

**Manchester City Council
Report for Information**

Report to: Neighbourhoods and Environment Scrutiny Committee - 6
November 2019

Subject: Highways Maintenance Programme

Report of: The Director of Highways

Summary

This paper seeks to provide a further update to the Scrutiny Committee on the previous Highways Maintenance Programme and is a follow on from the previous report of 7 November 2018. The report includes updates on:

1. The Highways Service Role, Key Achievements and Challenges
2. Inspections and Repairs
3. Highways planned Maintenance Programme update – year 3 progress and year 4 programme confirmation;
4. Major schemes update;
5. How information about how major schemes is provided to both local Ward Councillors and residents;
6. Managing disruption caused by major schemes;
7. Residents parking schemes update;
8. Tree planting in capital schemes;
9. Street lighting PFI programme;
10. An update on the Winter gritting programme;
11. Motorcycle Parking Policy progress update;
12. Parking & Bus Lane Enforcement update;

Recommendations

The Neighbourhoods and Environment Scrutiny Committee is asked to note:

1. The various highways service updates and progress on delivery of the highway investment programme and reactive maintenance service; and
 2. An update on delivery of other highway schemes and programmes and how this is communicated to members and residents.
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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	A well maintained highway infrastructure will encourage business growth, creating jobs

creates jobs and opportunities	and opportunities
A highly skilled city: world class and home grown talent sustaining the city's economic success	The Highways Investment Strategy will provide opportunities for the development of skills.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The improvements to the roads in the Community Network will contribute towards this strategy.
A liveable and low carbon city: a destination of choice to live, visit, work	Safe and improved highways will encourage people to visit, live and work within the City.
A connected city: world class infrastructure and connectivity to drive growth	The maintenance of highways is a major contribution to this strategy.

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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.

- Neighbourhoods and Environment Scrutiny Committee Report 7th November 2018 - Highways Reactive Maintenance Programme;
- Resources & Governance Scrutiny Committee 18th June 2019 - Highways Maintenance;

1.0 The Highways Service Role, Key Achievements and Challenges

- 1.1 This paper sets out the progress of the Highways Maintenance Programme (and other areas) over the last two years and provides an overview of methods of communication to ensure ongoing engagement with residents and members. The update is provided in the context of a service that is part way through an improvement journey and provides an overview of both key successes over this period alongside some ongoing challenges and areas that continue to need further improvement.
- 1.2 Over the last few years the Highways Service has been through significant changes that have impacted on the services ability to deliver priorities and work programmes to time, cost, budget and quality.
- 1.3 In line with wider council budget cuts, posts were taken out of the Highways Service to deliver savings, resulting in a loss of skills and a significantly reduced core workforce. To address the capacity gaps the service continued to engage resources via the Professional Services framework, which created a dependency on consultants.
- 1.4 The service has recently transferred to the Strategic Director (Neighbourhoods), which has provided the platform and stability needed to drive forward a number of key improvements and has created the conditions for change and closer partnership working within communities and colleagues in the broader Neighbourhood Services.
- 1.5 Following approval of a new senior structure by Committee in June 2019, work has progressed on developing and implementing the service redesign. The new model and structure, address the key issues raised above by introducing the right level of leadership and management capacity and a significant growth in permanent capacity.
- 1.6 The new structure also introduces capacity in areas where there were previously gaps, for example Traffic and Road Safety, Contract Management and Engineering and introduces capacity to ensure major projects are managed effectively by introducing a programme and project management approach which includes, cost management, technical expertise and project support.
- 1.7 The service now have 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.
- 1.8 Furthermore, work has been undertaken to articulate how this vision will be delivered by defining the role of Highways as:

Managing

- The highway network and public spaces efficiently, taking a life cycle

- approach, balancing the needs of users and stakeholders.
- Work with colleagues strategically to ensure highways infrastructure delivers the Council's Transport 2040 vision and the growth aspirations of the city.

Maintaining

- The highway, structures and public spaces and increase performance of its assets, in house services and contract services; monitoring these to fulfil the Council's legal obligations in a cost effective way.
- Deliver a balance of cost, risk and performance to ensure that value for money is achieved, particularly with contractors.
- Communicate with residents, members, stakeholders, business, visitors and commuters in relation to service delivery and work programmes.

Improving

- Improve network reliability and resident satisfaction.
- By developing, designing, procuring and implementing improvement schemes to make better use of the existing network, improve accessibility and increase journey time reliability.
- Create, design and deliver sustainable and active transport through better and increased walking and cycling routes and supporting children with road safety.
- Effectively use a supply chain and increase social value for Manchester monitoring and evaluating the impact and benefits.
- Support utility companies to manage critical infrastructure.

Key Achievements

- 1.9 The service has won a number of awards for Cycling and Flood Management and staff engagement levels have improved, which is evidenced through the heard outcomes. Other successes include the procurement and appointment of two new contractors at short and unexpected notice related vital areas of winter services and the Regent Road project.
- 1.10 The projects team have made significant progress and are on target to spend over £60m on improvement schemes in the current financial year which is a major success. The major projects list is growing as the team have geared up to support the Council's growth agenda, supported accessing new funding to provide cycling and walking facilities and bid to government for additional investment in the city. There is now a programme of live major projects that is supported by a pipeline of future projects being prepared.
- 1.11 The service has successfully delivered the first 3 years of the highways £100 million capital investment programme ahead of programme.
- 1.12 Other areas of success include significant progress in embedding and monitoring Social Value across the workforce and the supply chain, this has resulted in new apprenticeship opportunities, supporting and delivering

community improvements and supporting ex-offenders into employment. The same can be said for H&S where the service is now a lead in this area in the Council.

Challenges

- 1.13 It should however be noted that despite significant progress there remains the need to fully address a number of significant challenges and ongoing improvement, in part the implementation of the service redesign will support this via the new model and increase capacity, however this will take circa 9 months to fully implement and on-going staff recruitment and retention will prove difficult in a very buoyant engineering environment.
- 1.14 There are a large number of 'other' works taking place across the city which will continue to result in significant challenges when delivering highway improvement schemes. These works include events, emergencies, maintenance works and new developments which can take a number of years to construct and require the associated statutory utility works that are required to supply the necessary critical infrastructure such as water, electric and gas to support these developments. These all generate a reduction in the amount of highway space and makes the coordination of work even more difficult.

2.0 Inspections and Repairs

- 2.1 This section of the report gives an update on the progress of our reactive maintenance programmes since the previous Neighbourhoods and Environment Scrutiny Committee report in November 2018.
- 2.2 We have now completed the first 2 years of our highway capital investment programme, and have completed about 60% of the year 3 schemes. Good progress is continuing to be made in addressing the effects of a sizeable number of defect repairs although there is some way still to go.
- 2.3 Since April 2017, we have repaired over 40,000 highway defects, cleansed over 100,000 gullies and carried out around 7,000 'dig-down' and other drainage related repairs.

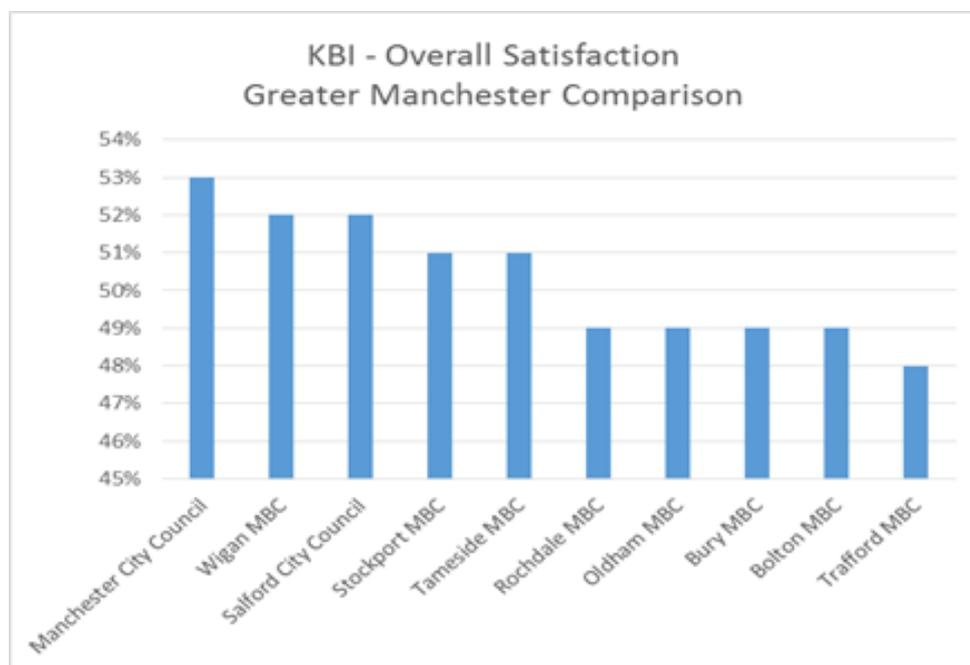
2.4 Customer Satisfaction

We have just received the annual summary report of the National Highways and Transport (NHT) Public Satisfaction Survey for 2019. The survey is carried out by IPSOS/MORI and provides comparison on performance at a local, regional and national level. This is the third year of the survey, which enables us to compare our performance against last year, as well as benchmarking against other authorities in GM and nationally.

Overall satisfaction with our highway services was measured at 53%, which is the same as the 2018 score, as well as the national average (NA) score.

The chart below shows that in 2018, Manchester got the best score among all

10 authorities within GM (we do not have the figures for 2019 yet), which reflects well on our highway service within the region. This was a great result, given that we have one of the largest road networks in the region and the busiest regional centre, which causes heavy demand on our highway infrastructure.



The survey also allows comparisons amongst other core cities nationally, and these results will also be available shortly.

The table below summarises the results found for the 7 themes within the survey:

Key Themes	Manchester CC score 2019	Manchester CC score 2018	% Difference	National average score 2019
Overall public satisfaction	53%	53%	0%	53%
Accessibility	71%	73%	-2%	70%
Public transport	63%	66%	-3%	61%
Walking / cycling	55%	53%	+2%	54%
Tackling congestion	46%	47%	-1%	48%
Road safety	55%	53%	+2%	55%
Highway maintenance	51%	49%	+2%	51%

In terms of highway maintenance our satisfaction score was measured at 51%, which is the same as the national average and an improvement of 2% on the 2017 score. This reflects the work carried out as part of our investment programme.

As the investment programme progresses, the overall condition of our roads and footways will get better, which should be reflected in continued improvement of our satisfaction scores in the coming years.

Despite several areas where we recognise that we still need improvement, there is confidence that on a national level the Authority is in a good place and running the service in the correct way. The challenge is in communicating this to members and the public in a meaningful way and shaping the perception of the service, as results alone do not necessarily affect perception.

2.5 Safety Inspections

Our highway inspectors carry out walked and driven safety inspections across all of our adopted highway network at regular frequencies determined mainly by the defined road and footway hierarchy as set out in the Well Managed Highway Infrastructure national code of practice.

In the 3 month period between 1st July and 30th September 2019, we carried out 13,232 safety inspections across the city, equating to an average of 145 inspections per day. The table below shows the breakdown of these by ward:

INSPECTIONS COMPLETED - 1/7/19 - 30/9/19			
<u>Ward</u>	<u>No of inspections</u>	<u>Ward</u>	<u>No of inspections</u>
ANCOATS & CLAYTON	405	HARPURHEY	577
ARDWICK	649	HIGHER BLACKLEY	376
BAGULEY	485	HULME	466
BROOKLANDS	207	LEVENSHULME	415
BURNAGE	265	LONGSIGHT	251
CHARLESTOWN	317	MILES PLATTING / N.HEATH	661
CHEETHAM	326	MOSS SIDE	557
CHORLTON PARK	565	NORTHENDEN	353
CHORLTON	225	OLD MOAT	496
CLAYTON & OPENSHAW	361	PICCADILLY	876
CRUMPSALL	196	RUSHOLME	420
DEANSGATE	701	SHARSTON	347
DIDSBURY EAST	389	WHALLEY RANGE	294
DIDSBURY WEST	410	WITHINGTON	255
FALLOWFIELD	357	WOODHOUSE PARK	585
GORTON & ABBEY HEY	445		

The number of inspections for each ward is different dependent mainly on the hierarchy of roads within it; Roads and footways with a higher volume of usage have a higher inspection frequency to mitigate safety risks.

The inspectors will record observed defects using a risk based approach in accordance with the Well Managed Highway Infrastructure code of practice. The classification of the defect will depend upon the assessed risk posed by:

- The depth, surface area or other degree of deficiency of the defect or obstruction;
- The volume, characteristics and speed of traffic;
- The location of the defect relative to highway features such as junctions and bends;
- The location of the defect relative to the positioning of users, especially vulnerable users, such as in traffic lanes or wheel tracks;
- The nature of interaction with other defects;
- Forecast weather conditions, especially potential for freezing of surface water.

The table below shows a list of the most common types of highway defects to checked for in highway safety inspections:

Checklist of typical defects
Abrupt level differences in the running surface
Potholes, cracks or gaps in the running surface. Crowning, depressions and rutting
Rocking modules, unstable footpath or cycleway surfaces
Kerbing, edging and channel defects
Edge deterioration of the running surface
Obvious loss of skidding resistance
Damaged or worn tactile paving
Damaged or worn traffic calming humps
(The term running surface applies to carriageway, footway or cycleway)
Missing, sunken, worn, raised or broken ironwork:-
Statutory undertakers equipment
Highway authority owned equipment
Privately owned equipment that is located within the limits of the adopted highway

Standing water on the highway
Water discharging onto or overflowing across the highway from private land
Water discharging onto highway from water burst or sewerage discharge
Blocked road and footway gullies
Blocked drains or grips
Debris, spillage or contamination on running surfaces.
Damaged, defective, displaced, missing or misleading illuminated traffic signs, street lighting columns and bollards.
Dirty or otherwise obscured illuminated traffic signs
Damaged, defective, displaced, missing or misleading traffic signals and non-illuminated signs and bollards.

2.6 Customer Relationship Management (CRM) Reports

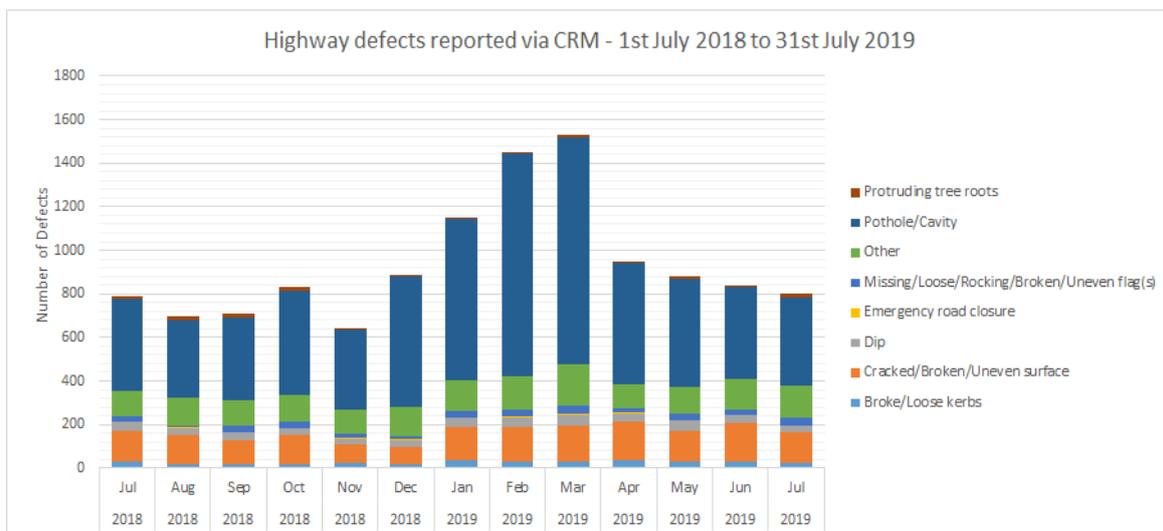
As well as planned inspections, we also carry out additional inspections following reports received from members or the public, usually via our CRM interface, although these may also be received by various other communication methods.

Since July 2018, there has been an overall decrease in the number of defect reports recorded on CRM. Comparing the most recent 4 months (April '19 to July '19) with the same 4 months from last year, total reports of defects are down by about 42% (see table below).

This is likely to be attributable to the ongoing highways investment programme and the work undertaken to address the number of highway defects, all of which are helping to improve the condition of our roads and footways.

Month	2018	2019	% Difference
April	1826	950	-47.97%
May	1607	822	-48.85%
June	919	841	-8.49%
July	1580	804	-49.11%
4-month total	5932	3417	-42.40%

The graph below shows the total number of highway defects reported on our CRM system between 1st July 2018 and 31st July 2019, split between the different types of defect identified.



As can be seen, the proportion of defects reported follows a similar pattern each year - defects types reported in July 2018 are similar to those reported in July 2019.

There is typically a seasonal spike in reports over winter, when adverse weather typically causes more defects.

2.7 Repairs

Highway repairs are carried out by several different teams and this section relates specifically to repairs completed by the in-house Highways Repairs team (formerly titled Manchester Contracts).

Working in tandem with the Cyclical Gully cleansing programme (see 2.9), the Highway Repairs cleansing teams have responded to 1,429 faulty drains that required inspection and clearing, and in some cases excavation and repair, in 2019. In addition, approximately 1,000 programmed gully cleans have been undertaken during this period. A breakdown of repairs carried out by ward is shown below:

<i>Ward</i>	Blocked Gully / Drain	<i>Ward</i>	Blocked Gully / Drain
Ancoats & Beswick	34	Levenshulme	52
Ardwick	24	Longsight	37
Baguley	40	Miles Platting & Newton H	42
Brooklands	42	Moss Side	66
Burnage	59	Moston	31
Charlestown	12	Northenden	42
Cheetham	27	Old Moat	35
Chorlton	76	Piccadilly	54
Chorlton Park	71	Rusholme	43
Clayton and Openshaw	51	Sharston	26
Crumpsall	26	Whalley Range	58
Deansgate	104	Withington	40
Didsbury East	78	Woodhouse Park	35
Didsbury West	84	TOTAL:	1,429
Fallowfield	25		
Gorton and Abbey Hey	34		
Harpurhey	36		
Higher Blackley	23		
Hulme	22		

The team have continued to provide an emergency response service with over 500 emergencies responded to so far this financial year.

An example case study is shown below:

Case Study: Emergency Works



A CRM report was received on 20/9/19 @ approx 3.30pm via the hub emergency inbox from various motorists reporting an unknown spillage on the Cambridge St roundabout, the slip road and onto the Mancunian Way.

The City Centre emergency mobile team was sent to assess the area and if required sand / grit the spillage. On attending site, the spillage was found to be much larger than first reported and we liaised with GMP to request attendance of Traffic Officers to stop the traffic while the c/way was cleared. The works were completed and the road re-opened by around 5.30pm that day.

The repair teams are concentrating on the more specialised defect repairs across the city, including high quality paving, kerb repairs and other non bituminous works. Bituminous defects are repaired as part of the small patching programme (see 2.7).

In total 3,289 actionable non bituminous repairs have been undertaken in 2019, including amongst others 160 bollards and pedestrian railings repaired or replaced. A breakdown of repairs carried out by ward is shown below:

<i>Ward</i>	Non-bituminous repairs	<i>Ward</i>	Non-bituminous repairs
Ancoats & Beswick	48	Harpurhey	85
Ardwick	32	Higher Blackley	69
Baguley	88	Hulme	84
Brooklands	148	Levenshulme	40
Burnage	47	Longsight	15
Charlestown	81	Miles Platting & Newton H	134
Cheetham	89	Moss Side	92

Chorlton	18	Moston	48
Chorlton Park	26	Northenden	46
Clayton and Openshaw	81	Old Moat	36
Crumpsall	40	Piccadilly	501
Deansgate	648	Rusholme	90
Didsbury East	30	Sharston	165
Didsbury West	46	Whalley Range	23
Fallowfield	34	Withington	16
Gorton and Abbey Hey	44	Woodhouse Park	345
		TOTAL:	3,289

In the city centre we have started a programme of repaving footway areas in poor condition, several of which comprise mixed materials. To date (October 2019), works have been undertaken at five key city centre locations with some 330m² of reconstruction or refurbished footways.

Key Facts 2019:

Capital works - The Highways Repairs Team have reacted quickly and efficiently when asked to support the City to successfully manage intervention works on projects that are a priority for the city. These have included:

- The Manchester and Salford Inner relief route (Regent Road), where the main contractor was no longer able to complete its contractual requirements;
- Review of the Oxford Road Bus Gate Signage & Sign Replacement Programme;
- The City Centre Hostile Vehicle Mitigation Measures Programme;

2.8 Small patching repair programme

The small patching programme tackling the current outstanding defect repairs is ongoing and being delivered through a framework of external suppliers. This programme is to repair bituminous material defects in carriageways and footways across the city. The programme started in February 2018 and as of 1st October 2019, approximately 16,000 defects have been repaired.

Regular coordination meetings are held to ensure that all works are aligned to other MCC highways programmes to mitigate against duplication of work.

The works programme is updated fortnightly and circulated to Neighbourhood teams and local ward members.

An extract from a performance monitoring report that we have produced for the small patching programme is shown below, which shows monthly progress by ward.

The table shows that as of 28th October 2019, from the original 32 ward works programme to repair bituminous defects, 24 wards have now been completed, 3 wards are in progress and 5 wards are programmed.

In combination with this work, contractors are also carrying out a reactive works programme, going back into wards to complete any newly identified defects. The table shows that we have nearly completed these follow-on works in 5 wards, with 14 other wards in progress.

Headline Status of Activity at Ward Level as at the 28th October 2019

		Update nr	version
		22	17
Original Works Programme	North: 10 Wards	Wards and Progress achieved to date	
	8 wards complete	Moston 100%, Higher Blackley 100%, Crumpsall 100%, Harpurhey 100%, Charlestown 100%, Cheetham 100%, Clayton / Openshaw 100%, Gorton / Abbey Hey 100%,	
	0 wards near completion		
	0 wards in progress		
	2 wards yet to be programmed	Ancoats & Beswick, Miles Platting & Newton Heath,	
	0 wards awaiting start		
	Central: 8 Wards	Wards and Progress achieved to date	
	8 wards complete	Rusholme 100%, Piccadilly 100%, Deansgate 100%, Moss Side 100%, Longsight 100%, Levenshulme 100%, Hulme 100%, Ardwick 100%,	
	South: 14 Wards	Wards and Progress achieved to date	
	8 wards complete	Sharston 100%, Northenden 100%, Whalley Range 100%, Woodhouse Park 100%, Baguley 100%, Didsbury West 100%, Withington 100%, Chorlton 100%,	
	0 wards near completion		
	3 wards in progress	Brooklands 34%, Fallowfield 24%, Chorlton Park 23%,	
	0 wards awaiting start		
	3 wards yet to be programmed	Didsbury East, Burnage, Old Moat,	
Reactive Works Programme (Ongoing Maintenance)	North: 10 Wards	Wards and Progress achieved to date	
	1 wards complete	Moston 97%,	
	3 wards near completion	Crumpsall 94%, Harpurhey 89%, Charlestown 92%,	
	4 wards in progress	Higher Blackley 81%, Cheetham 73%, Clayton / Openshaw 1%, Gorton / Abbey Hey 1%,	
	0 wards awaiting start		
	2 wards yet to be programmed	Ancoats & Beswick, Miles Platting & Newton Heath,	
	Central: 8 Wards	Wards and Progress achieved to date	
	0 wards complete		
	0 wards near completion		
	7 wards in progress	Rusholme 24%, Piccadilly 32%, Deansgate 32%, Moss Side 81%, Longsight 16%, Hulme 79%, Ardwick 81%,	
	1 wards awaiting start	Levenshulme,	
	0 wards yet to be programmed		
	South: 14 Wards	Wards and Progress achieved to date	
	0 wards complete		
	1 wards near completion	Chorlton 92%,	
	3 wards in progress	Whalley Range 18%, Baguley 82%, Withington 1%,	
	0 wards awaiting start		
	10 wards yet to be programmed	Sharston, Northenden, Woodhouse Park, Didsbury West, Brooklands, Fallowfield, Didsbury East, Burnage, Old Moat, Chorlton Park,	

Performance monitoring:

As part of the contract obligations, each contractor carries out quality audits on about 10% of their completed works. These audits check the quality of repair, accuracy of measure and that the recorded details are accurate, including photographs of the before, during and after repair photographs.

MCC's Supervising Engineer also carries out a sample inspection of about 5% of completed works to check the quality of repairs and the accuracy of the records. This is as much as the current resources allow. A google form is used on site to carry out and record these checks.

A brief snapshot of performance checks carried out this year (to October) is shown below:

Ward	Number of quality inspections		% Acceptable
	Acceptable	Not acceptable	
Baguley	4	1	75%
Deansgate	4	1	75%
Higher Blackley	67	4	94%
Moss Side	19	0	100%
Moston	20	1	95%
Piccadilly	11	0	100%
Rusholme	40	2	95%
Sharston	47	4	92%
TOTALS:	212	13	94%

The inspections relate to about 5% of the number of repairs carried out in these wards. As can be seen, the overall % of acceptable works this year is 94%;

The overall quality performance threshold had been set at 85% acceptable, which the contractors have achieved to date. If the performance falls below this level, MCC will instigate a robust review of completed work to determine if any further action or monitoring is needed.

Since the start of the programme, various improvements have been made, including:

- Mobile working rolled out to contractors to allow recording of real time workflow data on our Symology system; this means we have instant updates on the status of defect repairs which allows accurate reports to be produced when needed.
- Baseline accurate performance data; the performance measures introduced help to ensure that the quality of repairs is consistently high throughout the course of the contract.

We have a programme of jetpatching being delivered as part of the treatments. Some of the work carried out in previous years was not adequate, however we have now procured a different contractor and implemented some of the lessons learned from the previous work so that locations are targeted more effectively to provide a better solution.

We are currently on target to procure a new Highway Maintenance Contract to be in place by December 2019.

Since February 2018, we have repaired approximately 800 defects per month.

2.9 Social Value

All of the highways contractors are delivering social value along with the contractual works. Social value offers and benefits realisation is overseen by the Highways Social Value Project Manager and the service is accepted as a lead in this area within the Council. Note that the service provides the Ethical Procurement sub group and Cllr Ollerahed and Stogia updates on social value activity.

The service has a social value benefits tracker in place and has recently started a trial where the % score on tenders for social value has been increased from 20% to 30% by the inclusion of an extra 10% for environmental aspects. Each tender has specific project KPIs for tenderers to target.

Some example case studies are provided below:

Case Study: Social Value - Fallowfield Spring Clean	
	Resurfacing and patching contractor UDP was joined by some of our other contractors, NSL and Hopkins, to support a day of action making the Fallowfield Loop cleaner and safer as part of the Great British Spring Clean. The aim was to tackle hotspots for fly tipping and littering, which had also recently seen some anti-social behaviour and criminal incidents. As well as litter picking, they also removed some



boulders and resurfaced the cycle path. The boulders had been a blind spot where cyclists were having to slow down to get through, which had led to some cyclists being the victims of robbery and assault.

Case Study: Social Value - Volunteering at Back2the80s! Festival



Resurfacing and patching contractor Argyle NW have pledged to be Woodstreet Mission's chosen charity this year as part of their contribution towards social value. As part of Woodstreet Missions 150th anniversary, Argyle NW have been supporting a number of events such as book donations, corporate sponsorship and volunteering at fundraisers to help raise money for worthwhile local causes. Pictured on the left are 2 members of staff using their volunteering time to take part in the Back2the80s festival in which over £300 was raised.

Case Study: Social Value - Pothole Repair at Tavistock Square Car Park, Harpurhey



Resurfacing and patching contractor Clearway Drainage Systems Ltd are keen to support the local community as part of their social value commitments.

A neighbourhood officer raised the uneven surface and number of repairs required at Tavistock Square Car Park in Harpurhey. This area is now being used as a pick up and drop off point for school children at peak times.

Clearway have offered to support by repairing the potholes one hour a week in between their other jobs in order to try and make some improvements. The work is still ongoing. Before and after photos will be shared in due course.

2.10 Utility Works

Utility companies must submit an advance notice on our GMRAPS permit system prior to undertaking any works on the highway. The only exception to this is where the works are for emergency repairs.

A fixed penalty notice (FPN) is issued under S95A of the New Roads and Street Works Act 1991 (NRSWA) to companies who do not provide us with accurate and timely notification of works on the highway. Between April and September of this year, a total of 200 FPN's have been issued.

We employ a team of street works inspectors who are responsible for assessing and approving all permits and licence applications, as well as carrying out routine and sample inspections of utility works.

We issue a NRSWA Section 81 notice where any highway defects relating to utilities or other third parties are identified, either by our inspectors or via reports from the public. Once a defect is issued a fine must be paid and the repair must be removed and replaced.

Each year, the top five companies who register the highest amount of works in the highway over the preceding three years are sampled. Utilities can carry out temporary repairs for up to a 6 month period, but we encourage first pass repairs to be completed wherever possible.

The chart below shows the total number of inspections carried out this year for these five companies (April-September 2019) and the failure percentage found.

Promoter Organisation Name	Number of works inspected	% of Failures
UNITED UTILITIES WATER LTD	2237	4.0
ELECTRICITY NORTH WEST	775	2.1
CADENT GAS LIMITED	770	4.8
BT	745	3.4
VIRGIN MEDIA	393	3.3
Grand Total	4920	

Where performance issues have been noted from a significant number of Section 81 notices raised, the undertaker is notified and warned that repairs need to be more responsive. An increased number of inspections may be scheduled, which will be charged to the utility company, until performance improves.

Quarterly coordination meetings are held where representatives of Undertakers and the Council attend and share all major works for the forthcoming year. This is a forum where works are coordinated and performance issues are discussed.

2.11 Cyclical Drainage and Improvement Programme

Cyclical cleansing

Following the well-publicised cuts to Local Government Funding a number of years ago, the cyclical gully cleansing maintenance programme was reduced such that only key routes were cleaned along with a reactive service. As a result, the efficiency of the Council's drainage network had been decreasing, with the number of required repairs increasing steadily.

To redress this decline, we procured a Framework Contract to undertake cyclical gully cleansing. This framework includes 2 full inspections and 'cleans' of all of the gullies across the city. The 2nd pass will include the measurement of all of the accumulated silt since the 1st pass and at the end of the project this will allow us to accurately develop recommendations for a new gully cleaning service for the city with better intelligence and a more accurate forecast of costs.

As part of the Framework, the programme of work included a first pass inspection and cleanses to be completed within a 10 month period with a second inspection and cleanse to follow on immediately. This first pass inspection and cleanse also required the capture of data, including silt/debris levels, the structural condition, lid and frame. From the 118,809 recorded

gullies within the cities highway infrastructure, 113,473 were cleaned to the end of August 2019. From this figure, 15.7% of these were found to be blocked and not running and requiring further work.

Given the amount of silt and debris found in the first pass, which included mattresses, Christmas trees, children's pushchairs and also knives and live ammunition, the programme fell behind by two months. This meant that instead of completing the first pass cleanse by June 2019, the programme was not complete until August 2019.

Performance Monitoring

The Council has appointed a Contract Manager who is responsible for monitoring the performance and provision of the service. Performance Monitoring focuses on the key aspects of the service delivery, including overall performance, quality, delivery and customer service.

We have now implemented a process where a Clerk of Works attends a minimum of 10% of gullies cleaned over a seven day period to assess the standard of the work carried out against the information recorded. This also includes reviewing any recommendations, the Contractor may have made with regard to any future work required. These inspections are documented with photographic evidence attached and filed for audit purposes.

We are only just in the process of implementing this process so as yet we have no results to measure against.

To manage all of the data, a gully asset management system has been procured through the Framework from KaarbonTech.

The estimated spend is £1.25m per annum, with a total value for the 2 pass cleansing operation estimated to be £2.5m.

A reactive service provided by Highways Repairs teams will continue to respond to service requests and will initially run in parallel with this framework contract so as to not divert the contractors from the cyclical programme (see 3.6.2).

The following table details the progress of the cyclical drainage cleans on a ward by ward basis as of 18th October 2019. It shows the number of gullies attended and their status (running or blocked). Explanation of each column is given below.

- **Grand Total:** Total number of gullies recorded within the asset register.
- **Working:** Number of gullies running and working.
- **Blocked:** Number of gullies blocked and not running following a cleanse, with further work required.
- **Not Accessed:** Unable to access gully due to parked vehicle, gully lid stuck won't open etc.

- **Not Attended:** Gullies yet to be visited as part of a cyclical cleanse. These are predominantly district centres, around hospitals, the university and where commuter parking is an issue. Gully cleanses in these areas are carried out in one off work packages, with the aid of Temporary Traffic Regulation Order (TTRO).

Name	Working	Blocked	Not Accessed	Not Attended	Grand Total
Ancoats & Beswick	2421	626	471	0	3518
Ardwick	3709	1077	570	78	5434
Baguley	2236	142	20	123	2521
Brooklands	2499	407	82	83	3071
Burnage	2905	376	488	16	3785
Charlestown	2896	567	311	0	3774
Cheetham	3185	1063	579	0	4827
Chorlton	1666	210	340	395	2611
Chorlton Park	2879	449	279	674	4281
Clayton & Openshaw	3263	1586	935	17	5801
Crumpsall	2586	492	493	0	3571
Deansgate	1719	408	774	93	2994
Didsbury East	2695	179	319	52	3245
Didsbury West	2176	628	51	2	2857
Fallowfield	1945	323	31	191	2490
Gorton & Abbey Hey	3059	1398	624	7	5088
Harpurhey	3616	1056	509	0	5181
Higher Blackley	2720	654	356	0	3730
Hulme	2884	409	406	55	3754
Levenshulme	1447	881	1021	2	3351
Longsight	2353	658	645	247	3903
Miles Platting & Newton Heath	3837	1339	591	1	5768
Moss Side	2055	238	540	1000	3833
Moston	2887	844	565	0	4296
Northenden	3557	105	20	53	3735
Old Moat	2405	132	106	190	2833
Piccadilly	1982	374	468	522	3346
Rusholme	1409	728	725	0	2862
Sharston	2855	303	203	0	3361
Whalley Range	1525	314	311	864	3014
Withington	1581	320	261	617	2779
Woodhouse Park	2700	286	96	70	3152
Totals	81652	18572	13190	5352	118766

Where a vehicle is parked over a gully, the contractor will make a maximum of two visits to empty it. On the first visit, pre-printed leaflets which have been provided are placed under the windscreen wiper of the vehicle blocking access to the gully. These leaflets inform the driver of the vehicle that an attempt was made to clean the gully in question and a second attempt to clean the gully will be made, with the contractor inserting a date when they intend to return (a photograph of the vehicle parked over the gully with the leaflet placed under the windscreen wiper is taken following the first attempt and uploaded to the Kaarbontech System).

When the contractor returns, if the vehicle or a different vehicle is parked over the gully, then the location will be placed in separate package of work which will require the appropriate additional pre-planning prior to the cleanse taking place.

2.12 Community Action Days

In and around district centres and other areas where commuter parking is an issue such as around the hospitals and the university, where vehicles are parked and obstructing access to gullies, an ongoing initiative is in place, known as Community Action Days. This involves using a Temporary Traffic Regulation Orders (TTROs), to prevent non residential vehicles (residents are provided with permits which are enclosed with the consultation documentation) from parking whilst an attempt is made to clean the gullies.

In addition to gully cleansing, on such days we take the opportunity to carry out any other outstanding highway works such as small/large patching work, street lighting and road markings. We also alert Biffa as to the pending TTRO which allows them to carry out any outstanding cleaning work they may have.

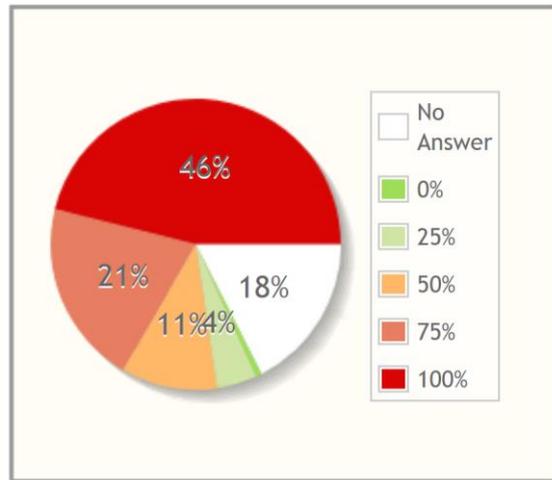
Case Study - St Georges Estate, Hulme Community Action Day



The Highways Service and Neighbourhoods Team recently joined forces with Biffa, Utility Companies, One Manchester and other partners for a week of activity in the St George's area of Hulme during September 2019. Being close to the city centre, the area historically suffers from large amounts of non-resident parking, which was preventing gully cleaning, road sweeping and utility repairs. Parking restrictions were imposed for a week, supported by a permit scheme, and the services worked with partners to ensure that essential work was completed during the week. Residents were very positive about the initiative.

As we have not operated a comprehensive cyclical cleansing programme for several years, not surprisingly, we have found that the majority of gullies visited so far have had high silt levels, 67% of which were greater than 75% full (please see graph below).

Silt Level



'No Answer' on the graph is where it was not possible to measure the silt levels, due to it being inaccessible etc.

During the second pass cleanse the silt levels of the gullies will be recorded to form part of an Asset Condition Survey with data captured and logged back via a live Drainage Asset Management System.

Monitoring and recording silt levels will allow us to intelligently set up more effective drainage cleansing frequencies in the future by targeting those gullies that fill up with silt and detritus quicker, as well as those on more strategic routes.

Drainage Repair Works:

In addition to the cyclical gully cleansing programme, a second Framework Contract has been procured, to carry out highway drainage repair and improvement work that has been identified as part of the cyclical gully cleansing work. This contract began in January 2019, for 18 months, with an option to extend for an additional 2 years.

As part of the cyclical gully cleansing programme, contractors carrying out the cleaning report back (via the Kaarbontech asset management system), defects to the drainage system. The defects are then processed and put into work packages, and allocated to the framework contractors.

These defects include replacement gully lids and frames, pipe repair and replacement, damage to brickwork, CCTV studies and gully pot replacement. In addition, as some of the gullies had not been cleaned as part of a maintenance programme for several years, over 20,000 gullies had to be emptied by hand as the silt and slurry had condensed to such an extent that the suction funnel on the gully wagon was unable to remove it.

Spend to date on drainage improvement work totals £3.7m.

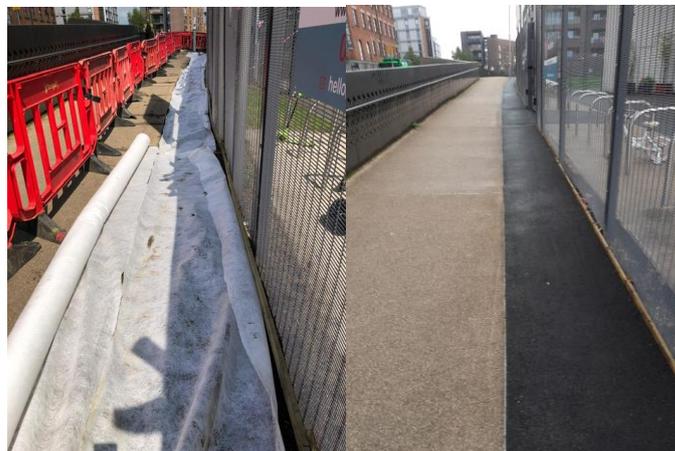
Since the beginning of the Cyclical Cleansing Programme and the Drainage Improvement Programme, a comparison of gully defects and complaints, taken from the Symology System and compared against the previous 12 month period, confirms that reported faults and complaints have dropped by 38%.

- 1st August 2017 to 31st July 2018 = 3338 CRM's/defects
- 1st August 2018 to 31st July 2019 = 2047 CRM's/defects

Social Value:

Case Study: Social Value - School resurfacing

One of our framework drainage contractors, Rosgal, carried out some resurfacing work at New Islington School, as part of their Social Value commitments to the Improvement Framework.



2.13 Dashboard Performance Monitoring

The Highways Members dashboard reporting system is now 'live' on Google sites. The dashboard collates highways performance data across all wards including information on parking and Reactive and Planned Maintenance. This data is updated quarterly.

A sample ward dashboard is shown in Appendix 2.

Information from the PRI team has shown that since launch, the data has been accessed over 300 times by members. A map showing the levels of access across wards is shown below.

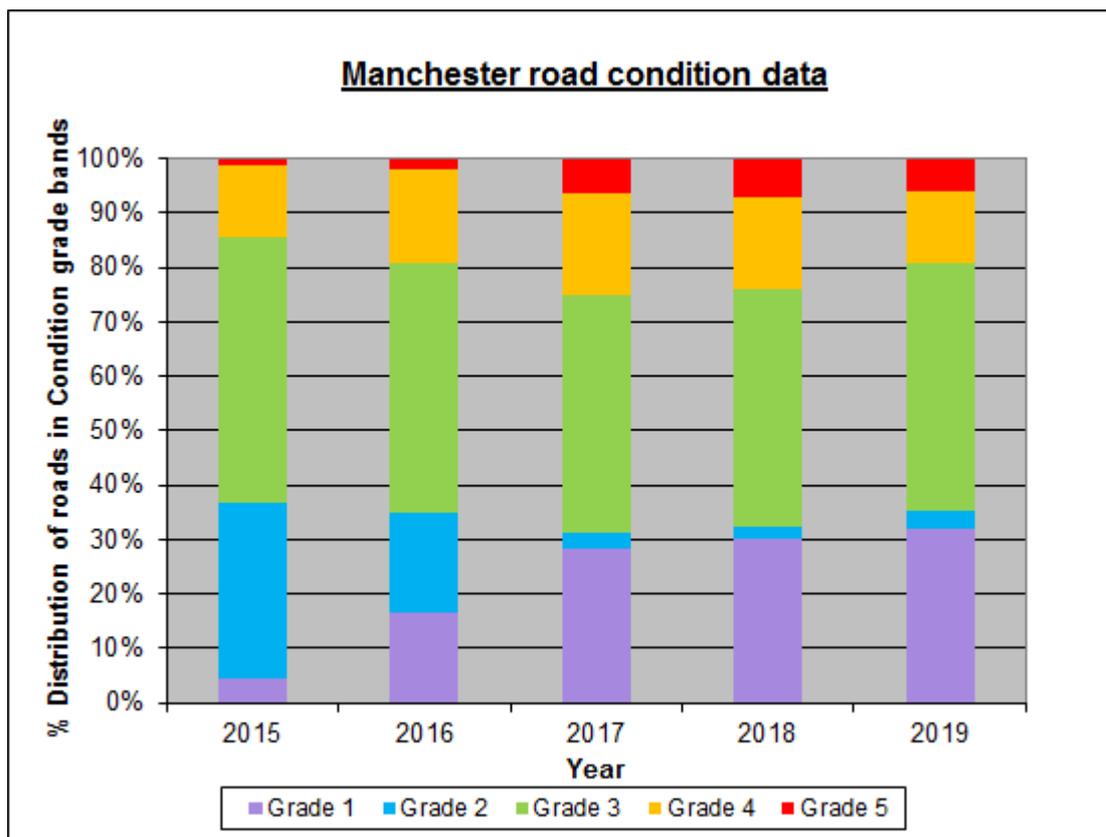
- We would like to know which roads the Penalty Charge Notices were issued on, to see if there are any parking hotspots - response is unfortunately this is currently not possible due to the constraints of the current data and the way it is recorded;
- Resurfacing and major schemes data not always up to date - it looks unprofessional on our part when it hasn't been updated for six months or longer - response is we are working with the team to ensure that these updates are provided;
- Some members would like a 'printable' version of the site - response is this has now already been added as part of the latest update.

3.0 Highways planned Maintenance Programme update – year 3 progress and year 4 programme confirmation

- 3.1 We are currently on target in delivery of year 3 of the 5 year highway investment programme.
- 3.2 In the two and a half years of the investment programme, we have now treated over 1,200 roads and footways comprising over two million square metres.

Network Condition

- 3.3 The investment programme aims to improve the overall condition of our network. The survey carried out in 2017 highlighted the overall deterioration of our road network and the need for the current investment. The percentage (by area) of our roads rated as condition Grade 4 or 5 (poor) rose from 19% in 2016 to 25% in 2017. This survey was carried out before the majority of the year 1 programme was carried out, so is a good benchmark of condition prior to investment.
- 3.4 The graph below shows the percentage of grade 4 & 5 (poor) roads from the surveys carried out since 2015, including the latest data received from this year's survey;
- 3.5 As can be seen, the investment has succeeded in halting the overall deterioration of the network, with 19% of roads now rated as 'poor' condition. This is actually better than the modelling forecasts had predicted by the end of year 3 (which was that 23% would be in a poor condition).



- 3.6 We are currently working with the finance team to quantify the benefits achieved and make a strong case for further investment beyond year 5 to continue the network condition improvements that we have already seen.

Year 3 update:

- 3.7 Carriageway resurfacing works: The proposed year 3 programme has now been completed, except for 5 sites which cannot be scheduled due to other 3rd party works occupying the highway. Those schemes are valued at around £800k and rather than underspend we will bring some schemes forward from the Year 4 approved programme in response.
- 3.8 Carriageway preventative works: Around half of the proposed programme has been delivered to date. 115 sites are programmed to be completed before the end of March 2020, weather permitting. This equates to 155,700m² of carriageway to be treated, with an estimated spend of £1.766m.
- 3.9 Footway Works: 24 sites are scheduled for completion, comprising around 44,500m² of footway to be treated / reconstructed, with an estimated spend of £490,000 by the end of March 2020.
- 3.10 Drainage: For all planned maintenance schemes, gullies are checked, cleaned and where necessary repaired by the contractor before works commence. A record of all work carried out is entered onto the Kaarbontech system to align with our cyclical gully cleansing programme (see 2.9). The gullies are covered

over when new material is laid and then uncovered and cleaned when works are completed.

- 3.11 Large Patching works: A programme of large patching works was completed earlier in the year, and we now have approval for the next tranche of schemes, for which a list of sites has been identified primarily from member requests, condition and defect data and highways inspector identified 'hotspots'.

Programme Issues

- 3.12 We do receive a number of complaints around streets that have had preventative treatments applied. The majority of these, especially regarding micro-asphalt, are perceived rather than actual failures and relate to loose chippings in the channels, the 'rough' surface texture and blemishes caused by vehicles.
- 3.13 The micro-asphalt material beds in through the movement of traffic over it, so in the early weeks the surface can appear a little rough or 'open textured', particularly if there is not much traffic on the street; Some examples of this are shown in the 2 photographs below:





3.14 Once the material has 'bedded in', it generally looks much more like a 'new' road surface; The photographs below show 2 roads that had treatments carried out in 2017/18:



- 3.15 Other complaints we sometimes receive are around the time it takes to adjust the ironwork and reinstating the lining. Because of the nature of the material, it is generally a few weeks before these processes are usually carried out, again only once the material has bedded in.
- 3.16 As with any highway works, we do have minor remedials to address following completion but the majority of these can generally be accredited to early life vehicle damage rather than material failure. The Contractor still repairs these at their cost following identification through our snagging inspections. These inspections are usually carried out several weeks after the works have been completed.
- 3.17 There is a 2 year defect period on all contractors works, for which we retain 5% of the costs. A further inspection is carried out towards the end of this period, and any required remedial works are completed by the contractor before the final 5% is released.
- 3.18 The only micro-asphalt site that failed such that it needed re-applying was Corkland Road in Chorlton. This was a scheme that was done at the very end of the year 1 programme which was affected by wet weather. We were unable to revisit this road until the start of the following spring and in this instance the full road received a complete new application at the Contractors expense. The area of this scheme was approximately 5,000m².
- 3.19 Given that we have delivered over 900 preventative treatment schemes comprising nearly 1,400,00m² across the city, this equates to a failure rate of around 0.1% or 0.4% by area which is significantly better than the industry standards.

Year 4 update

- 3.20 Ward Members have been consulted on the years 4 and 5 carriageway and footway resurfacing programmes. A series of meetings were carried out to discuss the proposed sites and following the feedback, these have now been approved.
- 3.21 We are currently drafting the scheme drawings, specifications and compiling the detailed estimates for the carriageway surfacing sites, totalling 166 schemes with a cost estimate of about £9.8m. As mentioned above, we will accelerate the delivery of some of these schemes this year to compensate for those that have had to be delayed.

4.0 Major schemes update

- 4.1 The major projects that are currently on site or shortly to be on site include: -
- Regent Road
 - Great Ancoats Street
 - Princess Road/Medlock Street Roundabout
 - A57 Hyde Road

- A6 Stockport Road
- CCAG 2 Chorlton Phase1a
- Cycling and Walking Schemes (5 No)
- Residents Parking Schemes (5 No)

4.2 **Regent Road**

The works on Regent Road are now substantially complete with the final activity being to commission the new traffic signals which was done on 27 October. The signal timings will be fine tuned in November. Works in Salford to Trinity Way and Middlewood Street are continuing with completion planned for December. It should be noted that other unplanned utility works are unfortunately happening in the area now to repair a collapsed sewer.

4.3 **Great Ancoats Street**

The advance works are currently on site with completion forecast by November 2019 by Excalon. The advanced works cost are around £0.5m. The main works are due to start on site in January 2020 with completion in January 2021 and involve both carriageway and footway improvements for pedestrian access from the Northern Quarter to Ancoats and eastern Manchester.

Consultation for the scheme was carried in 2017. Then as part of the Beelines city wide consultation, further feedback was received that confirmed the route was not part of the Bee Line network. The contract is still to be awarded, with a scheduled date of 18th December 2019. The overall scheme budget is estimated at £9.5m. The benefits include: -

- Supporting economic growth by enabling an environment for commercial development with nearly 9,000 new jobs estimated to be created and over 25,000 new homes forecast to be built over the next 20 years in the wider Gt Ancoats Street area.
- 70 new and high specification trees incorporating a variety of species.
- Removal of functional and perceptual barriers to pedestrian movement, through improved pedestrian crossings and enhanced public realm.

4.4 **Princess Road/Medlock Street Roundabout**

The works are now on site and are planned to be completed in June 2020 and involve introducing two new spur roads to facilitate direct access to the City Centre and Mancunian Way, and provide a safer and more accessible environment for both cyclists and pedestrians. Scheme consultation was concluded and it resulted in a number of design changes. The contractor is Colas. The overall scheme budget is £8.8m. The benefits include: -

- Reduced congestion
- Improved traffic flows
- Improved safety and accessibility through additional facilities for both cyclists and pedestrians

4.5 **A57 Hyde Road**

The works are due to start on site in January 2020 and will be undertaken by Eric Wright Construction. The works incorporate carriageway lane widening from two lanes to four at a localised pinch point and the replacement of a footbridge. The overall scheme budget is around £6m. Scheme consultation is concluded and feedback is being reviewed. A diversion route for the Fallowfield Loop during its closure has now been agreed. The benefits include: -

- Reduced traffic congestion
- Reduced journey times, and particularly during the peak travel hours
- Improved pedestrian crossing facilities

4.6 **A6 Stockport Road**

The works are due to start on site in February 2020 with completion in August 2020. They incorporate the creation of a new bus lane and segregated cycleway. The contract is to be awarded very shortly after tenders were received. The total scheme cost is £0.9m. The benefits include: -

- Improved and more reliable journey times for buses
- The creation of a segregated cycle track and a safer pedestrian crossing

4.7 **CCAG2 Chorlton Phase 1a**

The works are due to start on site in November 2019 and be completed in March 2020 and incorporate cycling improvements to the section of Chorlton Road from Chester Road to Royce Road. The contract is to be awarded very shortly. Scheme consultation has concluded and 2 further drop in events were held in October. The overall scheme budget is £2m. The benefits include: -

- The first signalised junction in Greater Manchester with fully protected turning movements for both pedestrians and cyclists on each arm;
- Segregated cycle lanes, including a new cyclops signal junction at Royce Road / Chorlton Road;
- An improved cycling and walking infrastructure.

Local events are taking place to provide information about the proposals and any construction concerns. See the visualisation below.



4.8 Other Cycling Schemes

So far a value of around £35m worth of bids to the Mayor's Cycling and Walking Challenge Fund have been successful. As well as securing £9.5 million towards the Chorlton Cycleway phase 1a, other successful bids include: -

- CCAG2 Chorlton - Remaining Phase
- the Piccadilly to Victoria scheme,
- Northern Gateway East - West scheme
- a route on the Rochdale Canal linking the City Centre to Newton Heath,
- Levenshulme ('mini Holland'),
- a route linking Hulme and the City Centre (part of the wider Mancunian Way Princess Parkway scheme),

4.8.1 CCAG2 Chorlton - Remaining Phases

The outline design has been consulted on and the responses are currently being reviewed before the final design is complete. We expect to go out to tender in early 2020. The total scheme cost is £9.7m.

4.8.2 Piccadilly to Victoria

This incorporates a route from Piccadilly to Victoria Station. We are currently considering the outline design before finalising proposals and then going out to consultation. The scheme will develop a high quality walking and cycling

route developed through the Northern Quarter, linking the two main line railway stations, with the aspiration to make Stevenson Square more of an open space (see artist's impression below). The scheme cost is £11.6m.



4.8.3 Northern Gateway East - West (Cheetham Hill to Pollard Street)

The scheme is at the inception stage having achieved programme entry stage within the Mayors Challenge Fund. The overall scheme budget is still to be agreed.

4.8.4 Rochdale Canal

This scheme has achieved programme entry stage within the Mayors Challenge Fund. We are currently working with the Canals & River Trust, and Amey to develop the outline design. Once this is completed we will go out to consultation. The works are scheduled to be delivered in 2020. The overall scheme cost is £1.1m.

4.8.5 Levenshulme Mini-Holland

This award winning scheme was locally promoted by the Levenshulme Our Active Neighbourhood and has achieved programme entry stage within the Mayors Challenge Fund (see case study below).

We are currently working with Doers Do, Bespoke and Sustrans to develop the outline design. Once this is completed we will go out to consultation. The works will be delivered in 2020. The overall scheme budget is £2.5m.

Case Study: NATIONAL AWARD FOR BEE NETWORK WALKING AND CYCLING PROJECT



A community-led project which aims to create the most cycling and walking-friendly area in Greater Manchester has picked up a prestigious award at a national summit.

The Levenshulme Bee Network project, supported by Manchester City Council, scooped the 'Community Project of the Year' award at the 2019 Healthy Streets Summit, held in Glasgow.

The award win recognises plans to encourage more residents and visitors to walk and cycle in an 'active neighbourhood'.

Residents from the Levenshulme Bee Network group have led the proposals for this scheme, with the support of the council and Sustrans. They intend to create an active 'filtered' neighbourhood in Levenshulme, reducing traffic in the area through changes such as modal filters, "school streets" that are closed to traffic when children are arriving at and leaving school, improving crossings and adding green spaces. This approach helps to reduce the amount of through-traffic experienced and encourages residents to use other forms of sustainable transport - particularly walking and cycling.

The project is expected to include a series of junction upgrades, parallel crossings, traffic filters and improvements to the look and feel of local streets - connecting community centres, GP surgeries and schools to create a better, safer environment for trips on foot or by bike.

The Bee Network is a proposal for the UK's largest fully joined up cycling and walking network in Greater Manchester, covering 1,800 miles.

4.9 Overall update

The Highways Design and Major Projects teams are currently involved with over fifty projects that are at various stages within the overall delivery process.

This programme of work represents a huge increase in activity from recent years reflecting not only on the availability of funding and the growth of the city

but also the refreshed emphasis on delivery from the Highways service.

In order to address the huge increase in schemes the Highways team has had to grow through recruiting new staff and that always has a lag due to the recruitment process. The next stage of the recruitment is beginning now as a service redesign is being implemented that will see even more staff brought in to deliver projects.

The combination of the impact of major projects, developments and utility repairs and investments is a challenge to manage in terms of disruption and allocating valuable road space

4.10 Resources used by MCC

The Highways Design, Commissioning & PMO team historically comprised of fifty three technical staff. This number has steadily increased by an additional thirty three since July 2018 to deal with the ever increasing portfolio of work.

The increase has comprised of filling seven long term permanent vacancies and has been supplemented by twenty six short term temporary agency staff. The range of new staff includes project managers, highway designers, traffic engineers, quantity surveyors, clerk of works, a construction planner and several other temporary specialists. To respond to the constant increase in major projects we are now operating a core and flex staff model in the design and delivery team.

4.11 Social Value

In recent months Highways has strived relentlessly to improve our offer and approach to social value. We recruited a new and dedicated project manager in July 2018 and since then have been seen by other services within the council as the pioneers for social value.

We have developed a Social Value Process Map for the service, a copy of which is included as Appendix 1. Another highlight has been working with the Highways Repairs team to develop their offer and in September we provided the following case study to the Executive Member for Finance and Human Resources:

Case study: Social Value - NEW LIFE AFTER CRIME



"Police did me a favour by shooting me" No one would have been surprised if Jake Noakes had followed his father into a life of crime - but instead the pair are building a positive future.



In March, one of our social value successes featured in an article in the Manchester Evening News. UDP, based in Salford, provides a highways repair service including small patching (repair of potholes). They have engaged with a local ex-offender employability scheme and are now onto their third ex-offender, Gavin (left) employed directly into their business, while his son Jake has secured an apprenticeship with the firm.

To support the management of social value we have a tracker that differentiates between the activities we deliver and supply chains we use. Each Contract Manager is responsible for maintaining progress updates against promised social value commitments so they input values of work packages against certain contracts on a monthly basis.

4.12 Capital Forecast 2019 - 2020

The projects programme for 2019 - 2020 is significant and whilst the budget was £58m we are currently forecasting a spend of £63m. The increase is due to delivering more work and faster than originally envisaged.

5.0 How information about how major schemes is provided to both local Ward Councillors and residents

5.1 The increase in projects over the last 12 months has meant that previous communication approaches have had to be revised in real time and regrettably that has led to a number of difficulties for members and residents.

5.2 Going forward all major projects (over £1m or lower value but higher profile) will have the following named representatives: -

- Project Manager
- Highways Consultation Lead (new role)
- Central Communications Lead
- Neighbourhoods Representative
- Contractor Public Liaison Officer

- 5.3 It is understood that communications are very important and as our major projects portfolio is increasing we are in the process of recruiting a new member of highways staff, a Consultation Lead, who will manage the consultation stage of our projects. This role will be full time within the Highways team but will also work closely with central Communications and Neighbourhoods staff.
- 5.4 For the planned investment works the approach is different to that of major projects in specific single sites as that is all about communicating about the timing of the works. The approach to communications in this case is: -
 - Works approval stage – members are advised of a draft list of works locations in advance of the programme being finalised
 - Pre-works letters – residents and members are advised of timing of works through letter drops 2 weeks before work is scheduled
 - Advance signing – signs are erected on street 2 weeks before works to advise of the planned works.
- 5.5 There are particular difficulties with the resurfacing and micro asphalt works being disrupted by weather (which has been unusually bad this year) in being able to advise residents and members of both the delay and the reprogrammed dates. This is due to the extensive and unpredictable impact of weather eg not knowing how long the bad weather will last and so how many streets it will impact on. Once the programme has been disrupted the work originally planned has to be reprogrammed and fitted into already scheduled packages of work. The communication of such changes is problematic as it takes some time to reprogramme the works. Highways are currently working with the communications team to find a way of effectively communicating programme changes in such circumstances.
- 5.6 For each major project a specific communications strategy will be developed and will include background information - why the project has been developed and the particular issues that are being addressed. This will include insight from traffic modelling and other relevant information that highlights the challenges currently being faced.
- 5.7 Communications throughout the life of a project differs at the various stages and the table below shows a draft proposal for each stage.
- 5.8 Our approach to communications will be reviewed and refined continuously in response to feedback.

Stage	Activity	Actions
Pre- design	Member engagement	Project team to Brief ward members verbally on project objectives, constraints, likely programme and any issues – including a walkabout to pick up local issues
Outline Design	Member engagement	Initial designs are shared for comment

	Consultation process - Minimum 4 weeks – desirable 6-8 weeks	Consult with residents, businesses and other non-statutory stakeholders via letter drop, launch of specific web site and social media One event (two events if scheme value >£5m) Feedback via online or posted forms
	Consultation feedback via web site	Project team reviews feedback and makes appropriate changes
Construction – works are underway	Monthly Updates	Letters delivered to residents & members Content template to be agreed with members
	Unplanned Updates	eg night working, changes to traffic management Letters delivered to residents & members
	Members meetings & Site walk throughs	Every 2 months – to meet Project Manager and Contractors Public Liaison Officer
	Inbox	To respond to general issues raised
	Web Site	To include FAQ's and project updates as well as general project information
	Contractor Public Liaison Officer	Available to meet residents and members to pick up specific concerns
	TfGM website travel advice	Showing traffic heat maps, incident reports and travel advice
	Residents engagement	If requested by local members - Quarterly possibly planned around project events

6.0 Managing disruption caused by major schemes

- 6.1 The Highways team meet with TfGM colleagues on a monthly basis to share programmes of major work and future work pipelines. Any initial concerns are tabled and are dealt with thereafter on an individual basis.
- 6.2 As part of these meetings we also share an early indication of what the anticipated traffic management may look like for each project so that the TfGM “Highway Forecasting and Analytical Services” can model snapshots on a regular agreed basis and look at traffic flows and potential congestion/disruption/pinch points etc so that we have the opportunity to adjust any programmes of work and in some cases amend the contractors plans for temporary traffic management.
- 6.3 A TfGM representative is invited to all our major projects boards and progress meetings.

- 6.4 TfGM attend the City Centre Infrastructure Working Group that meets monthly and is chaired by the Leader of the Council. This forum discusses the forward programme of MCC major projects and also any other projects within the surrounding districts that may influence traffic conditions within the city centre.
- 6.5 All works across the city are carefully coordinated to minimise and manage congestion and delay. This includes highways maintenance works, improvement works, utility works, development works, events and emergencies. All works require a permit and the team carefully assess each application and impose conditions around how works should be completed, time, duration and any traffic management that can be used.
- 6.6 The highways service has to be mindful of the need for developments to happen as part of a wider agenda and so works hard with developers and contractors to get the work completed without delay
- 6.7 Coordination can be very complicated, especially with the amount of work taking place in the city and to ensure that we have the right resources in place we are recruiting a number of additional officers who can both support the assessment of permits but also then check that the applicant is complying with the conditions and terms agreed as part of the approval. All works are coordinated to prevent any clashes or duplicate works, we have forward plans of all major works and where necessary works can be brought forward or delayed to ensure that a road is not dug up a few months after being resurfaced. Note that despite our best efforts we can never be 100% in avoiding clashes.

7.0 Residents Parking Schemes

- 7.1 The Highways Design team are currently developing five new residents parking schemes as follows: -

- Christie Extension - Didsbury East/Didsbury West/Old Moat/Withington;
- Hathersage Road - Ardwick;
- North Manchester General Hospital - Crumpsall;
- Rusholme & Moss Side;
- St Georges - Hulme;

7.1.1 Christie Extension

This scheme is required as part of the planning approval for an extension to the existing hospital facilities that conditions the Christie to provide a Section 106 contribution to the council. The residents parking scheme involves a review of the existing scheme that was established several years ago and implementing a new scheme to deal with any additional non-residential parking. The overall contribution is £1m to fund initial implementation and future revenue costs.

The activities completed include data and inventory collection, beat surveys, data analysis and the outline design. Following attendance at the Christie

Trustees Board Meeting in September we are currently developing the consultation material, so following approval to consult the next phase is to share the initial design solutions with ward members and local residents and request feedback.

As part of this phase we will also review the performance of the original scheme and make any appropriate modifications based upon the feedback received to date.

7.1.2 Hathersage Road

This scheme has evolved from planning approval, that provides a section. 106 contribution of £85k to the council. The residents parking scheme involves a number of the side roads linked to Hathersage Road.

The activities completed include data and inventory collection, beat surveys, resident surveys, data analysis and the outline design. Having already met the ward members and attended a residents forum in September we are currently developing the consultation material and following approval to consult the next phase is to share the initial design solutions with the local residents and request feedback.

7.1.3 North Manchester General Hospital

This scheme has evolved from planning approvals and provides a s.106 contribution of £80k to the council.

The activities completed to date include data and inventory collection, beat surveys, and residents' surveys. We are currently analysing the data ahead of developing the outline design solution.

7.1.4 Rusholme & Moss Side

This scheme has evolved from planning approvals that provide a combined s.106 contribution of £306k to the council.

The initial consultation has been completed so we are currently analysing feedback before we meet and brief the ward members. In the meantime, we are also carrying out any outstanding data and inventory collection and beat surveys.

7.1.5 St George's

This scheme has evolved from planning approvals that provides a S.106 contribution of £50k to the council which is supplemented by a contribution of £157k from Parking reserves.

The activities completed include data and inventory collection, beat surveys, residents' surveys, data analysis and outline design. Having already met the ward members we are currently developing consultation material and following

approval to consult, the next phase is to share the initial design solutions with the local residents and request feedback.

Due to the geographical nature of the target area the consultation will be in two phases, initially to all residents south of Chester Road, followed by the Britannia Basin to the north.

7.2 Existing schemes

There are 8 actual resident parking schemes currently in force in and across the city. A description of these schemes is listed below.

Although there are some similarities the costs for each scheme differs as each scheme has a mixture of bespoke restrictions, operational hours, permit rules, types of permits and enforcement methods.

It is recognised that there will be some income associated with this type of scheme from visitor permits, pay and display where it exists and penalty charge notices. These figures tend to be inconsistent and therefore cannot be relied upon as they vary greatly and are influenced by factors outside of the Council's control. Due to the above the costs we have and will continue to incur a significant revenue pressure in order to manage, maintain and enforce these schemes.

7.2.1 Hulme

The scheme is to the south of the city centre, and covers residential areas between the Mancunian Way and Greenheys Lane. It is bordered by Chorlton Road to the west and Higher Cambridge Street to the east. Short stay parking is generally allowed however long stay parking during typically business hours requires a permit. This is to prevent commuter parking associated mainly with Manchester University and City Centre commuters.

7.2.2 Christie area

This scheme restricts long stay parking on streets on all sides of The Christie Hospital site affecting highways in Didsbury East, Didsbury West, Old Moat and Withington in the south of the city. The scheme is designed to prevent commuter parking associated mostly with The Christie Hospital.

7.2.3 Crumpsall

This area is to the north and west of North Manchester General Hospital in Crumpsall and prevents long stay parking during the typical working day. The scheme is designed to deter commuter parking associated with North Manchester General Hospital.

7.2.4 Etihad

This comprises of several residential areas which are in close proximity to the Etihad campus area in east Manchester. The scheme prohibits parking by all vehicles without a permit during event days at Etihad Stadium.

7.2.5 Fouracres

Fouracres Road in Baguley is adjacent to Wythenshawe Hospital and only allows vehicle with permits to park during the typical working day hours. Commuters at Wythenshawe Hospital are considered to be responsible for the additional parking demand.

7.2.6 Shadowmoss

This permit scheme covers part of Shadowmoss Road and Trenchyard Drive, off Ringway Road, near to Manchester Airport in Woodhouse Park ward and requires all parked vehicles to display a permit. This area is believed to have additional parking demand generated predominantly by Manchester Airport.

7.2.7 Ardwick

The scheme is to the south east of the city centre, and covers residential areas between the Mancunian Way and Hathersage Road. It is bordered by A34 Upper Brooks Street to the west and A6 Stockport Road/Plymouth Grove to the east. Short stay parking is generally allowed, however long stay parking during typical business hours requires a permit. This is to prevent commuter parking associated mainly with Central Manchester University Hospital, Manchester University and City Centre commuters.

7.2.8 Grove Village

Between Plymouth Grove and A6 Stockport Road, this area extends from the Ardwick scheme therefore is similar in operation to Ardwick as it suffers from the same parking demands.

Ancoats Urban Village CPZ

This area borders the city centre on the North East side from Great Ancoats Street and Bounded by Jersey Street and Oldham Road. The primary purpose of this scheme is not parking provision for residents, however residents of George Leigh Street are eligible for parking permits which can only be used in specific marked bays on George Leigh Street. This area attracts those looking to commute and visit the City Centre.

7.2.9 City Centre CPZ

This is bounded by the inner ring road and restricts parking within its' boundary between 8am and 8pm every day. This is not a scheme that aims to prioritise parking for residents, however limited numbers of permits are available which allow residents longer stay parking at evenings and weekends.

8.0 Tree planting in capital schemes

8.1 Planting Strategy

The current tree replacement strategy adopted by the council is twofold: -

- City Centre - where we take one out one tree we will put three back;
- Outside the City Centre - where we take out one tree we will put two back.

Planting a tree in a highway is not as simple as it might appear. A highway is a harsh environment where it is planted in an impermeable surface, the road construction changes root patterns and then in winter it has road salt from gritting to contend with. Rather than merely dig a hole and plant a tree as perhaps in a park or garden, we usually need to have a deep hole, provide root barriers and install some kind of irrigation system. There are circumstances where the strategy cannot be applied such as if there is insufficient space or underground utilities in place or where there are other constraints that prohibit this, for example the conditions of the planning consent.

8.2 Working with City of Trees

We are currently working with City of Trees, a charitable organisation within the Community Forest Trust. They are in the process of planting new trees within the city centre and have already secured funding via the Neighbourhood Investment Fund and Tesco's. They have a long term target of planting 5,000 new trees over the next ten years.

We have promoted a single and city-wide section 278 agreement to minimise time, effort and costs for City of Trees to obtain sites and permission to plant trees. Ordinarily each individual site would need its own agreement but this would make the whole process very time consuming and expensive for City of Trees, and in many circumstances may render local low value proposals unaffordable and therefore undeliverable due to a significant imbalance in the cost/benefit.

The first trees are about to be planted in Hilton Street in the Northern Quarter and the next two sites being considered are Lever Street and Aytoun Street.

8.3 Anticipated Tree Planting Numbers within highways projects:

Project	Number of trees removed	Number of trees planted
Medlock Street roundabout	54	160
Hyde Road	104	208
A6 Stockport Road	13	20 (lack of space)

Great Ancoats Street	0	70
Ladybarn	0	3

9.0 Street Lighting PFI Programme

9.1 The Street Lighting LED replacement scheme is now in the third year of the delivery programme, with 48,232 units installed upto the end of September 2019. The programme will run until August 2020, with around 56,000 units to be replaced in total.

9.2 The budget for the scheme is £32.7m and to date we have spent over £25m.

9.3 As part of the retrofit project, Amey ensure that all steel columns, lanterns, lamps and photocells are collected for recycling. Lamps are monitored for guarantee periods with returns to the manufacturer. Containers for paper, cardboard, wood, batteries, plastic, aerosols and recycled paper are sited in the depot yard to help maximise recycling opportunities.

9.4 Additionally, Amey are investigating the use of electric fleet vehicles to support the remainder of the project and overall PFI contract.

9.5 Social Value Case Study:

Case Study - Manchester Dogs Home

A team from the Council's street lighting contractor, Amey, went to the dogs recently... taking on a volunteering community day at Manchester Dogs Home. They used their skills and equipment to help with some structural improvements around the site, which houses the charity following the destruction of its previous home in Harpurhey by fire in 2014.

A team of eight volunteers removed and replaced a dangerous fence beside a dog recreation area and also removed two wagon-loads of overgrown vegetation and laid tarmac on a footpath.



- 9.6 To date, annual energy savings of over 15mil kWh have been achieved, which is a reduction of around 70% on previous energy use. Note that the savings were forecast and part of the scheme invest to save approach. Along with financial savings, this also helps us to reduce the amount of carbon used.
- 9.7 As well as savings made through reduced energy use, LED units require much less maintenance so once completed it is estimated that we will be able to save the following annual costs:

- Night Inspections - £ 64,000
 - Apparatus Checks - £ 32,000
 - Lamp replacements - £274,000
- Total - £370,000**

- 9.8 For the size and scale of the scheme, the number of complaints has been low, with only around 20 received in respect to the number of installations to date.

10.0 An update on the Winter gritting programme

- 10.1 The Council reprocured its winter service this year through an open tendering process. The contractor that stepped in to help when Carillion went into administration, Balfour Beatty, were successful so we have consistency of service.
- 10.2 Manchester's highway gritting strategy, determines how we respond to forecast ice or snow and the type of operation to be carried out. It is dependent upon a number of factors which include the forecast road surface temperature, the prolonged nature of a weather event, its severity and the resources available to treat the highway.
- 10.3 The Winter Resilience team were finalists for the 'Behind the scenes hero' award in the 2018 Awards for Excellence for the efficient way that they keep the network moving in times of severe weather.
- 10.4 To enable accurate local weather forecasting, a weather station is required. Manchester's weather station is located on Queens Road, taking its data readings from sensors embedded in the carriageway surface.
- 10.5 It is proposed to add a second weather station in the South of the City during the 2019/20 winter season. This will enable more accurate weather forecasts relating to the whole of Manchester to be produced, which along with the thermal mapping data outlined below, will allow our gritting operations to be more focused.

10.6 Carriageways

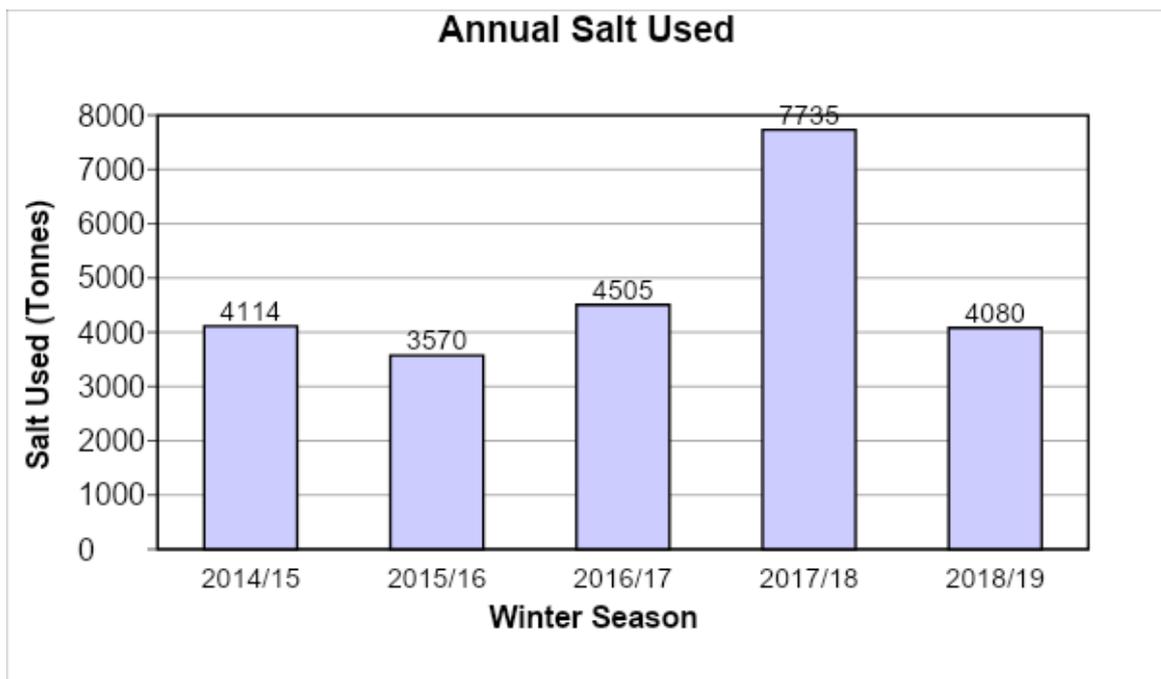
Manchester's carriageway gritting strategy, as described in the operational plan, determines the type of operation to be carried out and is dependent upon a number of factors including; the forecast road surface temperature, the

prolonged nature of a weather event, its severity and the resources available to treat the highway. There are four distinct operations which are:

- Full Network:
In severe conditions, we grit our full Winter Network which equates to a road length of 704 km, about 52% of the total road network. This is more than any of the other local authorities in Greater Manchester.
- Partial Network:
We have also identified a 'cold' Winter network comprising around half the full network (350 km); This was identified using thermal mapping which showed that when the temperature at our weather station (Queens Road) is at plus two degrees, the roads in the 'cold' Winter network may have fallen to zero degrees. On marginal nights, when the temperature just falls into the threshold to trigger gritting, we only need to grit these 'cold routes' rather than the full network, generating considerable cost savings in milder Winters.
- Community routes:
Occasionally during the winter period adverse weather conditions are prolonged and this means that the public will find it more difficult to gain access to local community provisions. For this reason, should the roads need to be gritted continually for three days or more additional routes are added to the full carriageway gritting operation to provide access to schools, hospitals, doctors surgeries, community centres etc.
- Resilient Network Gritting:
Following the severe winter of 2008/09, contingency plans were introduced which identified a minimum resilient network that would continue to be gritted if Manchester's salt stock levels become critical and salt supplies cannot be guaranteed. Essentially, this is a strategic network that covers the main roads.

The number of gritting operations carried out during the last five years has fluctuated; Excluding 2017/18, which was beyond the normal range, the average annual number of gritting operations was 49, with an average annual salt usage of 4,067 tons (see graphs below).

In 2018/19 we carried out forty-eight gritting operations covering a total of 33,792 km and averaging eighty-five tonnes of salt per operation;



How does gritting work?

Although it's called grit, what is used on the roads is actually rock salt, which lowers the freezing point of moisture on the road surface, so it stops ice forming and causes existing ice or snow to melt.

Timing is critical - If you grit too early, you can waste it, because it lands on a dry road and is blown away as vehicles drive past; if you grit too late, the surface is already frozen, which means drivers are on a dangerous surface and

the salt has to work harder to be effective. Rainfall will also wash much of the grit from the surface of the road.

The salt attracts moisture and only becomes activated when it is trafficked. This grinds it down and mixes it with moisture creating brine, a salty water, which is the most effective at melting the ice and snow.

10.7 Footways and segregated cycleways

Footways & cycleways are now treated using a potassium acetate liquid de-icer and this can be carried out up to three days in advance of any adverse weather conditions.

Once it has been applied, the liquid de-icer remains effective for up to four days and down to a temperature of minus 30 degrees centigrade. It is therefore more effective than rock salt. It is much more expensive than rock salt, however, which is why we don't use it for all our network.

We treat about 50 km of the heaviest footfall footways, which includes district centres and busy shopping areas, as well as around 10 km of segregated cycleways. Because of the cost of treatment, we have to target the most heavily used footways using a risk based approach.

10.8 We use social media, specifically 'Twitter' using #grittertwitter to inform the public of gritting operations. We also use email to provide our stakeholders with the same information. It is intended that for the coming season our Communications Team will also publish details of gritting operations on Manchester's web pages.

10.9 Salt (grit) bins are provided at various locations across the city to enable local residents to spread salt during the core winter period. There are 193 salt bins and each has a capacity of half a tonne. Each one is checked every week during the core period and replenished as necessary. This means that approximately ninety-six tonnes of salt is used weekly and approximately 1,248 tonnes throughout the season.

10.10 To ensure that the service is consistently delivered to the highest standards it is important that it is continually reviewed and improvements made where needed and new technologies introduced. Currently the following are being investigated for possible future seasons: -

- **Route Optimisation:**

A route optimisation including the number of current gritting routes is currently being investigated and the indications are that at least nine routes would be needed to provide the upper time limits to complete a gritting operation (we currently have 8 routes).

- **Salt Barn:**

Our rock salt stock is kept in open storage (although it is sheeted over Summer); Over time its de-icing ability diminishes due to rainfall, which will

cause the salt to leach out. Although this action also creates an outer crust to protect much of the salt, the overall result is that the stockpiled salt is less effective, meaning that we have to purchase more new material. Creating a salt barn would preserve the stocks of salt that we have;

10.11 Engaging with the public Case Study:

A good example of communications is the naming of our gritters which has received a record response:

Case Study - Gritter naming

The Council took to twitter in October 2019 to ask users to help name their new gritting machines with the following post:

“Manchester has 8 new gritters and they all need a name.

Once the winning names are chosen we’ll put them on the gritter. You never know, you might see your entry driving around.”

“To enter, just send us your suggestion with the hashtag #mccGritterComp Closing date is 6 December.”

We received over 150,000 views and 3,000 name suggestions. This has been the biggest social media interaction that the Council has ever had!

Early name suggestions included ‘Gritney Spears’, ‘David Plowie’, ‘Hansel & Grittel’ and ‘Gritty McGrifface’.

A shortlist of the most popular suggestions will be made, and the public and schools will be asked to select the final names, which will be displayed on the vehicles.



11.0 The provision of motorbike parking facilities

11.1 There is currently no policy in place. A committee report on the subject was submitted in 2009 which also did not contain a policy. One will be developed when time and resources permit and the drafting will involve members.

11.2 We have commissioned a review of motorcycle parking in the city centre and will produce options that the Scrutiny Committee and Executive Member may wish to consider in the formulation of a new Policy on Motorcycle parking.

11.3 The review is expected to conclude with a policy that when applied could lead to changes to existing facilities or installation of new facilities.

11.4 The scope of the review includes the following activities:

a. Review and validation of existing provision:

We will undertake a survey of motor cycle parking provision, comparing Traffic Regulation Order information and on-site provision to identify potential changes required.

b. Baseline review:

We will review available and relevant reports, for example the 2009 report to Scrutiny Committee on motorcycle parking, and existing parking policies. The team will undertake a site visit to identify locations of high demand compared to supply, as well as a review of the type and quality of existing provision. We will review the information available for users online, and will gather available data on mode share, new registrations and emissions.

c. Benchmarking and good practice:

The team will undertake a high-level benchmarking exercise with other cities in the UK and in Europe to focus on different approaches to charging, provision on- and off-street, legal context, policy, security, enforcement and integration with street design. The team will also consider national standards and other guidelines.

d. Strategic context:

The team will review the strategic context in Manchester covering planned growth, transport strategy, clean air, the climate emergency and delivering streets for all.

e. Changing mobility and future technology:

The team will consider emerging / changing mobility, for example, the increased use of electric bikes, electric motorcycles and electric scooters to understand how these might affect motorcycle parking. At present the scope of this study is only focussed on powered two-wheelers designated as “motor vehicles” as set out in the Road Traffic Act 1988.

f. Early engagement:

Early engagement will take place with MCC colleagues and members to understand challenges and opportunities. We will engage with TfGM to better understand transport strategy plans, specifically related to the 2040 Strategy, City Centre Transport Strategy and Streets for All strategy.

12.0 Parking and Bus Lane Enforcement

12.1 Background

The Council's Parking Service has been enforcing parking restrictions throughout Manchester since 1999, when the Police and the Government devolved these powers to Local Authorities.

Parking Services are normally bound by legislation and this usually requires a Traffic Regulation Order to be in place before enforcement can be undertaken.

12.2 Transfer of the Service

Parking Services transferred from the Highways Directorate on 1 April 2019 to the portfolio of the Director of Customer Services and Transactions under the strategic Leadership of the Head of Customer Services within Corporate Services.

The Highways Service has maintained strategic responsibility for the development of parking and bus lane strategy and policy for the City (including residents' parking schemes), including any consultation exercises.

After the service moved, a review of CCTV provision and strategy was completed which determined that the management of the existing CCTV function and development of the future CCTV strategy for the city should remain within Highways and now sits within the Public Realm Team.

Good communication links have been developed with colleagues in Highways recognising there is an interdependency that supports effective and safe traffic management across the city.

12.3 Service objectives

The overriding objective of the Service is the enforcement of illegal parking and to maintain designated bus lanes/gates. This is to ensure the flow of traffic around the city and to improve road safety for all road users, including cyclists and pedestrians.

The service aims to provide prompt, accurate and efficient services that are good value for money, meet the Council's aims and objectives and follow recognised best practice. The service directly supports the transport strategy for the city and our aim is to keep the city's roads moving and safe, whilst collecting the maximum amount of money owed to the Council in a fair and ethical manner.

The service is committed to service excellence and continuous improvement and our staff live the Our Manchester values and behaviours.

12.4 Performance

The service produces an annual performance report that is published on the Council's website.

Parking Services work closely with our partner NSL who undertake on street enforcement on behalf of the Council; this includes the following activity:

- Parking breaches and the issue of penalty charge notices;
- Detection of blue badge fraud leading to prosecution where appropriate,
- Enforcement activity at schools,
- Day to day management of the vehicle pound; and

- The removal of untaxed vehicles from the Highway under the councils devolved powers from the DVLA.

Headline performance results:

Performance information is shown in Appendix 3 under the following headings:

1. On street penalty charge notices
2. Off street penalty charge notices
3. Bus lane and bus gate infringements and penalties
4. Residents' parking schemes in the city
5. Enforcement activity near schools
6. Abandoned and untaxed vehicles
7. Blue badge activity
8. Support at events in the city

The performance data contained in this report is based on data for the 2018/19 financial year.

12.5 Objectives for this year

Parking Services will manage, administer and deliver an effective and proactive Parking and Bus Lane service for the Council which fully supports the transport strategy for Manchester and provides a first class service to residents and visitors to the city.

- Undertake a service redesign to make sure we have enough of the right people, in the right place doing the right thing.
- Introduce a new performance management framework with a focus on getting the basics right.
- Develop, design and implementation of improved digital services and capabilities to improve the customer experience.
- Review and update all of our service policies.
- Introduce a workforce learning and development plan across the service.

2019/20 KPI's	Target
Percentage of stage 1 and stage 2 complaints responded to within the corporate timescale of 10 working days.	96%
Percentage of MP and Councillor Enquiries responded to within the corporate timescale of 10 working days.	96%
Percentage of FOI's responded to within the corporate timescale of 20 working days.	90%
Percentage of DPA, GDPR and Disclosure requests responded to within the corporate timescale of 40 working days.	90%
Increase bheard participation across the service	70%

