for those stepping between support offers.</p>		
<p>Gender-Based Violence is reduced by 50% in line with national targets.</p>	<p>GM baseline for GBV defined in line with national measures defined by UK Government.</p> <p>Deliver the country's first campaign to raise awareness and reduce coercive control by end of 2025, aiming to attract 3m views.</p>	<p>Consecutive year on year reductions from agreed baseline.</p> <p>Greater Manchester will be able to confirm that no victim / survivor of domestic abuse should need to leave their home because of domestic abuse.</p>	<p>GM will experience 50% fewer instances of GBV than at the outset of this strategy.</p>	

A transport system for a global city region



A transport system for a global city region

State of the city-region outcomes:

- Our transport system is reliable, integrated, inclusive, affordable and enables sustainable travel
- Reduction in waste movements from GM road network through use of rail haulage for residual waste

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>We will make significant progress towards the Right Mix target of 50% of all journeys in Greater Manchester to be made by walking, cycling and public transport by 2040</p>	<p>Consult on the draft GM Transport Strategy 2050 and Transport Delivery Plan, setting out GM's plan to 2050 to build a transport network that fully contributes to delivering our city region's ambitions and supporting all its people and places.</p> <p>Continue to deliver the interventions within the TfGM Passenger Growth Plan to help ensure public transport services grow in line with the city-region's ambitions, creating sustainable, accessible and attractive services which meet residents.</p> <p>Continue to deliver the interventions from the Operational Excellence Plan for bus and tram,</p>	<p>Open a new station at Golborne.</p> <p>Reach bus patronage of 200 million annual journeys.</p> <p>Increase Bee Network customer satisfaction from 70% to 84% by March 2029 through consistent service improvements, infrastructure upgrades and data-driven customer initiatives.</p> <p>Deliver 60km in additional cycle routes by 2029.</p> <p>Tram-Train Pathfinder early works under</p>	<p>Increase the share of journeys by public transport and active travel in line with our 2040 target of 50%.</p> <p>Deliver bus, active travel and neighbourhood improvements on five radial corridors to the city centre.</p> <p>On track to have delivered 1,000km of Bee Network – walking, wheeling and cycling network.</p> <p>Stockport tram line in operation.</p> <p>Airport Western Leg tram</p>	


End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>focusing on service quality for customers to support a high performing network. Introduce growth interventions on bus network including higher frequency services and new night buses.</p> <p>Successfully complete Metrolink track maintenance.</p> <p>Deliver 160km of Bee Network Walking, Wheeling, and Cycling Network</p> <p>Commence installation of new passenger information displays at key bus stops.</p> <p>Reach annual patronage targets of 176.5 million for bus, 47 million for Metrolink and 512k for cycle hire.</p>	<p>construction.</p> <p>New tram stop at Sandhills under construction.</p>	<p>line in operation (full operation subject to new Liverpool Manchester Railway approval).</p> <p>New tram stop at Sandhills in operation and new tram stops at Elton Reservoir and Cop Road under construction.</p> <p>New station at Cheadle open.</p> <p>Three redeveloped Interchanges delivered (or in delivery) in Bury, Leigh and central Manchester.</p> <p>Liverpool - Manchester Railway under construction.</p> <p>Investment case made for Greater Manchester underground metro.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>By 2040 we are aiming for no-one to be killed or seriously injured on our roads.</p>	<p>Deliver further Bee Network crossings and walking and wheeling improvements at junctions - 9 delivered</p> <p>Continue to deliver the interventions in the Bee Network Safety Plan to support safe travel across Greater Manchester Deliver up to 40 school streets and continue to develop proposals for more - up to 100 by 2028.</p> <p>Deliver associated improvements and renewals to crossings within 400m of schools where no safe place to cross the road is available - up to 120 crossings.</p>	<p>Complete 100 school streets and be well on with development and delivery of safer routes to schools as part of an expanding School Travel Programme.</p> <p>Commence rollout of new bus shelters in place improving safety of waiting environment and accessibility.</p> <p>Further investment in safer junctions, reducing the number of signalised junctions without pedestrian crossings to 130.</p> <p>Replace over 100 existing safety camera locations with the latest enforcement technology, with enhancements such as bi-directional vision and 24/7 enforcement capability.</p>	<p>Achieve a 50% reduction in road traffic deaths and life changing injuries from 2022 baseline.</p> <p>Deliver at least 65 more Bee Network crossings and walking and wheeling improvements at junctions. Reduce the number of signalised junctions without pedestrian crossings to 110 (current 170), and to reduce pedestrian wait times at 1,061 crossings (current 265) by 2030.</p> <p>Continue to improve active travel and public transport connectivity and access to schools, local centres and public transport through for the formation of an extensive network of safer segregated routes.</p> <p>Integrate micromobility</p>	<p>Road traffic deaths and life changing injuries</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
			solutions and services (such as cycle and e-scooter hire, cycle loans, libraries and accessible cycling opportunities) into the Bee Network.	
All local rail lines will be integrated with the Bee Network, with Greater Manchester communities the first outside London to be served by fully joined-up bike, bus, tram and train travel.	<p>Deliver two accessible rail station upgrades at Daisy Hill and Irlam.</p> <p>Submit final business case for new Golborne Station to the Department for Transport.</p> <p>Simpler rail fares in place across all Greater Manchester stations, as a first step towards the integration of rail into the Bee Network.</p>	<p>By 2028, integrate eight core commuter GM rail lines into the Bee Network, with multimodal PAYG ticketing in place.</p> <p>Deliver additional 7 accessible train stations [Bryn, Hindley, Reddish North, Swinton, Flowery Field, Newton for Hyde, Levenshulme]</p> <p>Launch Phase 1 of Pay As You Go (PAYG) on two Greater Manchester rail lines, Glossop to Piccadilly and Stalybridge to Victoria in December 2026.</p>	<p>By 2030, integrate all GM rail lines into the Bee Network, with multimodal PAYG ticketing in place.</p> <p>Make accessibility enhancements to all railway stations in Greater Manchester.</p> <p>New Liverpool-Manchester railway under construction.</p>	<p>[Number of stations that meet Bee Network standards]</p> <p>[Number of stations that meet Bee Network standards that are fully accessible]</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>We will have the UK's first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038.</p>	<p>24% of the bus fleet is zero emission.</p>	<p>Proportion of bus fleet that is zero emission reaches 70-80%, with 1,200-1,350 zero-emission buses.</p>	<p>By 2030, Greater Manchester have the UK's first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038.</p> <p>Next generation of fully electrified bus depots across Greater Manchester and bus stabling facilities.</p> <p>Metrolink 'Next Generation Vehicle' fleet in operation, including tram-train capability.</p> <p>New all electric Stockport Bus Depot open.</p>	<p>% of the GM bus fleet that is zero tailpipe emission</p>
<p>We will improve connectivity to the public transport network. By 2030, 90% of people in Greater Manchester will be within a five-</p>	<p>84% of people in Greater Manchester are within a five-minute walk of a bus or tram that comes at least every 30 minutes.</p> <p>Complete a Connectivity</p>	<p>Serve each GM district with at least one night bus service.</p> <p>Launch new Business to Business proposition to</p>	<p>At least 90% of people in Greater Manchester are within a five-minute walk of a bus or tram that comes at least every 30 minutes.</p>	<p>% of the GM population with a 30-minute frequency daytime bus</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
minute walk of a bus or tram that comes at least every 30 minutes.	Assessment for the Greater Manchester bus network.	<p>increase revenues and support modeshift from car to public transport.</p> <p>Appoint Metrolink operator in 2027 and begin new contract.</p>		or Metrolink service on weekdays within 400m of their home
We will keep the cost of travel on the Bee Network as low as possible, so everyone can afford to get where they need to go. We'll only charge what we need to run a safe and comfortable service and to reinvest in the Bee Network, so that it keeps improving.	<p>In August 2025 run a concessionary pass trial, meaning concessionary pass holders can travel for free before 9.30am. Repeat the trial in November 2025 to gather more data.</p> <p>Launch digital Our Pass and half price bus travel offer for 18–21-year-olds.</p>	<p>Continue making enhancements to Bee Network app, integrating active travel.</p> <p>Improve customer contact centre for better customer experience and accessibility, especially around concession applications.</p>	<p>Integrate event transport services within the Bee Network.</p> <p>Integrate cycle hire with Bee Network multimodal fares.</p>	Residents feel they can afford to travel by public transport as much as they like
17,000 HGV movements per annum removed from GM road network	Rail transport used for c. 420,000 tonnes of waste	Rail transport used for c. 420,000 tonnes of waste	Waste by rail movements increased to 500,000 tonnes	

A man with a beard and a black baseball cap is shown in profile, holding a professional video camera with a large microphone. He is wearing a light-colored t-shirt. The background is a kitchen with metal shelving units and various kitchen items. The image has a red-to-blue color gradient overlay.

**A clear line of
sight to good
jobs**

A clear line of sight to good jobs

State of the city-region outcomes

- Children and young people getting the best start in life
- Increased employment, better jobs and reduced worklessness
- Residents have the skills they need to progress in life and work

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator (draft)
<p>We will narrow the gap on school readiness compared with the England average.</p>	<p>Improved access to early intervention support for speech, language and communication with reduced waits for specialist provision.</p> <p>Improved support for social emotional development through delivery of Think Equal programme across all 980 reception classes and 1200 nurseries in GM.</p> <p>Development of GM 2-5 parent-toddler mental</p>	<p>Consistent Best Start in Life Family Hub Offer implemented in all 10 localities in GM, providing place-based family support and universal and early family help to support child development.</p> <p>Support to include financial wellbeing - recognising direct link between poverty and school readiness. Family Hubs networked with Live Well offers, spaces and centres.</p> <p>Further development of</p>	<p>Improved early years and school readiness outcomes for priority cohorts -boys, children with additional needs, and children growing up in poverty. Achievement of statutory GLD targets with school readiness gap closed between GM and England.</p> <p>Great everyday family support available in all neighbourhoods - delivered through Family Hubs - focussing on pregnancy to 18, supporting families from</p>	<p>% of children with a good level of development at the end of school reception year</p> <p>% of children reaching the expected level of development in Communication and Language at the end of school reception year</p>

	<p>health hub to support parent-toddler relationships and address gaps in provision.</p> <p>Delivery of GM early education and childcare workforce campaign to improve sector recruitment and retention.</p> <p>Improved workforce insights through delivery of early education and childcare workforce data test and learn project.</p> <p>Partnership work with FE colleges to review T-level early years curriculum using GM REFLECT workforce competency framework and strengthen speech and language prequalifying training.</p> <p>Improved access to early education for children who need it</p>	<p>child development pathways (early language, physical development and social, emotional development) so that groups less likely to be school ready are able to access enhanced support - boys, children with additional needs, and children growing up in poverty.</p> <p>Increased investment in community support and VCFSE support for early child development including peer support</p> <p>Improve support for families in the antenatal period through implementing the GM enhanced maternity pathway in additional localities.</p> <p>Improved support for parents to understand child development through delivery of GM behaviour change campaign and</p>	<p>universal to more complex needs and linked to wider Live Well offer.</p> <p>Families are empowered and have a greater understanding of their role in helping their child to be school ready. Parents are enabled to access support, with consistent peer support offer available from pregnancy to age 5 for families who need it most and a GM 0-5 parent-infant mental health offer in place to support positive early relationships.</p> <p>Families can access high quality, affordable early education through progress on the key issues impacting on sufficiency of places, access for all children and workforce recruitment and retention. Improved transitions from nursery</p>	
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	<p>most, focussing on sustaining increased take up of the 15 hours funded early education entitlement for 2 years olds.</p> <p>Establishment of Early Years VCFSE Nurture Network and GM Baby Banks network to strengthen partnership working. Distribution of 1,800 Safe Start sleeping bundles to most vulnerable families in GM</p> <p>Increased confidence, skills and competencies to support child development across the early years workforce through:</p> <ul style="list-style-type: none"> - development of 7 free to access, eLearning modules with MMU - at scale delivery of GM Building Blocks to Movement training across all 10 areas - implementing GM 	<p>wider initiatives - including parent champion models - aimed at empowering parents, strengthening resilience, parent-child relationships and home learning.</p> <p>Delivery and evaluation of GM 2-5 parent-toddler mental health hub for age 2 to 5 with strategy agreed to support sustainability.</p> <p>Implement approaches to improve access to high quality, affordable early education for <i>all</i> children in GM, including:</p> <ul style="list-style-type: none"> • investing in the early education and childcare workforce through delivery of a GM workforce strategy • improving quality, access, sufficiency and safety through CA support with market management • supporting sector led improvement for settings and schools (reception) 	<p>to school, with a positive impact on reception attendance.</p> <p>There will be a stronger, shared understanding of child development across the multiagency early years workforce, supporting integrated working and improving family engagement and support.</p>	
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	REFLECT workforce competency framework in 3 localities, to support practitioner self-evaluation.	Implementation of GM REFLECT workforce competency framework digital tool across all 10 localities to support practitioner self-evaluation of skills, generate city region insight and inform workforce development strategies.		
We will increase school attendance for disadvantaged learners to at least 93%.	Overseen and supported by the GM Attendance Action Alliance improving school attendance will be recognised as a central ambition across the city-region, including as part of existing and future GM programmes. Deliver programme of work specifically focused on transitions we will	GM will be recognised nationally as an exemplar nationally for how school attendance can be improved on a city regional- basis. School Attendance for disadvantaged learners will be above 93% (GMS Leading Indicator) Both MATs/schools and families will tell us that	School Attendance for disadvantaged learners will be sustained above 93% (GMS Leading Indicator)	% school attendance for disadvantaged learners; % of disadvantaged Key Stage 4 pupils achieving Grade 5 ('good pass') GCSEs in both Maths and English

	<p>improve overall attendance rates for children at key transition points including nursery to reception Y6 to Y7 post 16 transition (SEND).</p> <p>Building out the preventative and data led approach adopted in Oldham we will ensure that where there are indications of likely poor school attendance children & families get the practical and targeted support they need.</p> <p>Working in partnership with the DfE GM will launch a new GM wide attendance campaign.</p>	<p>they feel well supported in tackling school attendance.</p>		
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<p>Accessible high-quality Careers Education Information, Advice and Guidance (CEIAG) raise aspirations from an early age and connects residents of all ages to clear, academic, vocational and technical pathways, into good jobs.</p>	<p>A pan-GM Careers Community of Practice will work towards full implementation of the eight Gatsby Benchmarks. 90% of secondary, special schools, alternative provision settings and post-16 colleges will be actively engaged as members of the Greater Manchester Careers Hub, delivering a nationally recognised framework of high-quality careers education, information, advice and guidance (CEIAG).</p> <p>15% of primary schools will be participating in a Greater Manchester primary careers education and aspiration programme; building on success of the national pilot - Start Small; Dream Big.</p>	<p>96% of secondary schools and colleges will be actively engaged as members of the Greater Manchester Careers Hub, delivering high quality CEIAG. With 50% achieving full implementation of the Gatsby benchmarks.</p> <p>50% of primary schools will be participating in a Greater Manchester primary careers education and aspiration programme</p>	<p>All Young people and adults, in Greater Manchester will have access to nationally recognised, all-age careers guidance. High-quality information and advice will be embedded in education institutions and everyday support services, enabling residents of all-ages to connect to the right pathways and have a clear line of sight to good jobs.</p>	<p>% of 16–17-year-olds in education, employment or training</p>
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<p>All young people will have clear line of sight to a high-quality job (via the MBacc).</p>	<p>25% of GM Secondary Schools and Colleges engaged in the MBacc.</p> <p>Scale up of educator toolkit and Beeline to reach 60% of GM Secondary Schools</p> <p>Pilot of inclusive MBacc pathway in Oldham. (With PRU and Springboard Project).</p> <p>Roll out applied computing certificate to 1000 young people.</p> <p>1000 young people will have undertaken an AI Skills development programme.</p> <p>20 educators will undertake the new MBacc capabilities for leading change programme.</p>	<p>90% of Secondary Schools and Colleges working towards a tailored MBacc plan to meet the needs of their students</p> <p>Inclusive MBacc pathways in place in every GM locality. (mentoring and targeted support to remove barriers).</p> <p>Roll out of MBacc Skills framework incorporating a digital skills offer for all Young People.</p> <p>Full roll out of MBacc Award for all students on a technical pathway.</p>	<p>The majority of young people (aged 14-18) will be able to choose an MBacc pathway that meets their aspirations and leads them to a good job in GM's economy.</p>	<p>% of 16–17-year-olds in education, employment or training</p>
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<p>Young people will have access to a progressive inclusive model of work experience and placements that offer choice, build social capital and tackle inequalities. (Inc a high quality 45-day placement for every young person who needs it).</p>	<p>3000 young people will receive quality experiences of the workplace (across 50 schools).</p> <p>1001 additional industry placements for young people on T-Levels.</p> <p>Delivery of 160 opportunities for young people across the Bee Network (T Level placements and Apprenticeships).</p>	<p>250 schools and colleges implementing modern work experience framework; all students from Y7-11 will receive 10 days of work experience.</p> <p>Delivery of 2000 additional industry placements for learners on T-Levels.</p> <p>Establish a dynamic pan GM collaborative work placement service to ensure all young people, who need one, can access a high-quality industry placement.</p>	<p>Every young person has 45 days high-quality experiences of the workplace by the time they are 19.</p> <p>Employers across MBacc Gateways will experience measurable improvements in young people's work readiness, evidenced by enhanced employability skills, stronger workplace behaviours, improved technical competencies, and increased confidence in the future talent pipeline.</p>	<p>% of 16-17 year olds in education, employment or training</p>
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<p>A world class technical education system that connects young people to employers through our seven MBacc Gateways</p>	<p>Develop a system wide understanding of the strengths and gaps of technical education provision for young people mapped against employer need in the LSIP and MBacc gateway sectors.</p> <p>Address immediate 16-19 sufficiency gap by creating 5,800 additional FE College places for Young People.</p>	<p>Address the decline in apprenticeship opportunities for young people (16-24) by delivering 10,000 youth apprenticeship starts.</p>	<p>Post-16 technical provision and apprenticeship pathways for young people are clear, match their aspirations, are fully aligned with the region's economic needs and employer demand and offer clear progression routes.</p>	<p>% of 16–17-year-olds in education, employment or training</p>
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<p>We will ensure that every young person (16-25) across GM will have the opportunity to be in education, employment or training.</p>	<p>1400 15–18-year-olds who are most economically disadvantaged engaged and supported towards positive transition through place-based NEET prevention offer.</p>	<p>Youth-led GM Youth Guarantee for 15–25-year-olds established, delivering consistent and targeted NEET engagement and prevention, tailored employment support, and increased access to quality work opportunities. Including a guaranteed post-16 place for all learners.</p>	<p>Every young person aged 16-24 can access a high-quality post 16 opportunity, at the right place and time for them, connecting them to the GM economy. through placements, experiences, learning, Apprenticeship, and jobs.</p>	<p>% of 16–17-year-olds in education, employment or training</p>
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<p>We will narrow the gap between the GM Employment rate and national rate with good sustainable jobs that pay well and provide equal opportunities for all.</p>	<p>2870 out of work GM residents to move into work via tailored adult skills and employment support.</p> <p>Support at least 1500 employed residents to progress towards or into better quality or higher skilled roles via dedicated 1-1 support in their local area.</p>	<p>Integrate access to high-quality all-age careers information, advice, and guidance, in 60% of Live Well Centres</p> <p>Ensuring our residents can access place based skills and employment support, ensuring residents can access personalised support to enter or sustain work.</p> <p>Ensuring adults in-work will receive tailored support to progress in their careers and upskill/ access good jobs in the local labour market.</p>	<p>All residents will have the opportunity to benefit from clear pathways into high employment sectors. Equipping them with essential and occupationally relevant skills). Delivered through a flexible, integrated skills and employment support offer, with wraparound and tailored support.</p>	<p>% of the working-age population in employment; % of the working-age population that is economically inactive (and % economically inactive due to ill-health); % of employees earning above the Real Living Wage; Gross disposable household income; % of residents who feel satisfied with their job</p>
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<p>There is good availability of well paying jobs in high productivity sectors which are accessible to local residents.</p> <p>We will ensure that employers can access the skilled pipeline they need for our key growth sectors and foundation economy through responsive post-16 education and training, providing upskilling and reskilling opportunities for residents.</p>	<p>Completion of fieldwork with employers for GM Local Skills Improvement Plan.</p> <p>Develop a blueprint for sector workforce development plans, starting with Construction to support the integrated pipeline, that incorporates additional training provision, invests in training facilities/workforce and builds sector workforce capacity.</p> <p>Support 2,700 adults to progress to Level 3 qualifications in GM priority sectors (foundation/frontier).</p>	<p>Align the provision of skills for young people, FE/HE graduates, and adult learners with key sectors, job creation and inward investment. In response to employer demand (as set out in the LSIP).</p> <p>Using the blueprint developed for sector workforce development, deliver bespoke packages of skills provision and employment support. Uplifting the volume of higher technical skills delivered in GM at L4/5 (including apprenticeships) by 30% to 15,000 starts.</p>	<p>A skills system that supports business growth and residents to fulfil their ambitions. Through skills provision that is employer-informed, responsive to local need, and occupation-specific.</p> <p>GM's labour market is dynamic, with a better balance of demand and supply, with fewer hard-to-fill vacancies reported by employers.</p>	<p>% of the working-age population in employment; % of the working-age population that is economically inactive (and % economically inactive due to ill-health); % of employees earning above the Real Living Wage; Gross disposable household income; % of residents who feel satisfied with their job</p>
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<p>Employment standards and pay continue to rise across the city region including in the Foundational Economy</p>	<p>Continued delivery of the GM Good Employment Charter with 32 new Members and 200 new Supporters.</p>	<p>All businesses engaging with GM business support programmes being offered support around good employment and organisation and workforce development. All GM employers supported to pay the real living wage by 2030.</p>	<p>By 2035, Greater Manchester will continue to have a strong and shared understanding of what good employment means—one that goes beyond national legislation, championing practices that are both pro-worker and probusiness.</p> <p>The Good Employment Charter’s reach will have doubled, covering 500,000 employees across the city-region.</p> <p>Membership will have expanded significantly in sectors where insecure work is most common—such as retail, hospitality, health and social care, and logistics.</p> <p>Good employment opportunities will also be more evenly distributed, with a doubling of Charter Members based</p>	<p>% of the working-age population in employment; % of the working-age population that is economically inactive (and % economically inactive due to ill-health); % of employees earning above the Real Living Wage; Gross disposable household income; % of residents who feel satisfied with their job</p>
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			in the northern areas of Greater Manchester.	
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**Everyday
support in
every
neighbourhood**



Everyday support in every neighbourhood

State of the city-region outcomes

- More people thriving, with fewer experiencing poverty and socio-economic exclusion
- Preventative public services that are effective and fit for the future
- Growing community wealth & power
- Better health and increased well-being
- Increased employment, better jobs and reduced worklessness

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)
<p>A Connected Live Well System with an Everyday Support Infrastructure.</p> <p>By 2035, every GM neighbourhood has a recognisable Live Well access point connecting to an inclusive, all-age support infrastructure. Joined up help for health, work and skills, money, housing, wellbeing, and more, meets individual and communal needs across the full spectrum. Anyone requiring one is able to access a bespoke Live Well 'appointment'.</p>	<p>Live Well is visible in all 10 localities with at least 1 Live Well Centre in each locality providing first access points</p> <p>£10m LW Implementation Support Fund and £1.9m Live Well in later life funding mobilised</p> <p>Shared Hallmarks for centres, spaces and offers adopted and baseline coverage of existing support offers mapped</p>	<p>Pan-GM neighbourhood-level coverage with integrated teams (multi-agency prevention teams at c. 30–50k)</p> <p>Primary care routinely referring into Live Well</p> <p>Priority Live Well support offers in place.</p> <p>Live Well 'appointments' operational and being rolled out for a range of opportunities, help and advice.</p>	<p>Universal and targeted everyday support available in every neighbourhood and online</p> <p>Sustainable VCFSE funding</p> <p>Evidenced prevention dividends/demand reductions.</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)
<p>Health Creation in and with Communities.</p> <p>By 2035, clinical and public health services are embedded in Live Well as developed through GM's neighbourhood health plans. Residents can access timely, communitybased help that improves health, reduces crisis and increases wellbeing. This is supported by scaled social prescribing, creative health and early help that all leads to a reduction in preventable unplanned care and closing the gap in healthy life expectancy between communities.</p>	<p>GM mobilised as Prevention Demonstrator</p> <p>Scaled social prescribing and neighbourhood health plans lay the foundations to start improving primary care access and flow</p> <p>≥50,000 social-prescribing offers; neighbourhood plans agreed in all localities; A&E 4-hour to 78%; RTT >18w down to 68.2%; GP access up (1,449,589 appointments); CYP MH access 55,000.</p>	<p>Primary care embedded in Live Well prevention</p> <p>Targeted cohorts supported;</p> <p>Continued improvements vs Y1 baselines in A&E 4-hour, RTT, GP access and MH access; resident 'good life' scores improve;</p> <p>'Our Pass' (older people) pilot evaluated.</p>	<p>Sustained improvements vs annual targets</p> <p>Preventable crisis care reduced through community-based help</p> <p>'No child born to a smoker' and physical activity at least at national average</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)
<p>Thriving Young Minds and Hopeful Futures.</p> <p>By 2035, children and young people in every GM locality report improved mental wellbeing, with the gap between priority cohorts and the GM average significantly reduced based on #BeeWell segmentation.</p>	<p>Codevelop a 2-year GM Young People's Plan with the GM Youth Combined Authority, identifying the key areas of work required to improve everyday support for our 11-21 year olds.</p>	<p>Improve wellbeing of young people in year 10 (collected by the #BeeWell survey) by min. 1%, annually. Further deliverables will be identified during the development of the plan with the GM Youth Combined Authority in Year 1.</p>	<p>All young people in GM will have access to an offer of great everyday support in their community, supported by a trusted adult, in a safe space and feel heard.</p>
<p>Economic Inclusion & Financial Resilience.</p> <p>By 2035, every neighbourhood offers Live Well welfare & debt advice to boost incomes, cut arrears and help secure essentials; There is advice parity across GM and quality standards are in place across all 10 localities with measurable reductions in material deprivation.</p>	<p>EITB integrated with Live Well;</p> <p>Employment Support Handbook issued being adopted</p> <p>Live Well money/debt offers developed</p> <p>Investment case for child-poverty and financial-resilience action prepared.</p>	<p>Integrated health-work-money pathways operating in all localities with identifiable reductions in inactivity and income-security gains; advice parity enhanced across GM.</p>	<p>Employment rates move toward 80% and child poverty falls, supported by universal neighbourhood welfare & debt advice.</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)
<p>Supported Progression to Work.</p> <p>By 2035, residents facing barriers progress into sustained, good work via Live Well's integrated "no wrong door" pathway; All localities operate health–work–skills routes with reductions in economic inactivity and uplift toward an 80% employment rate.</p>	<p>58,000 residents will access support designed to prepare them to be ready to look for work. Including 15,000 via personalised 1-2-1 employment support and 43,000 residents supported to develop essential skills for life and work and via community learning.</p> <p>5,600 residents who are in work and experiencing challenges due to health or disability will be supported to remain in work through a coordinated health and employment offer.</p>	<p>Inclusive, co-located 'no wrong door' routes embedded across systems; access/navigation improved for residents facing health/skills barriers.</p>	<p>Sustained progress into good work for residents facing barriers; employment rate uplift toward 80%.</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)
<p>Equity, Social Capital & Cohesion.</p> <p>By 2035, belonging and civic voice grows in every neighbourhood through Live Well centres, spaces and digital routes, supported by participatory funding and a network of community leadership. All localities deliver participation programmes, with measurable improvements in belonging, connection and coproduction.</p>	<p>Live Well centres/spaces activated as trusted places;</p> <p>Participation & community-power programme launched</p> <p>Intergenerational engagement via 'Live Well in Later Life'.</p>	<p>Resident leadership and participatory funding embedded;</p> <p>Community leaders/connectors networks established;</p> <p>Asset-ownership models strengthened.</p>	<p>Cohesive, inclusive neighbourhoods</p> <p>Participatory decision-making standard in place</p> <p>Sustained social-infrastructure investment and co-production.</p>

End state/outcome	Year 1 (by end March 2026)	Year 4 (by end March 2029)	Year 10 (by end March 2035)
<p>Relational and Preventative.</p> <p>By 2035, Live Well is the frontline delivery model for prevention, with pooled budgets and integrated governance supporting relational practice across public services and the VCFSE sector. Prevention dividends are evidenced through reduced crisis demand and improved public service performance via Live Well support.</p>	<p>Live Well Leadership collaborative launched</p> <p>Co-production infrastructure embedded</p> <p>Relational-practice assessment complete</p> <p>Learning & evaluation framework live (linked to Prevention Demonstrator).</p>	<p>Relational practice embedded in neighbourhood prevention</p> <p>Live Well workforce skills offer in place</p> <p>lived-experience involvement routine;</p> <p>Pooled budgets deployed to priority places/themes</p>	<p>System-wide relational practice delivering measurable prevention</p> <p>Equity & lived experience embedded in commissioning.</p>
<p>Growing Community Wealth & Power.</p> <p>By 2035, GM sustains a community-led, system-enabled investment programme through the participatory Live Well Communities Fund available to every locality.</p>	<p>Live Well Communities Fund active across GM with participatory grant rounds and movement building (>£1m reaching ≥300 groups / ~4,000 people);</p> <p>LW Community Alliance governance live</p> <p>R4GM reuse/repair projects supported</p>	<p>Participatory funding in all localities with equity criteria through LW Communities Fund</p> <p>Circular-economy projects (e.g. repair/reuse) supported.</p>	<p>Regular participatory grant funding in every neighbourhood and for non-geographic dispersed communities, growing community-led approaches.</p>

An aerial view of a city street at dusk. The left side of the image is bathed in a warm red light, highlighting modern glass-fronted buildings. The right side is in a cooler blue light, showing older, more traditional architecture. A tall construction crane is visible in the distance. The text 'A great place to do business' is overlaid in white on the left side.

**A great place to
do business**

A great place to do business

State of the city-region outcomes

- Thriving businesses in a vibrant, inclusive and productive economy
- Innovation at the heart of the GM knowledge economy, helping to close the productivity gap between GM and rest of UK, driving inclusive growth and prosperity.

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
We are successfully decarbonising commercial and industrial activity without reducing economic output, increasing the resilience of supply chains, and managing and mitigating risks from a changing climate by increasing the size and productivity of Greater Manchester’s Low Carbon and Environment sector, creating secure, good quality jobs for our residents.	Map the current size of the Low Carbon sector in GM, and model against workforce required to deliver our net-zero investment pipeline, to create an initial intervention plan. Support 100 innovators annually through the Energy Innovation Agency and deliver sector support to X businesses through Green Economy.	Achieve at least 7% annual growth in total revenue/output from Greater Manchester businesses in the low carbon sector. Stimulating demand for a low carbon hydrogen economy, including demonstrator projects. 50% increase in businesses engaged on resource efficiency by Greater Manchester programmes.	GM has the right mix of programmes and support in place, in line with national priorities, to decarbonise our industries and major areas of economic activity in line with the 2038 commitment, and all residents have a clear line of sight to a career in the low carbon or environmental sector.	GVA per hour worked; Number of additional jobs created

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Greater Manchester is one of the best places in the world to do business, with the right business environment and the right support to entrepreneurs and businesses to start, innovate, expand, scale up, and access global markets. Through the support provided by our business support ecosystem, businesses are growth focused and embracing the opportunities of GM's Growth Locations and integrated pipeline.</p>	<p>Entrepreneurs and businesses have access to an integrated business support offer, driving the growth and productivity of businesses across the city region, with additional targeted support for businesses in our priority sectors and growth locations. EIAs to be completed with relevant delivery partners within Yr1.</p>	<p>Using the blueprint developed for sector workforce development, employers can access bespoke packages of skills provision, with a focus on developing technical/higher skills to drive growth and create opportunities for residents.</p>	<p>Greater Manchester's productivity is now above the national average and still increasing at faster rate.</p>	<p>GVA per hour worked.</p>

<p>Greater Manchester's productivity is above the national average and continues to increase at a faster rate, driven by focusing on the high potential growth opportunities of our frontier sectors, including existing and emerging clusters. Our businesses, universities and investors will have expanded, to create new technology and future focused jobs for our residents as well as supporting the delivery of our ambitions for net-zero and healthy lives.</p>	<p>Sector Development Plans are informing delivery, prioritising support and investment for GM's frontier sectors. GM has: the right data and intelligence in place or new research underway; a comprehensive offer of support for businesses in these sectors, and an understanding of their innovation opportunities and investment requirements; as effective sector leadership and engagement routes, and defined skills provision. GM has reviewed the investment landscape and aims to address the critical funding gap between early-stage seed funding and later-stage commercialisation/scale-up investment for GM entrepreneurs and businesses in our frontier sectors.</p>	<p>GM has a mature investment environment with the right mix of innovation, start-up, scale-up and growth funding, and more businesses that are investment-ready. The local offer is fully integrated with the national public financial institutions, with businesses in GM's priority sectors attracting the capital and revenue funding they need to grow.</p>	<p>Levels of investment in and by GM businesses is strong, with an average gross investment rate amongst the highest of UK city regions.</p>	<p>Amount of measurable private match investment for every £1 of public innovation funding / Number of additional jobs created / Employment floorspace unlocked</p>
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<p>GM is 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. We have continued to build international connections for our global city region, attract global talent and events, and our international diplomacy work has continued to build effective partnerships with other cities around the world - in GM's key markets and in line with our values and priorities.</p>	<p>Greater Manchester has expanded its international activity to attract inward investment, support businesses to export globally, and to promote Greater Manchester on the international stage, including marketing our priority sectors, assets and investment pipeline, attracting international conference and business delegations, and promoting GM at global investment events.</p> <p>Greater Manchester has maintained its position as the leading inward investment region (outside London) in the UK.</p> <p>Greater Manchester has established a clear pipeline of trade missions and international partnership opportunities for the next three years, that will help local businesses to successfully engage in new markets</p>	<p>Greater Manchester has maintained and strengthened its position as the leading inward investment region (outside London) in the UK.</p> <p>Export activity among Greater Manchester businesses is increasing, with more supported businesses starting to trade outside the UK, particularly in GM's frontier sectors.</p> <p>The economic impact of events is increasing across Greater Manchester, with 3 nationally/globally significant secured.</p> <p>All of our priority sectors will have strong local, UK and global brands and recognition - including GM's cultural, music, and NTE offer.</p> <p>GM has led policy exchanges with other global cities on at least 3 GMS workstreams/priority actions.</p>	<p>GM continues to secure increased levels of FDI, strengthening its position as the UK's best location for international investment. GM is able to draw on an global network of partners and institutions to help drive growth and good lives for our residents.</p>	
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	<p>and for GM to secure increased levels of FDI. The economic impact of events is increasing across Greater Manchester.</p> <p>Greater Manchester has a clear and consistently adopted marketing and promotional offer for our priority sectors - including GM's cultural, music, and Night Time Economy offer - as well as an updated Investment Prospectus.</p>			
<p>Create additional jobs and unlock employment floorspace that ensures our growth sectors have the right spaces and facilities to innovate, expand and export. We can offer the kind of spaces that other innovation clusters lack.</p>	<p>Launch Integrated Pipeline that provides anticipated employment floorspace and the mechanisms to integrate physical development with the needs of priority sectors and business growth.</p>	<p>We will create 10,000 jobs and 2 million sq. ft per annum of employment floorspace by 2029 through our integrated investment pipeline. New Innovation Districts and employment hubs are coming into being with key sectors and our Universities engaged and growing into the new spaces.</p>	<p>Delivery of 5,000,000 sq. ft of new employment space with right support from Government</p>	<p>Number of additional jobs created</p> <p>Employment floorspace unlocked</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Delivery of strategic projects in employment, housing, town centres, and key infrastructure including innovation districts</p>	<p>Allocate the first wave of the Good Growth Fund, to unlock delivery of nearly 3,000 new homes, more than 22,000 jobs, and 2 million square feet of employment space.</p> <p>Launch the first GM Integrated Pipeline map, signalling land supply opportunities in each of the Growth Locations.</p> <p>Ensure our integrated pipeline has the capacity to create the right spaces for entrepreneurships and business growth and scale up that residents and businesses need, identifying future opportunities (particularly in our Town Centres).</p>	<p>Fully operational integrated pipeline by 2030, supported by the right technology / platform to support effective decision making and delivery monitoring</p>	<p>Delivered physical infrastructure, strategic employment and housing sites, town centres and city centre developments aligned to our ambitions.</p>	<p>Additional dwellings Employment floorspace unlocked Number of additional jobs created</p>

<p>By 2030 we will have mature partnerships around infrastructure with providers, economic and environmental regulators, national government and regional entities.</p>	<p>Priorities aligned to GMS agreed with targeted government departments, economic regulators and regulated infrastructure providers.</p>	<p>Infrastructure Plan to support the 10 Year Delivery Plan, the Spatial Development Strategy and leverage private capital.</p>	<p>Investment leveraged through two utility price review cycles and aligned to the priorities of Greater Manchester infrastructure providers, economic and environmental regulators, national government and regional entities.</p>	<p>Employment floorspace unlocked</p> <p>Additional dwellings</p> <p>Amount of measurable private match investment for every £1 of public innovation funding</p> <p>New jobs created from Foreign Direct Investment projects</p> <p>Economic impact of the GM visitor economy</p>
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<p>Recycling of a portion of yr 1 innovative / flexible investment models.</p>	<p>Develop the approach to the GM investment mechanisms to maximise what can be delivered through public sector support and intervention and maximise the private capital that can be leveraged into Greater Manchester.</p> <ul style="list-style-type: none"> - CA agreement to Integrated Settlement Allocations for FY 26/27 - Launch GM innovative / flexible investment models - Working with MIDAS, continue to secure the most UK-based inward investment and FDI projects outside London. - Working with Marketing Manchester to continue to attract conferences, events and to promote Greater Manchester as a destination for investment, tourism and to locate businesses. 	<p>Deployment of private sector capital vs innovative / flexible investment models at an average ratio of 3:1</p> <ul style="list-style-type: none"> - Working with MIDAS, continue to secure the most UK-based inward investment and FDI projects outside London. 	<p>Recycling of a portion of yr 1 innovative / flexible investment models</p> <ul style="list-style-type: none"> - Working with MIDAS, continue to secure the most UK-based inward investment and FDI projects outside London 	<p>Amount of measurable private match investment for every £1 of public innovation funding</p> <p>New jobs created from Foreign Direct Investment projects</p> <p>Economic impact of the GM visitor economy</p>
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Greater Manchester has reached the level of other innovation-led, global second cities as an engine of innovation-driven economic growth, with several globally significant clusters and research-intensive world leading Universities and research institutes, driving social and economic development, spin-outs and commercialisation.</p>	<p>Identify a portfolio of investible projects to receive £50m funding through the Local Innovation Partnerships Fund, capable of delivering at scale economic growth, and securing £150m of cashable private sector co-investment to deliver the ambition of £3:£1 private to public funding ratio over the next 7 years.</p>	<p>Investment in R&D in GM has increased by £750m per annum and by 2030 every £1 of extra public investment made in research and development in Greater Manchester will generate an additional £2.40 of investment by businesses in research and development. Through successfully delivery, innovation funding has been devolved to GM. GM's universities are continuing to lead the civic university model, influencing change across the higher education sector nationally, but driving better delivery and transformational policy locally.</p>	<p>Greater Manchester's innovation clusters are magnets for investment and talent, globally recognised as a centre for translational R&D, scientific excellence in 3 or more fields and for fully embedded triple-helix leadership and civic leadership and engagement. The majority of Greater Manchester's businesses are innovating and the thriving private investment around the city-region is creating a wider change across the north, having equal weight to the investment in the Ox-Cam Arc.</p>	<p>Amount of measurable private match investment for every £1 of public innovation funding</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Our Creative Industries remain nationally leading and globally connected, with GM as the centre of a growing northern hub. Greater Manchester offers vibrant and inclusive culture, heritage and leisure opportunities, where all residents—regardless of background, age, or ability—can access and enjoy high-quality experiences and opportunities to create that reflect the region’s diversity, creativity, and heritage. Cultural and leisure opportunities - including sports - are locally relevant, nationally and internationally recognised, and contribute to wellbeing, community cohesion, and economic vitality.</p>	<p>Delivering on the Creative Industries Sector Plan and Culture Strategy through a new culture investment approach. Rochdale has maximized Town of Culture 2025 and ToC for 2026 is in place. Increase in music export and talent development opportunities for GM musicians, securing DCMS Creative Place Investment has enabled the launch of a GM Production Fund, and we have increased Creative Health opportunities through Place Partnership investment. The city-region's creative infrastructure needs have been identified, aligned with our integrated growth pipeline.</p>	<p>Increase in cultural engagement, increase in cultural opportunity, increase in uptake of creative opportunities through MBacc, increase in investment in creative industries, increase in productions financed through GM production fund, increase in revenue raised through GM music export opportunities, increase in number of international campaigns focused on culture and creative industries, increase in creative infrastructure projects, linked to growth locations, increase in creative businesses relocating to GM and increase in creative health opportunities linked to Live Well.</p>	<p>By 2035, Greater Manchester will have achieved a 50% increase in cultural engagement and a 40% rise in cultural opportunity, driven by sustained investment, inclusive programming, and place-based innovation. Uptake of creative opportunities through the Manchester Baccalaureate (MBacc) will grow significantly, embedding creativity into mainstream education and skills pathways. We will deliver a 60% increase in investment in the creative industries, finance a growing share of UK productions through the GM Production Fund, and generate a 100% uplift in revenue from GM music export opportunities.</p>	<p>% of residents who feel there is opportunity to participate in high quality culture and leisure activities / Number of cultural opportunities supported through the GM Culture Fund</p>

<p>Our visitor economy will continue to provide inspiration and a sense of belonging for residents, visitors, and businesses, whilst fuelling sustainable economic growth for all. By 2030, it will contribute £15 billion to the Greater Manchester economy.</p>	<p>We will activate new partnerships and campaigns to grow the visitor economy, expand access to quality jobs, and embed the Real Living Wage across the sector. Work has started to integrate sustainability into destination management, with Manchester's GDS Index performance used to guide investment and innovation. Alongside this, we will strengthen creative and cultural programming to attract international audiences and increase the visibility of Greater Manchester as a world-class destination. Through the GM Culture Fund GMCA will invest in and support activity with national or international touring, distribution or exhibition potential, work that enhances GM's visibility on global platforms and networks and work that includes</p>	<p>Manchester will be the most visited city region outside of London and a top 20 European destination. 30% of all passengers using Manchester Airport will be of international origin. The economic impact of the visitor economy across Greater Manchester will increase to £15 billion. All employees in the visitor economy will be earning a minimum of the Real Living Wage. Manchester will be ranked as the most sustainable English city in the UK and in the top 50 in the world on the GDS Index.</p>	<p>Greater Manchester is firmly established as one of Europe's top 10 visitor destinations, with a globally recognised cultural, creative, and hospitality offer. International passengers will make up at least 40% of all traffic through Manchester Airport, reflecting the city region's global reach and appeal. The visitor economy will generate over £20 billion annually, with all employees earning the Real Living Wage and progressing within a thriving, inclusive sector. Manchester will lead the UK in sustainable tourism, consistently ranking in the top 30 cities worldwide on the GDS Index, with climate-conscious practices embedded across the entire visitor experience.</p>	<p>Ranking within the top 20 European destinations % of passengers using Manchester Airport Economic impact of the visitor economy GDS index ranking</p>
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	collaboration with international partners.			

<p>Residents and visitors will live well at night in a vibrant 24-hour city region that is safe, accessible and diverse.</p>	<p>The Night Time Economy is being supported by delivery of the Diversify Fund and expanded the After Hours Forum to support hospitality businesses with licensing, employment law, and sustainability. Safety Havens will be piloted in high-footfall areas, alongside first aid training hubs and vulnerability training for hospitality staff. We will trial extended transport services, co-design the GM Accessibility Standard, and promote GM’s nighttime offer nationally through Marketing Manchester and MIDAS. EIAs to be completed with relevant delivery partners within Yr1.</p>	<p>All ten GM boroughs will be supported in the development of their own local night time and high streets strategies to drive regeneration and inclusive growth. The delivery of these strategies will be managed through Local Growth programmes to ensure that every borough has the opportunity to drive inclusive growth. Local strategies and initiatives will be supported on a city-regional level by the expansion of public transport connectivity through the Bee Network, with 24-hour services and integrated safety infrastructure supporting workers and visitors. The night time economy will be more diverse, accessible, and inclusive—with increased participation from older communities, disabled residents, and non-drinking audiences, supported by cultural programming and targeted investment across the city-region.</p>	<p>Greater Manchester will be recognised internationally as a leading 24-hour city-region, with a thriving, inclusive, and sustainable night time economy that contributes significantly to wellbeing, employment, and cultural identity. All nighttime economy workers will earn at least the Real Living Wage, and GM will be the first Listen for Life accredited city-region, with strong employer standards and workforce support. The region will lead national policy on night time economy development, with global partnerships, export opportunities, and a resilient infrastructure that enables residents and visitors to live well at night.</p>	<p>% of residents who feel there is opportunity to participate in high quality culture and leisure activities</p> <p>Number of cultural opportunities supported through the GM Culture Fund</p>
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<p>Greater Manchester's Foundational Economy is on a different track to other regions, and is providing good quality jobs, within productive and innovative business and enterprises, driving positive change in GM's towns, high streets and communities.</p>	<p>Our business support landscape includes tailored provision for Foundational Economy businesses, with a focus on productivity, innovation, and workforce development.</p> <p>The Greater Manchester Foundational Economy Innovation Fund and programme is scaling up to meet demand and capitalise on the inventiveness of the sectors. The innovations from Round 1 are being adopted more widely and a thriving learning community is coming into being that will drive impactful change.</p>	<p>The Greater Manchester Foundational Economy Innovation Fund has more than doubled in size, investing up to £3m annually in projects to support innovation capacity. The Fund is an effective pipeline of innovations which are being adopted in the wider economy.</p> <p>There are self-sustaining networks of innovators in the Greater Manchester Foundational Economy with new business models and technologies being adopted. Innovations in the parts of the Foundational Economy that come within the public sector (care and early education) have been taken up via public procurement and targeted adoption and support programmes and have led to material changes in outcomes for residents. GM is a nationally recognised hub.</p>	<p>GM's Foundational Economy is as productive and innovative as other services sectors. GM no longer talks about its Foundational Economy as an area that needs support, and it is celebrated as part of our inclusive growth. Membership of the GM Good Employment Charter will have expanded significantly in sectors where insecure work is most common—such as retail, hospitality, health and social care, and logistics.</p>	
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Greater Manchester has a thriving social economy where social enterprises, co-operatives and community businesses of all sizes and sectors are supported to start up, grow and innovate on an equal footing with the private sector. These organisations play a vital role in driving inclusive economic growth while tackling inequalities across the city-region</p>	<p>People starting a business are being encouraged and supported to create a social enterprise, co-operative or community business as they are a private enterprise. Business support programmes recognise and support inclusively owned businesses. Gaps in business support for inclusively owned businesses are being addressed through specialised support. Our Inclusive Ownership Hub, Our Business, has expanded its reach, increasing the proportion of Greater Manchester's economy made up of inclusively owned and socially trading businesses.</p>	<p>The proportion of businesses being created following start-up support that are inclusively owned has increased.</p> <p>Established businesses are being supported to understand and transition towards inclusive ownership structures.</p> <p>Social economy organisations are driving economic growth while retaining wealth locally and delivering across a wide range of services.</p> <p>Our Inclusive Ownership Hub, Our Business, has doubled its reach, increasing the proportion of Greater Manchester's economy made up of inclusively owned and socially trading businesses.</p>	<p>Greater Manchester is recognised as the UK's capital for social economy activity, with a thriving sector that has doubled the number of inclusively owned businesses. Social economy organisations are continuing to drive economic growth while retaining wealth locally and delivering across a wide range of services. They are regarded as equal partners to private sector businesses and are fully connected to innovation, investment and funding networks.</p>	<p>Innovation at the heart of the GM economy, driving growth and prosperity Thriving businesses in a vibrant, inclusive and productive economy Increased employment, better jobs and reduced worklessness</p>

<p>GM will develop an advanced materials and manufacturing super-cluster that drives a more productive, sustainable, highly skilled, and innovative industry, with the adoption of industrial digital technologies supporting advanced manufacturing's transition to net zero.</p>	<p>The actions in the Advanced Materials and Manufacturing Sector Plan will be in delivery including: investments in SISTER and North of England Robotics Centre; new skills provision at University of Greater Manchester, and the Sustainable Materials and Manufacturing Centre will be under construction. A new programme to support the creation of advanced materials and advanced manufacturing supply chains in Greater Manchester will be underway, as well as research to understand what additional public investment tools could be developed to address key investment gaps for our frontier sectors. EIAs to be completed with relevant delivery partners within Yr1.</p>	<p>The Greater Manchester Advanced Materials & Advanced Manufacturing sector will be a driving force for UK growth and innovation. Building on world-class research assets, a vibrant manufacturing base, and pioneering partnerships across public, private, and academic sectors, Greater Manchester will accelerate the commercialisation of advanced materials and digital manufacturing. Flagship investments in Atom Valley, Sister, and the Sustainable Materials and Manufacturing Centre will unlock new jobs, attract major investment, and support the scaling of start-ups and spin-outs. The region will be recognised for its leadership in productivity, sustainability, and the adoption of cutting-edge technologies, nurturing talent and delivering inclusive growth across the North of England</p>	<p>Greater Manchester will be well underway in delivering an advanced materials and manufacturing super-cluster in the North of England, with broad and deep connections to other high potential clusters, driving a more productive, sustainable, highly skilled, and innovative national industry. As a measure of its success, Greater Manchester will exceed the national target of doubling annual business investment in the sector by 2035. The adoption of industrial digital technologies will support advanced manufacturing's transition to net zero, positioning Greater Manchester as an internationally recognised centre of excellence. The region's research institutions, business ecosystem, and world-class sites will attract global investment, deliver thousands of high-quality jobs, and set new standards</p>	<p>Innovation at the heart of the GM economy, driving growth and prosperity Thriving businesses in a vibrant, inclusive and productive economy Increased employment, better jobs and reduced worklessness</p>
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
			for sustainable, digital, and inclusive industrial growth	

<p>The GM Health Innovation and Life Sciences Sector will be an internationally recognised cluster of excellence.</p> <p>Innovations from the HI&LS Sector have supported and continue to drive the shift to prevention, lengthening GM and UK residents healthy life expectancy, delivering an NHS fit for the Future and a more productive economy</p>	<p>The Health Innovation and Life Sciences Sector Plan actions will be further defined, with owners and funding identified where possible, and linked metrics." We will have established a set of sub-clusters, based on GM's joined up civic and health leadership, alongside business and research strengths, upon which we will focus efforts to drive growth, secure national funding and attract inward investment. A clear outline of how we communicate these established and emerging opportunities to national partners and international investors will be agreed by the GM ecosystem.</p> <p>Effective relationship with Office for Life Sciences in place, bringing national resources to bear to opportunities in GM.</p>	<p>The Greater Manchester Health Innovation and Life Sciences sector will be a leading engine of growth in the UK economy, with increases in; high productivity employment, the number of highly productive businesses based here, and increased demand-led investment in life sciences focused facilities.</p> <p>Building on the largest sector employee base outside London, the research excellence across our universities, our nationally leading development and commercialisation capacity, the most joined up trials, data and regulatory support infrastructure in the country, and a central position in the North West Health Innovation and Life Sciences Corridor, Greater Manchester will be an internationally renowned hub for innovation, delivery and growth, attracting major outside investment, whilst nurturing and retaining start-</p>	<p>The GM Health Innovation and Life Sciences Sector will be an internationally recognised cluster of excellence.</p> <p>Innovations from the HI&LS Sector have supported and continue to drive the shift to prevention, lengthening GM and UK residents healthy life expectancy, delivering an NHS fit for the Future ad a more productive economy</p>	<p>Innovation at the heart of the GM economy, driving growth and prosperity</p> <p>Thriving businesses in a vibrant, inclusive and productive economy</p> <p>Increased employment, better jobs and reduced worklessness</p>
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
		ups, scale ups and spin-outs from our universities.		
Greater Manchester has a well-developed net-zero project investment pipeline, delivering towards carbon neutrality in 2038, and stimulating and scaling low carbon supply chains across GM. This activity will support the delivery of the Integrated Pipeline.	£1bn Net-Zero Investment pipeline, and initial investment model(s), developed.	Continuation of investment models to deliver initial £1bn pipeline of investment. Finance models for low carbon investment are refined and deployed across asset types. Scoping on models and pipeline size will be available from April 2026.	Delivery of substantial proportion of the £12bn of net-zero investment to assist with meeting carbon neutrality in 2038.	Total CO2 emissions pa; Amount of measurable private match investment for every £1 of public innovation funding

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
An increasingly digital and data driven economy.	Secure an AI Growth Zone in GM creating local jobs and private sector investment to boost skills and support local businesses adopt AI. Guide and curate market investment in data centres through a GM Data Centre Strategy setting out core principles for data centre development.	GM will have designated areas and sites for AI Growth that can secure industry investment (2027) Ensure responsible AI Data Centre investment aligned to GM and national priorities to meet industry needs	Delivered sovereign compute that can enable local R&D and innovation and meets GM demand	Innovation at the heart of the GM economy, driving growth and prosperity Thriving businesses in a vibrant, inclusive and productive economy Increased employment, better jobs and reduced worklessness

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Increased business productivity and innovation in priority sectors via a thriving digital, AI and Cyber sector	Our Digital, Cyber and AI sector development plan is in delivery-phase with activity needed to drive sector growth underway by a range of stakeholders. Re-establish the mechanism to engage the cyber ecosystem so cyber businesses can grow and benefit from GM business support and innovation programmes.	Renewal and expansion of the Digital Innovation and Security Hub (DISH) connecting cyber ecosystem and national security.	Build world-class cyber security capabilities, promote digital inclusion, and lead in ethical technology practices, positioning Greater Manchester as a recognised international centre.	Innovation at the heart of the GM economy, driving growth and prosperity Thriving businesses in a vibrant, inclusive and productive economy Increased employment, better jobs and reduced worklessness

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Increased business productivity and innovation in priority sectors via a thriving digital, AI and Cyber sector</p>	<p>The Northwest Cyber corridor website will be a landing place for inward investors, linked to GM's local inward investment and promotional activity. The regional opportunity from the National Defence Industrial Strategy will be understood and articulated.</p>	<p>With DBT and UK Business Bank support, increase VC activity for scale up organisations in cyber with particular emphasis on firms at risk of leaving the UK.</p> <p>Investment secured by the GM cyber sector accounts for 15% of all investment in the sector</p>	<p>Growth of the national security service agencies in the northwest has created 5k jobs in GM</p>	<p>GVA per hour worked</p>
<p>We will have a thriving developer and investor community with the capacity and resources to deliver and aligned with the full scale of our pipeline plans for growth to 2045. We will have leveraged £10bn of private sector investment into GM supported projects</p>	<p>Establish GM Development Forum and meet semi-annually. Launch GM Skills Academy yr 1 -first cohort of 18 people to start regeneration pathway. Our new Investment Strategy will have embedded new ways of working and decision-making</p>	<p>Increase in the number of developments on site across GM</p> <p>4th cohort of students attending the “GM Academy” with offering including accredited training modules resulting in at least 50 new regeneration specialists having attended the Academy</p> <p>£4bn of our investment potential leveraged to support strategic projects</p>	<p>Developer and investor community have delivered our 10-year plan for growth. Leveraging £10bn of private sector investment into GM supported projects</p>	<p>Employment floorspace unlocked Number of additional jobs created</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Group procurement activity is driving innovation and benefitting the local economy, including increasing SME and VCSFE sector access.</p>	<p>The learning from the STAR Procurement and FSB pilot - that is supporting SMEs to access more public contracts - has been shared across the group and lessons learned identified for wider adoption.</p>	<p>More GM SMEs and VCFSE organisation have accessed group procurement opportunities and those bidding for contracts and opportunities report experiencing an accessible and fair process.</p>	<p>The Group's procurement pipeline has enabled innovation in public service delivery and is driving new markets, technologies and services.</p>	<p>The learning from the STAR Procurement and FSB pilot - that is supporting SMEs to access more public contracts - has been shared across the group and lessons learned identified for wider adoption.</p>

A person is shown from the side, wearing a VR headset and holding a smartphone. The image has a red and blue color gradient overlay. The text "Digitally connected places and people" is written in white on the left side of the image.

**Digitally
connected
places and
people**

Digitally connected places and people

State of the city-region outcomes

- Improve digital infrastructure and community connectivity to foster inclusive resilient and empowered neighbourhoods
- Residents have the skills they need to progress in life and work
- Innovation at the heart of the GM economy, driving growth and prosperity

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Increased equitable access to digital tools, skills and support, so that all residents can fully participate in the digital world, reducing digital exclusion	All LAs have data sharing arrangements in place and relationships with industry to manage the PTSN migration locally.	By January 2027 all GM properties successfully migrated to digital voices services	Resilient digital infrastructure is enabling the delivery of digital services in homes and communities	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Digital Infrastructure place plans in place across 3 GM localities (Bury, Oldham and Trafford) and Digital Place Makers piloted in these localities.	Digital Infrastructure place plans in place across all localities and Digital Place Makers piloted in these localities	Comprehensive roll-out of next-generation digital infrastructure, underpinned by ongoing investment and innovation in AI, cyber security, and data platforms to meet resident, visitor and business needs.	% of outdoor areas / premises with 'high confidence' of 5G coverage by at least one provider % of premises with gigabit availability
Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Community Wi-Fi pilot using GM One Network in a locality	Develop a model of community Wi-Fi that could be replicated in other areas (2027) extending pilot approaches to in 3 localities	Community Wi-Fi is available in all localities	
Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods	Promote and celebrate initial adoption of GM Digital Infrastructure Wayleave for Housing, enabling the connection of 4k homes	Social housing standardised wayleaves agreement for MDUs adopted across all GM social housing providers enabling the connection of 10k homes	All homes in Greater Manchester equipped with high-speed fixed and wireless digital connectivity, supporting seamless access to public services and economic opportunities.	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Improve digital infrastructure and community connectivity to foster inclusive, resilient and empowered neighbourhoods</p>	<p>GM digital connectivity assets are being utilised to enhance the deliver of public services enabling deployment of Internet of Things technologies in social homes to improve housing standards.</p>	<p>GM Digital Infrastructure Charter in place to accelerate market investment increasing the proportion of areas with good connectivity.</p>	<p>Expansion of secure, resilient digital networks to support public sector reform and economic growth, positioning Greater Manchester as a UK leader in digital connectivity.</p> <p>Widespread implementation of AI-powered digital traffic management systems, reducing congestion and emissions across the city region.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
An increasingly digital and data driven economy	<p>Secure an Ai Growth Zone in GM creating local jobs and stimulating private sector investment to boost skills and support local businesses adopt AI</p> <p>Guide and curate market investment in data centres through a GM Data Centre Strategy setting out core principles for data centre development</p>	<p>GM will have designated areas and sites for AI Growth that can secure industry investment (2027)</p> <p>Ensure responsible AI Data Centre investment aligned to GM and national priorities to meet industry needs</p>	Delivered sovereign compute that can enable local R&D and innovation and meets GM demand	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven</p>	<p>Launch the Virtual Government Digital Campus in Manchester with GDS.</p>	<p>GM is recognised in UK rankings as the UK demonstrator for AI enabled public service delivery accelerating growth of the GM AI cluster</p> <p>The GM innovation ecosystem is working collaboratively with the GM public sector and HMG through the AI Demonstrator</p> <p>A further 500 DDaT professionals working across the public sector driven by growth in Government digital and data roles in Greater Manchester</p>	<p>GM is home to the largest AI cluster by value working collaboratively with HMG, fostering a partnership with the Govt Digital Campus based in Manchester, to deliver world leading joined up digital and AI enabled public services.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven	Representative cohort of residents engaged to shape GM ethical standards for use of digital technologies and data in public services	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 responsible use of digital technology	Resident trust and engagement with digital public services has increased by 20% enabling system wide shift to prevention and early intervention	

<p>Improving the design and delivery of public services through digital transformation ensuring they are inclusive, efficient and data-driven</p>	<p>Effective deliver of a portfolio of GM wide digital services that improve public sector effectiveness and benefit residents by enhancing the way information is shared, accessed and analysed.</p>	<p>Digital leadership programme for GM (2027)</p> <p>Essential Digital Skills training for whole public sector in GM.</p> <p>GM public sector access to digital upskilling increased via industry digital skills certifications and access to shared learning across the public sector. Increasing the digital confidence of the public sector workforce.</p> <p>GM data standards adopted across GM public sector has enabled the delivery of the Prevention Demonstrator</p> <p>A sustainable ADIO embedded within the GM public sector has enabled successful AI and data engineer adoption across all ten localities.</p>	<p>Main public services integrated with seamless, user-friendly digital systems, allowing residents to provide information only once—mirroring the tap-in-tap-out model for transport.</p> <p>Implementation of ‘digital twins’ for all major public service locations, enabling real-time scenario planning and rapid response to emerging challenges.</p> <p>Public sector decision-making informed by secure, responsibly managed data and continuous collaboration with government, industry, and the community.</p> <p>Expansion of demonstration programmes such as Turing Innovation Catalyst, Centre for Digital Innovation, and</p>	
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
			<p>Immersive Tech Hub, underpinning both public sector reform and economic growth.</p> <p>Embedding AI in public services across transport, healthcare, education, and safety, with continuous evaluation and improvement powered by collaborative data use.</p> <p>Fully integrate digital twins, AI-driven services, and secure, collaborative data infrastructure across all public sectors, enabling agile, evidence-based decision-making and real-time scenario planning.</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	Continued use of digital traffic management systems to optimise waste haulage and reduce HGV vehicle trips on GM road network	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Increased equitable access to digital tools, skills and support, so that all residents can fully participate in the digital world</p>	<p>Digital Inclusion policy developed to respond to the insights of stakeholders and users engaged via the DI summit positioning affordability as a core outcome of the region's digital inclusion agenda</p> <p>Complete the Digital Inclusion Schools programme (2025) enabling schools in all localities to enhance their digital inclusion support</p>	<p>GM collaboration with HMG has shaped national policy and investment in digital inclusion to establish a sustainable approach to funding digital inclusion support in communities</p> <p>No one in GM is offline for reasons of poverty</p> <p>Digital skills hubs in all localities helping people build everyday digital skills for life including access to email and shopping online</p> <p>20% of schools settings have digital inclusion support embedded</p>	<p>Universal access to digital literacy programmes through a city-wide network of Live Well centres and spaces, ensuring every neighbourhood has free training in essential digital, English, and maths skills.</p>	<p>% of adults reporting digital exclusion / % of LSOAs' population-weighted centroids within 1km of a digital inclusion support hub / % of residents who feel confident using the digital services online that they need and want</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Increased qualifications linked to priority sectors	<p>Cyberfirst gold colleges in 5 GM localities</p> <p>Launch of the MEGAHub in Oldham</p> <p>Increase to 55 the number of Cisco NetAcads in GM through the social value on the One Network contract</p>	<p>Cyber and public sector digital pathways established aligned to the Digital Gateway increasing take up of the cyber T-levels.</p> <p>Industry digital skills certifications have been made more accessible to businesses and residents through KnowDigital platform</p> <p>Digital skills support embedded within inactivity trailblazer</p> <p>Further increase the number of NetAcads in GM by 10% including in community settings providing access to digital skills for those unable to access mainstream education</p>	<p>Every resident has a clear pathway to high-quality digital jobs, with global standard education pathway to Digital and Technology embedded in education and linked to real-world workplace experience.</p> <p>Ongoing expansion of life and work skills programmes across neighbourhoods, supported by data-driven approaches to increase participation and outcomes.</p> <p>Top tech employers are actively placing and recruiting talent from all ages and backgrounds</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Increased business productivity and innovation in priority sectors	<p>Launch the Northwest Cyber corridor website as a landing place for inward investors</p> <p>Articulate the regional opportunity of and contribution to the National Defence Industrial Strategy</p>	<p>With DBT and UK Business Bank support, increase VC activity for scale up organisations with particular emphasis on firms at risk of leaving the UK.</p> <p>Increased Investment secured by the GM cyber sector. Investment secured by GM cyber sector accounts for 15% of all investment in the sector nationally</p>	Growth of the national security service agencies in the northwest has created 5k jobs in GM	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Increased equitable access to digital tools, skills and support, so that all residents can fully participate in the digital world... reducing digital exclusion</p>	<p>460 online centres mobilised across all 10 localities, improving access in the most deprived communities</p> <p>Relaunch the GM Tech Fund mobilising 10 new organisations to donate devices that can be distributed to residents experiencing digital poverty</p> <p>Complete the Strengthening Communities Digital Inclusion programme (2025) creating 64 new Digital Inclusion Hubs</p> <p>Ensure all localities have a device refurbishment partner</p> <p>Roll out Digital Health Hubs in all localities enabling access to health services online – for example, booking GP appointments, ordering prescriptions, or using NHS apps</p>	<p>Digital inclusion support available and embedded within every Live Well centre delivered with VCFSE partners through dedicated funding</p>	<p>Community engagement initiatives to identify digitally excluded groups and tailor support to their needs, leveraging data and work in partnerships with local organisations has reduced the proportion of GM residents who are digitally excluded.</p> <p>VCFSE provided digital inclusion support is sustainably funded</p>	<p>% of adults reporting digital exclusion</p> <p>% of LSOAs' population-weighted centroids within 1km of a digital inclusion support hub</p> <p>% of residents who feel confident using the digital services online that they need and want</p>

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Increased equitable access to digital tools, skills and support, so that all residents can fully participate in the digital world... reducing digital exclusion</p>	<p>Complete 5GIR project:</p> <p>175 social housing properties benefitting from Internet of Things (IoT) connectivity and devices from 5GIR project across Manchester, Wigan and Stockport.</p> <p>Digital inclusion needs assessments undertaken with all tenants of properties benefitting from IoT.</p> <p>GM LORAWAN network launched.</p> <p>GM playbook for 5G and IoT projects launched.</p>	<p>20k properties benefitting from IoT connectivity</p> <p>IoT solutions in social housing properties across all localities</p> <p>Connected Homes Framework launched (2028) and adopted by 50% of social housing providers to accelerate IoT roll out</p>	<p>Deployment of smart home technologies, enabled by the region's advanced digital infrastructure, to increase safety, energy efficiency, and remote access to essential services.</p> <p>Integration of homes into place-based digital twins, allowing for real-time visualisation and scenario planning to support resilience and community wellbeing</p> <p>95% of social housing properties benefitting from IoT technology</p>	<p>% of premises with an average digital download speed of more than 30Mb/s / % of premises with gigabit availability</p>

**Creating a
greener future
for everyone**



Creating a greener future for everyone

State of the city-region outcomes

- Improved air quality
- Reduced carbon emissions
- Nature rich spaces with better access for all
- More people thriving, with fewer experiencing poverty and social / economic exclusion

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Our air quality enhances the health, well-being and quality of life of our residents.	Attain zero exceedances of the legal limit for NO2 by 2026, based on CAP criteria	Achieve a 22% reduction in PM2.5 exposure by January 2028 compared to 2018 levels, as measured according to Defra's criteria. Report the percentage of monitoring sites meeting WHO Interim Target 2 (30 µg/m ³), Target 3 (20 µg/m ³), and the Guideline value (10 µg/m ³) annual mean for NO2	Report the percentage of monitoring sites meeting WHO Interim Target 2 (30 µg/m ³), Target 3 (20 µg/m ³), and the Guideline value (10 µg/m ³) annual mean for NO2	% of monitoring sites that met WHO interim targets for NO2
All household, commercial and public buildings to be on their retrofit journey.	Delivery mobilisation of the £2.8million Retrofit Pillar of the Integrated settlement for Public Building Retrofit Fund. Refine approach to embodied carbon best	Integrated settlement target delivered to reduce public sector buildings emissions by 3.1kt CO2 per year (from 2028/29). 410 public buildings retrofitted.	Devolved retrofit initiatives leading all household, commercial and public buildings to be on their retrofit journey. 100,000 homes, 2000 public	No. of public sector buildings retrofitted

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
	practise to prepare for integration with Places for Everyone planning guidance in 2028.	Facilitate willing public bodies to adopt and implement estate wide decarbonisation plans committing to operational carbon neutral by 2030.	buildings and 37,000 commercial buildings retrofitted	
All household, commercial and public buildings to be on their retrofit journey.	Delivery mobilisation of the £26.5million Retrofit Pillar of the Integrated settlement for Warm Homes to retrofit to social and private homes. Design integration of retrofit activity with Good Landlord Charter to improve housing standards in private rented sector	By 2029, 47,500 domestic properties, including 7000 social homes and 1200 private low-income/fuel poor homes retrofitted. 8000 commercial buildings retrofitted across GM. 39,000 low carbon heating systems installed across GM.	Support available to all residents to provide the confidence and knowledge to consider investing in actions which enable fossil fuel free heating systems to work efficiently. 100,000 homes retrofitted.	No. of homes retrofitted; No. of public sector buildings retrofitted;
Greater Manchester has a well-developed net-zero investment pipeline, delivering towards carbon neutrality in 2038, and stimulating and scaling low carbon supply chains across GM.	Four low carbon heat networks in procurement by 2026	90GWh of low carbon heat networks active in GM.	Deliver a fully operational heat network zoning model covering GM.	Total CO2 emissions pa.

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Fully operational heat network zoning model in place across GM, significant portion of GM heat needs met by low carbon heat networks	Four low carbon heat networks in procurement by 2026	90GWh of low carbon heat networks active in GM.	Deliver a fully operational heat network zoning model covering GM.	Total CO2 emissions pa.
Maximise local energy generation towards the 10,300 MW by 2038 in our Local Area Energy Plan.	Maximise local energy generation towards the 10,300 MW by 2038 in our Local Area Energy Plan.	Delivered 255MW of additional renewable energy generation, 66MWh energy storage capacity across GM.	Maximise local energy generation towards the 10,300 MW by 2038 in our Local Area Energy Plan.	Amount of additional local renewable energy (electricity) generated (target: 375MW by 2030)
Expand, enhance and connect our best spaces for nature	Prioritise local authority-owned designated sites for nature conservation through delivery of the Local Nature Recovery Strategy.	Increased land designated for nature to 13% of GM. Be on track to deliver 50% protected land into active management by 2035.	To increase the amount of land designated for nature by 5,000ha by 2035, growing this from 11% to 15% of the city-region. Increase tree canopy cover from 15% to 17%. Create or restore 1,800ha of new wildlife-rich land. Deliver 50% protected land into active management by 2035.	Land designated for nature and in active management for nature conservation (target tbc.)

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Increase the amount of community-led action and better connection to nature	Support a further 12 projects through the Green Spaces Fund to create or enhance green spaces in local communities	Ensure more residents live within 15 minutes of quality green space, to 2.85ha per 1000 residents. Deliver two further rounds of the Green Spaces Fund.	Increase green space per 1,000 residents from 2.7ha to 3ha. Develop model for how community groups can be funded in a sustainable way to continue their projects and initiatives	% of households with good access to green space (tbc.) / % of residents who feel they have access to good quality green spaces
The adaptive capacity and resilience of our communities and organisations is increased, with a focus on the most vulnerable, whilst ensuring efficient use of water resources.	Work with EA and UU to deliver the Integrated Water Management Plan, map and agree top priority risk areas across GM and work towards producing water place-based plans e.g. Hindley.	Support United Utilities to disconnect 150ha of land from the drainage network, embed SuDs and nature-based solutions into infrastructure policy, and unlock investment in catchment-scale resilience through our integrated water place-based plans.	Boost climate resilience and reduce pressure on GM's water environment by completing a fully integrated catchment model, unlocking targeted investment in flood risk reduction, and embedding green infrastructure into transport routes and growth areas.	% of residents that feel safe in their local area
Policies and programmes in place to make carbon reduction actions and sustainable lifestyles attractive to	Launch a new Circular Economy platform in 2025 to reduce waste and increase year on year carbon savings with 25 pilot organisations onboarded by	Engage 120 schools and community groups in sustainable lifestyle programmes.	Increase the number of businesses which are more resource efficient, reducing their operating costs, impact on nature and carbon emissions and	% of residents who feel committed to reducing their carbon emissions and

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
residents and businesses. Increased reuse, repair, redistribution and recycling to support a circular economy	April 2026. Engage residents on living lower carbon lifestyles with online courses and educational games.	15% of citizens to have achieved a level on the Climate Awareness Framework. Have 400-600 organisations using the Circular Economy Platform.	sustainably innovating their products, processes and services. Increase number of schools/community groups engaged in sustainable lifestyle programmes	living more sustainable lifestyles

Equalities and VCFSE



Equalities and VCSFE

State of the city-region outcomes

- We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Diverse leadership and workforce representative of our communities, via acceleration and embedding of inclusive practice into our GM organisations (Group, 10 GM LA's, Growth Company), driving equity, diversification and collaborative org. improvement</p>	<p>Delivery of the Workforce Inclusion Programme GM Councils, GMCA, GMFRS, TfGM and Growth Company. This programme will deliver GM People Inclusion Standards, a GM Leadership Programme (GM Elevate) to positively shift diverse senior leader representation, embed a guaranteed interview scheme for GM Elevate, kick-off a job carving pilot in GMCA, re-launch a GM Inclusive Recruitment Toolkit to support equitable, forward thinking recruitment practice across the city region.</p>	<p>Organisations significantly more diverse across all levels and more representative of communities in respective boroughs. Monitoring and reporting of ethnic diversity in workforce and leadership positions. A GM-wide independent review to assess organisations against GM People Inclusion Standards to monitor progress, success and areas for further development.</p>	<p>Organisations measurably and significantly more diverse across all levels and more representative of communities in respective boroughs</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Equitable access, experience and outcomes for ethnically diverse staff and residents	The Race Equity Framework is being implemented in all GM Councils, GMCA, and TfGM, with evidence of internal and external activity to strengthen leadership, accountability, resources, performance and workforce	Organisations significantly more diverse across all levels and more representative of communities in respective boroughs. Monitoring and reporting of ethnic diversity in workforce and leadership positions. A GM-wide independent review to assess organisations against GM People Inclusion Standards to monitor progress, success and areas for further development.	Organisations measurably and significantly more diverse across all levels and more representative of communities in respective boroughs	
Ethnically diverse civic leadership representative of our communities	Delivery of the 2025 Civic Leadership Programme and Alumni Network	The Civic Leadership programme and Alumni Network have enabled programme participants to enter civic roles	Increase in racial diversity in civic roles across Greater Manchester	
The contribution of Faith and Belief to the GMS is optimised, and this contribution is recognised and valued	The Faith, Belief and Interfaith Covenant is being implemented in GMCA, with evidence of engagement, collaboration and delivery with Faith and Belief organisations	All GMS workstreams have Faith and Belief organisations embedded within their engagement, collaboration and delivery	All localities have a thriving and sustainable interfaith network	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
Lived experience is shaping policy and decision making.	Each GMS workstreams implement a participation plan for engaging residents with lived experiences, enabling evidence that Equality Panel's activity has influenced policy and delivery across the Greater Manchester Strategy	Evidence that lived experience is embedded in all GMS workstream development, delivery and oversight	The 2035 Greater Manchester Strategy is informed by the lived experience of residents from all communities	

<p>Greater Manchester is a great place to grow old. Age-friendly is business as usual, a thread running through our devolution, reform, economy, transport, public health and cultural strategies (Age-Friendly Strategy 2024-2034).</p>	<p>All local authorities identified activity to implement the Live Well in Later Life Blueprint within Live Well Implementation Plans to support age-inclusive implementation.</p> <p>Evidence that all GMS workstreams have delivery activity aimed at reducing inequality in outcomes for older residents.</p>	<p>Equalities Impact Assessment and Tackling Inequalities in Ageing advisory group have identified and mobilised additional activities aimed at tackling inequalities in ageing experienced by marginalised groups.</p> <p>28 neighbourhoods across Greater Manchester have implemented a Live Well in Later Life approach, tackling inequalities in ageing.</p> <p>Local authorities and all partners have mechanisms in place for the voice, lived experience and participation of older people to influence policy and decision-making, and can evidence impact on tackling inequalities in ageing.</p> <p>Evidence that adaptation to an ageing population and reducing inequality in outcomes for older people is integrated into all GMS workstream delivery.</p>	<p>Evidence of improved quality of life for those older residents experiencing greatest inequalities. Evidence that the city region is adapting to an ageing population.</p> <p>Older people will be able to access everyday support tailored to their needs through Live Well centres, spaces and offers in an age-friendly neighbourhood.</p> <p>A diversity of older people are routinely engaged in policy and decision-making and are visible in civic leadership roles.</p> <p>Greater Manchester has a thriving and sustainable age-friendly network across public, private, and VCFSE sectors, and</p>
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End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
		Every local authority is delivering an age-friendly plan, evidencing impact on reducing inequalities in ageing.	remains a national and international leader in the age-friendly movement.	
By 2035, Greater Manchester will have a resilient and connected VCFSE sector that is sustainably resourced and embedded to enable everyday support in every neighbourhood. As a key feature of Live Well, the VCFSE sector responds to what matters to people and works alongside public services to deliver everyday support and community-led solutions.	Utilisation of initial Live Well Implementation Fund to sustain current Live Well activity	Growth and development of sustainable funding for VSCFE sector as part of Live Well GM	Fully sustainable, resilient and resourced VCFSE sector fully embedded into Live Well GM delivery	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Our voluntary, community, faith and social enterprise 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. 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.</p>	<p>Renew and expand VCFSE accord. Carry out partner engagement and jointly refresh GM VCFSE Accord. Launch new GM VCFSE Accord in early 2026 Confirm continuation of GM funding for VCFSE Accord from April 2026. Develop effective partnership governance for oversight / assurance for VCFSE Accord delivery.</p>	<p>Refreshed values and commitments from VCFSE Accord are evident across all 7 GMS workstreams, evident in workstream documents</p> <p>Interim evaluation shows progress against the Accord values and commitments as reported in survey to VCFSE and public sector leaders;</p> <p>Accord-enabled projects have made clear progress with both VCFSE and public sector partners reporting positive change in survey measure</p>	<p>Final evaluation shows compliance with and positive impacts across all 7 GMS workstreams from the VCFSE Accord values and principles; VCFSE Sector fully recognised for its foundational role in people's day to day lives; VCFSE sector is an equal and respected partner in public service delivery:</p>	

End state/outcome	Year 1 (by end March 26)	Year 4 (by end March 2029)	Year 10 (by end March 2035)	Related GMS Performance Framework indicator
<p>Our voluntary, community, faith and social enterprise 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. 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.</p>	<p>Increase value of services delivered by VCFSE. Embed systems to fully implement the VCFSE Fair Funding Protocol across activity to deliver the GMS (including VCFSE Commissioning and Procurement Policy and Social Value Guidance); Establish VCFSE role in each Pillar of the Integrated Settlement and secure budgetary commitments; Embed systems to fully implement the VCFSE Fair Funding Protocol across activity to deliver the GMS (including VCFSE Commissioning and Procurement Policy and Social Value Guidance); Maintain a small number of short-term advisory roles for VCFSE leaders as part of the main programmes of work</p>	<p>Clearly defined arrangements, that align with updated Accord, in place for VCFSE sector involvement in policy development and budget-setting across all GMS workstream areas;</p> <p>Funding commitments for the VCFSE sector in place across all 7 GMS workstreams.</p> <p>Mechanisms to support VCFSE sector to lever additional funding and resources into GMS delivery in place.</p>	<p>Tracking shows an increase in the proportion of overall public sector spending that goes to VCFSE sector organisations.</p> <p>Feedback shows a reduction, and where possible removal of barriers experienced by VCFSE organisations relating to public sector ways of working.</p> <p>VCFSE sector is sustainably resourced to deliver the shared ambition set out in the GMS workstreams</p>	