

# Annex 1

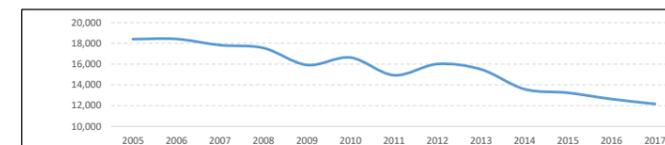
## Environment Team Performance Overview

Risk	Programme Issues	Resources	Costs	Overall Delivery Confidence
Amber	Green	Amber	Green	Green

Individual Work Programme Delivery Confidence					
Energy	Buildings	SCP	Natural Environment	Climate Change	Transport
Green	Green	Green	Green	Green	Green

GM CO2 Emissions (kt CO2)



Key Risks (Top 5)				Work Programme Issues (Top 5)			
Risk Event	Risk	Mitigation Plan	Post Risk	Issue	Status	Mitigating Action/s	
Failure of Environment Plan to achieve a step change in carbon emissions.	Red	Regular reporting to LC Programme Group, LC Hub Board and WLT.	Amber	NEW RISK ENERGY: No standardised data across Districts and network providers	Amber	Data schema has been produced and shared across GM Districts, Network Operators and Partners.	
Level and depth of retrofit to meet our overall emissions is highly challenging.	Red	Focus on retrofit accelerator proposals as way of overcoming these barriers in a coordinated way.	Amber	SCP: Delay in delivery of GMCA Waste and Resources Strategy.	Amber	A 5-year SCP plan to be produced by Sep-19. Waste and Resources Strategy to be developed following government consultations.	
Failure to meet recycling and diversion targets.	Red	New contract in place. Waste composition will assess feasibility of achieving targets. Waste and Resource strategy to be developed.	Amber	NATURAL ENVIRONMENT: Difficulties obtaining consistent, accurate and comprehensive data on GM local authority assets and their water charging bands.	Amber	Letters of authority being sought from local authorities, in order to obtain the required missing data from United Utilities. Progress being made.	
Failure to deliver the aims of the IGNITION project and attract private investment.	Red	Regular reporting to LC Programme Group, LC Hub Board and WLT.	Amber	TRANSPORT: Retrofitting of existing buses has been stalled due to contract negotiations (Clean Air Plan) and bus reform.	Red	Continue to support operators and work through issues. Some orders have now been placed, however no retrofits have taken place.	
Unable to support the delivery of an Environment Fund.	Red	Further due diligence work is being undertaken with EA/Partners on the viability of the Environment Fund.	Amber	NEW RISK BUILDINGS: Availability and consistency of building data and asset knowledge is varied. Level of engagement is varied and needs to increase. High level engagement required in some cases.	Amber	Commenced standardised approach to data and baselining. Instigated a DoPE meeting which aims to bridge the gap between officers and strategic level engagement.	

Key Achievements/Updates Qtr. 3 (Sept-Dec 2019)		Key Work Programme Milestones Qtr. 4 (Jan-Mar 2020)	
<b>Energy</b>	Innovate UK application for roll out of Local Area Energy planning and Local Energy Market concept was successful & contract entered into Nov/Dec 2019. 3,700 registrations to date have been received for Solar Together GM. Leading to c.400 contracted installs/1.2MWh/£1.2million external investment. 2 energy projects (Homes as Energy Systems (HaaS) and Energy House 2 (EH2)) have been contracted and further projects are at full application stage. Heat and Energy Network Opportunity Areas (DEEP) project commenced in Nov 19. Scope being drafted to obtain consultancy support for the development of GMCA and LA assets for renewable energy. Review of known data sets underway. The final strategic outline business case for the Energy Transition Region (ETR) has been provided by Atkins which sets out options for an ETR. 2nd meeting of the Energy Innovation Challenge Group was held on 19th Nov with 2 Task and Finish groups established. Support engaged by GMCA to facilitate a review of local authority estates and establish a consistent approach to quick wins at pace for installation of low carbon alternatives in heating systems. Draft GM Hydrogen Strategy was received from MMU in Dec 19. Bid for Electrification of Heat Fund (HaaS) is pending RFG release from BEIS; bid team established. GM Energy Company tender document under review between core investment team, CIT, Land and Property. In parallel with NMS Programme ENW has digitised the communication links to their primary and secondary substations and replaced non smart grid capable field telemetry equipment with modern digital equivalents. Active Network Management (ANM) has been developed to maximise the capacity available from the existing network assets to accommodate the increase in renewable technology expected.	<b>Energy</b>	Commence 2-yr project including kick-off meeting for Local Area Energy planning and Local Energy Market concept. Review installation progress on Solar Together GM and determine whether to repeat and/or expand across schools and GP surgeries in GM. Complete review of Energy projects at full applications and contract. DEEP project to develop a pipeline of heat and fabric led projects across region. Issue tender to support review and development of GMCA and LA assets for renewable energy and complete consultancy study. Disseminate and promote Energy Transition Region options appraisal to understand appetite for delivery. Next meeting of the Energy Innovation Challenge Group to be held on 27th Jan 2020. Task and finish groups to present back activity and agree next steps. Create an action plan and agree next steps to facilitate the low carbon transition of Trafford Park led by Trafford Council and Anthesis. Carbon data acquired from a number of LA's to assess operational efficiency of buildings tab that will be populated with DEC rating. LA's to complete identification of quick wins for installation of low carbon heating systems in buildings. Continue to increase application and knowledge of GM Env Plan goals. Review and approve GM Hydrogen Strategy for wider dissemination. Subject to RFG provide submission bid for Electrification of Heat Fund (HaaS) and await response. Complete review of GM Energy Company tender and issue.
<b>Buildings</b>	Discussions held with ENW regarding lobbying for potential inclusion of energy efficiency measures as part of RAB regulated asset base investments. EON awarded contract for ECO framework via Oldham. Installation under current Warm Homes Fund project is now complete. Audit and project closure underway. Phase 2 of 3 of STEP in project underway. Accelerating retrofit for a carbon neutral future project being commissioned to model the need and opportunities for housing retrofit in GM incl. modelling future scenarios for energy and CO2 use to provide robust evidence for developing business cases to unlock investment opportunities for housing retrofit. LC Buildings Challenge Group established with 2 meetings held Oct and Nov and 4 Task and Finish groups established. Task and Finish group agreed to explore retrofit accelerator concept led by Salford University. Tender drafted for local taxation levers research. Mapping of energy efficiency of public sector buildings to be captured as part of Local Area Energy Planning and Local Energy Market Project. Carbon data acquired from a number of LA's to assess operational efficiency of buildings tab that will be populated with DEC rating; a handful currently outstanding. Deadline of December set. Project commissioned with Currie and Brown to assess costs for achieving net zero carbon development. This will feed into the viability work for the GMSF.	<b>Buildings</b>	Audit and Warm Homes Fund project closure to be completed. A new programme will be operational led outside of GMCA. Phase 2 of STEP in project complete. Briefing note to be prepared for UK 2070 commission on energy efficiency measures as part of RAB regulated asset base investments. Appoint supplier for 'Accelerating retrofit for a carbon neutral future' in January 2020 with GM housing stock data baseline developed by Summer 2020. Hold next meeting of LC Buildings Challenge group on 30th Jan. Task and Finish groups to feed back progress and agree next steps including progress on retrofit accelerator. Release local area energy planning tender to incorporate EPC and DEC ratings. Tender on local taxation levers to be issued. Full DEC data set to be acquired and analyses to assess gaps. Rating system to be implemented to identify those buildings that do not comply with 5YEP targets for DECs. Project pipeline to be developed and potential carbon reduction tracked against the 5YEP targets. Procurement of renewable energy tariffs to be raised as an agenda item prior to next Energy Managers meeting along with data for when contracts are due for re-tender. Sign off for Currie and Brown project.
<b>SCP</b>	2nd SCP Challenge Group held on 9th December 2019 to develop actions under key priorities. Collaboration undertaken on building a GM Circular Economy Alliance for the recycling and reuse of plastic packaging. Supporting and attended first meeting of MMU 'Reduces' project on circular economy policy development. Assets for 'Grab Your Cup' reusable campaign developed including online jingle and visual stickers, digital display, mascot and animation. Refill Greater Manchester webpage launched. Partnership in place with GMCA, United Utilities, Refill and the Better Drinking Company (BDC) to support roll out of a network of Water Refill Stations across GM. Mayor supporting Friends of the Earth-Women's Institute Plastic Pollution Bill. 7 Districts have now signed the Public Sector Plastic Pact to eradicate avoidable single-use plastics from the public estate. New paper Be Sip straw launched in response to demand from Tourism and Hospitality sector. Waste compositional project reports for GM and by District complete and disseminated. (Nearly a third of waste in the residual bin is food waste and 75% of this is avoidable food waste). WRM commissioned to look at options for Bio-waste collections and disposal following a protracted procurement. Inception meeting held.	<b>SCP</b>	Draft SCP action to be presented at next SCP Challenge Group meeting in Jan 2020. Engage corporate sector, waste management companies and partners to develop a fully-resourced Circular Economy lead team on plastic packaging. Circular Economy Summit planned led by MMU. 'Grab Your Cup' sustainability campaign to be launched on 6th Jan 2020 with PR supported by The Mayor. Liaise with Heads of Planning/Advertising in Districts to support phase 1 refill station rollout (approx. 30 refill stations) across GM. Paper to WLT. Convene LA Procurement Leads to inform development of a Public Sector roadmap, action plan, guidance and ready reckoner tool to eradicate avoidable single-use plastics on the public estate. Develop a GM wide food waste campaign with Recycle for Greater Manchester to reduce avoidable food waste in GM households. HWRC access policy to be implemented Feb 2020. Trial of carpet and mattress recycling to be introduced at HWRCs to improve recycling rates. Work on Bio-waste collection and disposal option commenced and report to be received March 2020. Good Food Board to meet in Jan 2020 to set priority areas for the strategy.
<b>Natural Env.</b>	GM GI Policy Narrative and Roadmap Reports complete together with needs mapping. Meeting held with GMEU and NE held to discuss next steps including bringing together as part of Nature Recovery Network. Early discussions held around proposals for Nature Recovery Network and potential pilot to build on BNG, GI Standards, ESS and Natural Capital Work. LA Natural Capital Accounts being finalised which will be shared with partners. Through GM Peat Pilot Natural England assessed land cover of Chat Moss lowland peat complex and has calculated CO2 equivalent emitted. NE assessed condition of upland peat across GM with a focus on sites at Winter Hill and above Stalybridge. United Utilities received the Final Determination on Price Review 19, on 16/12/2019, which includes an Outcome Delivery Incentive around Natural Capital. This along with the Water Industry National Environment Programme includes significant water quality drivers that will be taken forward between 2020 & 2025. Biodiversity Net Gain Task Group met for last time in November and LPA Roadshow delivered (10 LPAs in 10 days). Significant opportunities to test and deliver BNG through LPAs and developers in next 2 years. Project Plan to be prepared and funding sought. NCG to have oversight of Project IGNITION Work packages progressing. year 1 annual report submitted. GI baseline under development. Citizen engagement survey underway. Site asset data obtained from Local Authorities for incorporation in F51 business case development. Technical consultancy support appointed. 'Living Lab' co-design in advanced stages with phase 1 tender issues imminent. Preferred supplier identified for design and implementation of Investment Readiness Fund subject to award of contract and natural course funding. Parks event held to share learning on future financing. Legal advice on how to establish a long-term partnership with a single organisation who will establish and run the GM Environment Fund (GMEF) has now been provided. A grant agreement is required (as opposed to a procurement tender). However, as there are multiple charitable trusts that could provide this service a procurement style selection process will still need to be gone through. Urban Pioneer Delivery Group meeting held on 26th November including review of progress, impact and evaluation which is being commissioned ahead of project completion in March 2020. Joint NCG Conference to celebrate and showcase achievements of UP. LA Natural Capital Accounts being finalised which will be shared with partners. NCG Conference delivered jointly with EA to celebrate and showcase achievements of UP. Consultants engaging with partners to develop a natural environment toolkit to launch at the Conference.	<b>Natural Env.</b>	Further work planned to develop Nature Recovery Network pilot. City of Trees to commission NCA for Stockport Interchange. January 2020: workshop to consider Chat Moss evidence around peat depth etc. and to understand the opportunities for change. Start work on an assessment of upland wetness, the 'State of the Bog', in March 2020 and identify resources for wildfire conference. Issue RFG for GM micro plastics research in partnership with United Utilities and Environment Agency. GM Natural Capital Group conference to take place on Tuesday 11th February 2020. Groundwork and partners to agree next stage of water removal and fish passage opportunities on watercourses in Bolton. Agree work programme for urban diffuse pollution projects on Moston Brook and review of GM water governance. Multi-partner workshop to discuss opportunities to improve water quality on the River Croal planned for February 2020. Develop draft action plan and hold stakeholder engagement event to support delivery of biodiversity net gain approach in new development. Use action plan to inform preparation of HLF funding bid for planning support. Contract commencement for design of Investment Readiness Fund. Financing Parks Action Learning set up to support LA Parks Managers to deliver new financial models. Choose the GMEF partner through a 'procurement-style' selection process and award the grant agreement. Completion of Urban Pioneer and evaluation report produced. NCG Conference and UP celebration held. Natural Environment Toolkit finalised and launched at NCG Conference.
<b>Climate Change</b>	Rockefeller programme is being redesigned and is currently rebranded as the Global Resilient Cities Network. External support has now been secured to continue detailed drafting of Resilience Strategy which was not available before. Level 2 Strategic Flood Risk Assessment work ongoing and sites currently being appraised for NPFF compliance. Evidence base being updated and this will inform the next iteration of the GMSF. The blue infrastructure challenge group which is a subset of the GM Infrastructure Board will be developing a pipeline of project to feed into the wider GM Infrastructure Programme. Will include both UU and EA long term investment programme. Capital Schemes progressing in Bury and Rochdale as part of EA's flood risk capital pipeline.	<b>Climate Change</b>	Further work planned to develop Nature Recovery Network pilot. City of Trees to commission NCA for Stockport Interchange. January 2020: workshop to consider Chat Moss evidence around peat depth etc. and to understand the opportunities for change. Start work on an assessment of upland wetness, the 'State of the Bog', in March 2020 and identify resources for wildfire conference. Issue RFG for GM micro plastics research in partnership with United Utilities and Environment Agency. GM Natural Capital Group conference to take place on Tuesday 11th February 2020. Groundwork and partners to agree next stage of water removal and fish passage opportunities on watercourses in Bolton. Agree work programme for urban diffuse pollution projects on Moston Brook and review of GM water governance. Multi-partner workshop to discuss opportunities to improve water quality on the River Croal planned for February 2020. Develop draft action plan and hold stakeholder engagement event to support delivery of biodiversity net gain approach in new development. Use action plan to inform preparation of HLF funding bid for planning support. Contract commencement for design of Investment Readiness Fund. Financing Parks Action Learning set up to support LA Parks Managers to deliver new financial models. Choose the GMEF partner through a 'procurement-style' selection process and award the grant agreement. Completion of Urban Pioneer and evaluation report produced. NCG Conference and UP celebration held. Natural Environment Toolkit finalised and launched at NCG Conference.
<b>Transport</b>	The second edition of the Bee Network map was published online in summer 2019, taking account of the c4000 public comments received on the first version. Following 6 rounds of tranche submission, a pipeline of 82 cycling and walking schemes have secured programme entry for the Mayor's Challenge Fund, with a total estimated value of almost £50m, and an MCF 'ask' of c£380m. The first Bee Network schemes are on site, with one scheme in Wigan already completed and a further 3 granted full approval. A dedicated support team has been established with TIGM, and District Delivery teams have expanded to gear up for delivery of the Bee Network, as part of a 10-year delivery plan. Comprehensive training programme implemented for district and TIGM colleagues to, including second running of week-long 'Bee a Champion' Course aimed at implementing a step-change in the level of skill and preparedness to deliver the Bee Network amongst GM's transport planners and traffic engineers. As part of the Mayor's Challenge Fund, TIGM are in the process of developing a GM-wide bike hire scheme, for which a supplier will be appointed to install, manage, operate and maintain the scheme, which will ultimately form part of 'Our Network'. In the absence of both a clear response from the Government on clean vehicles funding asks and clarification on the legal criteria against which Greater Manchester's Clean Air Plan would be assessed, officers cannot at this time advise the GM Authorities to commence the statutory consultation. A report has been prepared for the GM Authorities to take through formal decision making in January. Work continues to progress the development of GM's proposals as we await clarification / funding requested. Approval of new tariff structure for GMEV Charge Posts Proposed fees are 25p per kWh (Fast Charger) and 35p per kWh (Rapid Charger). Development of Clean Air Plan Full Business Case for Electric Vehicle Infrastructure (EVI) project comprising of publicly funded EVCI in the order of 300 charge posts (specifications to be determined) plus Taxi EVCI currently estimated at 90 rapid charge posts. Completed a series of EV promotion events (e.g., Go Electric Business Event (November 2019), Fully Charged Event (December 2019), Electric Vehicle Charging Infrastructure (EVCI) Contract signed (December 2019) with new EVCI Service Provider (EVGISP) Arey SWARCO to deliver publicly and privately funded EVCI. TIGM received notification from OLEV of funding award of £1.8m ULEV Taxi Fund grant award for delivery of minimum of 30 rapid chargers to be installed and operational by late 2020. Local authorities currently operate some of the largest fleets of EVs in GM, including 24 electric vans. Work is ongoing as part of a fleet manager working group to share plans for move to ZEC, Manchester and Salford are both looking to now invest in electric RCVs. Major bus operators (members of confederation of passenger transport) have announced they will only buy 'Ultra Low Emission Buses' from 2025. Vehicle upgrades and replacements to meet CAP compliance will be major focus for operators until 2022. TIGM has conducted a research exercise to understand the options available with regards to Battery Electric Buses and associated charging infrastructure. The options are now being reviewed to establish the optimum solution that aligns with the operational requirements and contractual arrangements for both service types. The scalability of the project is also being considered in relation to other ULEB projects in the UK and how this links into the Clean Air Plan. Clean Bus Technology Fund: Contracts have been signed by 3 operators to retrofit 155 buses. Retrofits works are underway and are planned to complete in July 2020. Funding awarded for 132 buses with 2 operators but contracts have not been signed. Remaining funding to be reallocated following operator changes since funding awarded. Clean Bus Fund: Requesting retrofit funding for 646 buses through CAP (forecast date extended to cover this additional request). A Freight and Logistics Strategy 'refresh' has commenced and is due for publication in 2020. This will provide strategic direction on interventions for modal shift and sector innovation.	<b>Transport</b>	Further work planned to develop Nature Recovery Network pilot. City of Trees to commission NCA for Stockport Interchange. January 2020: workshop to consider Chat Moss evidence around peat depth etc. and to understand the opportunities for change. Start work on an assessment of upland wetness, the 'State of the Bog', in March 2020 and identify resources for wildfire conference. 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<b>Communications</b>	Second meeting of Communications Challenge Group taken place. Discussion on potential Task and Finish groups as follows: GM School Eco Offer, Ethical Guidelines for Sponsorship & 5YEP Communications Planning. Workshop taken place to develop GM Green City brand with Communications Challenge Group directed by consultant 'In The Boardroom'. Awaiting feedback whilst they conduct work with other policy areas in GMCA. New logo created. Doing things differently for the Environment. 'Platform' website now www.gmgreencity.com. Communications Team developing 6 month plan to disseminate across partners. Solar Together Campaign - From 200K Direct Mails, Social Media, Facebook Ads and print ads: 3835 households registered (2% response). Communications team to progress these to 'offer accepted' stage post auction inc: postcards, emails and social media = 503 offers accepted to be surveyed for PV. Work progressing with the Environment Working Group of YCA to deliver Youth Green Summit. However, brief to deliver a Youth Green Summit now having to assimilate with more central objectives which include pre COP26 awareness and 75 years of UN.	<b>Communications</b>	Third meeting of Communications Challenge Group to take place on 20 Jan - establish T&F groups. Present outcome of GMCA Environment Narrative in Feb 2020. Twitter account to be switched over to @GMGreenCity and Communications Plan for 5YEP presented and in progress. Clear remit established for progression of Green Summit 2020

Greater Manchester Strategy (GMS) Performance			
Ref	Key Targets (2020)	Status	Commentary
5.7	Continue to reduce harmful emissions from transport sector. By 2020 GM to have reduced Co2 emissions to 11mt.	Amber	Further work underway to ensure GM Clear Air Plan can achieve 2020 target for performance. An informal 'clean air conversation' has taken place, and a public consultation is to be launched.
7.1	Have co-produced a pathway for the next 5 years setting out actions to achieve an accelerated date for carbon neutrality.	Green	GM now has the first city-region level science based target and pathway.
7.2	Accelerated deployment of energy generation/efficiency technologies.	Amber	Progress is being made however GM currently has less than 50% of the UK average renewable energy installed, so further acceleration is still needed.
7.3	Develop mechanisms to encourage the retrofit of public, commercial and domestic buildings.	Green	On track to achieve 2020 action.
7.4	Influence consumer behaviour/choice to achieve 60% recycling by 2025 and 90% diversion from landfill by 2020.	Amber	Landfill diversion rate is on track to exceed the 2020 target: current diversion from landfill is 94%. Current household waste recycling rate is 48% (both unverified data for 2018/19, so subject to change). Measures are underway to increase recycling rates at HWRCs and household kerbside recycling to deliver against 2025 target.
7.5	Ensure the 2040 Transport Strategy – and wider transport investment – is fully aligned with our carbon neutral ambitions.	Amber	On track to achieve 2020 action.
7.6	Deliver the Urban Pioneer programme as part of Defra's 25 year Environment Plan to become an exemplar in managing the urban environment.	Green	On track to achieve 2020 action.

5-Year Environment Plan			
Ref	Priorities (2024)	Status	Progression towards targets
<b>Overall</b>	For our city region to be carbon neutral by 2038 and meet carbon budgets that comply with international commitments.	Amber	GM emissions data for 2017: 12,165 kt CO2, down 469 kt (-3.7%) compared to 2016 (12,634 kt). Reduction is slightly lower than that between 2015 and 2016, when emissions were down 604 kt or -4.6% over the year. GM is slightly behind the anticipated trajectory towards the 2020 GMS target, which has been revised to align with the ambitious trajectory in the GM 5-Year Environment Plan.
<b>Energy</b>	Reduce CO2 emissions that are produced by the energy we generate to power our buildings, transport and heat - shifting to renewable sources.	Green	132 MW of renewable capacity generated in March 2019, 5MW higher than in June 2018 and 11% progression towards target. 82 MW of GM accredited renewable heat sources generated up to Nov 2019, up from 80.5 MW as at June 19.
<b>Buildings</b>	Reduce CO2 emissions produced by excessive use of energy particularly in heating our homes and commercial and public buildings.	Amber	Reporting on retrofit measures to reduce heat loss by 67% in homes will come from ERF projects and self-reporting from stakeholders. 96.9% of GM lodgements have an energy efficiency rating of D or above (EPC/DEC) in Q2 2019. This is a slight decrease from Q2 2018 of 0.7%. Overall we outperformed the national average by more than three percentage points in the Q2 2018 data.
<b>SCP</b>	Promote economic and resource productivity, eliminate waste and increase business opportunities through innovation.	Amber	Refill pilot launched in Bury and Tameside, 13% progression towards 5-year re-use target (3 per year). Increase of 40.53kg/household of residual waste from 2017/18 to 2018/19. Figures are subject to verification. Recycling rate (2018/19) is 47.9% up 0.8% from 2017/18 against a target of 55% for 2024. Current HWRC recycling rates are below expected - 37% (Lot 1) and 47% (Lot 2).
<b>Natural Env.</b>	Protect, maintain and enhance our key natural assets (air, land, water and biodiversity).	Amber	2019/2020 target of 100,000 trees to be planted. Figures due March 2020. 47km of water body enhanced in 2016-2018. Target of 542km by 2027. In 2017/18, 37.9% of GM residents reported they had visited the natural environment at least once during the previous 7 days. This is 2.4% lower than 2016/17. Indicators to be updated.
<b>Climate Change</b>	Deliver robust action on climate adaption to protect vulnerable communities, our economy, key infrastructure and our natural environment.	Green	Indicators to be confirmed as part of the IGNITION project and Resilience Strategy.
<b>Transport</b>	Improve our air quality and reduce CO2 emissions that are produced by the way we, and the goods we use, travel within our city region.	Green	Current ratio of journeys made by car vs sustainable modes of transport is 39/61 against a target of 50/50 for 2040. 28.5% of all trips made by cycling/walking in 2017/18 up from 27% in 2015/16. 3,697 plug-in vehicles registered at end Q2 2019, 13% increase from 2018. GMCA, LAs and TIGM to assess and develop a roadmap to reduce freight emissions and support modal shift, increased efficiency and alternative fuels for HGVs.