

<p>What is a Forward Plan of Key Decisions?</p> <p>The Register is a published list of the key decisions which are due to be taken by the:</p> <ul style="list-style-type: none"> • Greater Manchester Combined Authority (GMCA) • Greater Manchester Elected Mayor • Joint GMCA & AGMA Executive Board • Transport for Greater Manchester Committee • GMCA Resources Committee • GMCA’s Waste & Recycling Committee • Statutory Officers of the GMCA <p>These decisions must be published on the Register at least 28 clear days before the decision is to be taken, whether in public or private. The Register is updated at least once a</p>	<p>What is a Key Decision?</p> <p>A key decision defined by ‘the Order’ is a decision which, in the view of the Greater Manchester Combined Authority’s Overview and Scrutiny Committee, would result in any of the decision makers listed:</p> <ul style="list-style-type: none"> (i) incurring expenditure over £500,000, or making significant savings of £500,000 or more relating to the budget for the service area to which the decision relates; or (ii) be significant in terms of its effects on persons living or working in an area of more two or more wards or electoral divisions of Greater Manchester. 	<p>How to find out more on these proposed decisions</p> <p>The report (other than those which contain confidential or exempt information) relating to these decisions will published on the GMCA’s website five working days before the decision is to be made see www.greatermanchester-ca.gov.uk.</p> <p>For general information about the decision- making process please contact:</p> <p>Julie Connor - Secretary to the GMCA julie.connor@greatermanchester-ca.gov.uk</p>
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<p>month.</p> <p>This Register of Key Decisions has been prepared in accordance with Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 ('the Order').</p> <p>The Register is published on the GMCA's website www.greatermanchester-ca.gov.uk and hard copies are available at the offices of:</p> <p>Greater Manchester Combined Authority & Greater Manchester Mayor Tootal Buildings Oxford Street Manchester M1 6EU</p>	<p>The GMCA's has an Overview & Scrutiny Committee whose role is to contribute to the development of GMCA's strategies and policies, to scrutinise decisions of the decision-makers listed above and to consider any matter affecting those who live, work, study or run businesses in Greater Manchester.</p>	
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Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Green City Region							
Net Zero Housing Retrofit Framework Agreement	The Low Carbon Team, in conjunction with the Department for Energy and Net Zero's regional Net Zero Hubs, intends to put in place a national Framework	Group Chief Finance Officer	March 2025		Councillor Tom Ross		Nic Langman nic.langman@greatermanchester-ca.gov.uk

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	<p>Agreement for the retrofit of housing with energy efficiency and low carbon heating measures under several government grant funding schemes. The framework will be for a total of 4 years and be self-funding through an Activity Based Income stream</p>						

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	of 1% of contracted spend through the framework charged to suppliers once they secure their first call off contract from the agreement.						
Transport							
Bus Franchising	To approve the award of: (i) the franchise contracts	Group Chief Executive GM Mayor Greater	Between 1 Mar 2025 and 30 May 2025 Between 1 Mar 2025 and	Report with recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	relating to bus franchising; (ii) contracts for the provision of various franchise scheme related services and goods (including all contracts for the provision of equipment, hardware, software and background IT infrastructure	Manchester Combined Authority	30 May 2025 Between 1 Mar 2025 and 30 May 2025		GM Mayor Andy Burnham		

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	<p>that are required to support and/or facilitate the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme); and (iii) contracts for the acquisition and/or lease of land, sites or other assets (comprising</p>						

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	real estate or otherwise) in connection with the delivery, and ongoing operation, of franchised bus services and the overall franchising scheme.						
City Region Sustainable Transport Settlement (CRSTS)	To approve allocations and Governance and Assurance arrangements for specific schemes as	Group Chief Executive Bee Network Committee Greater	Between 1 Mar 2025 and 30 May 2025 Between 1 Mar 2025 and 30 May 2025	Report and recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham GM Mayor	Group Chief Executive	Steve Warrener steve.warrener@tfgm.com

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	and when required.	Manchester Combined Authority	Between 1 Mar 2025 and 30 May 2025		Andy Burnham		
Bus Depot Acquisitions	To negotiate and approve procedural changes for the acquisition of bus depots to support Tranches 2 and 3 bus franchising, within previously approved capital and	Group Chief Executive Greater Manchester Combined Authority	Between 1 Mar 2025 and 30 May 2025 Between 1 Mar 2025 and 30 May 2025	28 Delivering the Bee Network - Bus Fares Fleet Depots and CRSTS	GM Mayor Andy Burnham GM Mayor Andy Burnham		Steve Warrener steve.warrener@tfgm.com

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	revenue budgets for bus franchising.						
Bus Depot Leases Tranche 2 and 3	To agree the final terms of leases of bus depots both in respect of interim leaseback arrangements to existing operators and the franchise depot subleases to be granted to the franchise	Group Chief Executive	Between 1 Mar 2025 and 30 May 2025	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com

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	bus operators for Tranches 2 and 3.						
Bus Depot Acquisitions Treasurer Decision Tranches 1, 2 & 3	To agree the terms of any agreement between GMCA and TfGM to bring Tranche 1 leases in line with Tranches 2 and 3.	Group Chief Finance Officer	Between 1 Mar 2025 and 30 May 2025	12 Delivering the Bee Network	GM Mayor Andy Burnham		Jacqueline Elliott Jacqueline.Elliott@tfgm.com
Subsidised Services	To approve forthcoming changes to subsidised bus services.	Bee Network Committee Group Chief Executive	Between 1 Mar 2025 and 30 May 2025 Between 1 Mar 2025 and	Report with Recommendations	GM Mayor Andy Burnham GM Mayor Andy Burnham	Group Chief Executive	Stephen Rhodes stephen.rhodes@tfgm.com

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			30 May 2025				
Active Travel Programme	Approval to release funding to progress the development and delivery of cycling and walking schemes and programmes.	Bee Network Committee	Between 1 Mar 2025 and 30 May 2025	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Richard Nickson richard.nickson@tfgm.com
Local Growth Deal (1, 2 and 3) six monthly progress update	To grant Full or Conditional Approval and/or release funding / approve expenditure	Greater Manchester Combined Authority	Between 1 Mar 2025 and 30 May 2025	Report with Recommendations	GM Mayor Andy Burnham	Group Chief Executive	Steve Warrener steve.warrener@tfgm.com

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	and allocate/reallocate funding across the programme for schemes within the Growth Deal 1,2,3 and/or the Transforming Cities Fund.						
Transport Network Planning and Review Process	To approve the proposed approach to reviewing and developing the franchised bus network	Bee Network Committee	Between 1 Mar 2025 and 30 May 2025	Report with recommendations	GM Mayor Andy Burnham		Stephen Rhodes stephen.rhodes@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	<p>through a programme of network reviews.</p> <p>To approve the proposed network planning guidelines.</p> <p>To approve the 12-month programme of network reviews.</p>						
Bee Network Advertising Policy	To review the Bee Network Advertising	Bee Network Committee	Between 1 Mar 2025 and 30 May 2025	Report with recommendations	GM Mayor Andy Burnham		Steve Warrener steve.warrener

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	Policy to ensure it aligns with and support the objectives of the Greater Manchester Strategy.						@tfgm.com
Integrated Measures Ticketing and Customer	To approve Final Business Cases and CRSTS funding to progress the development and delivery of Integrated Measures Ticketing and	Bee Network Committee	Between 1 Mar 2025 and 30 May 2025	Report with recommendations	GM Mayor Andy Burnham		Helen Humble helen.humble@tfgm.com

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	Customer schemes and programmes.						
Improving Journeys: Early Interventions	To approve the full business case and CRSTS funding to deliver early interventions of the Improving Journeys programme.	Bee Network Committee	Between 1 Mar 2025 and 30 Jun 2025	Report with recommendations	GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com
Bee Network Rail Integration	To approve CRSTS funding to progress the Bee Network	Bee Network Committee	Between 28 Mar 2025 and 31 Jul 2025	Report with recommendations	GM Mayor Andy Burnham		Simon Elliott simon.elliott@tfgm.com

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Rail Integration Programme.						
Bus Pinch Points and Maintenance Programme	To approve CRSTS funding to enable the continued development and delivery of schemes through the Bus Pinch Points and Maintenance Programme.	Bee Network Committee	Between 28 Mar 2025 and 30 Sep 2025	Report with recommendations	GM Mayor Andy Burnham		Anthony Murden Anthony.murden@tfgm.com
Technical Education & Skills							
ESF Skills for	To proceed	Group Chief	Between 1	Report with	Councillor	Group Chief	Gemma Marsh

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Growth Commissioning	with the procurement and contracting of providers and activity relating to the GM Skills for Growth programme.	Executive	Mar 2025 and 31 May 2025	recommendations	Eamonn O'Brien	Finance Officer	gemma.marsh@greatermanchester-ca.gov.uk
Procurement of GM Individual Placement & Support in Primary Care (IPSPC) Initiative	Contract award to successful bidder, following procurement process via The FPS, to deliver the GM	Group Chief Finance Officer	Between 14 Apr 2025 and 16 Jun 2025	Report with recommendations	Councillor Eamonn O'Brien		Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

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	IPSPC initiative.						
Contract extensions for Support to Succeed and Community Grants	Agree contract variations for Support to Succeed (STS) and Community Grants.	Group Chief Finance Officer	Between 12 May 2025 and 16 Jun 2025	Report with recommendations	Councillor Eamonn O'Brien		Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk
Working Well: Individual Placement and Support in Primary Care (IPSPC) programme for 2025/26	<ul style="list-style-type: none"> Note the plan for the procurement of a similar service to the current Working Well: Individual Placement and Support in 	Greater Manchester Combined Authority	28 Mar 2025	Report with recommendations	Councillor Eamonn O'Brien		Nic Witton-Dowd Nic.Witton-Dowd@greatermanchester-ca.gov.uk

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	<p>Primary Care (IPSPC) programme for 2025/26.</p> <ul style="list-style-type: none"> • Delegate authority to the GMCA Treasurer (in consultation with the Chief Executive Officer and Portfolio Lead for Education, Skills and Work) to approve the award of the 						

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	contract for a similar service to the current Working Well: IPSPC programme on the basis set out in this report, including any post-award variations to the contract.						
GM Adult Skills Update	GMCA to approve the proposed indicative allocations and subsequent	GM Mayor Greater Manchester Combined Authority	28 Mar 2025 28 Mar 2025	Report with recommendations	Councillor Eamonn O'Brien Councillor Eamonn		Gemma Marsh gemma.marsh@greatermanchester-ca.gov.uk

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	<p>expenditure for the GM grant-funded further education institutions and procured providers.</p> <p>GMCA to approve the continuation of the administration and management costs.</p> <p>The Mayor, to approve the</p>				O'Brien		

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

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	GMCA to grant delegated authority GMCA Treasurer, in consultation with the Leader and CEX portfolio holder for Education, Skills, Work, Apprenticeships and Digital, to make decisions relating to commissioning and						

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	procurement of skills & work delivery utilising existing adult skills funding and any adult skills reserves.						
Grant award to the 10 GM Local Authorities to deliver the Economic Inactivity Trailblazer	Decision to award grant funding to the 10 GM Local Authorities to deliver the Economic Inactivity Trailblazer (funding from DWP)	Group Chief Finance Officer	Between 4 Apr 2025 and 31 May 2025	Report with recommendations	Councillor Eamonn O'Brien		Nic Witton-Dowd Nic.Witton-Dowd@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	announced in the Get Britain Working White Paper (November 2024)						
Resources and Investment							
Approval of the GMCA Capital Strategy for 2025/26	To approve the 2025/26 GMCA Capital Strategy with sets out the overarching principles and processes by which capital and investment	Greater Manchester Combined Authority	28 Mar 2025	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	decisions will be made.						
Approval of the Treasury Management Strategy and Annual Investment Strategy 2025/26	To approve the Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for 2025/26 to 2027/28.	Greater Manchester Combined Authority	28 Mar 2025	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Greater Manchester Business Funds	To conditionally approve business investments to proceed to due	Greater Manchester Combined Authority	Between 1 Mar 2025 and 31 May 2025	Report with Recommendations	Councillor David Molyneux	Group Chief Executive	Kirsteen Armitage kirsteen.armitage@greatermanchestre-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	diligence and/or note commercial changes to existing investments, including where relevant negotiated settlements.						
GM UKSPF Programme - Progress and Performance Management Process	Share progress to date on the GM UKSPF programme and seek agreement for a programme management	Greater Manchester Combined Authority	Between 1 Mar 2025 and 31 May 2025	Report with recommendations	Councillor David Molyneux		Alison Gordon alison.gordon@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	process for 2024/5						
Mayoral General Budget 2026/27 and Precept Proposals including GMFRS	Consideration of the GM Mayor's proposal for the 2026/27 Mayoral General Precept including the Fire and Rescue Authority precept and whether Members of GMCA would wish to submit	Greater Manchester Combined Authority	January 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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	any written comments to the Mayor in line with the legal process and timetable.						
GMCA General Revenue Budget 2026/27	To approve the 2026/27 budget relating to the GMCA functions (excluding transport and waste), including local authority contributions and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Transport Revenue Budget 2026/27	To approve the 2026/27 GMCA budget relating to transport functions including the levy and statutory charge to GM local authorities and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Mayoral General Revenue Budget 2026/27	To approve the 2026/27 Mayor's General budget,	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

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including GMFRS	including the Fire and Rescue Authority, use of reserves and calculation of the precepts and council tax rates.						
Waste and Recycling Revenue Budget 2026/27	To approve the 2026/27 waste budget, levy to GM local authorities and use of reserves.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
GMCA Capital Programme 2025-2029	To approve the capital programme,	Greater Manchester Combined	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	including the quarter 3 update to the 2025/26 budget and the 2026/27 budget and forward plan.	Authority					hester-ca.gov.uk
GMCA Revenue Update Quarter 3 - 2025/26	Approve any revisions to the 2025/26 GMCA revenue budgets at the end of quarter 3.	Greater Manchester Combined Authority	February 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanc hester-ca.gov.uk
Approval of the GMCA Capital Strategy for	To approve the 2026/27 GMCA Capital	Greater Manchester Combined	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanc

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
2026/27	Strategy with sets out the overarching principles and processes by which capital and investment decisions will be made.	Authority					hester-ca.gov.uk
Approval of the Treasury Management Strategy and Annual Investment Strategy 2026/27	To approve the Treasury Management Strategy Statement, Borrowing Limits and Prudential Indicators for	Greater Manchester Combined Authority	March 2026	Report with recommendations	Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	2026/27 to 2028/29.						
Revenue and capital budget updates	Approve revisions to revenue budget and capital programme.	Greater Manchester Combined Authority Greater Manchester Combined Authority Greater Manchester Combined Authority	July 2025 October 2025 February 2026	Report with recommendations	Councillor David Molyneux Councillor David Molyneux Councillor David Molyneux		Steve Wilson Steve.Wilson@greatermanchester-ca.gov.uk
Approach to the allocation	Agree the approach of	Greater Manchester	28 Mar 2025	Report with recommendations	Councillor David		Gemma Marsh gemma.marsh

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
of UKSPF for 25/26	the allocations to programmes formerly funded through UKSPF for 25/26 under the Local Growth and Place pillar of Integrated Settlement.	Combined Authority		ons	Molyneux		@greatermanchester-ca.gov.uk
Housing First							
GM City Deal Receipts - Investment Approval Recommendations	The approval of investments funded with City Deal Receipts received from	Greater Manchester Combined Authority	Between 1 Mar 2025 and 31 May 2025	Report	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
	Homes England.						
GM Brownfield Programme	The allocation of funding from GMCA's brownfield programme to residential developments in GM.	Greater Manchester Combined Authority	Between 1 Mar 2025 and 31 May 2025	Report with recommendations	City Mayor Paul Dennett		Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Greater Manchester Housing Funds	To conditionally approve housing investments to proceed to due diligence and/or note commercial	Greater Manchester Combined Authority	Between 1 Mar 2025 and 31 May 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk

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	changes to existing investments						
Agreement to using further Greater Manchester Housing Investment Loan Fund surpluses	To agree the further use of Greater Manchester Housing Investment Loan Fund (GMHILF) surpluses to support the delivery of the GM Housing Strategy	Greater Manchester Combined Authority	Between 1 Mar 2025 and 31 May 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Michael Walmsley Michael.Walmsley@greatermanchester-ca.gov.uk
Greater Manchester Property	To conditionally approve	Greater Manchester Combined	Between 1 Mar 2025 and 31 May 2025	Report with Recommendations	City Mayor Paul Dennett	Group Chief Executive	Andrew McIntosh andrew.mcinto

Decision title	What is the decision?	Decision Maker	Planned Decision Dates	Documents to be considered	Portfolio Lead	Lead Director	Officer Contact
Funds	property investments to proceed to due diligence and/or note commercial changes to existing investments.	Authority					sh@greatermanchester-ca.gov.uk
GMCA Homelessness and A Bed Every Night Budgets	<ol style="list-style-type: none"> Note proposed funding allocations for the following programmes: <ul style="list-style-type: none"> GM Rough 	Greater Manchester Combined Authority	28 Mar 2025	Report with recommendations	City Mayor Paul Dennett		Joe Donohue joseph.donohue@greatermanchester-ca.gov.uk

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	<p>Sleeping Prevention and Recovery Grant</p> <ul style="list-style-type: none"> • GM Rough Sleeping Accommodation Grant • A Bed Every Night • GM Community Accommodation Service Tier 3 						

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	<ul style="list-style-type: none"> • GM Housing First/RSAP Programme • Youth Homelessness Prevention Pathfinder <p>2. Approve delegation to the GMCA Treasurer, in consultation with the Greater</p>						

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	<p>Manchester Mayor and Portfolio Lead for Housin</p> <p>First to:</p> <ul style="list-style-type: none"> Administer the grants for the above programmes through onward grant allocations and contract awards under 						

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	<p>standard procurement rules.</p> <ul style="list-style-type: none"> Revise the 2025/26 GMCA revenue budget and medium term financial plan for future years budget plans. 						
Integrated Water Management/	To approve the Integrated Water	Greater Manchester Combined	May 2025	Report with recommendations	City Mayor Paul Dennett		David Hodcroft david.hodcroft@greatermanc

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Resilience	Management Plan Annual Business Plan and priorities for 2025/26.	Authority					hester-ca.gov.uk
Children & Young People							
GM parent-toddler mental health support for 2-5 year olds	Approve allocation of £520,000 funding from GMCA School Readiness programme to commission lead provider for GM parent-toddler mental health support	Group Chief Finance Officer	Not before 28th Mar 2025	Report with recommendations	Councillor Mark Hunter		Miriam Loxham miriam.loxham@greatermanchester-ca.gov.uk

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	for 2-5 year olds.						
Policy & Reform							
'GM Live Well' Local Implementation Support Fund	For GMCA to agree to allocating £5m of funds into a joint Live Well implementation Support Fund (match-funded by NHS GM) that will be allocated to each of the 10 localities to support the	Greater Manchester Combined Authority	28 Mar 2025	Report and recommendations	GM Mayor Andy Burnham		Jane Forrest jane.forrest@greatermanchester-ca.gov.uk

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	roll-out of GM Live Well.						
Approach to the allocation and use of flexibilities in the Integrated Settlement Funding for 2025-26	<ul style="list-style-type: none"> • Agree the approach to the use of integrated settlement flexibilities within 2025/26 • Agree the approach to virement of integrated settlement (under GMCA constitution scheme of delegation) 	Greater Manchester Combined Authority	28 Mar 2025	Report with recommendations	GM Mayor Andy Burnham		John Wrathmell john.wrathmell@greatermanchester-ca.gov.uk

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Digital City Region							
Digital Participation in Schools Programme	To allocate up to £1M of funding from the Dept of Science Innovation & Technology to localities in support of Digital Inclusion.	Group Chief Finance Officer	14 Mar 2025		Councillor Nicholas Peel		Phil Swan Phil.Swan@greatermanchester-ca.gov.uk