



Economy Scrutiny Committee

Date: Thursday, 12 January 2023

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

A private meeting for committee members only will be held from 1:45pm on Thursday, 12 January 2023 in Room 2006, Level 2, Town Hall Extension.

Everyone is welcome to attend this committee meeting.

Access to the Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

There is no public access from any other entrance.

Filming and broadcast of the meeting

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Membership of the Economy Scrutiny Committee

Councillors - Johns (Chair), Bell, Good, Moran, Noor, Raikes, I Robinson, Shilton Godwin and Taylor

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes** 5 - 14
To approve as a correct record the minutes of the meeting held on Thursday, 8 December 2022.
- 5. Employment and Training Opportunities from Major Capital Programmes** 15 - 36
Report of the Director of Inclusive Economy.

This report provides an update on the employment and skills opportunities created from Manchester City Council's major capital investment programmes, with a key focus on the Our Town Hall and The Factory projects.
- 6. Update on Public Engagement for Manchester Active Travel Strategy and Investment Plan** 37 - 68
Report of the Strategic Director (Growth and Development).

This report provides an update on the public engagement activity carried out to inform the production of the Manchester Active Travel Strategy and Investment Plan, which aims to create a city-wide, Manchester-specific strategy and network plan for active travel investment and a prioritised pipeline of measures to deliver across the city.
- 7. Revised Policy for Residents Parking Schemes** To Follow
Report of the Strategic Director (Neighbourhoods).

This report outlines the revised policy around the implementation and operation of Residents Parking Zones within the city. The revised policy reflects the feedback and issues that have been gathered during the process of extending the Christie RPS and in the design of other planned schemes.

- 8. Highways State of the City Annual Report 2021/22** 69 - 78
Report of the Head of Network Management.

This report highlights the performance, key outcomes, and successes achieved in 2021/22 along with some of the challenges that will be faced going forward.

- 9. Overview Report** 79 - 92
Report of the Governance and Scrutiny Support Unit

This report provides the Committee with details of key decisions that fall within the Committee's remit and an update on actions resulting from the Committee's recommendations. The report also includes the Committee's work programme, which the Committee is asked to amend as appropriate and agree.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Economy Scrutiny Committee has responsibility for looking at how the city's economy is growing and how Manchester people are benefiting from the growth.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Smoking is not allowed in Council buildings.

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Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Wednesday, 4 January 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension, Manchester M60 2LA

Economy Scrutiny Committee

Minutes of the meeting held on Thursday, 8 December 2022

Present:

Councillor Johns (Chair) – in the Chair
Councillors Noor, Raikes, I Robinson, Shilton Godwin and Taylor

Also present:

Councillor Craig, Leader of the Council
Councillor Midgley, Deputy Leader of the Council
Jen Atkins, Bruntwood
Nick Cooper, Adept Corporate Services
Ross Holden, GMB
Ian MacArthur, Director of the Greater Manchester Good Employment Charter
Professor Anthony Rafferty, University of Manchester
Conor Rand, USDAW

Apologies: Councillors Bell, Good and Moran

ESC/22/47 Minutes

Decision:

That the minutes of the previous meeting, held on Thursday, 10 November 2022, be approved as a correct record.

ESC/22/48 Living Wage City: Evidence Hearing

The Leader of the Council introduced the item and explained that the Council and Manchester had been on a significant journey to become a Real Living Wage Place, which would bring the Real Living Wage together across a range of sectors to ensure all residents and workers in Manchester receive the pay they deserve. There were over 200 Real Living Wage accredited organisations in Manchester, reaching around 65,000 residents, and it could be demonstrated that between 5000 and 6000 people had directly received a pay rise as a result of their employer becoming accredited.

The Leader acknowledged that almost a quarter of Manchester residents earned less than the Real Living Wage and that challenges around poverty in certain areas of the city remained. The Council's Anti-Poverty Strategy worked to alleviate and support those living in poverty and a well-paid job with good terms and conditions and working standards was highlighted as the easiest way out of poverty.

The committee welcomed and heard from a number of guests from a variety of industries and sectors within Manchester on the Living Wage and the good practice they undertake.

Ross Holden, Research and Policy Officer for GMB trade union, explained that GMB engaged with a range of bodies on minimum wages and the Real Living Wage and

that GMB were pursuing a policy for the national minimum wage to be raised to the same rate as the Real Living Wage and that a Foundation Living Wage of £10.90 p.h. be introduced for those sectors in which low pay was particularly prevalent.

He noted that the adoption of the Real Living Wage was influenced by certain factors, including government funding and the emerging economy, but he believed that there were levers in place for the Council to encourage more businesses and organisations to pay the Real Living Wage.

Ross raised points around private social care, where some staff were having to rely on food banks and there were issues around a lack of contractual sick pay and travel time between visits being unpaid. He called on the Council to encourage private social care providers to pay the Real Living Wage, to support GMB's campaigns and to meet with trade unions to identify how social care can be commissioned differently. He also suggested that the Council commit to involving trade unions in the commissioning process and highlighted GMB's Ethical Home Care Commissioning Charter, which other local authorities had signed up to.

In response to these suggestions, the Leader stated that the Council would be happy to work towards signing up to the Ethical Home Care Commissioning Charter and that similar work had been undertaken in 2018/19 with Unison to redesign how social care providers were commissioned, abolishing 15-minute visits, not paying people by the minute and ensuring that travel time between visits were paid.

GMB was also working to improve workers rights within platform organisations and asked that the Council, as a majority shareholder, worked with other shareholders at Manchester Airport Group (MAG) to ensure it becomes Real Living Wage accredited and that the Real Living Wage is paid to all workers, including contractors, in the airport zone.

Conor Rand, Senior Researcher for the Union of Shop, Distributive and Allied Workers (USDAW) explained that the union represented around 360,000 workers in the UK and held agreements with a range of major retailers. He reflected on the importance of good work, given the cost-of-living crisis which had massively impacted USDAW members. USDAW had undertaken a cost-of-living survey in November 2022 and found that 80% of respondents in Manchester had been unable to take time off work when ill and 77% reported the financial worries were impacting their mental health.

Conor expressed that the cost-of-living crisis was largely a crisis of low pay, weak employment rights and a lack of good work. Whilst low pay was a significant issue, Conor advised that many USDAW members struggled most with the number of hours worked, whether this be above or below their contracted amount, and being denied extra hours by their employer.

He explained that USDAW had created a New Deal for Workers campaign, which called for a minimum wage of £12 p.h for all workers, a minimum 16-hour week

contract for those interested, a right to a normal-hours contract to reflect the actual hours worked, a ban on zero-hour contracts, improved sick pay and a holistic approach to good work. Members were advised that USDAW had successfully negotiated for minimum 16-hour week contracts for those interested and normal-hours contracts with Tesco and this was hoped to be replicated with other retailers.

The committee took the opportunity to ask questions of the trade union representatives and queried what work trade unions were undertaking to address discrepancies between hours of actual work and holiday entitlements.

Conor responded by explaining that USDAW's request for a minimum 16-hour week would benefit this and was seen to be the benchmark for access to statutory work rights and ensures a level of flexibility for employer buy-in.

Issues around universal credit and how changes in pay can result in a claimant receiving less than anticipated were highlighted. Conor reiterated the effect of changes in pay and additional bonuses on allowances and the contrast in pay dates of wages and universal credit.

A query was also raised as to what more the Council could do to improve the working lives of residents. It was suggested that there were major employers in Manchester who did not allow trade union oversight and the Council could apply significant pressure on such organisations and particularly national and international brands. The Council also had a role in leading by example socially and politically and it was suggested that social value could be maximised within the procurement procedure, although it was recognised that the Council had embedded social value into its procurement framework.

In response to a question from the Chair around how trade unions were organising those who worked in a non-traditional workplace, Ross explained that GMB were increasing public knowledge and undertaking partnership work.

Jen Atkins, People Director at Bruntwood commercial property company and member of the Real Living Wage Action Group, explained that the Real Living Wage had provided financial security for Bruntwood employees and helped them to feel valued for their work.

Jen highlighted how paying the Real Living Wage was also beneficial for businesses as this improved recruitment, retention and performance. She acknowledged the impact of the cost-of-living crisis, increased energy costs and challenges in recruitment and how this reiterated the need to be a good employer. She concurred with the previous speakers that paying the Real Living Wage should be a minimum.

In response to a question as to what more the Council could do to encourage businesses to pay the Real Living Wage, Jen acknowledged the leadership and influence that the Council had and that it could promote workers rights and entitlements to increase awareness.

Jen was also asked how businesses absorbed additional costs of paying the Real Living Wage and advised that, in Bruntwood's experience, there had been a £250k impact and that some of this had been passed onto customers through increased costs and that savings had been made through using smarter, digital technology and greater automation which reduced the amount required for repairs.

It was asked what advice Jen would give to small businesses wanting to pay the Real Living Wage, and Jen suggested that they think about the long-term benefits for the company and the advantages this would have on retention and productivity.

Members also referred to the issue of employees working more hours than contracted for, which was raised earlier. It was stated that Bruntwood offered both variable hours and 16-hour minimum contracts. Quarterly reviews were also undertaken to ensure that employees were not working over their contracted hours.

Professor Anthony Rafferty, Professor of Employment Studies and Managing Director of the Work and Equalities Institute at the University of Manchester also attended the meeting and explained that there had been good progress in the number of organisations in Manchester signing up to the Real Living Wage. He suggested that there was a need to make the Real Living Wage attractive to employers, particularly with business cases such as an evidence base of retention and recruitment figures for those organisations already paying the Real Living Wage.

Anthony expressed his belief that topics such as organisational development and business transformation would be pathways to opening up discussions on the Real Living Wage with organisations who may not be initially receptive. He also explained that the Productivity Institute had recently received funding to establish employer panels to guide through interventions to improve productivity and this may be useful to the work of the Council and the Living Wage Foundation.

Ian McArthur, Director of the Greater Manchester Good Employment Charter, provided an overview of his work and highlighted how the Real Living Wage was a binary condition of the Charter and that it was often a barrier to engaging with an employer.

A Good Employment Week would be held in 2023 to address messaging directly to employees to help understand what was meant by 'good work'. Ian acknowledged a need to reach out to those experiencing low pay and insecure work.

Ian was joined by Nick Cooper, Managing Director of Adept Corporate Services which was the only security manned guarding company to be Real Living Wage accredited in the UK. Nick explained that Adept was a supporter of the GM Good Employment Charter and did not meet the eligibility criteria to become a member as Adept did not provide sick pay from the first day of employment. This would be implemented in 2023 and Adept would become a member of the Charter.

Nick highlighted increases in retention rates and response rates to staff surveys as well as decreases in sickness levels and in the timescale between recruitment and fulfilment as a result of paying the Real Living Wage and being a Good Employer.

He also explained that the company has the Adept Living Wage, which meant that 92% of staff were paid at least an additional 50% of the Real Living Wage. All full-time employees received an annual £500 bonus, with part-time staff receiving £250.

Some challenges in clients not wanting to pay the Real Living Wage were acknowledged and Nick provided an example of where he had served notice on a client who refused to pay the Real Living Wage and staff would be redeployed to other clients who were willing to pay the Real Living Wage.

The Chair queried what drove the reticence around providing sick pay from the first day of employment, to which Nick explained that this was due to cost and that this would work out costing Adept £84k based on sickness levels from 2022.

Ian also advised that the requirement of sick pay from the first day of employment was added to the criteria for membership of the Charter due to the COVID-19 pandemic as many low-paid workers were required to work with the virus. Experiences indicated that some sectors faced difficulties in agreeing to pay sick pay from the first day of employment due to national agreements and where sickness absence could last longer due to the nature of workplace injuries.

In response to a query as to how Nick promoted conversations on being a Good Employer and paying the Real Living Wage with his Board members, some difficulties were acknowledged and Nick emphasised the need for businesses to look at the bigger picture and future forecasts to highlight the investment in staff and the return that this could provide.

Ian also explained that the GM Good Employment Charter worked with organisations which were employee-owned and have transformed the values and culture of their business through this. Many of these also acted as advocates for the Charter and supported other employers on specific or sectoral issues. The Chair questioned how the GM Good Employment Charter worked with the labour market to encourage conversations around good employment and awareness of working rights. Ian explained that the Good Employment Week in 2023 would address this and would provide a QR code around the city, which would direct people to a website and ask a series of questions to tell them if they had a good job. The website would also advertise what the Real Living Wage is and link to resources on the GM Good Employment Charter website. This would also be sharable on social media to reach as wide an audience as possible.

In response to a question around how awareness around good employment can be increased among young people, Ian advised that the Charter was working to provide an educational kit for schools and colleges about what good work looked like to

provide a base knowledge for young people entering the workforce. It was hoped that this would be available in time for the Good Employment Week.

Work was also ongoing with the Trade Union Congress (TUC) and colleagues on the Charter's Board to encourage involvement in the Good Employment Week.

The Chair, on behalf of the Committee, thanked guests for their attendance and contributions.

ESC/22/49 Living Wage City: Report Discussion

The committee considered a report of the Director of Inclusive Economy which detailed the Manchester Living Wage Action Group's work to become a Living Wage City, why this is important, and how it intended to continue promoting the real living wage in Manchester.

Key points and themes within the report included:

- Manchester announced its intention to become a Living Wage City in September 2021 and was recognised in October 2022;
- The real living wage is set by the Living Wage Foundation and based on independent advice and was currently set at £10.90 per hour;
- Becoming a living wage city was important for Manchester as most of the city's significant problems were linked closely to poverty, and while worklessness and benefit dependency remained the main drivers of poverty in Manchester, there had been an increase in in-work poverty in recent years;
- The criteria required to become Living Wage accredited;
- The benefits for both an employer and employee;
- Manchester was required by the Living Wage Foundation to convene a Living Wage action group to collectively develop a three-year action plan to increase the number of living wage employers in the city and to be made up of a range of accredited organisations, including anchor institutions, SME employers and the third sector;
- The role of the action group and the action plan;
- The targets and actions for the Action Group; and
- Next steps of Manchester's Living Wage journey, including handing responsibility to the Work and Skills team for delivery.

The key points and queries that arose from the committee's discussions included:

- If the Council had experienced any difficulties in engaging with employers due to current financial difficulties, and whether this was difficult for specific sectors;
- Noting that voluntary, community and social enterprises (VCSE) was not typically a high-paid industry;
- Noting a recruitment and retention crisis within employment;

- If the Council was doing all it could within its licensing and planning policies to promote the Real Living Wage; and
- How the Council could promote the Real Living Wage through the commissioning procedure.

The Director of Inclusive Economy acknowledged that the impact of current financial uncertainties on employer engagement with the Real Living Wage. She explained that big anchor institutions were key and the Council had asked them to encourage other employers within their sectors and spheres of influence to engage with the Living Wage Foundation.

Some challenges were noted, such as the Living Wage Foundation only recognising the headquarters of a business which caused some issues if the Manchester office of an organisation wanted to become accredited.

The Director of Inclusive Economy also explained that the Council would continue to present a video on the Real Living Wage, which members had watched earlier in the meeting, and use the levers it had to further encourage other employers to become accredited.

The Director of the Greater Manchester Good Employment Charter also advised the Committee that his organisation had surveyed members of Charter after the announcement of the increase in the Real Living Wage, and members remained committed to paying this.

The Deputy Leader informed members that the Council stipulated in funding applications for VCSE that organisations must be able to demonstrate that they either pay the Real Living Wage or had a commitment to implementing this within the next two years and MACC were supporting VSCE organisations to devise an action plan for this.

The Director of Inclusive Economy added that MACC strongly urged VCSE organisations to pay the Real Living Wage but acknowledged the need for Living Wage funders, who could build enough into commissions and grants so that VCSE organisations could pay the Real Living Wage and then monitor it through contract and grant conditions. Some progress had been made on this, although it was noted that more work needed to be undertaken.

It was confirmed that there were no conditions around the Real Living Wage within the Council's planning and licensing policies as there were no legal powers to enforce this.

The Strategy and Economic Policy Manager also explained that social value was already well embedded within the Council's procurement and commissioning processes, although he acknowledged the need to ensure consistency across the organisation.

He concurred with members' points about retention issues within the workforce and reiterated that those engaged with the Living Wage Action Group remained committed.

The next phase of work for the action group would identify levers which the Council could utilise to achieve its outcomes for the city and would help to open up conversations with different employers.

Decision:

That the Committee

1. notes Manchester City Council's approach to increasing the number of residents being paid a real living wage;
2. expresses their support for the Council in using all its levers, including procurement, land ownership, civic influence and place-based lead for health to increase the number of employers paying a real living wage; and
3. supports the Council's ambition to increase the number of residents being paid a real living wage by promoting this work through members' own contacts and networks.

ESC/22/50 The Greater Manchester Good Employment Charter

The committee considered a report of the Director of the Greater Manchester Good Employment Charter which provided an update on the work undertaken to create the Charter Implementation Unit and delivery mechanisms, how the Charter had been delivered and its impacts, and reflected upon the challenges of the changing nature of work and the growth of the good employment moving in the current socio-economic climate, moving from the COVID-19 pandemic through to the current cost of living crisis.

Key points and themes within the report included:

- The Greater Manchester Good Employment Charter's role as a key partner for Manchester's Real Living Wage Campaign, Our Manchester Business Forum and the Work and Skills Team in improving good employment practice across the city;
- How the Charter would continue to create a good employment 'movement' in Greater Manchester;
- How the Charter would continue to work with its partners to deepen the pool of supporting resource and provide a platform for the Good Employment community to spread and support good practice;
- How the Charter would work with partners to develop innovative approaches to good employment practice and to continually evolve and develop new solutions;
- The characteristics of good employment;
- Since its inception in early 2020, the Charter had grown to reach around 1,300 employers, including over 450 supporters and 76 full members, covering in excess of 400,000 employees; and

- Manchester Metropolitan University (MMU) evaluated the first year of the Charter, examining both the motivations and experience of Charter 'leads' – those who took their organisation through the process of becoming either a supporter or member – and employees in Charter organisations on their experience of good employment. The findings from the evaluation were broadly positive, with some suggested next steps and recommendations on how to improve reach and impact.

Much of the previous discussions included reference to the Greater Manchester Good Employment Charter and the Committee expressed its thanks to the Director of the Greater Manchester Good Employment Charter for his attendance and contributions.

Decision:

That the report be noted.

ESC/22/51 Overview Report

The committee considered a report of the Governance and Scrutiny Support Unit which provided details of key decisions within the committee's remit and its work programme.

Decision:

That the Committee note the report.

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee - 12 January 2023

Subject: Employment and Training Opportunities from Major Capital Programmes

Report of: Director of Inclusive Economy

Summary

This report provides an update on the employment and skills opportunities created from Manchester City Council’s major capital investment programmes, with a key focus on the Our Town Hall and The Factory projects.

Recommendations

Members are recommended to note and comment on the content of the report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
A liveable and zero carbon city is an important theme in the new Work and Skills strategy and this report seeks to set out the ambition to ensure that our residents have the skills needed to maximise the opportunities provided by major capital investment programmes retrofit programmes and how the education and skills providers in the city will need to respond to the future skills demand.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report aims to define how Manchester works together to develop skills, employment and training opportunities that support business growth alongside the development of future pipeline to create employment opportunities through our capital investment and connect them to our residents.
A highly skilled city: world class and home-grown talent sustaining the city’s economic success	The report will set out how Manchester works together with training organisations and employers ensuring residents can gain the skills and experience they need to be successful in the labour market, moving into more highly skilled, more sustainable and better paid opportunities.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Delivering major capital programmes in the city will help to attract new investment which will address the theme of inclusion, and how we can ensure that more of our residents are able to benefit from the city's economic success.
A liveable and low carbon city: a destination of choice to live, visit, work	Ensure that our residents have the skills needed to support major capital programmes, and how our education and training providers can become equipped to deliver the necessary courses and qualifications to support this.
A connected city: world class infrastructure and connectivity to drive growth	The Old Town Hall from a heritage and civic perspective and the Factory as an international cultural venue are a valuable part of the city's world class infrastructure and as part of the cultural and visitor economy enhance the city's reputation and help drive growth. In their own right, they represent significant investment.

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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.

- Report to Executive – Our Manchester Strategy Forward to 2025 (17 February 2021)
- Report to Executive - Refresh of the Council's Social Value Policy and what Social Value has been derived during Covid-19 lockdown (17 March 2021)
- Report to Economy Scrutiny Committee - Refresh of Manchester's Work and Skills Strategy (10 Feb 2022)
- Report to Executive - Manchester Work and Skills Strategy 2022-2027 (29 June 2022)

The Factory

- Report to The Resources and Governance Scrutiny Committee - Factory Project (8 November 2018)

- Report to The Resources and Governance Scrutiny Committee - The Factory, St. John's Delivery Update (20 July 2021)
- Resources and Governance Scrutiny Committee - Factory International (11 October 2022)

Our Town Hall

- Report to Resources and Governance Scrutiny Committee - Our Town Hall Social Value and Communications (22 June 2017)
- Report to Resources and Governance Scrutiny Committee - Our Town Hall (7 September 2017)
- Report to Resources and Governance Scrutiny Committee - Manchester Town Hall and Albert Square Our Town Hall (9 November 2017)
- Report to Resources and Governance Scrutiny Committee - Manchester Town Hall and Albert Square Our Town Hall (1 February 2018)
- Report to Resources and Governance Scrutiny Committee Ethical Procurement Sub-Group - (22 February 2018)
- Report to Ethical Procurement and Contract Monitoring Sub-Group - (7 June 2018)
- Report to Resources and Governance Scrutiny Committee - Management Contractor Procurement (06 September 2018)
- Report to Ethical Procurement and Contract Monitoring Sub-Group - (31 July 2019)
- Report to Ethical Procurement and Contract Monitoring Sub-Group - (04 October 2019)
- Report to Report to Resources and Governance Scrutiny Committee - Notice to Proceed to into Construction (24 February 2020)
- Report to Executive - Capital Programme Update - Addendum to Capital Programme Update Report - Our Town Hall Project-Deferred Notice to Proceed into Construction (03 July 2020)
- Report to Resources and Governance Scrutiny Committee - Our Town Hall Project Progress Update (20 July 2021)
- Report to Resources and Governance Scrutiny Committee - Our Town Hall Progress Update (11 October 2022)

1.0 Introduction

- 1.1 Manchester City Council has long recognised the importance of social value and the need to embed it within capital investment programmes as a catalyst to support the growth of the city and enable greater return on investment by demonstrating the positive impact projects have on local businesses, residents, and communities.
- 1.2 The construction sector realises the benefits of investing in social value and its importance for securing public sector contracts. Construction contractors have created dedicated social value roles and develop social value local delivery plans as part of their bidding stage. The sector has a good track record in delivering social value through public sector contracts and such investment provides a competitive advantage to them securing public sector contracts.
- 1.3 Due to the size, scale and building type, the projects detailed within this report have been procured via different procurement processes which has resulted in social value commitments being defined, managed, and resourced in a manner that makes it difficult to compare projects on a like for like basis.

2.0 Our Town Hall

- 2.1 In recognition of the significant opportunity, which the Our Town Hall Project provides in achieving the City Council's priorities, the Executive approved eight high level objectives for the project:
- Retain and enhance its use as a functioning and efficient Town Hall
 - Restore and celebrate this significant heritage asset for Manchester
 - Enhance the use of the building as a visitor destination and increase access to Mancunians
 - Transform users' and visitors' experiences
 - Reduce carbon footprint and energy costs
 - Maximise commercial opportunities and offset costs to the public purse
 - Deliver economic and social value for Manchester
- 2.2 Due to the scale of investment, it was recognised that social value aspirations needed to be ambitious and provide a level of challenge to maximise outcomes for Manchester residents and businesses.
- 2.3 Social value has been integrated into the Our Town Hall Project since its inception, having been done so via contractual mechanisms with construction and design team employers from the outset.
- 2.4 Employers have been procured to deliver social value against 20 specific KPIs, based around employment, skills, training, and local community benefit. Each KPI has an attached monetary value that measures SROI (social return on investment), which is used to guide the incentivisation model that is integrated into the contract of Lendlease and specific supply chain employers. These values are based on figures derived from a combination of

Industry best practises including the National TOM's (themes, outcomes, and measures) and CITB Client Based Approach.

- 2.5 This incentivisation model for social value delivery is designed specifically to maximise outcomes for Manchester residents and encourage employers to deliver above and beyond contracted base targets. In simple terms if they underdeliver they will pay a fee to the client, and if they overachieve to a certain upper limit, they will receive the equivalent as a retrospective payment from the client. Whilst some supply chain employers are also contracted into this incentivisation model, Lendlease remain ultimately accountable for supply chain social value outcomes.
- 2.6 Whilst the Design Team employers and consultants were not procured on the same basis of incentivisation, their social value offer has been converted to correlate with the agreed KPIs and integrated within the project social value base targets.

3.0 OTH Social Value Achievements

- 3.1 To provide support and day-to-day oversight of the social value workstream MCC's Work and Skills Team are embedded in the Our Town Hall Project via the resource of a full-time Work and Skills Project Manager.
- 3.2 Achieving economic and social value for Manchester has been a core project objective from the very start. To date there has been excellent progress made against the project KPIs and in the way in which social value has become embedded in the wider project team's day-to-day work. A summary of the social value targets and actuals to date is set out in Table 1.

Table 1 – Social Value KPI Targets and Actuals to Date

KPI Ref	KPI Summary	Project Base Target	Project Actual To Date
SV1	Local Employment	30%	47.00%
SV2a	MCR Spend	40%	57.25%
SV2b	GM Spend (including MCR)	50%	71.00%
SV3	New jobs created	45	239
SV4	New qualifications achieved	50	136
SV5	New professional memberships achieved	20	42
SV6	Progression in professional memberships	20	28
SV7	School/college careers/employment sessions	50	156
SV8	School/college STEM sessions	50	28
SV9	Higher Education students supported with employment, skills or subject/research work	1500	1025
SV10	Higher Education research projects supported	35	35
SV11	Work placements 14-16 yrs	50	75

SV12	Work placements 17+ yrs	50	215
SV13	New apprentices up to level 3	100	84
SV14	New apprentices level 4+	50	54
SV15	Manchester resident apprentices (Lendlease and Lendlease Supply Chain)	100%	100.00%
SV16	Existing apprentices employed	100	17
SV17	Completing apprentices	100	25
SV18	Volunteer hours spent	10,000	6620.35
SV19	Compliance with MMW	100%	100.00%
SV20	Compliance with Ethical Procurement Policy	100%	100.00%

3.3 Progress against key project KPIs is noted below:

- 57.25% of the project spend is within Manchester against a baseline target of 40%.
- 47% Local Labour – 47% of the project workforce is made up of Manchester residents against a baseline target of 30%.
- 239 New Jobs Created – 90 of these roles have been filled by Manchester residents, with opportunities widely promoted to Manchester Work Clubs, MAES and through Work and Skills Bulletins, Networks and Media Channels. 74% of new Manchester employees are male, 16% of new Manchester employees are female. 10% preferred not to say.
- 84 New Level 2 & 3 Apprenticeships – 78 of whom are Manchester residents across the project. Apprenticeships have been delivered at levels 2 and 3 in supply chain roles and heritage trades on the project. Successful partnerships have been developed with employment brokers including DWP, Ingeus, Growth Company and Procure Plus. 63% of new Manchester apprentices are male, 18% of new Manchester apprentices are female. 19% preferred not to say.
- 54 New Higher-Level Apprenticeships – 25 of these are Manchester residents against a baseline target of 50. This includes the first cohort of [PlanBEE](#) apprentices in 2021, with an additional 5 PlanBEE apprentices having joined the project in September 2022. This builds on progress made with the preceding M-Futures apprenticeship programme which recruited an additional 12 apprentices. 74% of higher-level apprentices from Manchester are male, 16% of higher-level apprentices from Manchester are female. 10% preferred not to say.

Our Town Hall Case Study 1



Abdul Tahir
Degree Level Apprenticeship Project
Manager, Mace

In 2019, Abdul won the Greater Manchester Chamber of Commerce Apprentice of the year. Following this and the completion of his level 4 apprenticeship at Mace, Abdul remained on the Our Town Hall project whilst

studying a degree level apprenticeship.

Still employed by Mace, in position as a degree level Assistant Project Manager, Abdul has been coordinating the efforts of the design team in streamlining the social value processes of all project consultants. Further to this Abdul has been collaborating with multiple employers on the project to deliver activity in Manchester schools, including careers fairs and STEM sessions.

“Due to the scope of social value on this project, it provided me with an opportunity to start the practical element of my apprenticeship whilst ensuring I complete my degree on the side.

To start my career on such a prestigious project was not an easy task, but the strong foundation it has built for me is unparalleled. I was also provided with the opportunity of creating a large network due to the rotation programme I had in my first 2 years. The level 4 apprenticeship programme helped me decide the career path I wanted to follow, as did the advice from professional colleagues who were always a call away.

- 156 School Engagement and 28 STEM Learning Sessions were delivered against a combined project baseline target of 100. Careers and employment sessions have been held in Manchester libraries, schools and youth zones. Project staff have delivered these sessions to schools across the city to ensure inclusivity of access to the project. The project has also delivered 28 STEM sessions to school aged residents.
- 290 Work Experience Placements provided against a project target of 100. Placements have comprised of residents, school and college students including T-Level placements and Level 3 Architectural, Construction, Engineering (ACE) Scholarship placements with the Manchester College. Placements also include bespoke work experience delivered to special educational needs students in Manchester schools. Clear career pathways have been created through placements for young residents, notably through Manchester College T-Level placements progressing through to higher level apprenticeships on the project. In addition, there have been higher level apprentices progressing into degree level apprenticeships and progressing into professional accreditations.
- 35 Higher Education Research Projects undertaken against a project baseline target of 35. Projects include the annual Manchester School of

Architecture Live (formerly Events) Programme. The programme unites Master of Architecture year 1 with BA (Hons) Architecture years 1 and 2 and Master of Landscape Architecture year 1 students in mixed-year teams to undertake live projects with external partners to create social impact – see Our Town Hall Case study 2.

Our Town Hall Case Study 2 - Example of the Manchester School of Architecture live project event.

MANCHESTER SCHOOL OF ARCHITECTURE

PATH
Project Apprenticeship
at the Town Hall

AGENDA
Our Town Hall is the UK's largest ongoing conservation project, in which Alfred Waterhouse's iconic design is being restored to regain its old fame. Despite the huge cultural and heritage significance of the project, there is a continuing struggle to attract residents of Manchester's Wythenshawe area to apprenticeship opportunities on site. Our team, PATH, has come up with the idea of holding Open Days in situ allowing potential apprentices to have a feel of the grandeur and atmosphere of the building and have the chance to talk to sub-contractors who run the apprenticeships.

TASKS
PATH in association with BA and MLA students — will create a template package that Manchester City Council can use in the future to advertising and holding Open Days in situ. Secondly, students will also be required to advertise the different apprenticeships opportunities through a fieldwork in Wythenshawe, during which they will hand out leaflets and talk to the locals

SKILLS & OUTPUTS
Adobe Illustrator, Indesign, Photoshop
Team Work & Communication
Photography & Presentation

SITE VISITS
Manchester Town Hall, Wythenshawe

SUB-CONTRACTORS
McCrony Brickwork, DCP Logistics,
NG Bailey, Adana

TEAM MEMBERS
Hilu Tik Li, Marcell Orova,
Rushil Shah, Sehaam Usmani

Visit msa.ac.uk for more information

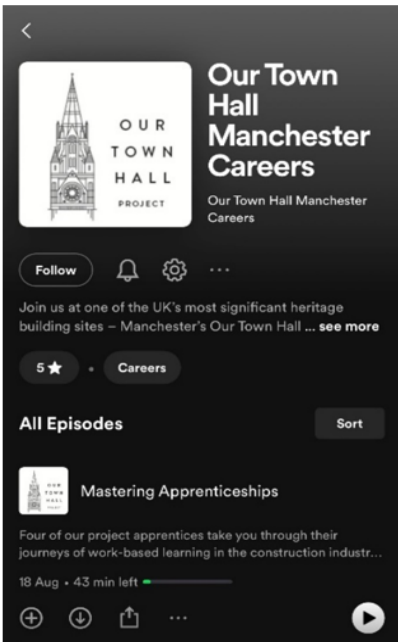
MANCHESTER 1834
Manchester Metropolitan University
OUR TOWN HALL
MANCHESTER CITY COUNCIL
MSA LIVE 22

- 6620 Volunteering Hours against a project target of 10,000 hours - Support to Manchester projects includes, the Covid Nightingale Hospital, Station South (Levenshulme), 422 Manchester (Ardwick), and Manchester Youth Zone.
- All contractors working on the project are contracted to commit to paying the real living wage and avoid employing people on zero-hour contracts. The Council's Ethical Procurement Policy is embedded into the contract with Lendlease and is appropriately reflected throughout the project supply chain. A monitoring framework has been developed with Unite and Lendlease to ensure that the Unite Charter is appropriately reflected throughout the project supply chain.
- The impact of the pandemic presented a challenge with school, college and university engagement and a move to a virtual offer was developed. However, this took time to develop and despite some success there was a reduction in overall engagement as the focus for students was on education recovery.

4.0 Town Hall - Engagement, Collaboration and Partnership Working

- 4.1 The project has aligned activity with specific training and skills for priority resident groups whilst continuing to challenge diversity in the construction industry. There has been a focus on ensuring opportunities are filled by people representative of our Manchester communities.
- 4.2 Social Value Working Group - Since the project inception there has been an active working group, chaired by Lendlease, and attended by representatives of the Core Client Team and each Design Team consultant. This group has successfully collaborated on social value initiatives.
- 4.2.1 Ways in which this is being done include:
- Virtual Work Experience - During pandemic restrictions, the project adapted with the delivery of virtual work experience sessions to school-aged students. Each working group member contributed to the sessions by hosting the students virtually and providing them with real-world work-related tasks and insight into their area of professionalism and expertise.
 - The launch of the [Our Town Hall Manchester Careers Podcast](#), and interactive STEM sessions at a variety of locations across the city. This has helped broaden the opportunities for underrepresented groups in STEM careers pathways.

Our Town Hall Case Study 3 - Our Town Hall Manchester Careers Podcast



Our Town Hall Careers Podcast

One major collaborative success of the project has been the launch of a project podcast – focusing on industry careers, STEM learning, and apprenticeships. The project was devised between Lendlease, Design Team consultants, and the Core Client Team, with additional input from supply chain employers. All employers are designing their own podcast content, with Faithful and Gould apprentice Dylan Pritchard recently working alongside other project apprentices to record the 'Mastering Apprenticeships' podcast. In this podcast four project apprentices discuss the benefits of work-based learning and how they feel it has given them an advantage over other similar aged candidates in the construction labour market. All podcast content is shared with careers networks and careers leads across Manchester and shared with STEM Learning networks via the STEM Hub.

- Work Placements - Project employers have engaged with North Ridge SEND school to deliver tailored work experience activities to students. This provided students with the opportunity to experience industry specific challenges through STEM activities, as well as engaging in 'work readiness' activities that were fully aligned to the five 'Skills for Life'.
- Manchester Adult Education Service - MAES staff now regularly attend monthly employment brokerage sessions on site, linking their learners to project employment opportunities as well, as supporting employers through the MAES offer of learning opportunities. Employers on the project also regularly support MAES with employment related activities such as mock interviews and 'Make It Happen' events.
- University Graduate Engagement – Working with Manchester Universities to support graduate retention in the city by offering industry insight and on-site opportunities at a postgraduate level.

5.0 The Factory

- 5.1 The original Social Value Plan - A Social Value Plan for the project was collaboratively developed by Laing O'Rourke (LOR) in consultation with Manchester City Council and Manchester International Festival in 2017, during the pre-contract stages of the project and embedded into the construction contract.

- 5.3 The plan outlined key priority themes and social value key performance indicators for Manchester City Council, which were to be achieved throughout the construction programme.
- 5.4 Target areas within the plan were a combination of the (NWCH) North West Construction Hub KPI metrics aligned to project value and client priorities for the city at the time, such as educational engagement, apprenticeships, employability support, community engagement and homelessness support for Manchester residents.
- 5.5 Delivery of the social value plan continued throughout the height of COVID 19, with LOR, working with MCC and MIF during this period, to adapt our delivery methods in new ways to continue engaging communities with the project through lockdown and respond to issues coming out of the pandemic.
- 5.6 In June 2021, MCC proposed realigning The Factory's Social Value KPIs to support the economic recovery of the city post pandemic. It was agreed elements of the original KPIs set out within the contract's Social Value Plan would be closed out (such as community activities and educational engagement) and redirected to focus on employment and skills support for Manchester residents.
- 5.7 The realigned target/ambition was to create new jobs, new apprenticeships and Kickstart placements for Manchester residents first. Delivery has been targeted toward these new priorities for the period from June 2021 to October 2022.
- 5.8 Over a five-year period, the delivery of the project's Social Value plan has brought numerous distinct social value initiatives to life that have given Manchester and Greater Manchester resident's opportunities to develop skills, gain employment and engage with The Factory before it opens its doors.

6.0 Factory Social Value Achievements

- 6.1 Dedicated work and skills officer time has been provided to work with LOR and MIF to drive and support employment and skills related social value activities. A summary of the social value targets and actuals to date is illustrated in Table 2.

Table 2 – Social Value KPI Targets and Actuals Date

- Local is defined on the project as Manchester first, Greater Manchester second priority, as determined by Northwest Construction Hub procurement and Manchester City Council in the contract Social Value plan. Delivery has been targeted as such throughout the programme.

KPI	Project Target	Project Actual to Date	Comments
Contractual targets (Original Social Value Plan)			
Apprenticeships	50	54	
New	25	29	<i>New apprenticeships taken forward as part of realignment, resulted in exceeding original KPI.</i>
Sustained	25	25	
Education Activities	60	65	
Employability support (people)	50	260	
Community Activities	60	100	
Local spend (M and GM)	50%	86%	
Local Labour (M and GM)	50%	56%	
Realigned Social Value initiatives (Jun 21 – Oct 22)			
New Local Jobs	8	25	
Kickstart Placements	10	7	

6.1.1 Progress against key project original and realigned KPIs is noted below:

- 86% GM Spend of which 5% is Manchester against a GM target of 50%. Although construction spend in Greater Manchester is a significant achievement, given the highly specialist and unique nature of works, the majority of packages were highly specialist, and the supply chain base and capability to deliver these works was not present in Manchester.
- 56% GM Local Labour - 13% Manchester and 43% GM against a GM target of 50%. Given the base of the supply chain being predominantly GM this limited the existing Manchester-based workforce. However, there was a focus on Manchester residents where jobs were being created.
- 25 New Jobs - 17 Manchester residents and 8 GM residents. New employment opportunities were not a project KPI, in the original contract or part of NWCH targets. When the project social value KPI's were realigned in July 2021, new jobs became a target and have been actively promoted through pre-employment programmes and shared to recruitment brokerages identified by Manchester City Council Work and Skills team to target recruitment of Manchester residents as a priority.

The Factory Case Study 1

Rhianna Austin

Kickstart to Social Value Officer



Rhianna took part in The Factory Kickstart Construction Academy in November 2021 (featured in the 'employability support' section of this report) and went on to do a 6-month Kickstart Placement on the project, working with the LOR Social Value team.

The Kickstart scheme was launched by the Government in during the pandemic, to help of 16–24-year-olds claiming Universal Credit,



gain employment experience through 6 month paid placements, with the aim of being offered employment afterwards.

When Rhianna was employed on her placement, she was working 25 hours per week (minimum hours for the Kickstart scheme) and after a month, Laing O'Rourke increased her to full time working hours to improve her financial situation for the remainder of her six-month placement with us.

Following her placement ending in June 2022, Rhianna was given a full-time permanent contract working in Laing O'Rourke's Social Value team in

- 29 New Apprentices - 12 Manchester residents and 17 GM residents against a GM target of 25.
- 25 Retained Apprentices - 4 Manchester residents, 21 GM residents against a GM target of 25.
- 65 Education Activities - Engaging over 5000 students and 20 local education establishments in 'STEAM' science, technology, engineering, the arts, and math's and careers activities.
- 56 Work Experience Placements - Including the bespoke Factory work experience programme with Manchester schools and Manchester Adult Education Placements. In 2020, LOR worked with Manchester Adult Education to deliver a week-long work experience on The Factory site for a group of 10 Manchester Adult Education Learners. This provided an

insight into the careers, skills and disciplines within construction and employability skills support on CV and interview skills.

- 260 People Provided Employability Support, which included The Factory Kickstart Construction Scheme and learning initiatives with Manchester Adult Education Service.
- 100 Community Activities, including specialist support projects with the Science and Industry Museum, Castlefield Forum, Homelessness initiatives and support to Manchester International Festival.

7.0 Engagement, Collaboration, and partnership working

7.1 The Factory Social Value Operations Group - an example of collaboration best practice, trialed with MCC on The Factory, has been the origination of The Factory Social Value Operations Group (SVOG) established in 2018. The group's aim has been to focus on social value delivery holistically on the project from design, construction to end use in order to maximise positive outcomes for residents through collaboration with key project partners.

7.2 As a result of LOR's, MCC's and MIF's collaboration through the group, a wide range of social value initiatives have been brought to life that have given Manchester residents a chance to develop skills, gain employment and engage with The Factory before it opens its doors.

7.3 Examples of some of the collaborative outputs and successes which have stemmed from the SVOG's activity, have been:

- M-Futures apprenticeship scheme - Design and construction employers on the project employed apprentices as part of the rotational apprenticeship scheme in 2018, giving young people an opportunity to start high level careers in construction, with experience across a range of professions.
- The Factory Challenge - A weeklong work experience co-designed and delivered by project partners LOR, MIF, MCC, BDP, OMA, Charcoal Blue, and education consultant 'A Class of Your Own'. The programme was delivered collaboratively by partners to 30 students from five Manchester schools during Manchester International Festival 2019.
- Small House Kits 'STEAM' learning packs - STEAM (Science, Technology, Engineering, Arts and Math's) Learning activity packs co-designed and developed by Laing O'Rourke, Science and Industry Museum and MIF as learning resource for vulnerable children during COVID19 lockdown in 2021.
- Kickstart Construction Scheme - A partnership in 2021 between Laing O'Rourke and MIF for the Government scheme supporting 16–24-year-olds claiming universal credit into work. MIF acted as a training provider for a cohort of 10 people, supported by construction employers to create placement opportunities, which went on to lead to permanent employment.

The Factory Case Study 2

Kickstart Construction Academy



The Kickstart scheme was launched in 2020 by the Government and DWP in response to the pandemic, to help of 16–24-year-olds claiming Universal Credit, gain employment experience through 6 month paid placements, with the aim of being offered employment afterwards.

Laing O'Rourke worked with the project Design team and supply chain to outline job titles and placement vacancies on the construction programme and ensured partners register with DWP as employers on scheme.

For employers to take on Kickstart placements, there was a specification for training provision to be provided to young people taking part.

Manchester International Festival were, at the time, already a registered Kickstart training provider and had developed a hugely successful wrap-around Kickstart

A key example of providing employability skills support to local residents, on The Factory, was the collaborative Kickstart Construction Programme delivered in partnership with Manchester International Festival in 2021.

As part of discussions in The Factory Social Value Operations Group and social value realignment priorities on the project, it was agreed that Laing O'Rourke and other employer partners such as Ryder Architecture and supply chain, would support the Kickstart Scheme as part of social value delivery.

**ARE YOU AGED 19–24, UNEMPLOYED AND ELIGIBLE FOR UNIVERSAL CREDIT?
DO YOU LIVE IN MANCHESTER?
ARE YOU INTERESTED IN KICKSTARTING YOUR CAREER IN CONSTRUCTION?**

Manchester is building The Factory, a new home for creativity in the heart of the city. The Factory will present new work by the world's most exciting artists – and will be home to The Factory Academy, which will help people from all backgrounds to start new careers in the creative industries.

Kickstart Construction is a Factory Academy programme to help young people to learn new skills through free work experience, traineeships and paid internships.

The Kickstart Construction course runs for 15 days and takes place from 29 November – 17 December. The Training Academy includes training on what goes on behind the scenes during the design and build of a ground-breaking project like The Factory. You will receive guidance from industry experts in the construction, architecture and creative industries – and the chance to work on a special project designed for you. Upon completion of the Academy you will be eligible to apply for a 6 month paid Kickstart role with organisations working on the design and construction of The Factory.

Kickstart Construction is perfect for anybody who wants to:

- Develop new skills for working in construction
- Discover what goes on behind the scenes at an innovative construction project
- Get first hand guidance and instruction from industry experts
- Work on a special project designed specifically for the Academy
- Know how a project like The Factory comes to life

If you are...

- Aged 19–24, living in Greater Manchester, unemployed and on Universal Credit
- Motivated to learn new skills
- Available for all dates between 29 November – 17 December

...We want to meet you!

To secure your free place on the next Kickstart Construction Training Academy, starting on Monday 29 November, complete the online form at mif.co.uk/factory-futures by Friday 28 November.



Delivered in partnership with





Photo: © Michael Smith

Promotional Flyer for Kickstart Construction Programme

- Manchester Adult Education Work Experience and STEM+ Programme - Laing O'Rourke worked with Manchester Adult Education throughout the construction of The Factory, through our project team linking in with MAES employability support initiatives and supporting careers/employability sessions for learners. MAES supports local people to up-skill in preparation for work through Maths and English, Digital and ESOL courses

8.0 North West Construction Hub (NWCH) MCC Major Projects

- 8.1 The NWCH was established as a Construction Framework in 2009 in response to Central Government's drive to improve efficiencies within the

public sector. This is a procurement framework that is used by several Greater Manchester local authorities and across the North West. It is led by a Board comprising of representatives from public sector organisations across the North West. The legal entity behind NWCH is Manchester City Council.

- 8.2 The Hub provides a fully compliant route to market for Public Sector bodies across the North West of England. Each individual Client utilising the NWCH has a different approach to setting Social Value Targets required to be delivered on individual call-off contracts.
- 8.3 Typically, on a large Manchester City Council capital funded project, the call off process for a contractor appointment includes a series of quality questions carrying a 70% weighting of marks. The Social Value question carries a weighting of 20% of the 70% quality marks available. The question includes a link to Manchester City Council's Social Value Toolkit and specifically asks tenders to demonstrate how their social value proposal will not just be Manchester specific but also project specific and targeted at hard-to-reach groups within wards local to the project.
- 8.4 The establishment and management of key performance indicators ("KPI's") and The National Themes Outcomes and Measures ([The National TOMs](#)) is seen as an essential mechanism for monitoring the performance of the NWCH Frameworks in line with the Greater Manchester Combined Authorities (GMCA) social value policy.
- 8.5 All contractors who secure a project via the NWCH framework engage in the use of a performance management regime that embrace a series of KPIs/Toms. Social Value targets are set through a fully collaborative approach with discussion and agreement between Client, Client Representative and Contractor and are usually bespoke to individual contracts.

The performance of contractors is measured against the National Themes Outcomes and Measures against pre-agreed benchmarks, using the Social Value Portal online tool. An Evidence-based, local government-endorsed social value reporting tool ([Social Value Portal](#)).

- 8.6 NWCH has incorporated a comprehensive suite of KPI's within each of its three Framework iterations. A Hub KPI Manager ensures that across all project's performance is measured, and evidence gathered to ensure compliance and success against stated objectives and outcomes specified within the Framework Agreement.

9.0 Social Value Achievements.

9.1 *KPI Table*

Table 3 NWCH KPI Targets and Achievements to date.

Due to analytics and the embedding of the social value portal, NWCH are currently limited to providing data at a GM level, moving forward to the next iteration of the frameworks NWCH will be able to analyse data at a Manchester City level.

A summary of key achievements is noted below

KPI	Gorton Hub		Velodrome		SEHM schools	
	Target	Actual	Target	Actual	Target	Actual
No of New Greater Manchester Residents Jobs created	20	23	8	2	3	9
No of New Greater Manchester Resident Apprenticeships Created	0	0	3	5	3	8
No of weeks training opportunities created for Greater Manchester residents	97	102	35	50.8	100	317.5
No of hours provided supporting Greater Manchester resident unemployed residents aged 24 plus	33	306	10	2	10	35
No of hours provided to supporting young Greater Manchester residents in to work up to 23 years old	20	112	10	354.5	0	0
No of work placements for Greater Manchester residents paid or unpaid	10	44.25	9	7	15	20
No of schools and college visits within the Manchester City Ward Boundaries	3	16	50 hours	13 no. 93.5 hrs	12	32

9.2 SEHM Schools

9.2.1 ISG delivery of the new Southern Cross (Northenden), Castlefield Campus (Hulme) and Camberwell Park (Moston) schools programme for Manchester City Council (MCC), has provided much-needed facilities across Greater Manchester for students with social, emotional and mental health (SEMH) needs.

9.2.2 Despite taking place during the unprecedented Covid-19 pandemic, the schools were delivered safely on time and to budget, with 100% of the social value targets met, and 85% of them significantly overachieved.

NWCH Case Study 1 - Overall Social Value Summary



Manchester SEMH Schools: Southern Cross, Camberwell Park & Castlefield Campus

Social value case study

Social value highlights across the three projects:



9.3 *Gorton Hub*

- 9.3.1 The new building is a learning, health, and community hub in Manchester, from health and social care to employment support and training, the hub offers a wide range of services and community facilities including use as a 'Warm Space' through winter. The Social Value for the project has been targeted by the City Council to focus into the heart of the immediate community.
- 9.3.2 Morgan Sindall Construction has created an ongoing partnership with Ryder Brow Allotments who offer NHS funded 'gardening on prescription' by Sow the City for all ages and backgrounds.
- 9.3.3 The team worked alongside community groups to enhance the resources in the area, including a repair and refurbishment of the Gorton Community Grocer, which is a food sharing programme. Other groups collaborated with are the Oasis Centre, overseeing the donations of seasonal treats such as Easter eggs, Christmas presents and toys, as well as Rainbow Haven, a service that provides community drop-in sessions offering support and activities for refugees, asylum seekers and vulnerable migrants.
- 9.3.4 In total Over £10,000 and 200 volunteering hours have been invested into the Gorton Community and created two construction traineeships. The team also created partnerships with local colleges throughout the construction process to raise aspirations, promote inclusivity and future careers.

10.0 Engagement, collaboration, and partnership working

- 10.1 Collaboration with contractors and their supply chain is a key driver to maximising social value, to support this a Social Investment Group (SIG) is convened bringing together contractors and the supply chain to share best practice, identify areas for collaboration and provide an engagement mechanism for local training providers, charity and voluntary sectors.
- 10.2 In addition to monitoring social value across all construction projects, NWCH hold regular social value special interest groups with our contractor partners to encourage and demonstrate collaborative working and deliver additional social value from a framework perspective. Examples of these activities include, but are not limited to the following:
- Careers Fairs/ interview training
 - Styal Prison training programme
 - "Have a Go" events with schools
 - Supply chain engagement through local construction clubs
 - Suicide Prevention presentation and workshops
 - volunteering with Urban Outreach during the school summer holidays to provide meals for disadvantaged children
- 10.3 The key priorities for the social value special interest group are reviewed. In 2023, the aim is focus on the following key areas:

- Modern Slavery
- Real living wage
- Supporting young offenders
- Education and careers in disadvantaged areas

NWCH Case Study 2

ISG SEMH Schools Programme Employment and Skills Initiatives

Social value delivered: Combined initiatives

Sector Based Work Academy (SBWA)


In partnership with Minstrell Recruitment, we delivered a two-week SBWA supporting 18 local candidates, including ex-offenders and other underrepresented groups, with virtual interviews, feedback and entry to employment. 100% of candidates achieved their level 1 Health & Safety qualification and 95% passed their CSCS test. As a result, a total of 160 hours of training was completed and 20% of individuals went straight into work following the programme.

“Without ISG, our learners would not receive the insight into the industry, or the practical interview experience.”

Minstrell Training Academy

WOWEX

ISG delivered a Week of Work Experience (WOWEX) programme. The programme offered secondary school pupils from across Manchester a week-long work experience placement giving them the chance to gain hands on experience in the construction industry and to build their key skills. Adapting our usual WOWEX programme to the Covid environment, our design manager produced a 16-minute virtual site tour for the programme (which we were also able to use at other careers events). The video was supported by a live virtual Q&A session with members of our project team. To offer this opportunity we worked closely with MCC's Work & Skills team.



Upskilling our Workforce

ISG helped to identify training providers to support our groundworker, JW Civils, to upskill their workforce. During the pre-construction phase, we worked with JW Civils to identify training opportunities for four of their operatives. The operatives were successfully enrolled onto a fully funded on-site assessment and training Level 3 Diploma course.

“Through many discussions with local training providers on our behalf, Larene put us in touch with a local training provider offering fully funded on-site training courses (OSAT) for our civils team. We have now signed up eleven of our team, who are working across all three SEN schools, to various NVQ training, including on site assessment.”

Jamie Whitefield, Director, JW Civils

Opportunities for all

Through our regular community newsletters, we promoted fully funded vocational training opportunities for local unemployed people via Procure Plus. Procure Plus have been working throughout the pandemic to ensure opportunities are made available to communities who have been the hardest hit.

“I was delighted to be invited by ISG to judge student presentations at a recent 'WOWEX' course. I was really impressed by the high standard of the presentations, the enthusiasm of the students and the amount of information they had taken on board about the construction industry in a short period of time. That is a credit to ISG and the quality of the teaching provided on 'WOWEX'. It was also pleasing to hear that several of the students had applied to ISG for work placements and apprenticeships after the course. The construction sector needs to secure a sustainable pipeline of skills and talent and, with initiatives like 'WOWEX', ISG are making a very positive contribution to that cause.”

Ian Brown, Head of Corporate Procurement, Manchester City Council

11.0 Conclusion

- 11.1 Manchester residents are benefiting from capital investment with employment and skills a core driver at the heart of the procurement of major capital projects. Embedding social value ensures residents are connected to these opportunities through a range of skills and training provision, resulting in good quality jobs for local residents, as a direct result of the City Council's major construction works.
- 11.2 Given the significant amount of Council investment in the Town Hall Project, it has benefitted from a dedicated social value resource to oversee and be directly involved in the delivery of the KPI's. Having a dedicated social value officer on site and co-located with the project teams has ensured that Manchester residents are able to benefit from the opportunities that have been created. It also ensures that the social value targets are monitored and regular liaison with contractors takes place to take corrective action. This has

enabled the project KPIs to be kept on track and in some instances, targets that were set out at the start of the project have been exceeded. This has been underpinned by strong financial performance incentives on social value which makes it an excellent model of good practice. However, the scale of investment has warranted this approach, in a way that may not be appropriate for smaller scale investment.

- 11.3 The Factory, through its Social Value Working Group and clearly defined Manchester first stipulation, has ensured that Manchester residents, schools and communities have benefitted from this project. This working group, which included the Manchester International Festival, as the end user/operator, is a good example of both the construction contractor, end user and client working together to support local benefit. This model delivered a wide range of social value benefits to Manchester residents through a different contractual model with a focus on collaboration and partnership.
- 11.4 Building in dedicated social value delivery resources (officer) and including financial consequences for non-delivery, provides better certainty and improved coordination of the social value opportunities for Manchester residents, where the investment is at scale. Working across the different phases of a capital programme on delivering social value from design through to end use, where that is known also delivers enhanced benefits. Whatever the approach, the programmes above demonstrate the need to incorporate clear social value priorities from the outset, embed into contracts with consequences for non-delivery, and provide resource to connect contractors with the local eco-system. There is, of course, a balance to ensure the consequences are not too punitive but this approach on future major Capital Projects could support residents to gain jobs, training, apprenticeships, work experience offering secure well-paid employment at a time when cost of living is real challenge for many residents.

12.0 Recommendation

- 12.1 It is recommended that the Committee note and comment on the content of the report.

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Manchester City Council Report for Information

Report to: Economy Scrutiny Committee – 12 January 2023

Subject: Update on Public Engagement for Manchester Active Travel Strategy and Investment Plan

Report of: Strategic Director, Growth and Development

Summary

This report provides an update on the public engagement activity carried out to inform the production of the Manchester Active Travel Strategy and Investment Plan, which aims to create a city-wide, Manchester-specific strategy and network plan for active travel investment and a prioritised pipeline of measures to deliver across the city.

Recommendations

The Committee is recommended to consider and comment on the report and the summary report in Appendix A.

The Committee is recommended to note that the full MATSIP document and a summary report will be brought to the February 2023 Environment and Climate Change Scrutiny Committee and, if agreed, Executive for adoption.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The support and promotion of active travel along with aligned investment in other infrastructure will help reduce transport-related carbon emissions by increasing the overall share of public transport, cycling and walking trips and reducing short journeys by car.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

The Strategy will consider from the earliest point the principles and actions necessary to ensure that it's recommended policies and interventions enable those with protected characteristics to benefit fully from active travel investment and are not disadvantaged by any of the recommendations and implementation of the final report.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Improving active travel and aligning this with investment in other non-car modes across the city will support growth of the economy, contribute to economic recovery, and maximise the city's competitiveness.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Schemes under the Active Travel Strategy will support the delivery of projects to connect all Manchester residents with high-quality employment opportunities in the city and growth in a range of key sectors of the economy. Improving infrastructure and unlocking regeneration opportunities will attract new investment, boosting the local economy and providing new jobs in Manchester. Improved walking and cycling routes can help residents access jobs and training opportunities, particularly in parts of the city with low car ownership.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Schemes under the Active Travel Strategy and related strategies will enhance the transport network serving the city. Improvements to local walking and cycling routes will facilitate opportunities for communities across the city to make more sustainable transport choices. Improving city centre and wider connectivity will support inclusive economic growth. An inclusive and accessible active travel network is a key aim of the Active Travel Strategy, and each proposal will be reviewed by our specialist access group.
A liveable and low carbon city: a destination of choice to live, visit, work	The support and promotion of active travel, aligned with other sustainable transport will reduce carbon emissions by increasing the overall share of public transport, cycling and walking trips and reducing short journeys by car. Active travel also offers significant leisure opportunities particularly where links can be made to green spaces.
A connected city: world class infrastructure and connectivity to drive growth	World class infrastructure will attract investment and promote a globally successful city. Proposals under the Active Travel Strategy and related strategies will improve transport integration across Manchester, making it easier for people getting into and moving around the city.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

The consultant commission to assist with producing the Strategy has been funded by Department for Transport Active Travel Capability Revenue Funding. The funding must be spent by the end of Financial Year 2022/23.

Financial Consequences – Capital

The Strategy will recommend a prioritised pipeline of future capital spending commitments to be primarily funded externally through a variety of external funding streams, such as Active Travel Fund and City Regional Sustainable Transport Settlement. The Strategy will assist in preparing Business Cases and bids to secure this funding.

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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.

- Report to July 2022 Economy Scrutiny Committee: Update on Manchester Active Travel Strategy and Investment Plan
- Greater Manchester Transport Strategy 2040 (2021)
- City Centre Transport Strategy to 2040 (2021)
- Change a Region to Change a Nation – Greater Manchester’s Local Cycling and Walking Investment Plan (2020)

- Made to Move (2017)
- City Centre Cycling Infrastructure Plan (2018)

1.0 Introduction

- 1.1 This report provides an update on the public and other stakeholder engagement activity carried out between July and December 2022, to inform production of the Manchester Active Travel Strategy and Investment Plan (MATSIP).
- 1.2 The main body of the engagement activity is presented in Appendix A of this report, in the form of a Public Engagement Summary Report, produced by consultants Sweco, who are commissioned to assist the Council in producing the Strategy.
- 1.3 A report was presented to the July meeting of the Economy Scrutiny committee setting out the rationale for the Strategy and its aim and objectives. That report set out:
 - an outline of the proposed vision and objectives for the MATSIP
 - overview of the MATSIP work programme planned to develop strategy and investment plans to continue improving walking (which refers to wheelchair and all other pedestrian users) and cycling in Manchester;

2.0 Background

- 2.1 Active travel (meaning walking, wheeling and cycling) is an essential element of the Council's vision for a sustainable transport system as part of our wider environmental, economic and social policy objectives. Increasing the modal share of walking and cycling is a key aim of the overarching transport policy framework for Manchester and Greater Manchester (GM), as reflected in the GM2040 Transport Strategy and the Manchester Local Implementation Plan (LIP) which sits under it, the Manchester Local Plan including Places for Everyone and the Core Strategy, other major strategies guiding spatial planning, growth and development such as our Strategic Regeneration Frameworks, the GM Streets for All Strategy, the City Centre Transport Strategy (CCTS) and other Transport for Greater Manchester (TfGM) active travel policy documents including Made to Move and Change a Region to Change a Nation.
- 2.2 As a city we have been delivering active travel infrastructure over the past several years. The guiding framework for this has been the Bee Network principles, articulated in part through local strategy documents such as the CCTS and the City Centre Cycling Infrastructure Plan (2018). The Bee Network vision is for a walking and cycling network which connects every neighbourhood in Greater Manchester with a plan for routes which will be appropriate for use by an unaccompanied 12-year-old on a cycle, or a person walking with a double buggy. It represents a vision for what is needed, rather than what is possible to deliver. Individual routes within the proposed network may prove impossible to deliver, and alternatives will then need to be found.
- 2.3 The Council has begun to deliver schemes across Manchester to begin to implement the Bee Network vision. These were detailed in a report to Economy Scrutiny in January 2022. There has been a collaborative approach

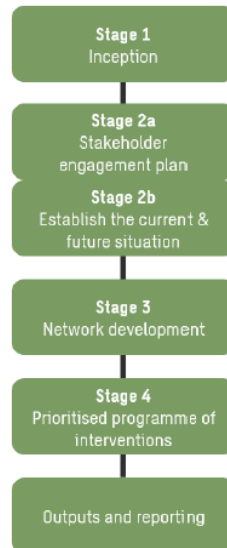
across several Council services including Highways and Neighbourhoods, supported by the City Centre Growth and Infrastructure Team and TfGM.

- 2.4 In order to build on the current programme of investment, there is now a need to ensure that the Council's active travel activities are coordinated and aligned around a Manchester specific central strategy and vision, to demonstrate that we are building a coherent network which supports the Council's wider place-based development and regeneration ambitions and has been informed by communities and residents across the city, at a local scale. The purpose of the Manchester Active Travel Strategy and Investment Plan (MATSSIP) is to set out our shared vision and how we can deliver it together

3.0 Development of a Manchester Active Travel Strategy and Investment Plan

- 3.1 MCC received £325K in revenue funding from the 2021-22 DfT Active Travel Capability Fund to develop our strategy and pipeline of active travel infrastructure and supporting measures.
- 3.2 Some of this funding has been directed to produce the strategy and investment plan for active travel for Manchester. Expert analysis and advice has been commissioned from transport and urban design consultants Sweco.
- 3.3 The MATSSIP's aims and objectives were set out in a report to July 2022 Economy Scrutiny committee.
- 3.4 The strategy and investment plan's objectives are:
- a. articulate the high-level vision for active travel across Manchester
 - b. to support the alignment of Council activities across the city relating to active travel, ensuring that they are coordinated, create modal shift and culture change objectives and are Manchester-specific in that they reflect the land use and spatial structure of the city
 - c. to translate active travel strategic objectives to investable, deliverable schemes and initiatives in Manchester, built from the bottom-up at local level. and ensure that the network enables journeys that match with different kinds of Manchester residents' daily journeys.
 - d. to ensure that the analysis of the network and the proposals for a pipeline of measures contributes positively to 'closing the inclusion gap' and reducing inequalities of access across the city.
- 3.5 The strategy and investment plan for Manchester will aim to:
- Draw together and direct our active travel investment plans across the city to ensure they are coordinated with our wider objectives such as zero carbon, inclusive growth and urban regeneration and housing.
 - Align active travel plans to place/neighbourhood-based spatial frameworks, including linking to hubs such as education, community and employment locations, and integrating with place-based regeneration strategies and plans

- Analyse the gaps in the current network and how they may be filled by a range of infrastructure interventions including segregated cycle lanes, junction improvements, modal filters, crossing improvements, footway infrastructure improvements, wayfinding, signage, and highway and footway maintenance/renewals.
 - Identify gaps in provision of infrastructure and other measures to support a wider range of cycle types for different users (e.g. people with disabilities, families, cargo, commuters, leisure), to inform direction of investment to support active travel across the city.
 - Similarly, gaps in provision to enable safe and attractive walking and wheeling such as targeted footway widening, crossings and strategic maintenance.
 - Set out an aspirational investment plan, including different types of investment (including walking and cycling infrastructure, walking routes, activation and behaviour change, low-cost high value neighbourhood level active travel, integration with green infrastructure and roads, cycle parking and end of trip facilities, maintenance considerations, etc.).
 - Design and business case development of a pipeline of schemes which will be identified through the strategy, to enable timely and successful bidding for capital funding from government or other sources when this becomes available.
- 3.6 The MATSIP will cover the whole city, with analysis and the generation of a pipeline of schemes on a broad geographical basis across the city.
- 3.7 The MATSIP will recommend investment priorities and create a pipeline of schemes for the immediate term (1-5 years) and medium term (5-10 years), with a long-term horizon of 2040 to match the GM2040 Strategy and the City Centre Transport Strategy. The pipeline will likely consist of a full range of measures, from lower-cost, local interventions such as crossings and traffic-calming, to more extensive schemes along the lines of the Chorlton and Oxford Road/Wilmslow Road cycleways.
- 3.8 The aim of the public engagement element of the project is to ensure that Manchester residents and other stakeholders are empowered to contribute to identifying opportunities for local interventions, ensuring that the overall strategic objectives for active travel can be delivered at a local level in a way that is specific to a wide range of needs and daily journeys. See below for an outline of the stages of the strategy development – as set out in the report in Appendix A, stakeholders were identified in phase 2a, and the public and stakeholder engagement phase covered stages 2b and 3.



- 3.9 Full details of the early engagement and public consultation activities are contained in the summary report in Appendix A and are not re-produced in detail in the body of this report. However, some details of the format of consultation, numbers of responses and overall themes which have been identified through analysis of the responses are set out below.
- 3.10 Six briefing sessions for Ward Members were held in October 2022, during which officers presented the background, aims and objectives of the Strategy, and collected suggested priorities via paper maps. These were compiled and included on the digitised network map which will form part of the full MATSIP document to be proposed for adoption by the Council. These sessions were attended by a total of 19 Elected members as well as a local MP, and several more members attended a local public drop-in session.
- 3.11 There was a consultation portal on the Council website, open from 21st October to 2nd December, a total of six weeks. There was an online survey, a free text box for general comments, and an interactive map which allowed respondents to place tags to leave comments specific to a geographical location. In total there were 964 individual responses to the survey and 1,341 comments when including mapped comments. Further information is contained in the report in Appendix A.
- 3.12 Five public drop-in workshops were held across the city, in Ardwick, Beswick, Crumpsall, Didsbury and Wythenshawe, between 2nd and 10th November. Comments were left on paper maps which were available at the sessions as well as general comments noted by the MCC officer and consultant team, and attendees were also directed to complete the online survey.
- 3.13 The key themes arising from the public consultation were:

Theme	Headlines
Safety	Lighting, pavement parking
Maintenance of existing infrastructure	Sweeping leaves, re-surfacing, cutting back vegetation

New infrastructure	Protected cycle lanes, junction improvements, crossings
Non-infrastructure measures	Enforcement of speed limits, reducing speed limits, enforcing against pavement parking and parking in cycle lanes

- 3.14 In terms of the most cited barriers to walking, wheeling and cycling, 64% of respondents to the online survey mentioned speed and volume of traffic. 53% cited 'having to cross busy roads and junctions' and 42% cited condition of pavements,
- 3.15 The most popular solutions to the above barriers were 'protected space for cycling' (70%), 'filters to make some streets low-traffic' (52%) and 'level surfaces and dropped kerbs' (38%). More details of the responses are contained in the summary report at Appendix A.
- 3.16 One of the most important outcomes of the public engagement phase of the work has been the ability to make contact with a number of community groups who attended the public sessions, which will not finish with the adoption of the MATSIP. Rather, these new contacts and relationships will be a key part of how the Council engages with communities across the city to ensure that our Active Travel investment is place-specific and aligns with local priorities. This is particularly important in areas like north Manchester and Wythenshawe, which have not benefitted from investment to the same degree as elsewhere, and neighbourhoods where multiple barriers to using active travel may exist, for example for social, cultural or demographic reasons. Follow-up sessions have been arranged and will continue through the post-adoption phase into implementation.
- 3.17 The key themes of the consultation responses and engagement work will inform the final strategy and network plan, which is in development.

4.0 Next steps

- 4.1 The Strategy is in development and will be presented to the February meeting of the Environment and Climate Change Scrutiny Committee for comment and approval to take to the Executive for adoption.
- 4.2 At this stage, it is proposed that the Strategy will be based around five objectives, which will be 'SMART' – Specific, Measurable, Achievable, Relevant and Time-bound. Subject to final approval of the text, the objectives will be based around:
- Turning short journeys into walking and cycling
 - Enabling safe access to schools and colleges
 - Enabling safe access to the city centre, district centres, parks and other key destinations
 - Reducing citywide inequalities

- Closing the accessibility gap
- 4.3 The MATSIP will contain a network map, a draft of which is contained in the summary report in Appendix A. This is a composite of the technical work carried out by Sweco to create the network map which was consulted on, with suggestions from the public consultation phase added to form the complete network.
- 4.4 The MATSIP will contain a prioritisation tool, using a multi-criteria assessment framework, to prioritise specific schemes for delivery. This will be a crucial tool in our ability to secure funding. The framework will be detailed in the full MATSIP document, but will take a two-step approach:
- Stage 1: Geographical priorities for investment
 - Stage 2: Intervention priorities for investment within geographical priorities
- 4.4 The proposed criteria for spatial prioritisation will use a range of socioeconomic and spatial factors including deprivation, public transport accessibility, employment density, current and future population density, car ownership and current and future potential usage.
- 4.5 The proposed criteria for prioritising specific schemes will use alignment to the MATSIP objectives, stakeholder support, deliverability (including affordability and risk) and feasibility.
- 5.0 Recommendations**
- 5.1 The Committee is recommended to consider and comment on the report and the summary report in Appendix A.
- 5.2 The Committee is recommended to note that the full MATSIP document and a summary report will be brought to the February 2023 Environment and Climate Change Scrutiny Committee and, if agreed, Executive for adoption.
- 6.0 Appendices**
- 6.1 Appendix A – MATSIP Public Engagement Summary Report



Manchester Active Travel Strategy and Investment Plan

Public Engagement Summary Report

Manchester City Council

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09/11/2022

Project Reference: 65206546

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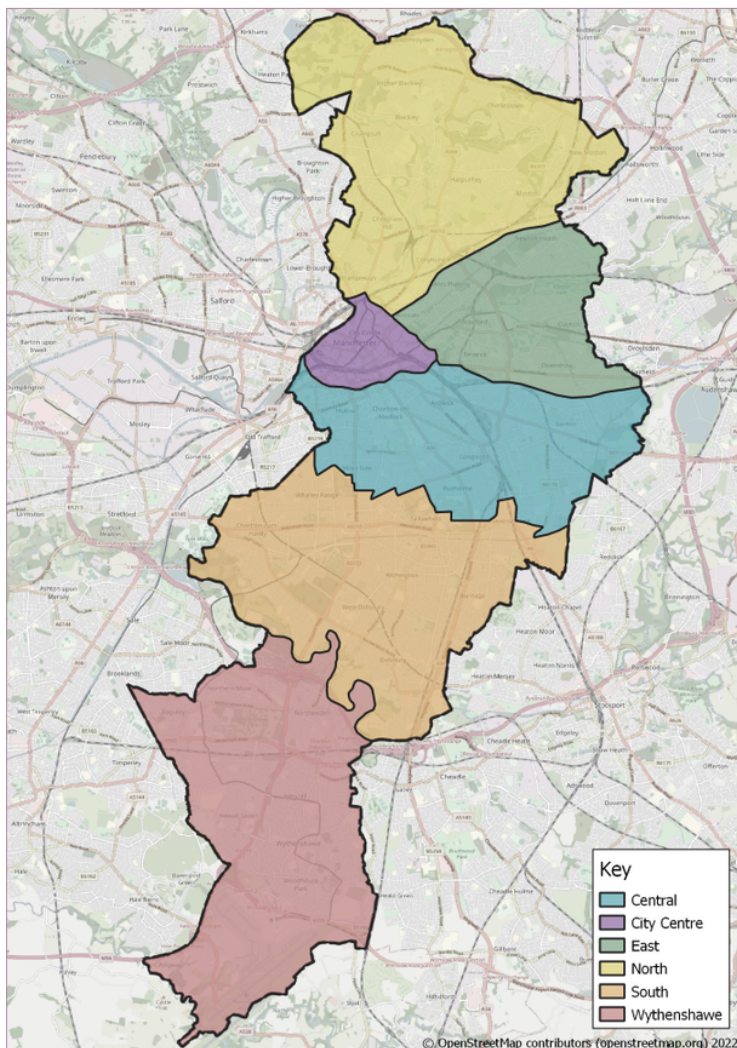
Prepared For: Manchester City Council

1 Introduction

1.1 Manchester Active Travel Strategy and Implementation Plan

Manchester City Council (MCC) have commissioned Sweco to assist with preparing the Manchester Active Travel Strategy and Investment Plan (MATSIP). The Strategy and Investment Plan will cover the whole city, with analysis and the generation of a pipeline of schemes on a broad geographical basis of across the city and focussing on key areas of North, Central, East, South and Wythenshawe, shown in Figure 1.

Figure 1 - Manchester Active Travel Strategy area



1.2 Purpose of this document

This Public Engagement Summary Report sets out the results and findings of the public engagement that has been undertaken as part of the Manchester Active Travel Strategy and Investment Plan project. The report highlights concludes with key themes that will be taken forward and included in the strategy document.

1.3 Engagement Approach

Comprehensive engagement with the public, elected members, officers, and key interested groups is a fundamental part of developing a robust, inclusive and effective Active Travel Strategy.

The following engagement objectives were identified:

- To gather intelligence and technical, policy and local knowledge that can improve the strategy and help achieve its objectives
- To enable a wide range of stakeholders to take ownership of the plans set out in the strategy and its investment plan, through involvement in its production

The engagement approach has five stages:

1. Early Engagement
2. Network Level Engagement
3. Place-based Workshops
4. Scheme Level Engagement
5. Final Output

1.3.1 Early Engagement

An initial two-stage stakeholder mapping exercise has been undertaken which includes:

1. **Identifying the stakeholders** - building on the information gathered at the Inception & Expectation Meeting, our own local knowledge, relationships and experience and by the project team holding a session focussed on users;
2. **Categorising each stakeholder** - looking at how the schemes could impact individual stakeholders to establish different levels of engagement

In July 2022, twenty three engagement calls were undertaken, lasting approximately thirty minutes each, which were predominantly one-to-one – a member of the project team engaging with a key stakeholder. Some meetings were attended by multiple stakeholders and therefore a total of 29 stakeholders were engaged.

Stakeholders that were engaged include representatives from:

- MCC
- TFGM
- Neighbouring authorities
- WalkRideGM
- Groundwork
- MCR Active

The purpose of this stage was to provide an opportunity for the project team to present to stakeholders about their important role in the process and address any queries or concerns stakeholders had ahead of the later stakeholder engagement and public consultation. At this stage stakeholders had the opportunity to input into challenges

and opportunities around the development of the MATSIP to supplement the data and information being analysed.

The desired outcomes for this stage of the engagement process were to bring key stakeholders up to date with progress and previous work undertaken, raise awareness of the project and supplement data with stakeholder opinions.

Key themes that were identified, which will be used to shape the strategy going forward, include:

- Infrastructure
- Funding
- Behaviour Change
- Governance/Politics

1.3.2 Network Level Engagement

After the early engagement was undertaken, a draft network for the strategy was devised and presented to key stakeholders within MCC and to the Manchester Cycling and Walking Forum. This involved a slideshow presentation followed by an open discussion ahead of the public engagement.

2 Online Consultation

2.1 How were people engaged?

To ensure that the engagement was inclusive, multiple engagement options were established to collect information. These included an online survey, an email address and in-person workshops.

The online consultation utilised ArcGIS, an online platform that included the survey and an interactive map for geographically specific comments.

To promote the survey, communications through MCC social channels, including locally specific targeting, and the Council's website were utilised and the survey was also forwarded to those on the Walking and Cycling mailing list. Communications about the events were also disseminated through organic networks via MCC Neighbourhoods officers, elected members and local interest groups. Attendees at the public engagement workshops were also directed to the online consultation to give feedback on the strategy.

In total, there were 964 individual responses to the online engagement. This included a total of 1,341 comments on the interactive map as some respondents chose to add multiple comments.

2.2 Question responses

The online questionnaire included the following questions:

- How do you typically travel around Manchester?
- What are the main barriers to walking, wheeling and cycling in Manchester?
- What suggestions do you have for improving conditions for walking, wheeling and cycling in Manchester?
- What kinds of journeys would you like to do by walking, wheeling or cycling?

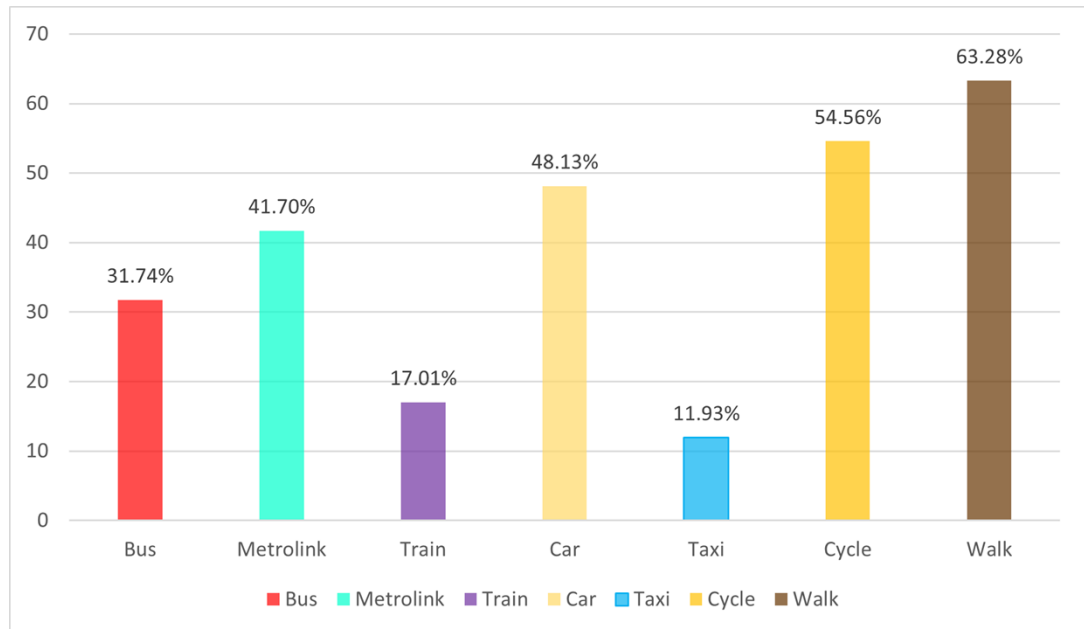
Along with these questions, respondents were also able to add comments to a map to identify geographically specific issues and opportunities regarding active travel in Manchester. The below section summarises the responses to each of the survey questions.

2.2.1 How do you typically travel around Manchester?

More of the respondents to the survey walk for journeys in Manchester than any other mode of transport, 63%, followed by cycling, 55%. This means that the respondents to the survey are generally already using active travel modes more than other forms of transport. Therefore, respondents to the survey have a good understanding of the current situation for active travellers in Manchester. Respondents could indicate more than one mode, matching normal travel habits.

Almost half, 48% of respondents use a car which is more than any form of public transport. Taxi has the lowest use by respondents, 12%.

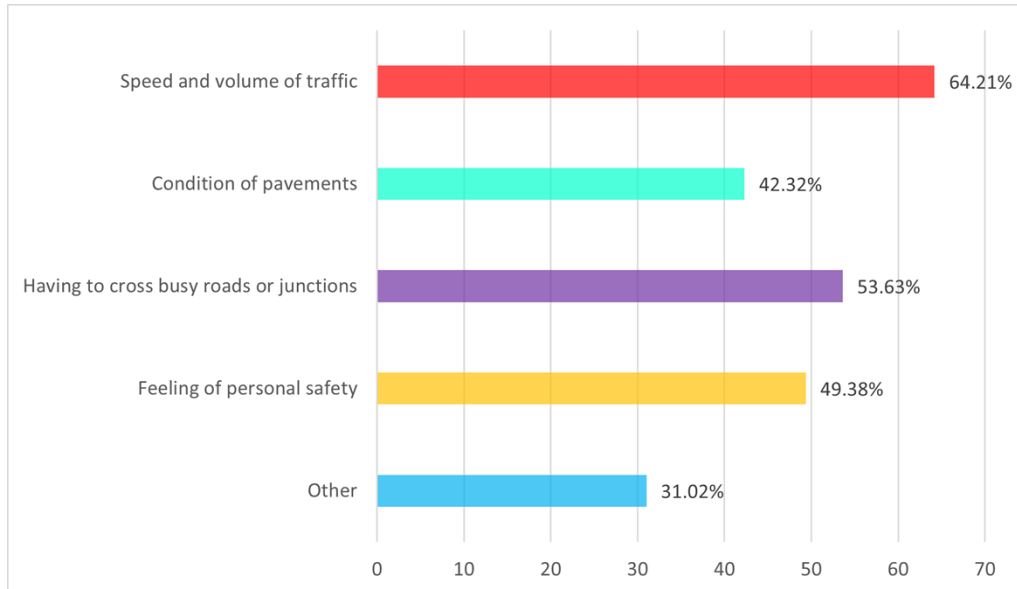
Figure 2 – Method of travel



2.2.2 What are the main barriers to walking, wheeling and cycling in Manchester?

The main barrier to active travel in Manchester, identified by the online engagement, is the speed and the volume of the traffic which was cited by 64% of respondents. This is closely followed by having to cross busy roads or junctions, cited by 54% of respondents. This indicates that the conflict between active travel modes and motor vehicles is a particularly contentious issue for respondents to the survey when considering active travel.

Figure 3 – Barriers to active travel



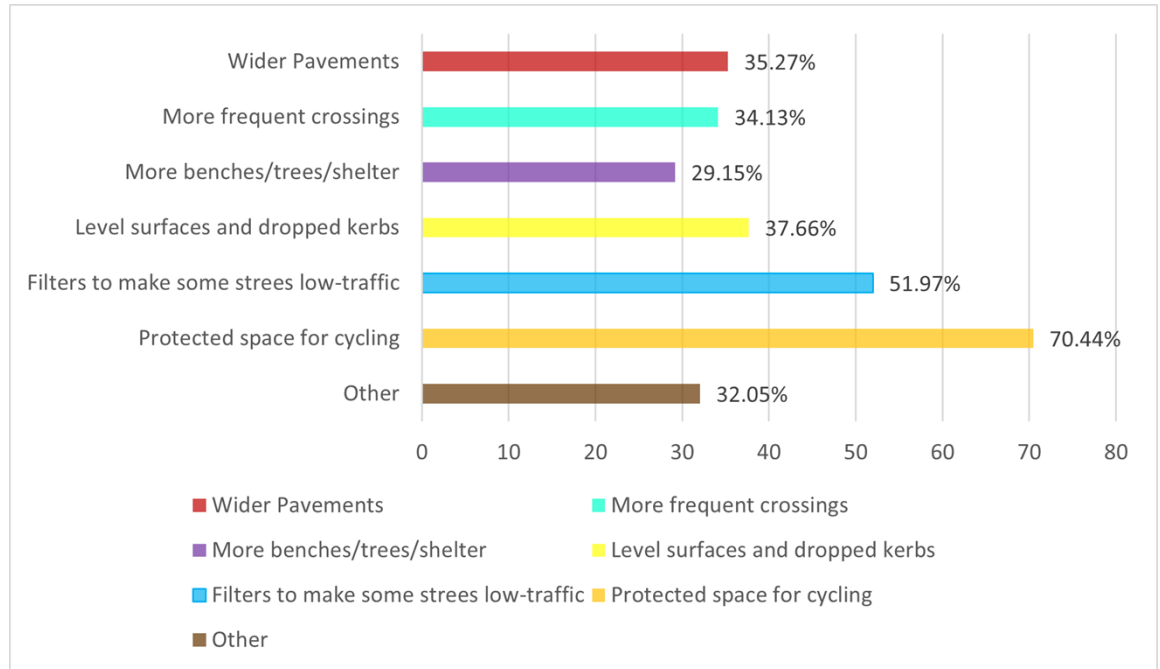
Other responses, additional to the options presented in the survey include:

- Poor weather or lighting conditions
- Pavement parking acting as a physical barrier
- Lack of dedicated infrastructure for active travel

2.2.3 What suggestions do you have for improving conditions for walking, wheeling and cycling in Manchester?

To overcome the barriers identified above, respondents to the survey were asked for suggestions to improve the conditions for active travel. The most common response, selected by 70% of respondents, was to create protected spaces for cycling, followed by implementing filters to make some streets low-traffic which was selected by 52% of respondents. Both of these correlate with the issues identified above as they reduce the conflict between active travel modes and motor vehicles.

Figure 4 – Suggestions to improve active travel



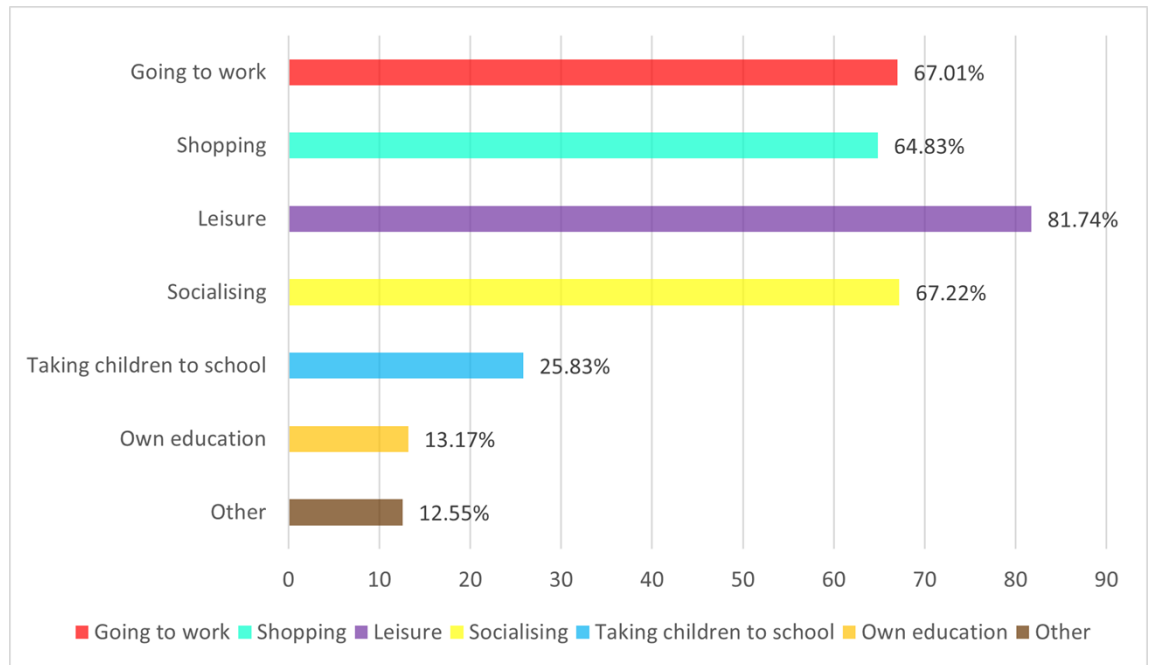
Other suggestions include:

- Enforce parking restrictions to remove barrier of parked cars on pavements
- Implement more cycle parking
- Education for cycle users and motorists

2.2.4 What kinds of journeys would you like to do by walking, wheeling or cycling?

Most of the respondents would like to use active travel for leisure activities, 82%. However, there is also a large proportion of respondents that would like to either walk, cycle or wheel to work (67%), for socialising (67%) and shopping (64%). This highlights a potential latent demand of people who would like to cycle for more journeys.

Figure 5 – Potential active travel journeys



Other potential choices from the survey for active travel journeys include:

- All journeys
- For fitness/health benefits
- Medical appointments
- None at all

2.2.5 Map responses

Along with the survey questions summarised above, respondents to the online consultation were able to provide geographic specific comments on an interactive map using the ArcGIS capabilities.

A map showing the locations of each of the geographic responses to the online consultation can be found in Figure 6 below. The map shows that the comments are spread across the whole of Manchester district with clusters around the city centre and in the southern part of Manchester and relatively fewer comments in the North and Wythenshawe.

Comments ranged from suggested junction improvements at specific locations to identified routes that require upgrades. The comments were used to update the draft network and help to identify the key themes set out in Section 5.

Figure 6 - Draft Network

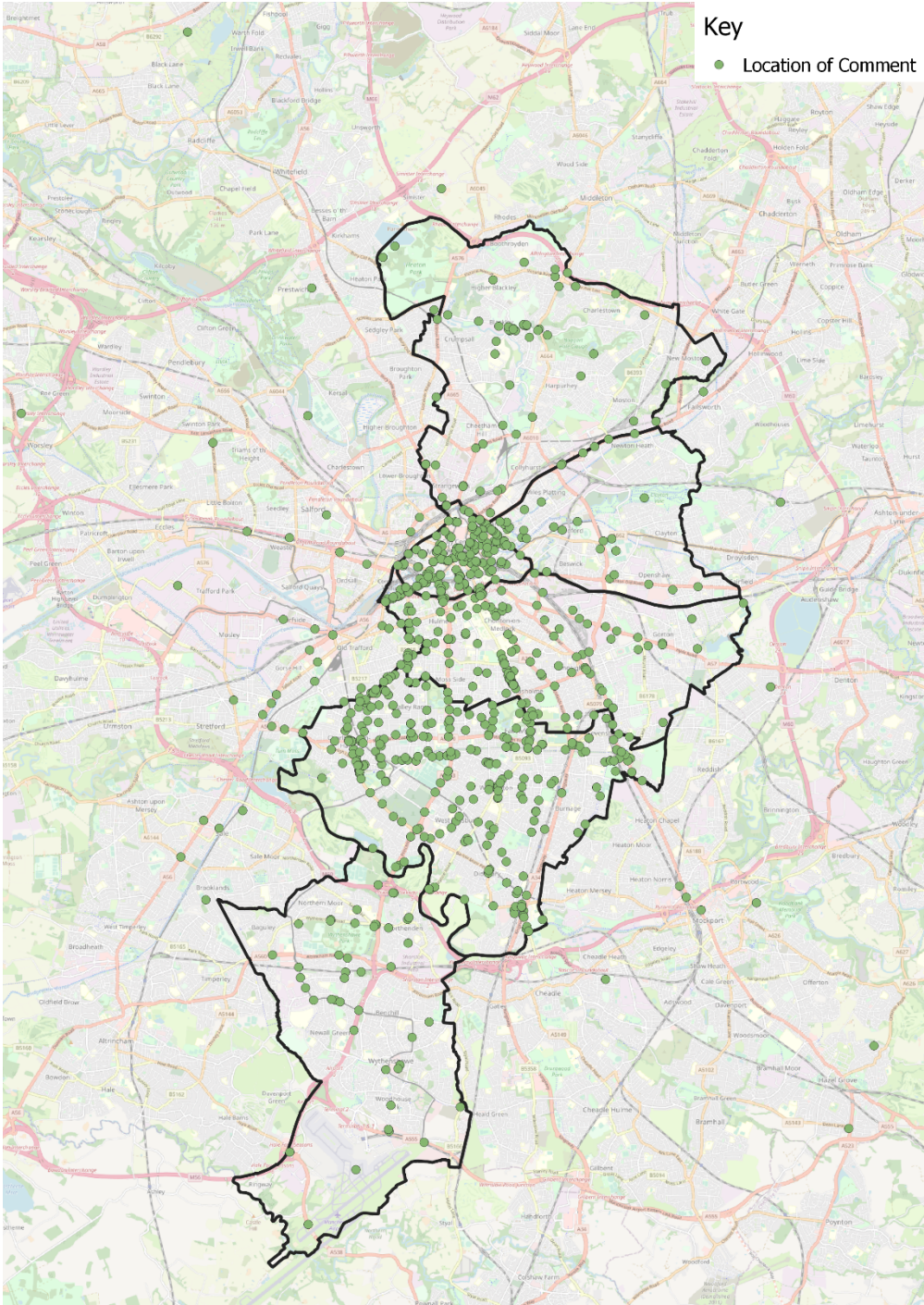


Figure 7 below shows the geographic spread of respondents to the survey based on their postcode. The map shows that respondents came from across the whole of the city of Manchester and also outside of the city as these respondents may work in, or visit, Manchester. The top 20 postcode locations of respondents is shown in below.

Figure 7 – Postcode Location

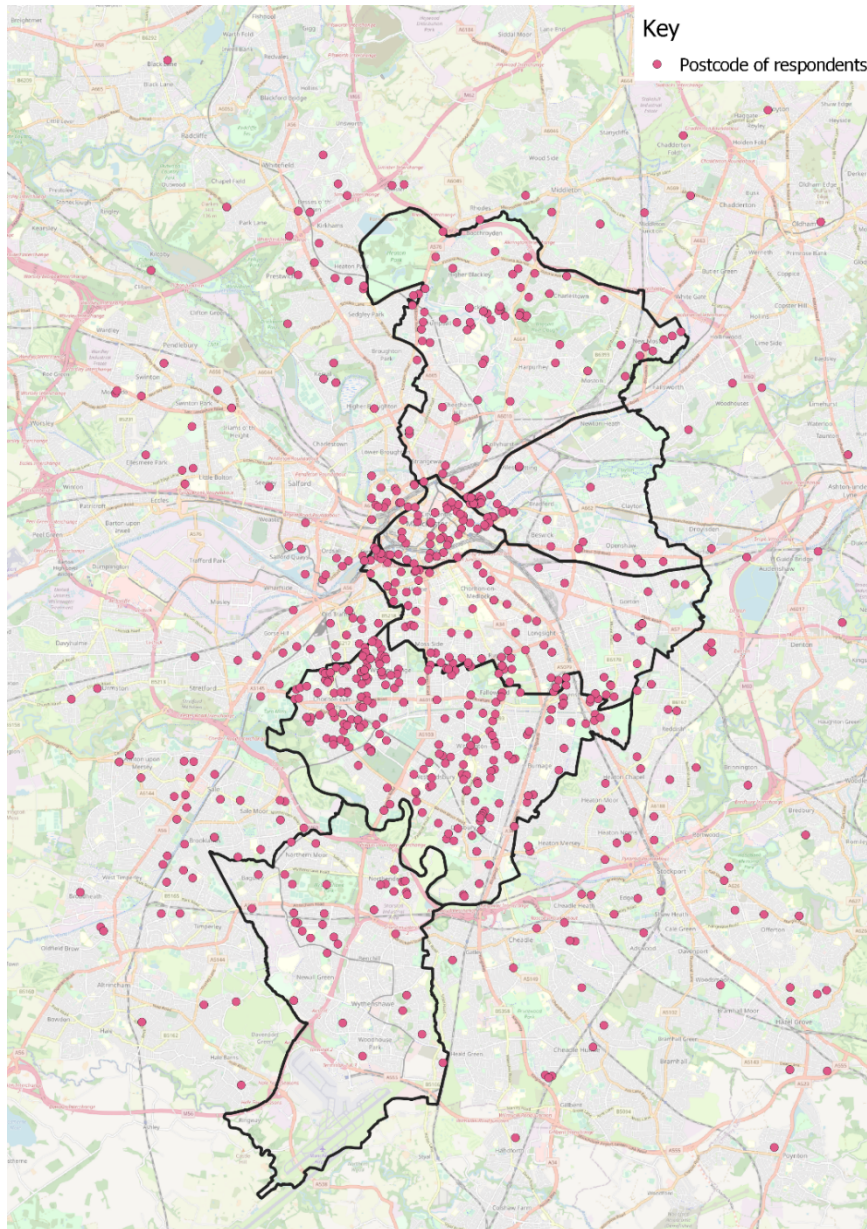


Table 1 - Postcode locations and counts

Postcode	Area	Value
M21	Chorlton	72
M20	Didsbury, Withington	68
M16	Whalley Range	66
M14	Fallowfield, Moss Side, Rusholme	47
M19	Levenshulme	40
M4	Ancoats, Northern Quarter	38
M9	Blackley, Charlestown, Harpurhey	36
M15	Hulme	31
M1	City Centre (Piccadilly)	26
M33	Brooklands	26
M3	City Centre (Deansgate, Castlefield)	25
M8	Crumpsall, Cheetham Hill	21
M23	Baguley, Brooklands	20
M22	Northenden, Sharston	16
M40	Collyhurst, Miles Platting, Moston, Newton Heath	16
M18	Gorton, Abbey Hey	14
M13	Ardwick, Longsight, Chorlton-on-Medlock	14
SK4	Heatons (Stockport)	12
SK8	Cheadle (Stockport)	12
M25	Prestwich, Sedgeley Park (Bury)	11

The most common postcode of respondents was M21 with 72 people responding from that location.

2.2.6 Further comments

If particular issues or opportunities could not be picked up using the survey questions or the interactive map, respondents were able to give additional comments using a

free text section. These have been incorporated in the overall analysis which led to the key themes identified in Section 5.

3 Public engagement workshops

3.1 Workshop summary

In November 2022, a series of workshops were held across Manchester with members of the public to give the opportunity for local communities and residents to feed into the strategy.

At the workshops the public were asked for input on:

- The draft network
- Routes or areas they think should be a priority for improvement
- Any challenges they currently experience when walking, wheeling, or cycling including any barriers that stop them from choosing to walk, wheel or cycle, and
- Any opportunities they can see to improve the situation for walking, wheeling, and cycling.

Maps were presented of the draft network which gave attendees the opportunity to add comments to, based on the bullets above, these were used alongside the online comments to identify the key themes set out in summarised in Section 5.

Representatives of Sweco were in attendance to provide technical support along with MCC officers to answer questions specific to the local authority.

Workshops were held in each of the five key areas of focus which gave people the opportunity to review and comment on the work undertaken so far in respective areas. The five workshops were held at the following locations at the dates and times included in the table below.

Table 2 - Workshop locations and dates

Area	Location	Date	Time
South	Didsbury Good Neighbours, Gillbrook Rd, Didsbury, Manchester M20 6WH	02/11/2022	16:00-20:00
East	The Grange Community Resource Centre, Pilgrim Drive, Beswick, Manchester, M11 3TQ	03/11/2022	16:00-20:00
Wythenshawe	Wythenshawe Forum (Fleming Rd, Manchester, Greater Manchester)	07/11/2022	16:00-20:00
North	Abraham Moss - Woodlands Suite	09/11/2022	16:00-20:00
Central	Brunswick St, Manchester M13 9SX	10/11/2022	16:00-20:00

The workshops were promoted by MCC through social media and the MCC website to ensure they were well attended, as well as through organic networks via MCC Neighbourhoods, elected members and local groups. Attendance numbers varied across each of the sessions with the Central and the South being the most highly attended.

3.2 Email responses

The MCC Walking and Cycling enquiries email address (walk-cycle@manchester.gov.uk) was provided to allow those unable to attend the workshops or have difficulties navigating the online survey.

Email responses were received from individuals but also groups including:

- Manchester University NHS Foundation Trust (MFT)
- British Horse Society
- Manchester and Salford Ramblers

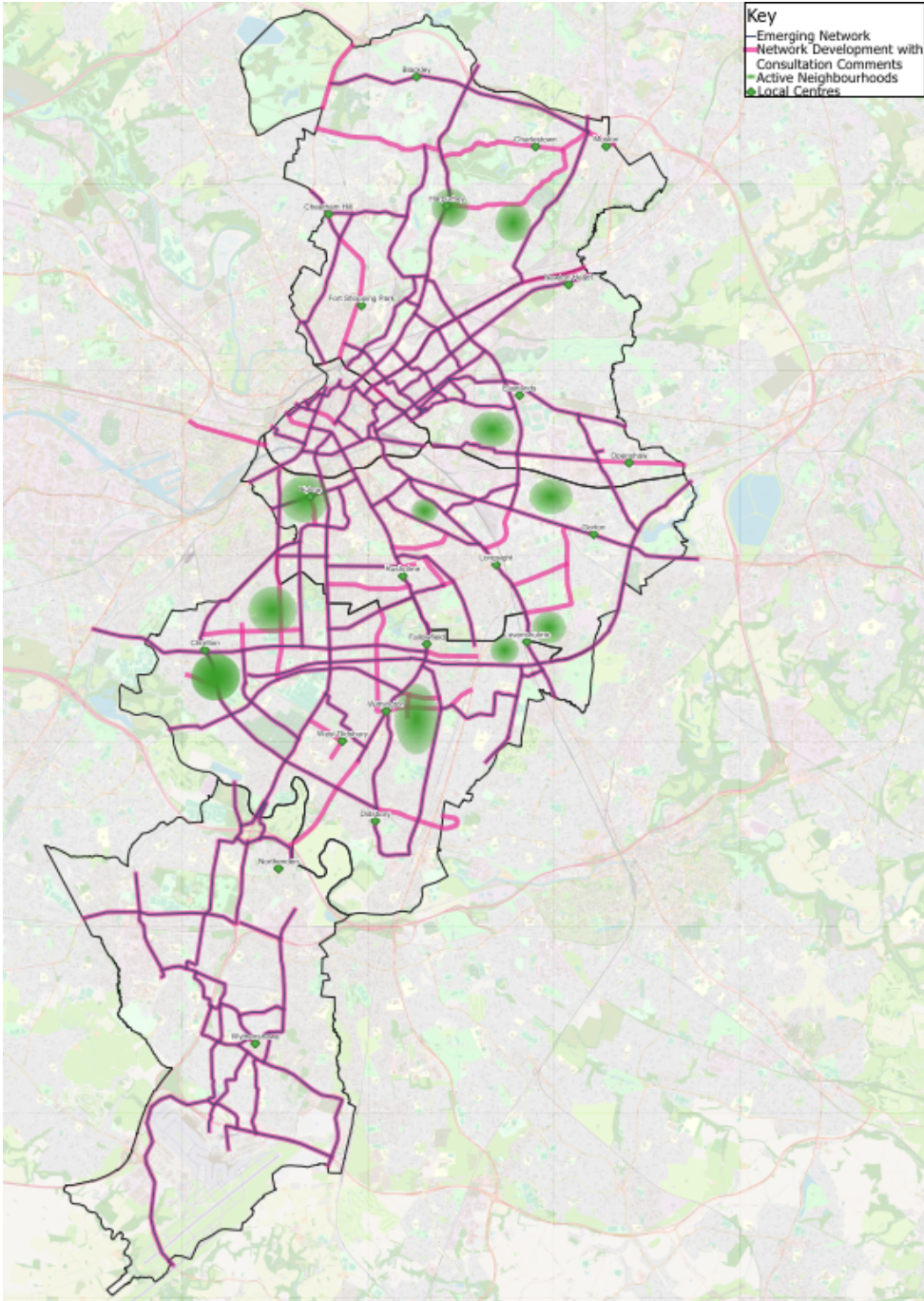
The comments received via email were analysed alongside those received in the workshops and online and have fed into the key themes identified in Section 5.

4 Updated network

Based on comments received at the workshops, online and via email, the draft network was updated to include additional links and locations that were identified by members of the public. This is shown in the map below where the blue lines show the draft network presented in the workshops and the pink lines showing the updated network.

The updated network will be taken forward and considered as part of the Active Travel Strategy development.

Figure 8 - Draft Network



5 Key themes

To support the strategy development, key themes were identified through analysis of the comments received online, through the workshops and via email. These themes will be included in the strategy and help to formulate the objectives, potential schemes and the multi-criteria prioritisation framework.

5.1 Identified themes

The following four key themes were identified through analysis of the engagement responses:

- Safety
- Maintenance of existing infrastructure
- Introduction of new infrastructure
- Softer measures

The following sections include some quotes from the consultation responses that support each of the themes.

5.1.1 Safety

Comments received through the engagement process regarding safety related to a number of issues with the two most prominently cited being lighting and parked cars.

Lighting was identified as a particular safety issue with a large number of comments specifying poor lighting as a barrier to active travel. For example one respondent stated that areas were “intimidating to walk around at all times [due to] dim lighting”.

Parked cars were highlighted as an issue as they create barriers for those wanting to walk, wheel or cycle on pavements or in cycle lanes. This was cited by people in the online survey and supported by comments received during the public workshops including one respondent which stated “Too many cars parked on pavement [so have to] walk in the road”.

5.1.2 Maintenance of existing infrastructure

As well as detailing the location of new and more appropriate routes for the network. The online and in-person engagements were also useful for discovering existing routes that respondents felt were appropriate to be included in the network but where maintenance was needed to improve their condition. Many comments related to the presence of debris such as litter or vegetation, narrow and uneven pavements including potholes and junctions requiring upgrades or improvements. All of which respondents claimed affected their current walking, wheeling and cycling experience.

With regards to narrow and uneven pavements, one respondent detailed how potholes across the network in general pose a safety concern. The respondent described the presence of potholes as ‘very alarming’ and claimed they ‘can knock cyclists off bikes into the path of traffic and cause damage to people and their bikes.’ The poor surfacing of routes across the network was also cited as a key barrier to walking and cycling. For example, one respondent stated how the ‘uneven surfaces’ on Sackville Street/Lower [sic] Portland Street made this route a ‘bit scary for cycling.’ Peace Road, Ardwick, was another example of a route where maintenance is required to help alleviate the ‘uneven road surface’ here.

Debris and overgrown vegetation on existing routes were identified as a key issue. For example, one respondent expressed their desire to see 'Chorlton and other cycleways kept free of leaves in the autumn and litter at all times.' The respondent went on to claim that 'several people have had accidents recently on Upper Chorlton Road because of leaves hiding either the kerb or grids.' Another respondent stated, "many of the footpaths are not kept clear and have a lot of litter, fly tipping and are overgrown, requiring more regular maintenance".

Many respondents discussed how improvements to existing crossings and junctions are needed to improve the walking and cycling experience across the network. Including responses such as 'active travel priorities should aim to ensure all signalised junctions have proper pedestrian crossings', 'new or improved routes which cross or junction with the main highway network should have appropriate signal-controlled/grade-separated crossings suitable for all user groups' and 'all major junctions should have advanced start lights for cyclists (i.e get green light first)'.

5.1.3 Introduction of new infrastructure

New infrastructure was regularly suggested by respondents to the public consultation. A lot of the comments were more general and asked for "new cycle lanes" however specific comments were also included regarding the implementation of modal filters and new CYCLOPS junctions.

Within the online consultation, the suggestion of implementing 'filters to make some streets low traffic' was a popular choice amongst respondents. Many respondents expanded on this within the comment section, detailing specific locations where this measure would be welcomed. One respondent expressed their desire to see the installation of filters upon Burton Road, with this road described as being 'dangerous to cycle down due to the volume of cars parked either side and cars on the road trying to pass cyclists with no room.' A further respondent cited Stockport Road and Chapel Street as key routes that would benefit from 'more permanent filters' due to speeding being a 'constant problem.' The same issue is also present upon Parsonage Road, with one respondent suggesting filters are needed here due to combat the issue of speeding cars and cars parked either side of the route, meaning 'there is not enough room for cars to overtake cyclists safety.'

Many respondents discussed the provision of CYCLOPS junctions across the network. One respondent, who uses Withington Road in Whalley Range, claims the 'CYCLOPS junctions are inconsistent' with one having 'green boxes with cars for straight on, the other doesn't.' Further comments relating to CYCLOPS junctions included; 'revert back to CYCLOPS junction in Burnage', 'the lack of upgraded crossings and CYCLOPS junctions on Oxford Road-Wilmslow Road cycleway is what puts me off from using most of it' and 'junction feels unsafe on main cycling route on Wilmslow Road, CYCLOPS needed here.' Praise for CYCLOPS junctions was received through the consultation with one respondent stating, 'CYCLOPS junctions are amazing, I use these to cycle to see my family and they make my journey much safer and easier.'

5.1.4 Non-infrastructure measures

Non-infrastructure measures such as behaviour change initiatives and enforcement were commonly cited by respondents to the engagement. These were particularly around the education of motor vehicle users and enforcement of speed limits and parking restrictions.

For example, many respondents stated their desire to see the enforcement of 20mph and 30mph speed limits in certain locations. Examples included the enforcement of a '30mph speed limit outside Bowker Primary School on Middleton Road' and the enforcement of 20mph limits outside Manchester Girls School on Grangethorpe Road with traffic here described as 'carnage' at 'school run time.'

However, the desire to see more enforcement was not just limited to restrictions on speed, with parking restrictions also a common theme picked out by the respondents. One respondent stated that more enforcement is needed on Upper Chorlton Road with 'lots of vehicles parked within cycle lanes and on footways.' Barlow Moor Road was also discussed as a location where respondents felt more parking enforcement was needed, with one comment detailing the 'inadequate enforcement of parking on the northbound cycle lane.'

In addition to comments relating to specific locations, general comments relating to enforcement were also discussed. Comments regarding general suggestions included 'preferably 20mph in all residential areas', 'city centre pavement parking ban' and 'the limit should be 20mph within the inner ring road and camera enforced.'

6 Next Steps

6.1 **Strategy development**

The next step is to develop the Active Travel Strategy. The key themes identified from the engagement, and the network development work, will be taken forward, together with established best practice to inform the strategy development.

Appendix A – Engagement Comments

- Spreadsheet of combined comments

**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 12 January 2023

Subject: Highways State of the City Annual Report 2021/22

Report of: Head of Network Management

Summary

Manchester’s highway network includes over 1,350 km of road length, 2,600 km of footway length and over 350 bridges and structures. Based on the latest valuations, the total highway asset has an indicative gross replacement value of over £3 billion, making it the Council’s most valuable asset.

The Highways state of the City report highlights the performance, key outcomes, and successes that we have achieved in 2021/22 along with some of the challenges that we will face going forward.

Recommendations

Members are recommended to comment on the content of the report and included proposals.

Wards Affected: All

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Transport plays a vital role in Manchester’s economic vitality. Regeneration aspirations will rely on effective transport links to enable employees and visitors to access new homes and workplaces, and for the business in and around our city to grow.
A highly skilled city: world class and home-grown talent sustaining the city’s economic success	By continuing to specify social value requirements in all our highway projects we are ensuring that we get extra value for Manchester’s residents, including training, apprenticeships, and work placements for local people.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Providing infrastructure access for all to employment, education, healthcare, leisure and social opportunities enables people to make the most of life, supporting stronger communities.

A liveable and low carbon city: a destination of choice to live, visit, work	We'll encourage walking, cycling and public transport with more investment in the infrastructure needed and harness technology to improve sustainability, reduce our carbon footprint and increase climate resilience.
A connected city: world class infrastructure and connectivity to drive growth	An integrated, smart, well maintained transport network will reflect the city's changing shape and the way people move around. We'll have more cycling and walking, with the improved infrastructure and signage needed. The city will be at the centre of first-class networks – locally, regionally, nationally and internationally.

Contact Officers:

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Name: Tony King
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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.

- Highways Asset Management Policy & Strategy – June 2022.
- Our Manchester Strategy – Forward to 2025, Executive (March 2021).
- Highways State of the City Report – September 2022.

1.0 Introduction

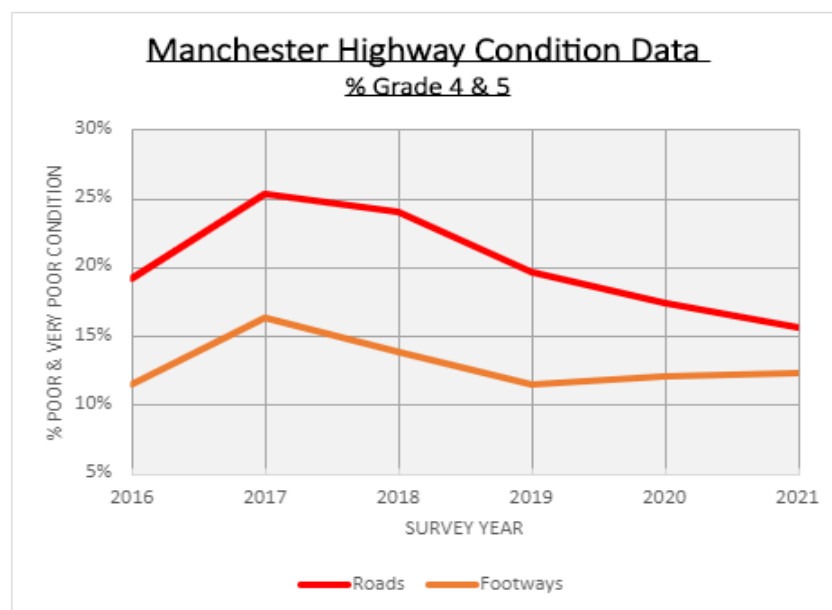
- 1.1 This summary report gives an update on the substantial works completed and progress achieved by the Highways service and provides an overview of methods of communication to ensure ongoing engagement with residents and members, as well as the performance of the service during the financial year 2021/22.
- 1.2 All Members have been sent the 21/22 Highways State of the City Report and references are made to this. The report can be accessed [here](#).
- 1.3 The Highways service is part of the Neighbourhoods Directorate which has facilitated opportunities and improved connections to support working at a ward and neighbourhood level, for example in terms of consultation, communication and engagement.
- 1.4 The service has a clear and recognised vision, which is *to manage, maintain and improve the highway and public spaces network for the current and future needs of our residents*. This vision is aligned to the relevant elements of the Our Manchester Strategy and the Corporate Plan about improving connections and neighbourhoods.
- 1.5 The report also forms, in part, our response to the Government's national approach through the Department for Transport (DfT), in that local authorities adopt a rigorous highway asset management approach to managing highway infrastructure.

2.0 Investing in our city

- 2.1 As part of the Council's 2017/18 budget process the decision was made to invest £80m over 5 years in improving the condition of our highway network. This funding represented a step change in the level of investment by the Council to improve the condition of all our highway network.
- 2.2 2021/22 was the final year of this investment period and the total spent over the period was £79.4m. This total investment also includes annual funding from the DfT as well as Pothole Action Fund grants.
- 2.3 £5m of additional funding was received following a successful 2019/20 Challenge fund bid to the Department for Transport (DfT). This was used to resurface 7 major Manchester roads including Kingsway, Ashton Old Road, Oldham Road and Barlow Moor Road, along with associated drainage repairs.
- 2.4 We have secured an additional year's funding for year 6 (2022/23) to maintain the improvements achieved during the original 5-year investment, however if there is no Council funding available beyond this financial year (meaning that the service will only have Government funding in subsequent years), this would mean that the highway network will quickly deteriorate, and all the benefits of the previous Council investment risks being lost.

3.0 Key Successes

- 3.1 Despite the major disruption and service challenges caused by the COVID-19 pandemic, unlike several other GM highways departments, we continued to meet the challenge of maintaining our highway network without a break in service, as well as delivering several major schemes on site.
- 3.2 The Major Projects team have been successful in being awarded £37.2m worth of bids from the Mayor's Challenge Fund (MCF) to improve walking and cycling facilities across the city. More details of the schemes completed and programmed can be found in the 'Major Projects' section on page 11 of the Highways State of the City Report.
- 3.3 The service has successfully delivered the 5-year £80 million capital investment programme. The scale of the programme is, for recent times, unprecedented and has required a step change in the resources needed to deliver this large programme. Over the 5-year investment programme it is estimated that over 2,000 roads will have been improved representing about 3.9million m2 in area (an equivalent area of 600 Football pitches). The investment programme has succeeded in halting the overall decline in the condition of our road and footway network as well as enabling significant improvements to our drainage and other highway infrastructure. These improvements are highlighted in several sections throughout the Highways State of the City report (see page 6, 8 and 9).
- 3.4 The graph below shows the percentage of our roads and footways at grade 4 or grade 5 (poor) condition since 2016; As can be seen at the end of year 5 of the investment (2021/22), these percentages have improved to around 16% and 12% respectively.



Most of the initial 5-year investment was targeted at roads, which is why overall footway condition has generally been maintained, but not improved since 2019. Any future funding will be targeted at footways along with more

local and neighbourhood roads.

- 3.5 Other specific successes include the embedding of social value and sustainability in all our procurement activities, as well as setting up the Highways Access Group (HAG), which advises on ensuring that highways projects are accessible to all, with particular focus on access for disabled and other vulnerable road users. The HAG were recently recognised for their work at the recent CIHT industry awards, winning the prestigious CIHT Equality, Diversity and Inclusion (EDI) Initiative of the Year Award, as well as being highly commended in the Best Practice category for the work the group has done in relation to seeking feedback from disability groups on scheme designs. More detail is on page 7 of the Highways State of the City report.
- 3.6 In April 2022, 'The Highways Social Value Strategy' was refreshed, and the following social value priorities have been identified as the main areas of focus for the Highways service over the coming year (2022/2023):
- Promoting women into construction to provide a diverse workforce
 - Identifying employment opportunities for ex-military/armed forces
 - Supporting the Read Manchester campaign
 - Supporting the Road Safety Programme
 - Supporting community projects in the various wards of Manchester
 - Contributing towards Environmental Sustainability initiatives
 - 2022 Our Year is a year for young people and children in Manchester.
- 3.7 Alongside the strategy refresh, the service has updated all Social Value and Sustainability tender documents to ensure that a minimum weighting of 30% is dedicated to Social Value and Environmental Sustainability. In addition to the above, Social Value and Sustainability tender questions have been amended to align with the defined KPIs and to enable the service to receive responses in the correct format. Highways are taking a leading role in the Council with the inclusion of environmental proposals as part of the contract award criteria. Social value case studies are included as an appendix to the Highways State of the City report on page 30.

4.0 Delivery

4.1 Planned Maintenance:

- 4.1.1 In 2021/22 (year 5 of the investment programme), we delivered a range of highway treatments and services, which are detailed in the Highways State of the City report on pages 8-15. A summary of the planned maintenance operations that we delivered is as follows:
- Carriageway Surfacing Programme: 109 sites, Total Area 196,278 sq.m.
 - Challenge Fund: 7 sites (including Kingsway, Ashton Old Road and Oldham Road), Total Area 61,731 sq.m.
 - Footways: 40 sites, Total Area 50,141 sq.m.
 - Preventative treatments: 99 sites, Total Area 116,748 sq.m.

Overall, that gives totals of 255 sites, with a total area of 424,898 sq.m which are significant numbers. The year 6 (2022/23) programme is also on track, with the resurfacing and preventative works progressing and scheduled to be completed before the end of the financial year.

4.2 Inspections & repairs:

4.2.1 Our highway inspectors carry out walked and driven safety inspections across all our adopted highway network at regular frequencies. They also carry out ad-hoc visits following reports received from members or the public. In 2021/22, our highway inspectors carried out approximately 26,000 safety inspections in total.

4.2.2 Where defects are found, repairs are carried out by either our in-house Highway Maintenance Services team (formerly known as Manchester Contracts), or by contractors procured through our maintenance contracts. One of the repair techniques used by our contractors is thermal road repairs. This involves heating up the area around a pothole until it is workable, adding a small amount of new material and relaying. Compared to conventional repair techniques, this method is much more carbon friendly, with calculated CO2 emission savings of 1,920 tonnes over the last 12 months. Around 26,800 defect repairs in total were carried out in 2021/22.

4.3 Street works:

4.3.1 We employ a team of street works inspectors who are responsible for routine and sample inspections of utility works and other highway licensed works. The table below shows the results of sample inspections carried out in 2021/22 and where failures resulted in fines being issued to utility companies:

Street Works 2021/22	
Total Sample Inspections 2021/22	2985 (746 each quarter)
Average Cat A fail %	3.82%
Average Cat B fail %	10.12%
Average Cat C fail %	3.34%

4.3.2 In 2021/22, our Network management and Street works teams managed over 22,000 requests to occupy the highway. These requests can range from utility companies who need to repair cables and pipes to requests from developers who are building new offices and homes. These numbers are nearly double those from 2020/21, reflecting the increased infrastructure work since the end of the pandemic.

4.4 Winter services:

4.4.1 We continue to deliver an effective winter service operation. In 2021/22 we completed 54 gritting operations covering a total of about 38,016 km and using approximately 3,000 tonnes of rock salt.

4.4.2 Footways and bridges are treated with Potassium Acetate (liquid de-icer) and there is approximately 50 Km of footways.

4.4.3 Segregated Cycleways were treated 43 times with liquid de-icer. There are also approximately 190 Grit Bins located around the city which were filled, checked, and topped up when required.

4.5 Major Projects:

4.5.1 Several notable projects were completed this year, including:

- The Medlock Street roundabout cycling and walking improvements.
- The eagerly awaited road-widening and pedestrian-improvement project at Hyde Road was completed.
- The first walking & cycling scheme through Chorlton was completed including the construction of the first CYCLOPS junction within the UK.
- The Great Ancoats Street project, which will improve safe access across this busy road.
- The A6 Stockport Road bus layby widening scheme.
- The Airport City Green Bridge scheme over the M56 motorway connecting the airport to Wythenshawe.

4.5.2 Future Major Projects:

- Highways have secured funding through City Region Sustainable Transport Settlement (CRSTS) and Active Travel Fund (ATF) tranche 3 to help deliver the City Centre Transport Strategy.
- Further work is being done to develop a clear pipeline of future highway infrastructure projects which will allow us to effectively bid for future funding streams.

4.6 Road safety

4.6.1 The City Council does not have a road safety budget and that has been the case since the national spending cuts of 2010, however the Council has spent considerable sums on highway safety schemes that will along with other benefits improve road safety.

4.6.2 Collisions in the city are broadly following Greater Manchester trends. Serious and Fatal collisions (KSIs) reduced in 2019 and continued to fall in 2020, however there was a substantial rise in 2021. It can be assumed that this reflects the increase in traffic volume on the network following the Covid pandemic.

4.6.3 The Strategic Capital Board approved the proposal to fund a package of Road Safety schemes in 2021/22 in March. The proposal has been divided this into two separate programmes of work

- The first £1m is for delivering accident reduction schemes, using accident statistics provided by GMP & TfGM and prioritised using a scoring matrix looking at factors including traffic volumes, traffic speed, accidents, and several other features e.g., nearby bus stops and pedestrian crossings etc.
- The second £1m is to deliver local priority community safety schemes. Each Neighbourhood Team (North, Central & South) engaged with members to identify the top ten hotspots within their respective cluster of wards, providing circa 30 sites across the city. Each site was then individually scored using the same parameters as above and then ranked in priority order.





4.6.4 School safety has improved during the year, with the completion of 77 out of 81 school crossing improvements across the city. In addition, we offer cycle training to all pupils in Manchester schools, from level 1 training in basic skills that's taught on the school grounds to level 3 taught on busier routes. In 2020, 670 children across 24 schools attended these bikeability cycle safety training sessions.









5.0 Performance

5.1 Monitoring, reviewing and publishing our performance against defined levels of service enables the team to balance the needs of communities and our strategic aims & objectives to ensure that appropriate services are being delivered for businesses and communities in Manchester.

5.2 A range of some of the key performance measures are shown in the report on the Highways State of the City report pages 16 to 22, which show that the Council's highway infrastructure assets are currently being maintained in a steady state, with improvements in several areas following the 5-year investment programme. Service delivery performance has generally been maintained, with improvements in some areas and decreases in other areas.

5.3 A summary of some of the metrics are shown in the table below:

Measure	Target	2019/20	2020/21	2021/22	Performance
% of total road network in 'poor' condition	<20%	20%	17%	16%	
% of footway network in 'poor' condition	<10%	11%	12%	12%	
% of network at or below skid resistance IL	Downward trend	8.9%	8.3%	8.4%	
% of highway gullies not working as planned	Downward trend	47%	34%	20%	

Total number of recorded carriageway defects such as potholes	Downward trend	9641	8559	9628¹	
Bridges & structures condition (BCI Av)	Upward trend	84	84	73.4	
Percentage of LED streetlights installed	n/a	51%	99%	100%	
% of gullies emptied in the year	n/a	54%	100%	62%²	
% of planned maintenance schemes completed	Upward trend	92%	95%	96%	
% of safety inspections carried out on time	Upward trend	49%	82%	81%	
Number of defects repaired	n/a	16,223	16,731	15,625	
Total no. of killed & seriously injured persons (KSI's) on roads (per 1,000km of network)	Downward trend	100	80	129	
¹ The increasing figures reflect the extra work completed to reduce the long standing back-log of defects.					
² Reduction in number of gullies emptied relates to a reduction in revenue funding.					

5.4 Results from the 2021 annual National Highways and Transport (NHT) Public Satisfaction Survey showed a very slight fall in satisfaction from last year, although this trend is mirrored nationally. It is pleasing that we are at or above the NHT average satisfaction score for all themes in the survey, apart from road safety, and as mentioned above, we are implementing a £2m programme of road safety schemes in Manchester and improved communication around, and delivery of these schemes should help to improve our satisfaction scores in this area in future years.

6.0. Overview of Key Highway Assets

6.1. Pages 22 to 28 of the Highways State of the City report provide a summary overview of all our key highways assets in terms of condition, work carried out and future works required.

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**Manchester City Council
Report for Information**

Report to: Economy Scrutiny Committee – 12 January 2023

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Work Programme

Recommendation

The Committee is invited to discuss and note the information provided.

Wards Affected: All

Contact Officers:

Name: Charlotte Lynch
Position: Governance and Scrutiny Team Leader
Telephone: 0161 219 2119
Email: charlotte.lynch@manchester.gov.uk

Background documents (available for public inspection):

None

1. Monitoring Previous Recommendations

This section of the report contains recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented, and if it will be, how this will be done.

Date	Item	Recommendation	Action	Contact Officer
10 November 2022	ESC/22/44 Revenue Budget Update	That a briefing note on the Strategic Assets Management Plan be circulated to members of the committee.	This is awaiting approval by the Executive and will be actioned in February 2023.	Rebecca Heron, David Lynch

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions, published on **4 January 2023**, containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
Development and Growth					
<p>Strategic land and buildings acquisition 2019/06/03C</p> <p>The approval of capital expenditure for the purpose of the strategic acquisition of land and buildings to support the Eastlands Regeneration Framework</p>	City Treasurer (Deputy Chief Executive)	Not before 1st Dec 2022		Checkpoint 4 Business Case & Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
<p>Disposal of site of former Chorlton Leisure Centre for residential development (21/05/13A)</p> <p>Approval to the terms for the leasehold disposal of the site of the former Chorlton Leisure Centre for residential development.</p>	Strategic Director - (Growth and Development)	Not before 13th Jun 2021		Report to the Strategic Director of Growth and Development	Mike Robertson m.robertson@manchester.gov.uk
<p>Restructure of existing multiple ground leases at Manchester Science Park into a new overriding single head lease (2021/07/16A)</p> <p>Restructure of existing</p>	Strategic Director - (Growth and Development)	Not before 16th Aug 2021		Report and recommendations	Mike Robertson m.robertson@manchester.gov.uk

multiple ground leases at Manchester Science Park into a new overriding single head lease.					
<p>Strategic approach to developments of social homes via a city-wide New Build Local Lettings Policy (LLP) (2021/08/10A)</p> <p>Executive adopts the New Build LLP for immediate implementation.</p>	Executive	16 Nov 2022		Report and recommendations	Martin Oldfield m.oldfield@manchester.gov.uk
<p>Land at Downley Drive, New Islington/Ancoats (2022/02/18B)</p> <p>Land disposal by way of lease for residential development at Downley Drive, New Islington/Ancoats.</p>	Strategic Director - (Growth and Development)	Not before 18th Mar 2022		Report and recommendations	
<p>Disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS (2022/05/19A)</p> <p>Approval to the terms for the leasehold disposal of the former Gala Bingo, Rowlandsway, Manchester, M22 5RS.</p>	Strategic Director - (Growth and Development)	Not before 19th Jun 2022		Report to the Strategic Director of Growth and Development	Joe Martin, Development Surveyor joe.martin@manchester.gov.uk

<p>This City - new scheme development (2022/06/17B)</p> <p>To give capital expenditure approval to build a mixed development of market and accessible rent properties, initially through the Council before transferring to a Council-owned company during the build.</p>	City Treasurer (Deputy Chief Executive)	Not before 17th Jul 2022		Report and recommendation	Alan Caddick, Interim Director of Housing and Residential Growth Alan.Caddick@manchester.gov.uk
<p>Housing Affordability Fund Budget (2022/06/28B)</p> <p>The approval of capital expenditure for affordable housing via a dedicated HAF budget.</p>	City Treasurer (Deputy Chief Executive)	Not before 28th Jul 2022		Checkpoint 4 Business Case	Yvette Ryle, Project Manager Yvette.ryle@manchester.gov.uk
<p>Large Scale Renewable Energy Project (2022/07/13B)</p> <p>To purchase a large scale solar farm, associated storage and maintenance arrangements.</p>	Executive	18 Jan 2023		Executive Report	Leader
<p>Lower Campfield and Upper Campfield - granting of new ground leases (2022/09/07A)</p>	Chief Executive	Not before 6th Oct 2022		Report to the Chief Executive and Strategic Director of Growth and Development	David Norbury david.norbury@manchester.gov.uk

Approval to the granting of new ground leases to allow the repair and refurbishment of both buildings by the lessee.					
<p>This City: Contractor and Design Team Fees (2022/08/10A)</p> <p>To approve capital expenditure for the delivery of This City: Norther Quarter (Postal Street) in order to appoint a contractor under a Pre-Construction Services Agreement to progress work on a mixed development of market and Manchester Living Rent properties until planning permission has been granted.</p>	City Treasurer (Deputy Chief Executive)	Not before 10th Sep 2022		Checkpoint 4 Business Case	Sarah Narici sarah.narici@manchester.gov.uk
<p>Electric Vehicle Charging Strategy (2022/09/12A)</p> <p>The approval of the Draft Strategy and agreement to its publication.</p>	Executive	14 Dec 2022		Report and recommendations	Phil Havenhand, Interim Head of Infrastructure & Environment Phil.Havenhand@manchester.gov.uk
<p>Land Assembly - Back of Ancoats (2022/10/13A)</p> <p>To approve the acquisition</p>	Strategic Director - (Growth and Development)	Not before 30th Nov 2022		Briefing Note	

of a strategic asset at the Back of Ancoats.					
Land at Kelbrook Road (2022/11/14A) Approval to dispose of land at Kelbrook Road for development	Strategic Director - (Growth and Development)	4 Jan 2023		Report to the Strategic Director – Growth & Development	Thomas Pyatt, Development Surveyor Tel: 0161 234 5469 thomas.pyatt@manchester.gov.uk
Manchester Active Travel Strategy and Investment Plan (2022/11/21A) To adopt the Manchester Active Travel Strategy and Investment Plan	Executive	18 Jan 2023		Report to Executive - Manchester Active Travel Strategy and Investment Plan	Rob Scott robert.scott@manchester.gov.uk
Back of Ancoats: Delivery of Mobility Hub (2022/11/23A) To approve capital expenditure to fund construction inflation cost pressures and amendments to design.	City Treasurer (Deputy Chief Executive)	Not before 23rd Dec 2022		Checkpoint 4 Business Case	
Public Sector Decarbonisation Scheme Phase 3 (2022/11/28A) Approval of capital expenditure for cost increases to the Public Sector Decarbonisation	City Treasurer (Deputy Chief Executive)	Not before 28th Dec 2022		Revised Checkpoint 4	Richard Munns r.munns@manchester.gov.uk

Scheme (PSDS) following RIBA2 designs identifying scope changes required, additional fees and inflationary pressures. These works are to improve energy efficiency and introduce heat decarbonisation measures across the estate.					
Gorton District Centre Masterplan (2022/12/12A) To approve the masterplan for future development and investment within Gorton District Centre	Executive	18 Jan 2023			Richard Cohen r.cohen@manchester.gov.uk
Leasehold disposal of Unit 5, Nuovo A, Great Ancoats Street (2022/12/13B) To approve a 15 year lease of Unit 5, Nuovo A	Strategic Director - (Growth and Development)	Not before 11th Jan 2023		Briefing Note	Richard Cohen r.cohen@manchester.gov.uk
Highways					
TC013 - Supply of Concrete and Bedding (2022/08/26A) Renewal of the Supply of concrete and bedding	City Treasurer (Deputy Chief Executive)	Not before 26th Sep 2022		Confidential Contract Report with Recommendations	

<p>framework to supersede the existing framework where one of the two providers has ceased trading and the new bedding requirement cannot be met.</p> <p>The purpose of the framework is to supply volumetric concrete & bedding to support Civil Engineering projects in the Highways Directorate</p>					
<p>Highway Investment Patching Defect Repairs additional funds (2022/10/12A)</p> <p>To approve capital expenditure to undertake further areas of highways patching work, the project helps to improve the condition of our highway</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 10th Nov 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Paul Swann p.swann@manchester.gov.uk</p>
<p>Manchester to Chorlton Cycleway Area 3A and 3B (2022/11/25A)</p> <p>The approval of capital expenditure to complete junction improvements for the Manchester-Chorlton Cycle Scheme areas 3A</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 25th Dec 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Ian Halton, Head of Design, Commissioning & PMO ian.halton@manchester.gov.uk</p>

and 3B

3. Economy Scrutiny Work Programme

Thursday 12 January 2023, 2pm (Report deadline Friday 30 December 2022)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Employment and Training Opportunities from Major Capital Programmes	To receive a report that describes the employment and skills opportunities for Manchester residents that have resulted from the Council's major capital investment programme. This report will focus on but will not be restricted to the Our Town Hall project and the Factory.	Councillor Rahman Councillor Hacking	Angela Harrington	
Active Travel Strategy Update	To receive a report that provides an update on the Active Travel Strategy. This report will describe the principles, vision and objectives of the strategy.	Councillor Rawlins	Pat Bartoli	
State of Highways	To receive an update on Highways Maintenance and improvements delivered during 2021/22.	Councillor Rawlins	Kevin Gilham	
Revised Policy for Residents Parking Scheme		Councillor Rawlins	Neil Fairlamb/ Matthew Bennett	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

Thursday 9 February 2023, 2pm (Report deadline Tuesday 31 January 2023)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Budget Report	Consideration of the final 2023/24 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Councillor White Councillor Craig Councillor Hacking	Becca Heron Tom Wilkinson	
Local Plan	To receive a report on the Local Plan. The Manchester Local Plan guides development within Manchester. It was previously known as the Local Development Framework.	Councillor Craig	Julie Roscoe	
Housing Allocations Policy Update	To receive a report following an evaluation of the Housing Allocations Policy.	Councillor White	David Ashmore	
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information. This will also include the Economy Update, which is provided quarterly.	-	Scrutiny Support Officer	

Thursday 10 March 2023, 2pm (Report deadline Tuesday 28 February 2023)

Item	Purpose	Lead Executive Member	Lead Officer	Comments
LTE Group update	To receive an update from the LTE Group on its performance and strategy. The update report will also provide information on the work of Novus to support ex-offenders.	Councillor Hacking	John Thornhill LTE Group Angela Harrington	
Manchester Adult Education Service (MAES)	To receive and update from Manchester Adult Education Service on performance.	Councillor Hacking	Brian Henry Angela Harrington	
Update on Manchester's Labour Market	The Labour Market in Manchester in line with national trends has experienced a period of volatility following covid, with vacancies across the foundational economy as well as in key growth sectors. This report will set out the latest position along with the approaches being used to meet skill and labour market needs.	Councillor Hacking	Angela Harrington	
Landlord Licensing Post-Consultation	To receive a report on landlord licensing and how this can address the impact of poor-quality property and management standards.	Councillor White	David Lynch Nicholas Cole Henry Tomsett	Originally scheduled for Feb 2023 – deferred with Chair's agreement to allow full analysis/information to be available.
Overview Report	This is a monthly report, which includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Scrutiny Support Officer	

Items to be scheduled

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Design for Life and Rightsizing	TBC	Cllr White	Dave Thorley	
UK Shared Prosperity Fund Update	To receive a report on the UK Shared Prosperity Fund (UKSPF). The primary goal of UKSPF is to build pride in place and increase life chances across the UK, while recognising the acute challenges town centres and communities have faced during the Covid pandemic. This report will highlight the work that the UKSPF has supported in Manchester.	Councillor Craig	Becca Heron	Potentially invite GM UKSPF Partnership Board.
Food Poverty	To receive a report on how the Council is addressing and trying to mitigate food poverty, with particular reference to the Food Grant scheme and the decision-making behind it.	Councillor Midgley	Shefali Kapoor	
This City Plan	To receive an update on the progress of This City's strategic and scheme specific activities.	Councillor White	Becca Heron David Lynch	Deferred from Feb 2023 to June 2023 with Chair's approval.