

## Manchester City Council Report for Information

**Report to:** Neighbourhoods and Environment Scrutiny Committee - 20 June 2018

**Subject:** Delivering the Our Manchester Strategy

**Report of:** Executive Member for Environment, Planning & Transport

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### Summary

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester strategy for those areas within the portfolio of the Executive Member for Environment, Planning and Transport.

### Recommendations

The Committee is asked to note and comment on the report.

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**Wards Affected:** All

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### Contact:

Name: Councillor Angeliki Stogia  
Position: Executive Member for Environment  
Tel: 0161 234 3311  
Email: [cldr.a.stogia@manchester.gov.uk](mailto:cldr.a.stogia@manchester.gov.uk)

### Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Manchester Strategy 2016-2025 as approved by Executive 6 Jan 2016
- Building Together – Manchester Labour's promise to Manchester

## 1. Introduction

1.1 The Our Manchester Strategy was formally adopted by the Council in January 2016 and sets the ambitions for the city for the next ten years, to 2025, for Manchester to be:

- Thriving – creating great jobs and healthy businesses
- Filled with talent – both home-grown talent and attracting the best in the world
- Fair – with equal chances for all to unlock their potential
- A great place to live – with lots of things to do
- Buzzing with connections – including world-class transport and broadband

1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers for the better outcomes for Manchester residents. In October, the Executive also published its collective political priorities and those of individual Executive Members, all of which are aligned to the Our Manchester Strategy. On 30 May 2018, the Executive also agreed the executive priorities for 2018/19.

1.3 This report is written by Cllr Angeliki Stogia, Executive Member for Environment, Planning and Transport and sets out a summary of the work undertaken over the past 6 months and looks at what will be delivered in the next 12 months.

## 2. Executive Member for Environment, Planning and Transport Portfolio

As Executive Member for Environment, Planning and Transport my portfolio includes:

- Highways
- Planning and Building Control
- Transport
- Climate Change
- Food Board

2.1 The priorities I am responsible to deliver on are:

- Transport
  - Continue the £100m investment in our roads and pavements that began last year, reduce the blight of potholes and over time get all our roads to a good standard and keep them there.
  - Develop a comprehensive set of parking policies that prioritise the needs of local residents and businesses, controlling and discouraging commuter and non-resident parking in residential areas, improving road safety and the local environment.
  - Work with Chris Boardman and the Combined Authority to implement the Made to Move report, making cycling safer, getting more people walking and cycling.
  - Ensure the Mayor and the Combined Authority make public transport

serve the public, by extending democratic control over bus services with straightforward smart ticketing covering bus, train and tram.

- Environment
  - A cleaner, greener environmentally sustainable city.
  - Prioritise ongoing reductions in our emission of greenhouse gases.
  - Take action to make the air we breathe clean.

### **3. Progress and Outcomes December 2017 - June 2018**

#### **3.1 £100m highways investment**

Delivery of the first year of investment has progressed, there is a fuller report that was scrutinised at the May 23rd Neighbourhoods and Environment Scrutiny Committee meeting. A range of maintenance scheme across various programme areas have been delivered throughout the year. These included: the resurfacing of 103 roads, which equates to 41 times the area of Wembley Stadium football pitch, and around 76 miles in linear measurement; preventative maintenance schemes that saw 588 roads treated, which equates to 122 times the area of Webley Stadium football pitch, and around 76 miles in linear measurement; the cleaning of 11.300 gullies, and 2.5m of footway maintenance schemes.

I have undertaken a number of visits with ward members to review the extent of work that is desperately needed across the city, which is part of a national problem of chronic underinvestment on our ageing road network. I have also undertaken a number of visits to see how work is delivered and progresses on the ground and had the opportunity to meet the contractors, observe the crews while they worked to deliver the improvements across Manchester.

Given the scale and scope of the Highways programme there is a requirement for a service specific approach to identifying, monitoring and evaluating Social Value opportunities and benefits. In order to lead and deliver the significant amount of work required to achieve the ambition there is a need for dedicated capacity within the service that will provide the focus and drive along with required experience to deliver outcomes. Highways is looking to establish a Project Manager (Social Value) post to lead on Social Value across the service. Over the next year we will work with procurement to develop KPIs and to monitor all social value which is delivered via our highways contracts. We will also review all contracts and make sure that the policy is applied consistently across all of our service.

Working with neighbourhoods, highway teams and members I have developed the programme for year 2 and year 3 (2018-19 and 2019-20). These programmes were agreed at the Executive of the 30<sup>th</sup> of May. In the next 12 months I will be overseeing the delivery of this year's programme and will be working with members to develop the programme for year 3.

### **3.2 Highways service improvement**

Our Service has been concentrating in the last six months on reviewing and refining long-standing processes and procedures around work allocation and repair. These include:

- the deployment of additional resource (both internally and externally procured);
- utilising more efficient and cost-effective methods of repair in particular circumstances (for example, jet patching where appropriate);
- rolling-out enhanced monitoring and management of performance investment is also being made in drainage repairs as part of the £100 million investment.

### **3.3 Residents Parking schemes**

We have made significant progress in reviewing residents parking schemes, specifically around the city centre which is suffering from increased commuter parking in residential areas.

A number of visits have been undertaken across wards that are facing particular commuter parking issues including Hulme, Ardwick, Ancoats and Clayton as well as Cheetham Hill.

Discussions have begun with members and we are developing a comprehensive set of parking policies that will see the needs of local residents and businesses prioritised, controlling and discouraging commuter and non-resident parking in residential areas, improving road safety and the local environment.

### **3.4 Implementing Made to Move**

The Mayor's Cycling Commissioner, Chris Boardman, has recently published his "Made to Move" document which sets out ambitious plans to increase levels of walking and cycling across Greater Manchester. The Combined Authority has agreed a £165 million budget to support this work.

Over the spring a workshop was held with Transport for Greater Manchester (TfGM), Manchester City Council and members of the Cycle Forum's Technical Group to discuss implementation of the Made to Move. I am keen that Manchester develops proposals that can be implemented by using this funding. To do so we need to develop an approach that has wide support across the city and builds on the lessons we have learnt from implementing the Wilmslow Road/Oxford Road scheme. I am therefore arranging a series of meetings for members to discuss the development of future priorities. Relevant officers from the highways and policy teams will be present.

Significant progress has been made on the scheme design and construction of the Manchester to Chorlton Cycleway Scheme. The Transport 2040 Strategy, developed by TfGM and the district councils, aims to establish cycling as a

recognised and attractive component of our future integrated transport offer with an aspiration for 10% of all trips to be made by bike.

Initial grant funding of £3.9m has already been allocated for the scheme from the Department for Transport and we are now working with TfGM and the Cycling and Walking Commissioner for Greater Manchester, Chris Boardman, to secure further funding – with the aim of delivering a greatly enhanced ‘exemplar’ scheme for the city region.

This summer I will lead on the consultation on the scheme, following the completion of designs. The consultation will allow residents, local businesses and other interested parties to have their say on the proposals. Over the next 12 months, I will work with members, the Cycling and Walking Commissioner for Greater Manchester, Chris Boardman, and his team to develop a pipeline of proposals that will see us implementing Made to Move.

### **3.5 Bus Reform**

More than 40 bus operators run bus services in Greater Manchester. Because it's a deregulated market, no single organisation is responsible for planning the bus network or setting fares. As a result, the current system prevents bus services being fully joined up and coordinated with each other, as well as different types of transport. Manchester needs a joined-up transport network, with simple fares and ticketing, that puts the passenger first and guarantees the best value ticket for their journey. It should be modern, accessible, and everyone should be able to use it, and this can only be fully achieved through a change to the current bus system.

A number of meetings have taken place with members who are facing particular issues especially in response to withdrawal of bus services to understand the impact in communities and feed information to TfGM that will be used as part of the analysis of the bus market and the assessment of a proposed franchising scheme.

More work will gather pace in the next 12 months in this area in order to understand what provision of bus services is needed for Manchester to underpin our social or economic objectives, especially where the current demand might not fully support fully commercial services. Areas I would like to focus on include peak services providing links to employment centres or schools and colleges; the provision of early morning, evening, or weekend services; early introduction of new services before demand is fully established.

### **3.6 Climate Change**

Good progress is being made in a number of substantive areas where low carbon renewable energy initiatives are underway in Manchester. The February 28<sup>th</sup> report submitted to Neighbourhoods and Environment Scrutiny Committee summarised activity and progress on a number of areas and projects that aim to reduce our carbon emissions as well as providing progress updates on CityVerve, Triangulum and other partnership projects.

Alongside the above projects, we have made progress on delivering on our strategic priority to develop a new Carbon Literacy training plan aligned to the Our Manchester Strategy for employees, elected members and Strategic Management Team which will hopefully allow the Council to be awarded a silver carbon literacy award. Dates of training events for the “Our Climate, Our City” workshops have been circulated via our media channels and directly to members.

Work with Manchester Climate Change Board is gathering pace and the new board has met twice. The board’s work is very important as it will help the City take forward Manchester’s ambitions on climate change. The new board brings together 22 people from across the city who share a passion and commitment for making Manchester one of the leading green cities in the world met for the first time in March marking the start of an exciting new phase in the city’s climate change journey.

To deliver on the huge commitment to become a zero carbon city / region by 2050 (or earlier if the available science from the likes of the Tyndall Centre suggests it is necessary – a 2038 date has been suggested by them recently as critical, and has been a core part of discussion at the GM Green Summit) requires careful consideration at a time when national policy has made it more difficult to deliver decentralised energy projects.

In the next 12 months, I will lead a review of what Manchester City Council needs to do support rapid decarbonisation of our city towards carbon neutrality. Ultimately the new suggested date for reaching zero carbon will require a wide culture shift in our relationship with carbon and engagement and buy-in at all levels. Success will depend on the collective actions of every resident and business in the city and we would need to ensure the required understanding, support and buy in for this agenda is re-energised and I look forward working on this agenda with all members and partners in a way that embodies the “Our Manchester” approach.

### **3.7 Clean Air**

We have continued to work with TfGM and the other specified GM districts to fully understand the Government’s plan to tackle roadside nitrogen dioxide concentrations and its implications for both Manchester and Greater Manchester.

Work has been undertaken includes to prepare a Draft Clean Air Plan (Strategic Outline Case (SOC)) for submission to Government and to develop a Congestion Plan for Greater Manchester. The former document identifies a shortlist of proposed actions, for further investigation, that will enable the Council and other Greater Manchester authorities to meet statutory obligations with respect to Nitrogen Dioxide concentrations in the shortest possible time.

Discussions between TfGM and DEFRA are also ongoing regarding a number of issues, including the lack of guidance and clarity for the funding for this and technical issues are ongoing, and will help shape the eventual response.

I will be working with members over the coming 12 months to deliver the GM low-emission strategy and air quality action plan and this summer I will be working with members and partners on the development our Outline Business Case (OBC) and the Full Business Case (FBC) (the final draft), which is due to be submitted to government in December 2018.

### **3.8 Skills**

Work has been ongoing to deliver on our key skills challenges and to ensure that the City's businesses and growth sectors have access to skills needed to continue to grow their business and employment base in the City.

In the last six months I have been focusing on delivering on all three strands of our skills strategy and the work included:

**Business and enterprise:** We are working towards establishing a more productive relationship between employers and the education and skills system in the city. A number of Manchester employers joined us at an event to explore how we can work together to deliver the vision of Our Manchester, the city's new strategy. We also spoke to employers about the draft Greater Manchester Employer Charter which was out for consultation at the time of the meeting. A further meeting with employers will be held this month to discuss areas where employers showed particular interest and include school and parent engagement, health and influencing other businesses.

**Resident skills and Addressing Inequality:** For the City's residents the particular challenge is the relatively high number who have no/very low levels of qualifications. Those young people being NEET, people who have no/low skills, ESA claimants and others with health as a barrier to work; those on low pay/insecure work and those who have ESOL as a barrier to employment are groups we have particularly focused on. Over the last few years, we have developed many good programmes that have targeted the above priority groups and in some cases, such as with the Healthy Manchester and Fit for Work programmes we have been successful in securing health funding and scaling up programmes across the city.

The skills and partnership board has also met regularly and discussions included skills needed in the construction sector, particularly focusing on what skills we have in Manchester/Greater Manchester and what skills we need to deliver on all key sectors, also including and focusing in particular on our transport and housing priorities. Work to increase the number, quality and take-up of apprenticeships in Manchester and Greater Manchester continues to be a priority. Work also continues with the LTE group /Manchester College to implement its strategy including its estates strategy.

The Manchester Adult Education Service (MAES) has made significant progress against our ESOL strategy action plan, particularly in terms of mapping provision, contributing to national policy and expanding the volume of ESOL provision in the city. We will continue to invest on the very productive partnership between the two biggest ESOL providers in the city, MAES and

the Manchester College, which is moving forward on strengthening progression pathways for ESOL learners.

Employment for the over 50s has already been added as an additional priority group our employment and skills activity should focus on. In the next 12 months we expect that this area will feature across our three work and skills priorities. As we are living longer, healthier lives this presents the opportunity to think differently about working as we get older, and there are more older people in employment than ever before. Many people over 50 are at risk of leaving the workforce early, and not necessarily because they want to. Work will focus on how we support people staying in work and taking control of when and how they retire and/or provide them with the opportunity to remain and/or enter and progress in the labour market.

It has been a privilege leading the work of our Manchester's Work and Skills team and I would like to thank everyone in the team for all of the work they did for our Manchester residents and businesses in the last year.

Responsibility for this area has now been transferred to the Deputy Leader Cllr N Murphy.



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**Summary**

This report provides an overview of work undertaken and progress towards the delivery of the Council's priorities as set out in the Our Manchester Strategy for those areas within the portfolio of the Executive Member for Neighbourhoods.

**Recommendations**

The Committee is asked to note and comment on the report.

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**Wards Affected:** All

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**Contact:**

Name: Councillor Akbar  
Position: Executive Member for Neighbourhoods  
Telephone: 0161 234 1841  
E-mail: [cldr.akbar@manchester.gov.uk](mailto:cldr.akbar@manchester.gov.uk)

## 1. Introduction

- 1.1 The Our Manchester Strategy, formally adopted by the Council in January 2016, is a vision which plans to get us where we need to be in 2025. Manchester is growing, going global and connecting communities to chances for a good life but we have also got some of the lowest wages, the nation's unhealthiest people, more rough sleepers, and too many litter grot spots. We have still got lots to do.

On the way to 2025, we have set some shorter-term goals for 2020:

- Fewer kids in care
- Fix roads, bus and cycle lanes
- Join up Health & Social care
- Better school results
- Cleaner Green places
- Better and affordable homes
- More recycling and less waste
- Work and skills for better pay

- 1.2 Executive Members are collectively and individually responsible for supporting the delivery of the Our Manchester Strategy and for providing political oversight and direction to officers achieve better outcomes for Manchester residents. In May, the Executive adopted the commitments made in the Manchester Labour 2018 manifesto as priorities for the Executive. The individual priorities specific for my portfolio are:

- Making the funding for our fly-tipping hit squads permanent, following successful action against thousands of perpetrators
- Focus on apartment blocks to bring the level of recycling there up to the 50% level of four bin households

I also intend to focus on:

- Increasing recycling rates across the City
- Managing the Biffa waste contract
- Concluding the re-negotiation for the GM Waste Deal
- Making Manchester Britain's first 'Tidy City' by 2020

## 2. Executive Member for Neighbourhoods – Portfolio

- 2.1 As Executive Member for Neighbourhoods, my portfolio includes:

- Neighbourhood management and the Our Manchester Approach including waste strategy and collection
- Management of physical environment and Environmental Services
- Licensing Policy
- Neighbourhood Coordination
- Community participation & Neighbourhood Grants

### **3. Progress and Outcomes**

I list the proposed work for some of my individual priorities. Along with the work outlined below, I propose to visit teams across my portfolio including a Friday night/Saturday morning with the City Centre Licensing & Out Of Hours Compliance Team and the Taxi Licensing Enforcement Team and our Neighbourhood Compliance Team to see the challenges they deal with.

#### **Increasing Recycling rates in the apartment sector**

- 3.1 The grey bin exchange programme implemented in 2016/17, affected 70% of Manchester households and resulted in significant reductions in the amount of residual waste collected and increased the rate of recycling for this property type to 50%. As a result of this service change, in 2017/18 the City spent £7m less on disposal than if it had done nothing. Apartment recycling rate is an average of 10%.
- 3.2 Around 50,000 households live in apartment style properties – this represents around 23% of the City’s housing stock. The majority of the City’s future growth will be in the apartment sector – the development of blocks in the City centre and fringe remains on an upwards trajectory.
- 3.3 The City Council has a saving target of £0.5m to be achieved from the apartment sector collection and disposal arrangements over the next two years (2018/19 and 2019/20). Savings need to be realised from current apartment collection and disposal arrangements to deliver these targets and absorb further growth.
- 3.4 All apartments in Manchester have received letters and a leaflet explaining the importance of recycling, with a guide on how to recycle more and recycle correctly.
- 3.5 We have been working with building managers to improve the recycling facilities available to residents in apartment buildings. To support this, where buildings have an excessive amount of rubbish capacity, we will reduce this capacity and we will provide recycling containers free-of-charge in order to remove any financial barriers to good quality recycling provision.
- 3.6 This will be done in four phases between now and summer 2019. Each phase affects roughly a quarter of apartment buildings in Manchester. Phase 1 will be in May, June and July 2018.
- 3.7 I have arranged separate briefing sessions for Members in those wards which are going to be affected by this change in Phase 1 and have attended a training session for Building Managers and Registered Providers which involved a site visit to Longley Lane Recycling Plant and a class room session to understand how to increase participation.

### **Making Manchester the first 'Tidy City' by 2020**

- 3.8 As a City Council we have to work with our provider, Biffa, to clean the City but we need to get everybody involved to keep it tidy.
- 3.9 Manchester City Council and Keep Britain Tidy have formed a partnership with the aim of making Manchester the country's first 'Tidy City' by 2020. The 'Keep Manchester Tidy' campaign is the first formal partnership between a UK city and the national charity and is a potential trailblazer for a national network of 'Tidy Cities' in the future.
- 3.10 I attended the first meeting of the 'Task Force' which included representatives from a wide range of sectors including, University of Manchester, TfGM, Metrolink, Combined Authority, City Co., Bruntwood, NCP and colleagues from our key Registered Providers including One Manchester, Northwards and Wythenshawe Community Housing.
- 3.11 A plan has been developed to affect a behaviour change. The objective of this plan is to challenge attitudes and behaviour around littering issues which affect Manchester and to make it unacceptable for those who live, work and visit our City to throw litter from vehicles; drop cigarette butts in the street; discard coffee cups and food wrappers; fail to pick up after dogs and fly tip rubbish in our neighbourhoods and on our land. The plan also recognises that we need to work more closely with our young people and teach them why these things are important.
- 3.12 Initial activity will include delivering a range of campaigns to drive behaviour change across the City, focusing on reducing litter, dog fouling and fly tipping within the City. For example, the hard-hitting car litter campaign 'Don't Be a Tosser' has been launched to tie in with the change in legislation.
- 3.13 In the coming months, it is proposed that Keep Britain Tidy will be surveying our neighbourhoods, measuring street cleanliness, assessing the condition of our infrastructure and land – all of which impacts upon a person's perception of how clean and tidy a place is. These surveys will form a helpful baseline for us to measure the impact of our campaigns.

### **Clean Streets and Managing the Biffa Waste Contract**

- 3.14 I hold regular meetings with the Waste and Recycling Team and I have attended my first meeting of the Waste, Recycling and Street Cleaning Strategic Board.
- 3.15 An update report on performance will be presented to the Neighbourhoods and Environment Scrutiny Committee later on in the year.