

## **Manchester City Council Report for Information**

**Report to:** Neighbourhoods and Environment Scrutiny Committee - 7  
October 2020

**Subject:** Highways Maintenance Programme

**Report of:** The Director of Highways

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### **Summary**

This paper seeks to provide an update to the Scrutiny Committee on the previous Highways Maintenance Programme report of 6 November 2019. The report includes updates on:

1. The Highways Service Key Achievements and Challenges
2. Inspections and Repairs
3. Highways planned Maintenance Programme update – year 4 progress and year 5 programme confirmation;
4. Major projects update;
5. Dashboard Performance Monitoring;
6. Social Value;
7. How information about how major schemes is provided to both local Ward Councillors and residents;
8. Managing disruption caused by major projects;
9. An update on the Winter gritting programme;
10. Motorcycle Parking; and
11. Covid response and Active Travel.

### **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;
  2. An update on the development and delivery of major highways projects and programmes and how this is communicated with members and residents; and
  3. The positive way that the team has reacted to the significant challenges of a Covid environment.
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**Wards Affected:** All

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<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	A well maintained highway infrastructure will encourage business growth, creating jobs 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.

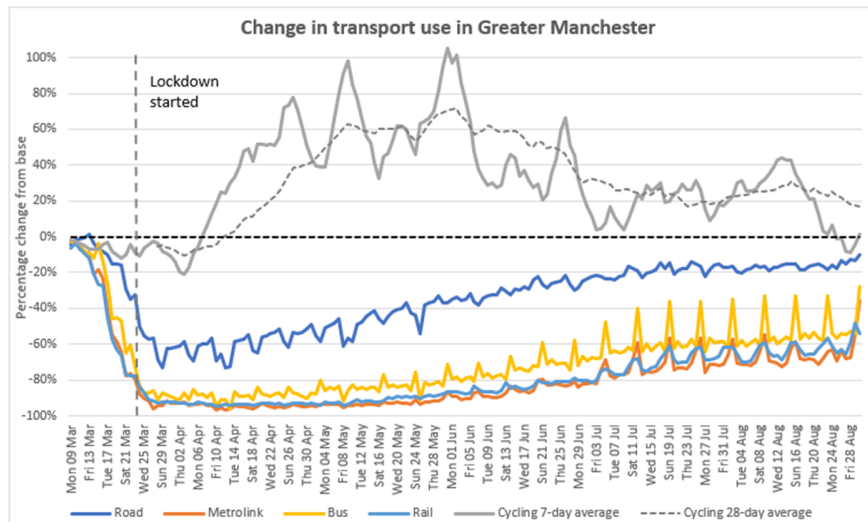
Neighbourhoods and Environment Scrutiny Committee Report 6th November 2019 - Highways Reactive Maintenance Programme.

Resources & Governance Scrutiny Committee 18th June 2019 - Highways  
Maintenance.

## **1 The Highways Service Key Achievements and Challenges**

- 1.1 This paper sets out the progress of the Highways Maintenance Programme and other areas over the last three years and provides an overview of the approach being taken to ensure ongoing communication and engagement with residents, stakeholders and members. The update is provided in the context of a service that has progressed well 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 The Highways service redesign has now been completed, and we are now recruiting to the posts and refreshing policies, processes and introducing and embedding new ways of working. This has introduced the right level of leadership and management capacity as well as filling service areas where there were previously gaps, for example Traffic and Road Safety and Contract Management. The Project Management Office (PMO) has been set up to ensure major projects are managed effectively by introducing a programme and project management approach which includes, cost management, technical expertise and project support. The Highways service is now embedded in the Neighbourhoods Directorate which has facilitated greater opportunities and improved connections to support working at a ward and neighbourhood level for example in terms of consultation, communication and engagement. The service has now appointed a neighbourhoods liaison lead which will strengthen this further.
- 1.3 Key Achievements
  - 1.3.1 Despite the major disruption and service challenges caused by the COVID-19 pandemic this year and in comparison to many other GM highways teams we continued without a break in service to meet the challenge of maintaining our highway network as well as progressing several major schemes on site. The support of our supply chain to keep our projects progressing has been significant. Our business as usual and project work was supplemented by the addition of planning and implementing a new programme of specific social distancing and other safety measures across the City to maintain public safety as well as safety of our staff and contractors.

The impact on transport usage across Greater Manchester since the onset of the pandemic can be seen in the graph below:



- 1.3.2 After reviewing the service to ensure there is a safe environment for our staff and contractors, we made good use of the time where there was a significant drop in traffic levels between April and September to bring forward and deliver highway maintenance schemes on key routes, including Kingsway, Trinity Way, Bridge Street and Princess Street. In the 5 months we resurfaced about 280,000 square meters of carriageway (equivalent to 39 football pitches) and about 24,000 square meters of footway as well as carrying out preventative treatments on over 100,000 square meters (14 football pitches).
- 1.3.3 Our bread and butter highway maintenance service continued through the support of Manchester Contracts and a number of subcontractors meaning we repaired over 16,000 potholes, cleansed nearly 15,000 gullies and carried out about 6,000 other footway, ironwork, kerb and signage repairs.
- 1.3.4 The projects team have been successful in being awarded about £75.9m worth of bids to the Mayor's Challenge Fund to improve walking and cycling facilities across the city. All of those projects are underway with some on site and others being consulted upon.
- 1.3.5 The service is on course to successfully deliver the first 4 years of the 5 year highways £100 million capital investment programme.
- 1.3.6 Other successes include significant progress in embedding and monitoring Social Value across the workforce and our supply chain, which has resulted in support to the community, helping ex-offenders into employment and new apprenticeship opportunities, and support to respond to Covid-19. Carbon reducing initiatives are underway with our supply chain and the service has re-written tender documents taking a leading role in the Council with the inclusion of environmental proposals as part of the award criteria.

#### 1.4 Challenges

- 1.4.1 The Covid-19 pandemic has had a major impact on all services and our highway network plays a vital role in ensuring that workers can travel safely to

and from work and for the reliable deliveries of essential supplies.

To protect both staff and the public, we have liaised with all our contractors and staff that work on the highway to ensure that government guidance and social distancing rules are applied on all of our sites.

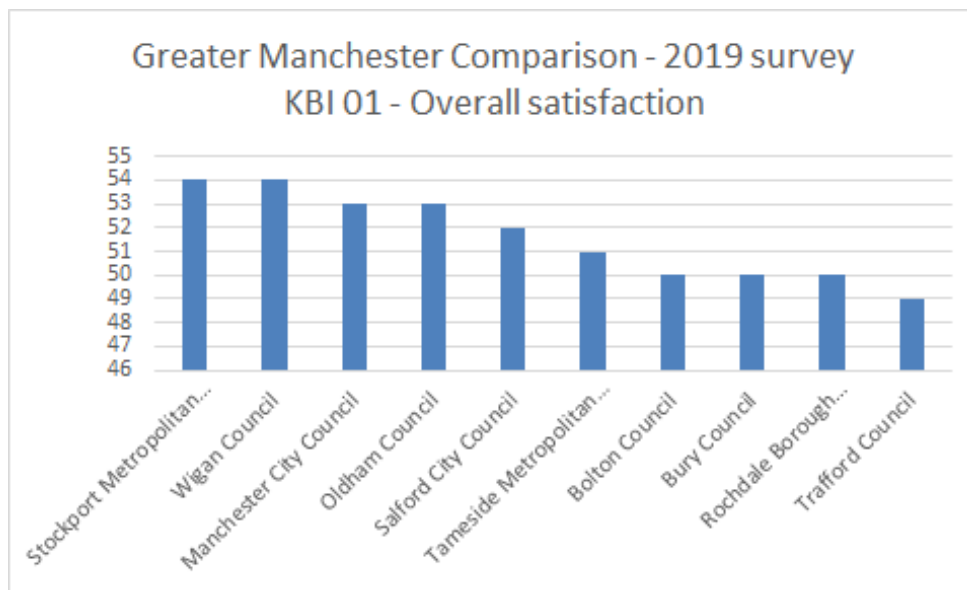
- 1.4.2 As well as managing the Covid-19 issues on major schemes there are a large number of other works taking place across the city which continue to result in significant challenges when delivering highway improvement schemes. These include events, emergencies, the reallocation of road space to enable people to safely socially distance, maintenance works and new developments which can take a number of years to construct and require the associated utility works. They all generate a reduction in the amount of highway space and makes the coordination of work even more difficult.
- 1.4.3 There is a significant challenge in delivering major projects in an urban environment where construction operations need traffic management and cause a great deal of noise. There needs to be a balance between reducing disturbance to residents and increasing traffic management to avoid bringing parts of the city to a standstill. This issue is discussed later in the report.
- 1.4.4 The service continues to develop its approach to infrastructure projects and how they can be even more inclusive and take into account the needs of all. The team currently works with the disability reference group set up by TfGM to review projects at the design stage to consider improvements. Discussions are underway for highways to lead in the establishment of a Manchester City Council reference group as an evolution of the current approach.
- 1.4.5 Mistakes due to human error represent a challenge whether they come from the highways service, suppliers, contractors or partners. Where those occasional slips have happened in the service, the inconvenience that they cause is acknowledged. They can take the form of omissions (eg to share work details with everyone interested in advance), delivery of works (eg expecting some works to take a period of time and they take longer), technical problems (eg a plant making tarmac breaks down) and misunderstandings (eg when a message isn't received in the way it was intended). This is more challenging at the moment due to ways the service and partners are having to work to remain Covid-19 secure. The service is working hard to bring in systems and processes to reduce the frequency of slip ups as well as working with our partners towards the same aim. Human error will always play a part in a busy and complex service however.

## **2     Inspections and Repairs**

- 2.1.1 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 2019. We are now into the 4th year of our 5 year highway capital investment programme. Good progress is continuing in addressing the number of defect repairs although this work is still ongoing.

## 2.2 Customer Satisfaction

- 2.2.1 We commission the National Highways and Transport (NHT) Public Satisfaction Survey each year. The survey is carried out by IPSOS/MORI and provides comparison on performance at a local, regional and national level. 2020 is the fourth year that we have taken part in the survey, which enables us to compare our performance against last year, as well as benchmarking against other authorities in GM and nationally.
- 2.2.2 We are currently awaiting the results of the 2020 survey, however the 2019 results showed that the 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.
- 2.2.3 The chart below shows that in 2019 Manchester was joint third among all 10 authorities within GM, just 1% lower than the top 2 authorities. This is a positive 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.



- 2.2.4 The overall condition of our roads and footways is improving as the investment programme progresses, which should be reflected in continued improvement of our satisfaction scores this year and in the coming years.

## 2.3 Safety Inspections

- 2.3.1 Our highway inspectors carry out walked and driven safety inspections across all of our adopted highway network at regular frequencies as defined in the Greater Manchester Highway Safety Inspection Framework document and the accompanying MCC Highway Safety Inspection Policy. Roads and footways with a higher volume of usage generally have a higher inspection frequency to mitigate safety risks. The frequency of inspection is also governed by other

factors, including the proximity to schools, hospitals or other vulnerable users as well as condition data, claims & accident data etc.

2.3.2 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;

2.3.3 In the 5 month period between 1st April and 31st August 2020, we carried out 13,332 safety inspections across the city, equating to an average of 87 inspections per day, despite the restrictions imposed and challenges Covid-19 has thrown to the service.

#### Customer Relationship Management (CRM) Reports

2.3.4 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.

2.3.5 Since July 2018, there has been an overall decrease in the number of defect reports recorded on CRM. Comparing the most recent 5 months (April '20 to August '20) with the same 5 months from last year, total reports of defects are down by about 37% (see table below). This is likely to be attributable to the ongoing highways investment programme and all the work undertaken through the year to address the number of highway defects, all of which are helping to improve the condition of our roads and footways.

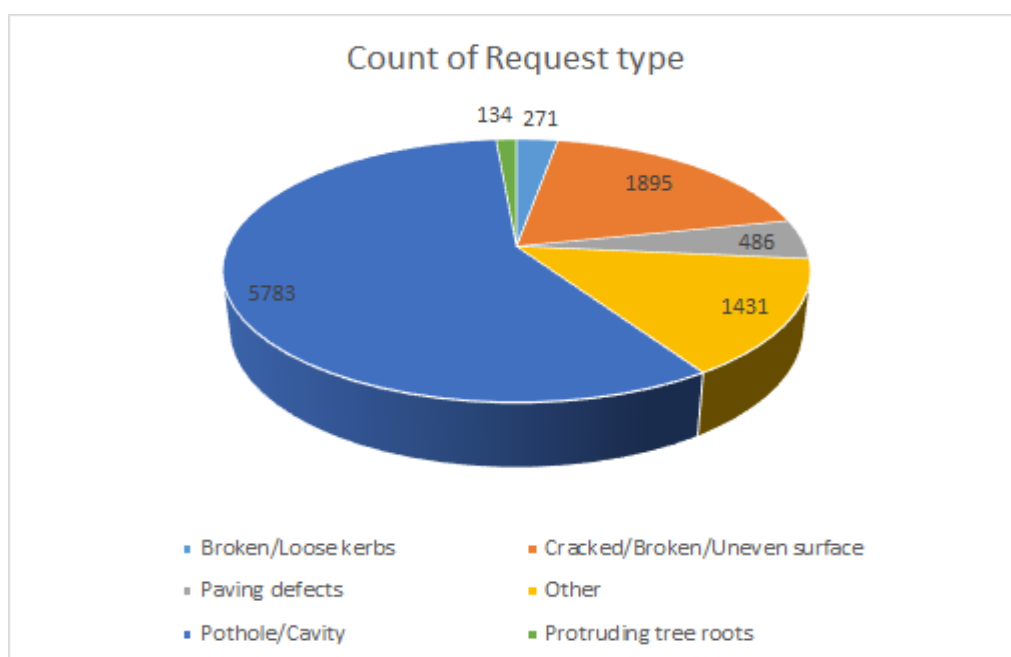
Month	2019	2020	% Difference
April	951	402	-57.7%
May	880	468	-46.8%
June	842	569	-32.4%
July	804	671	-16.5%



August	759	554	-27.0%
<b>5-month total</b>	<b>4236</b>	<b>2664</b>	<b>-37.1%</b>

2.3.6 The chart below shows the total number of highway defects reported on our CRM system between 1st September 2019 and 31st August 2020, split between the different types of defect identified:

2.3.7 Of the 10,001 defects identified in total during the period, 9,489 (95%) were repaired within the designated timescale.



## 2.4 Repairs

Highway repairs are carried out by two different teams, Balfour Beatty and our in-house Highways Maintenance Services team (formerly known as Manchester Contracts).

### 2.4.1 Highways Maintenance Services

2.4.1.1 Working in tandem with the Cyclical Gully cleansing programme (see 2.5 page 20), since January 2020 to the end of August, the repairs teams have cleansed 889 faulty drains that required inspection and clearing, and in some cases excavation and repair.

2.4.1.2 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 2.3.5).

- 2.4.1.3 In total 5,123 actionable non bituminous repairs have been undertaken between January and the end of August 2020, including 2,338 paving and kerb repairs.

#### 2.4.2 Balfour Beatty - Small patching repair programme:

- 2.4.2.1 As part of the highway investment programme, we are continuing with the delivery of the patching programme to fulfil the Council's legal obligations to maintain a safe highway across Manchester. Over the past twelve months we have successfully completed about 19,000 repairs. From December 2019, we have appointed a new Highway Maintenance contractor, Balfour Beatty Living Places (BBLP), who have made an impact since starting their contract.
- 2.4.2.2 This new contract has an improved specification including the roll out of 'mobile working' using handheld computers across the contractors teams which enables work to be ordered, scheduled and completed whilst on site and recorded onto our asset management database, as well as the uploading of 'before', 'during' and 'after' images. This is continuing to improve real time reporting which also adds value to our contract monitoring, tracking and reporting which takes place each week.
- 2.4.2.3 Our repair techniques have also been improved with tighter quality control on the sealing and overbanding of the edges of the repair. This is one of the key elements in maximising the longevity of patch repairs. BBLP are also looking to introduce more efficient and effective repair materials that will be more durable over the winter period for the call out teams including cold lay technology.
- 2.4.2.4 BBLP has the latest in technology, investing in a highways master JCB 3CX which is new to the market place in 2019 and purposely designed for defect patch repair planing. This also further reduces the risk of hand arm vibration to the operatives working as part of their goal of Zero Harm.
- 2.4.2.5 We empowered the Contractor from April of this year to carry out a new initiative known as the 'find and fix'. When the repairs teams are carrying out planned works across the City we have an agreed scope in place whereby the teams can record pothole defects which meet the intervention levels that the Highway Inspectors have not yet ordered as part of their planned safety inspections.
- 2.4.2.6 Find and fix teams are also deployed daily to the accident claim hotspots as part of a jointly developed process further reducing possible claims against the Council. Regular coordination meetings are held to ensure that all works are aligned to other Council highways programmes to mitigate as far as we possibly can against duplication of work. The works programme is updated fortnightly and circulated to Neighbourhood teams and local ward members.

A presentation giving a full update on the benefits generated by the contract is shown as Appendix 1.

2.4.2.7 The repair teams record and complete defect repairs whilst they are on site via the mobile working process which is in place across the highway maintenance contract (3 defect photos uploaded for each repair). These are then reconciled back within the asset management database to monitor compliance and costs to ensure that the repairs meet the code of practice.

2.4.2.8 Case Studies of our Footways and Carriageways Defect repair Improvements

## Case Study No1 - Local Repairs

The photos below are an illustration of the repair works our subcontractors carry out on the footways. Our priority is always to ensure the best quality repair using only the most effective and long-lasting materials whilst ensuring minimal noise, traffic and environmental disruption to the network and local residents. Operatives undertaking the work are exceptionally highly trained, with full relevant certification and equipment, they are also employed locally to ensure that they are familiar with the area's in which they are working.

The repair methodology is that we; -

- remove existing material to a minimum depth of 60mm to ensure that the repair is bonded to the sub-structure.
- use a substance called 'tack coat' and 'bond coat' to prime the base and edges to help the new material to bond for a longer lasting repair
- typically use an Asphalt Concrete (formerly dense macadam) incorporating a 6mm aggregate as the backfill material.
- compact the repair using a roller.
- 'over band' the edges of each repair to seal the patch and protect it water ingress and from wear and tear which extends the life of the repair.



## Case Study No2 - Local Carriageway Defect Improvements

The photos below are an illustration of the repair works carried out in the carriageway. In order to carry out works on the highway network we must always first ensure that we have sought the relevant legal approvals to carry out the works. Before our contractors programme the works they request a permit from the Council Highways Permit Team to occupy the locations.

In the permit the Traffic Management requirements are stipulated which can range from two way lights to a full road closure depending on location, expected duration of the works, size or scope of the works and any special considerations such as schools or hospitals nearby. Once the works are permitted works are programmed for completion.

The methodology for a carriageway repair is:

- Remove existing material to a minimum depth of 40mm.
- A substance called 'tack coat' and 'bond coat' is used to prime the base and edges to help the new material to bond for a longer lasting repair
- The usual backfill material is an Asphalt Concrete (formerly dense macadam) incorporating a 10mm or 14mm hardstone aggregate.
- The repair is compacted using a roller.
- 'Over banding' of the edges of each repair is carried out to seal the patch and protect it from water ingress and from wear and tear which extends the life of the repair
- Our contractors take a before, during and after picture to show the works have been carried out to a good standard and in line with the specification.
- If the repair is carried out on a section of road which previously had road markings the lining is refreshed potentially at a later date



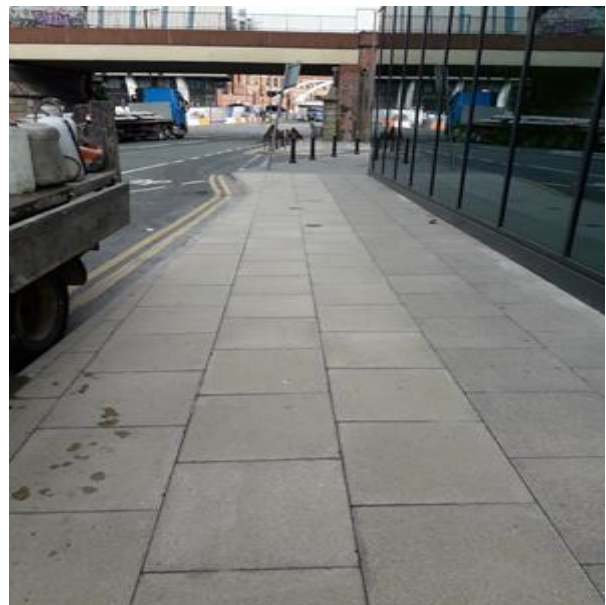
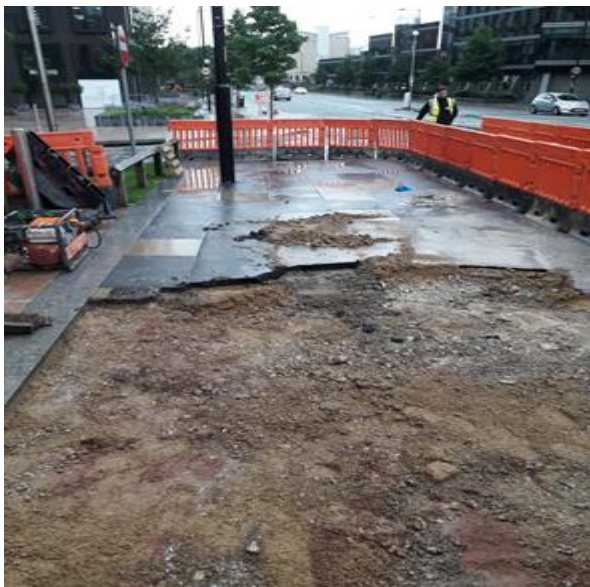


### Case Study No3 - City Centre Defect Improvements

As part of our mission to enhance the quality of the areas in which the community of Manchester work, live and play we have been carrying out works to improve the city centre.

Working in busy urbanised areas we have also used higher quality materials and have had to ensure that the works were coordinated in a manner that would not affect any of the local businesses. This involved working nights and weekends as a way to minimise disruption. We have to also ensure that effective traffic management was in place, especially during peak times.

The pictures below show some examples of the improvements being made to pedestrianised areas within the city centre including Piccadilly Gardens.



#### 2.4.2.9 Consultation and communication:

A google sites dashboard is used to inform members of the repairs carried out in their ward (see section 5) and in addition have engaged with colleagues in communications so that the programme of work is also shared with external stakeholders via social media and using similar digital platforms. BBLP are also developing a post card type information leaflet to inform residents of the impending works and what they can expect to happen. In addition to this if any TTRO's are required to temporarily close sections of road to safely carry out the work, the Contractor also notifies all affected properties as part of a pre-start notification, which enables any residents or businesses to make contact with the Contractor or ourselves should they wish to discuss anything pertaining to the work or arrange access / egress.

#### 2.4.2.10 Performance Monitoring:

##### a. Defects once work has been completed:

- The new highway maintenance tender that was awarded on the 3rd December 2019 has an improved specification which places the responsibility on the contractor to upload all works into the highway asset management database via mobile working. In addition to this each repair comes with a 24 month defect liability period. Our contractors management team, BBLP, selects a sample of at least 30% of all completed repairs across the City to check that the works are deemed acceptable. A 5% contract retention which is compliant with the industry standard applies to all repairs and is not released until these checks have been carried out as part of the post completion stage.
- Both BBLP and Highways Officers carry out desktop audits on 100% of the completed repairs to check that works are completed to the contract specification and that before, during and after photographs have been uploaded Symology. Applications for payments are then made on this basis. MCC checks these applications and once we are satisfied that the work has been completed in full and charged as per the tendered rates, interim payment certificates are arranged.
- An MCC QS, Technician and Engineer are also involved with carrying out quality and measurement checks. If any remedial works are identified these are passed back to the Contractor to rectify within a 3 week timescale.

##### b. Clearing of the area after completion:

- As well as checking the 'before, during and after defect' photos uploaded into the asset management database on a weekly basis, the contractor also checks completed sites to ensure that all signs, debris etc. have been cleared upon completion, this is the contractors internal quality check that takes place prior to an MCC officer inspection. MCC Site Staff carry out further quality checks and if any items have been left on site the contractor is notified to remove them within 24 hours.

c. Overall performance:

- The performance of work against the contract is summarised monthly on a performance report dashboard. The report for August 2020 is shown in Table 1 below which gives an executive summary as well as performance figures including number of repairs carried out, outputs per gang, number of repairs within SLA timescales and budgets / spend.

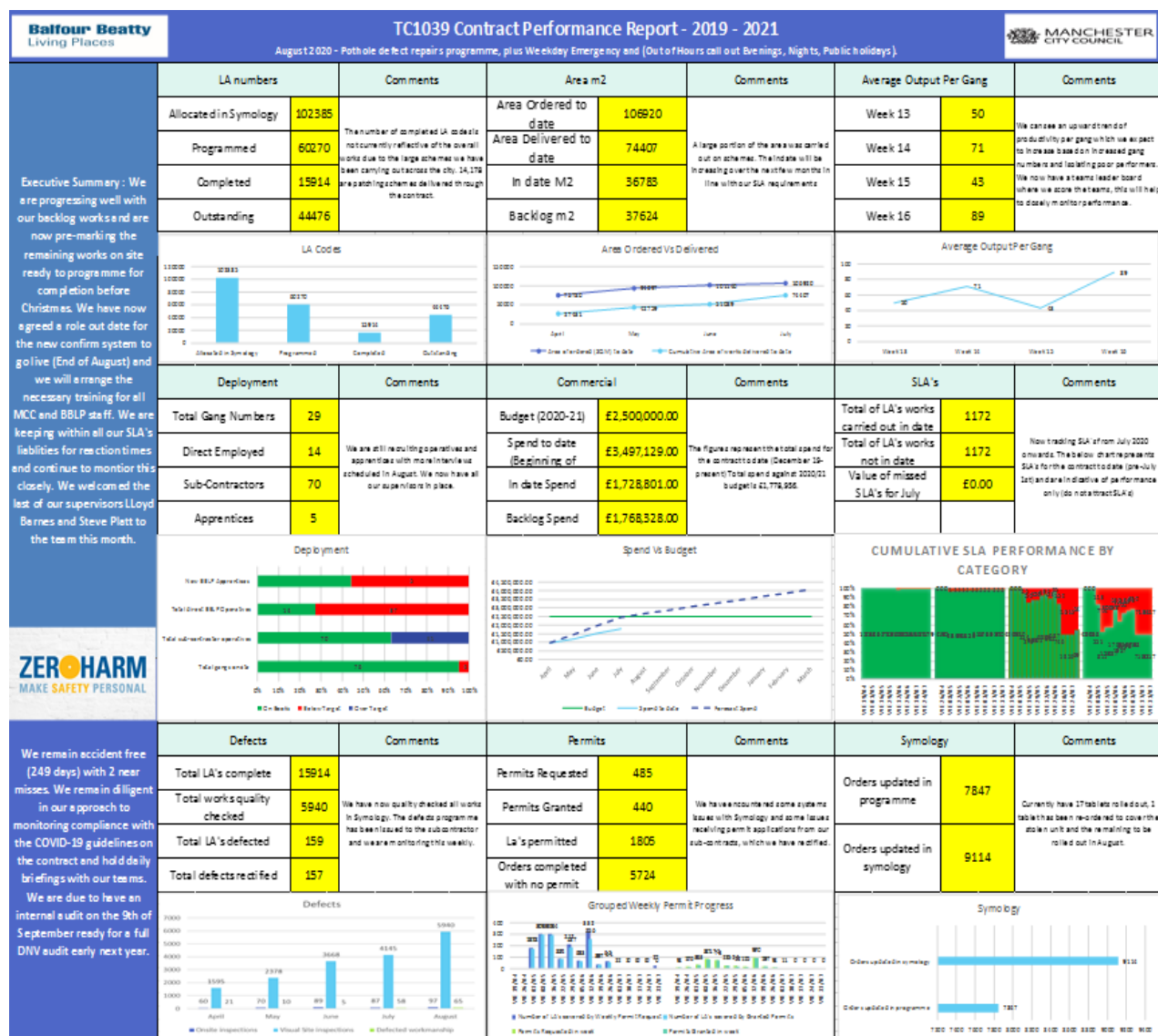


Table 1



## 2.5 Utility Works

- 2.5.1 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.
- 2.5.2 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 1st April and 31st August of this year, a total of 212 FPN's have been issued.
- 2.5.3 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.
- 2.5.4 Each year, the top five companies who register the highest amount of works in the highway over the preceding three years are sampled. We then carry out inspections on all of the identified works attached to the samples where we assess the quality of the works in line with legislation. These inspections are either passed or failed as a defect. If it is the latter, we instruct the utility company to carry out further repairs in order to bring the works up to the standard to pass further inspection. Utilities can carry out temporary repairs for up to a 6 month period, but we encourage first pass repairs to be completed wherever possible.
- 2.5.5 The chart below shows the total number of inspections carried out this year for these five companies (April-September 2020) and the failure percentage found.

Promoter Organisation Name	Number of works inspected	% of Failures
UNITED UTILITIES WATER LTD	2080	10.2
ELECTRICITY NORTH WEST	646	8.5
CADENT GAS LIMITED	729	9.1
BT	947	17.4
VIRGIN MEDIA	589	11.7
<b>Grand Total</b>	<b>4991</b>	

- 2.5.6 We issue a NRSWA Section 81 notice where any highway defects relating to defective third party apparatus (chamber lids, stop tap covers, hydrant covers etc.) are identified, either by our inspectors or via reports from the public. These are reported to the relevant utility using the new Street Manager software system. Once a defect is issued a fine must be paid and the repair must be removed and replaced.
- 2.5.7 Where performance issues have been recorded from a particular contractor, they are notified and warned that repairs need to be more responsive and to an

improved quality. An increased number of inspections may be scheduled, which will be charged to the utility company, until performance improves.

2.5.8 Quarterly coordination meetings are held where representatives of contractors and the Council where details of major works for the forthcoming year are shared. This is a forum where works are coordinated and performance issues are discussed.

2.5.9 Some case studies of the work that has been carried out are shown below:

#### Case Study No4 - Virgin Media Fibre Network Expansion in Newton Heath

##### Background

Virgin Media have begun their programme of works in North Manchester to deliver their network expansion project.

In anticipation of their works, pre-works meetings were held at the beginning of this year with Virgin and their contractors along with site visits to walk the route of the works along with highways receiving assurances from Virgin regarding resident engagement. Due to past experience with similar types of works, Highways placed restrictions on Virgin Media with regards to the length of excavation they could have open at any one time on each street.

##### Issue

Works began onsite following approvals being given by highways. Shortly after the works began our inspections identified issues with Virgin Media's traffic management and specifically the management of pedestrians at a number of their sites.

The issues were raised by a number of parties including residents and local members. We acknowledged these complaints and implemented further working restrictions on Virgin Media to ensure that they made immediate improvements to their works onsite.

##### Enforcement

A number of meetings with senior management at Virgin Media Network Expansion have been held to highlight the concerns we have and we have also placed further restrictions on their works to ensure that the impact on residents is kept to a minimum whilst at the same time encouraging Virgin Media to manage their contractors to a higher standard. These measures include:

- limiting the number of permits and in turn the number of work gangs allowed to be active in individual ward areas.
- the issuing of Fixed Penalty Notices for non-compliance - £1800
- the issuing of Charges for presence on the highway without permission - £2000
- increasing the number of inspections carried out on their works ensuring that, where practical, Virgin Media open up footways following daily works so they are returned to use for pedestrian



## Case Study No5 - Victoria Station Drainage Works

Network Rail needed to do urgent drainage works outside Victoria Station to prevent flooding issues within the station. This involved digging up the whole of Victoria Station approach. They wanted to do the works under a full road closure for a period of six weeks but this was not practical as the road closure impacted too much on access to the station and its approach as a through route. There were also works starting at New Victoria on nearby Corporation Street, development works on Long Millgate to the front of Chethams as well as works to install rising bollards which would increase the likely impact.

We had to look at other options and carrying out the works in two halves under 2-way lights worked best, although the works would take a little longer and be closer to eight weeks duration.

This was not without some logistical issues as there is a skip currently being used by Victoria Station for roof works which made the siting of the lights more awkward. Also when the lights were set up it quickly became apparent that taxis were parking along Hunts Bank which made traffic queue back into the single lane stretch outside the steps to Manchester Arena causing congestion for buses and taxis alike.

Meetings were quickly held with colleagues in Licensing, Public Realm and TfGM to look at a new location for the taxi rank and reduce the congestion and it was decided to move the taxi rank to the layby next to the Football Museum as this would prevent traffic queueing onto Hunts Bank. We then liaised with Network Rail to ensure that adequate signage was in place to ensure that the taxi rank was well signed. It was also decided with TfGM to divert buses travelling from Victoria Street to further ease the congestion.

The works started in August with a completion date expected on 09 October, however, they now look likely to complete by 25 September. After the initial issues, which were quickly sorted out through discussion with our colleagues, both inside and outside the Council, traffic has flowed well and pedestrians have been able to access the station and taxis.



## 2.6 Cyclical Drainage and Improvement Programme

### 2.6.1 Cyclical cleansing

2.6.1.1 A cyclical gully cleansing programme began in August 2018 and consisted of a 1st and 2nd pass cleanse of all our gullies. The 2nd pass cleanse was completed in May 2020 and all the data is recorded on the Kaarbontech gully asset management system. A 3rd cleanse will take place this financial year with regular reviews of data obtained of silt levels to ensure high priority locations are targeted first.

2.6.1.2 Having emptied all 118,359 gullies during the 1st pass cleanse, a dip test was carried out and recorded as part of the 2nd pass cleanse to ascertain the silt level of all gullies between the two visits. From this data, we are able to categorise which gully pots fill with silt and debris quicker than others and along which routes, which will allow us to accurately develop recommendations for a new gully cleaning programme for the city with better intelligence and a more accurate forecast of costs.

2.6.1.3 From the 118,359 recorded gullies within the city's highway infrastructure, 113,473 were cleaned to the end of August 2020. From this figure, 15.7% of these were found to be blocked and not running and requiring further work.

### 2.6.2 Performance Monitoring

2.6.2.1 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.

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

2.6.2.3 To manage all of the data, a gully asset management system is used called KaarbonTech.

2.6.2.4 A reactive service provided by Highways Repairs teams will continue to respond to service requests and will initially run in parallel with this framework.

2.6.2.5 The following table details the progress of the cyclical drainage cleans on a ward by ward basis as of 2nd September 2020. 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).

2.6.2.6 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).

2.6.2.7 When the contractor returns, if the vehicle or a different vehicle is parked over the gully, then the location will be placed in a separate package of work. Where necessary we will work with our Neighbourhood teams to agree a targeted day of action. This will involve promoting a temporary traffic regulation order to restrict parking, where contractors would arrive early to cone out areas as cars leave, preventing new cars from being parked. We would also involve the street cleansing team as traditionally they would also have had issues with street cleaning so this would present a real opportunity to promote co-ordinated and joined up working.

2.6.2.8 As we have not been able to operate a comprehensive cyclical cleansing programme for several years, not surprisingly, during the 1st pass we found that the majority of gullies had high silt levels, 67% of which were greater than 75% full. During the second pass cleanse the silt levels of the gullies were also recorded and were considerably lower than those previously recorded.

2.6.2.9 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. The third cleanse is set to be carried out this financial year.

Name	Working	Blocked	Not Accessed	Not Attended	Grand Total
Ancoats & Beswick	2565	666	109	0	3340
Ardwick	4045	747	492	13	5297
Baguley	1736	573	227	2	2538
Brooklands	2535	538	102	0	3175
Burnage	2671	721	456	3	3851
Charlestown	3016	476	270	0	3762
Cheetham	3312	879	573	0	4764
Chorlton	1351	371	910	0	2632
Chorlton Park	3148	745	431	0	4324
Clayton & Openshaw	3718	1289	512	3	5522
Crumpsall	2632	455	435	0	3522
Deansgate	1982	592	368	15	2957
Didsbury East	2623	557	263	0	3443
Didsbury West	1751	972	266	0	2989
Fallowfield	1614	563	330	0	2507
Gorton & Abbey Hey	3621	849	598	6	5074
Harpurhey	3689	1000	446	0	5135
Higher Blackley	2714	635	340	0	3689
Hulme	2858	474	234	0	3566
Levenshulme	1610	876	873	1	3360
Longsight	2173	954	797	0	3924
Miles Platting & Newton Heath	3880	1239	587	1	5707
Moss Side	2391	549	888	3	3831
Moston	2916	811	552	0	4279
Northenden	2143	1234	400	0	3777
Old Moat	1997	676	255	0	2928
Piccadilly	2105	762	252	30	3149
Rusholme	1791	572	509	0	2872
Sharston	2702	633	203	0	3538
Whalley Range	1800	592	661	0	3053
Withington	1822	685	372	0	2879
Woodhouse Park	2323	511	86	53	2973
Not Known	2	0	0	0	2
<b>Totals</b>	<b>81236</b>	<b>23196</b>	<b>13797</b>	<b>130</b>	<b>118359</b>

### 2.6.3 Drainage Repair Works

2.6.3.1 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 1st and 2nd Pass gully cleansing work. This contract began in January 2019, for 18 months, with an option to extend for an additional 2 years which has now been triggered.

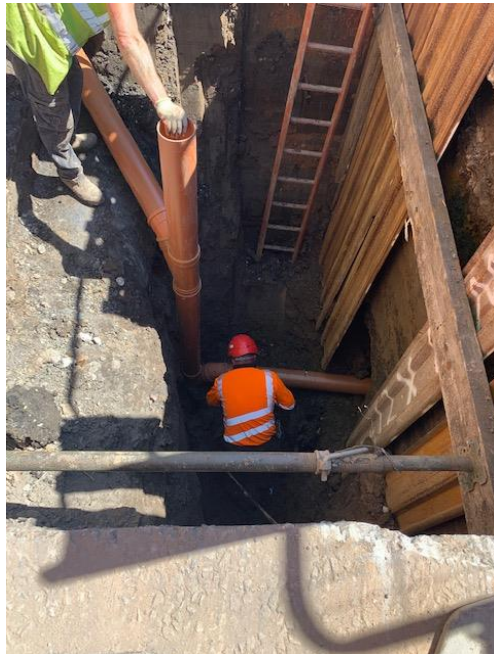
2.6.3.2 As part of the cyclical gully cleansing programme, any defects found are recorded on the Kaarbontech asset management system. These defects are then processed and work packages are set up and allocated to the framework contractors.



2.6.3.3 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.

Case Study No6 - Hyde Road drainage repairs:

The photographs below show the recent drainage repairs on Hyde Road in Longsight. Following complaints about pooling in and around a bus layby opposite the B&M Store, our drainage contractors were dispatched to the site to investigate the issue. The brief history of the problem is that following repeated attempts over a number of months, using a gully wagon to clear the gullies adjacent to the bus stop, the pooling continued to be an issue for passengers using the bus stop.



Drainage repairs on Hyde Rd outside B&M Store, Gorton

The contractors were instructed to trace and locate the expected blockage or collapse in the drainage system. They managed to establish that this would be no easy fix as



the drainage line was linked into a complex network of gullies that included connecting to the opposite side of Hyde Road. This led to extensive investigation works taking place including exposing parts of the drainage system.

By temporarily closing the traffic lane and excavating the area in question, they discovered that not only had the line been damaged / broken but the ground around it had moved creating a small cavity under the carriageway. Over time this could have resulted in the road partially collapsing. The contractors were able to expose the damaged line and joint and replace them with new hard wearing plastic replacements. The system was then tested and the cavity filled with the final stages including making good the carriageway to open the lane back up to traffic.

2.6.4 The spend to date on drainage improvement work totals £6.8m.

2.6.5 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, identified a reduction in reported faults and complaints of 38%.

2.6.6 Further comparisons for the second year of the programme confirms a further reduction in reported faults and complaints bringing the total reduction in reported faults and complaints of 47% in the first two years of the works.

- 1st August 2017 to 31st July 2018 = 3338 CRM's/defects
- 1st August 2018 to 31st July 2019 = 2047 CRM's/defects
- 1st August 2019 to 31st July 2020 = 1762 CRM's/defects

### **3 Highways planned Maintenance Programme update – year 4 progress and year 5 programme confirmation**

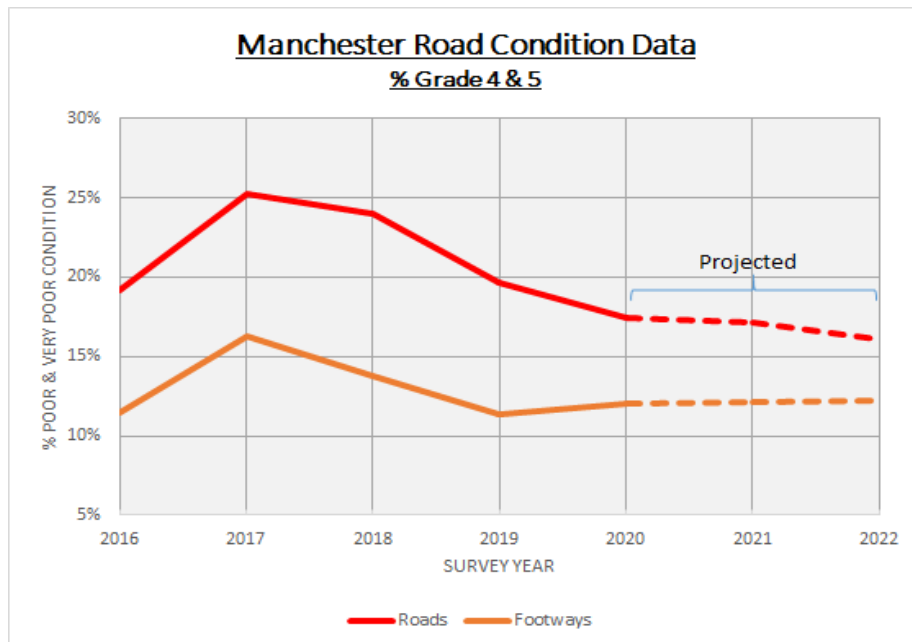
3.1 In terms of resurfacing work, we are currently on target to deliver year 4 of the 5 year highway investment programme, despite the challenges brought about by the Covid-19 pandemic. The preventative programme has been delayed somewhat due to the contractor framework coming to an end and needing to be replaced in uncertain times, but we have treated several sites with surface dressing and the remaining programme is now ongoing and scheduled for completion in the next calendar year.

3.2 In the three and a half years of the investment programme, we have now treated over 1,500 roads and footways comprising nearly three million square metres. To help visualise this, this is the equivalent to treating an average 6m wide road that would stretch (as the crow flies) between Manchester City Centre and the outskirts of Paris in France.

### 3.3 Network Condition

3.3.1 Our annual condition surveys measure our roads & footways between grade 1 (as new) to grade 5 (very poor); grade 4 & 5 condition means that failure has occurred and structural repairs are needed. In 2017, the overall percentage of grade 4 & 5 roads and footways was 25% and 16% respectively; These percentages have improved significantly and deterioration modelling suggests that by the end of year 5 of the investment (2021/22), these percentages will have improved to around 16% and 12% respectively (see graph below);

3.3.2 As can be seen, the investment has succeeded in halting the overall deterioration of the network, with just under 18% 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).



3.3.3 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.

### 3.4 Current year (year 4) update

3.4.1 A summary of the current status (at the end of August) of the planned maintenance programme is listed below and shown in the table following;

- Carriageway resurfacing works: We have completed 75 schemes in this year's programme with 58 more to be completed by the end of the financial year.
- Carriageway preventative works: Due to the Covid-19 restrictions, the preventative programme had to be deferred and the majority of schemes are now scheduled for Spring / Summer 2021. We have completed 7 surface dressing schemes on some of our busier routes.

- Footway Works: 13 sites have been completed, comprising around 23,000m<sup>2</sup>, with another 33 scheduled for completion by the end of the calendar year.
- 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 2.11). The gullies are covered over when new material is laid and then uncovered and cleaned when the works are completed.

<p style="text-align: center;"><b>MANCHESTER CITY COUNCIL</b>  <b>5 YEAR HIGHWAYS INVESTMENT PROGRAMME</b>  <b>SUMMARY OF CARRIAGEWAY SURFACING, CARRIAGEWAY PREVENTATIVE, FOOTWAY AND LARGE PATCHING</b>  <b>31st AUGUST 2020</b></p>								
<b>COMPLETED WORKS</b>								
Year	Carriageway Surfacing		Footways		Carriageway Preventative		Large Patching	
	Number of Sites	Total Area m <sup>2</sup>	Number of Sites	Total Area m <sup>2</sup>	Number of Sites	Total Area m <sup>2</sup>	Number of Sites	Total Area m <sup>2</sup>
Year 1	103	287,290	24	63,351	588	886,000		
Year 2	105	169,176	22	40,879	220	456,210	30	29,192
Year 3	130	253,607	30	49,984	219	324,543	19	19,570
Year 4	75	208,791	13	22,779	7	53,400		
<b>TOTALS</b>	<b>413</b>	<b>918,864</b>	<b>89</b>	<b>176,993</b>	<b>1,034</b>	<b>1,720,153</b>	<b>49</b>	<b>48,762</b>
<b>REMAINING WORKS</b>								
Year	Carriageway Surfacing		Footways		Carriageway Preventative		Large Patching	
	Number of Sites	Total Area m <sup>2</sup>	Number of Sites	Total Area m <sup>2</sup>	Number of Sites	Total Area m <sup>2</sup>	Number of Sites	Total Area m <sup>2</sup>
Year 4	58	104,600	33	53,340	279	315,162		
Year 5	142	220,000	46	57,674				
<b>TOTALS</b>	<b>200</b>	<b>324,600</b>	<b>79</b>	<b>111,014</b>	<b>279</b>	<b>315,162</b>		

### 3.5 Supervision & Monitoring of Highway works

- 3.5.1 An initial meeting between the contractor and our engineer takes place on site to agree the scope of the work and materials to be used. When the works are underway, regular inspections are made to check the quality of the work and that the appropriate traffic measures are in place. Following completion of the scheme, especially for those that have had a preventative treatment, it may be a couple of weeks before the lining is reinstated because the material needs 'bedding in' by traffic so that the lining will adhere.
- 3.5.2 The contractor will clear away any barriers, cones or other material from site once all the different work stages are completed, which may be a few weeks after the initial surfacing.
- 3.5.3 A site 'snagging' inspection is scheduled a few weeks after the scheme has been completed with one of our Engineers and the contractor. All identified defects that need rectifying on the completed scheme are agreed and documented along with a timescale for completion of this work, which is usually a few months.

3.5.4 Payment to the contractor is only authorised once the final inspection has been completed satisfactorily and we withhold 5% of the invoice cost as a retention to allow for any defects that subsequently occur (which the contractor is obliged to rectify). This retention is then paid, subject to a further site inspection, 2 years later.

### 3.6 Year 5 update

The year 5 carriageway and footway resurfacing programmes have been approved, following consultation with Ward Members. We are currently drafting the scheme drawings, specifications and compiling the detailed estimates for the carriageway surfacing sites, totalling 188 schemes.

## 4 Major Projects Update

Three significant major projects have been completed in 2020. These were the following schemes:

- MSIRR Regent Road improvements
- A6 Stockport Road widening and,
- CCAG2 Chorlton Phase 1a cycling

Feedback on the benefits from the Regent Road scheme has been very positive and the benefits look to have exceeded initial expectations with significantly reduced congestion. The Chorlton scheme included a new cyclops signal junction at Royce Road / Chorlton Road, the first of its kind in the UK (see photo below). It is an “orbital cycle route”, separating cyclists from motor traffic and providing more space for pedestrians, reducing the possibility of collisions or conflicts with traffic.



The major projects that are currently on site or shortly to be on site include:-

- Great Ancoats Street

- Princess Road/Medlock Street Roundabout
- A57 Hyde Road
- CCAG2 Chorlton Phase 1b - and then Phase 2
- Airport City Green Bridge
- 6 Walking & Cycling Schemes
- 5 Residents Parking Schemes

#### **4.1 Great Ancoats Street**

4.1.1 The main works started on site in January 2020 with completion programmed for January 2021. This involves both carriageway and footway improvements for pedestrian access from the Northern Quarter to Ancoats and East Manchester. The contractor is Colas. The overall scheme budget is estimated at £9.5m. Challenges on this scheme have included the complex traffic management needed to safely construct the works while mitigating congestion, locating trees when the exact locations of underground pipes and cables are not known and maintaining safe pedestrian access through the site. The project 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 barriers to pedestrian movement through improved pedestrian crossings and enhanced public realm
- Fit for purpose crossings installation along the route, making travelling by foot or bike from the city centre to the surrounding neighbourhoods easier and safer
- Resurfacing of the road with new, modern materials will reduce the noise from motor traffic by 40 per cent

#### **4.2 Princess Road/Medlock Street Roundabout**

4.2.1 The works started on site in 2019 and are planned to be completed in October 2020 and involve the infilling of the roundabout bowl, 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. The contractor is Colas. The overall scheme budget is £8.8m. The scheme challenges have included traffic management to reduce the impact of the scheme, working hours in a location surrounded by properties and sharing information with the public and members during the works. Information sharing early in the project could have been better and the concerns that caused residents, particularly in Rockdove Gardens, was regrettable and so the project team took a different approach and the design of landscaping measures was being finalised by involving the public more. The projects benefits are expected to include:-

- Reduced congestion
- Improved traffic flows

- Improved safety and accessibility through additional facilities for both cyclists and pedestrians

### 4.3 **A57 Hyde Road**

4.3.1 The works started on site in January 2020 and are planned to be completed in November 2020. The works incorporate carriageway lane widening from two lanes to four at a localised pinch point and the replacement of a footbridge (see below). The contractor is Eric Wright Construction and a recent unannounced site visit by the HSE in July to check on Covid-19 compliance confirmed EWC to be an exemplar contractor. The overall scheme budget is around £6m. A particular challenge was the prevention of rat running by drivers avoiding traffic management and so the team worked with local members to agree mitigation measures. The benefits are expected to include:-

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



### 4.4 **CCAG2 Chorlton Phase 1b**

4.4.1 The works recently started on site and are programmed to be completed in December 2020. They incorporate cycling improvements to the section of Chorlton Road from Chester Road to Royce Road. The contractor is Colas. The overall scheme budget is £2m. The benefits include:-



- An improved walking and cycling infrastructure.



## 4.5 Airport City Green Bridge

4.5.1 The works started in late 2019 and are due for completion in late 2020. The new bridge will create a walking and cycling link between the airport and Woodhouse Park. The new bridge was installed in July. The contractor is the Manchester Ltd JV Partner. The overall scheme budget is £3.5m.



## 4.6 Other Walking & Cycling Schemes

4.6.1 Manchester is committed to improving the walking and cycling facilities across the city and has developed a number of projects and bid for funding from the Mayor's Cycling Fund. The successful bids include programme entry for the following projects:-

- CCAG2 Chorlton - the remaining Phases
- The Northern Quarter (Piccadilly to Victoria) scheme
- Northern Gateway East - West scheme
- Rochdale Canal linking the City Centre to Newton Heath

- Beswick Filtered Neighbourhood
- Levenshulme & Burnage Filtered Neighbourhood
- Fallowfield Loop (Manchester Cycleway)
- Medlock Street Roundabout
- Oldham Road Inner Radial
- North Manchester connectivity jointly with Rochdale

### **CCAG2 Chorlton - the remaining Phases:**

The detailed design is complete and just undergoing a final review and we expect to go out to tender in late 2020. The total scheme cost is £9.7m.

#### **4.6.2 Northern Gateway East - West (Cheetham Hill to Pollard Street)**

The scheme is at outline design stage having achieved programme entry within the Mayors Challenge Fund. It will shortly go out to public consultation. The overall scheme budget is £4.3m.

#### **4.6.3 Rochdale Canal**

This scheme is at final design stage having achieved programme entry within the Mayors Challenge Fund. We are currently working with the Canals & River Trust, Arcadis and Amey to develop the final 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 £1.3m.

#### **4.6.4 Beswick Filtered Neighbourhood**

The scheme is still at design stage with several trial interventions being planned to be implemented in late 2020 using a 6-month Experimental Traffic Regulation Order. The permanent works will be delivered in 2021/22. The overall scheme budget is £1.4m.

#### **4.6.5 Levenshulme & Burnage Filtered Neighbourhood**

The scheme spans both Levenshulme and part of Burnage wards and will bring about safety improvements and active travel opportunities. The scheme development got off to a great start and it collected several national awards. Recently we appreciate that the scheme has encountered some difficulties because of negative feedback to the outline designs in the initial phase of consultation. The team has listened to the feedback and temporarily paused the project to continue getting the views of the community, so that the proposals have the widest possible engagement before we move to a trial in the coming months. We also took the opportunity to strengthen the governance arrangements, revise the designs and refresh our approach to engaging with residents and businesses. The next stage is a second phase of consultation and engagement in late September. In the meantime several trial interventions in Levenshulme will be implemented over Christmas 2020 using a 6-month Experimental Traffic Regulation Order then based on the outcome of the second consultation in Burnage we hope to implement similar follow up trials around easter 2021. The overall scheme budget is £2.5m.

#### **4.6.6 Fallowfield Loop (Manchester Cycleway)**



This scheme is at initial design stage having achieved programme entry within the Mayors Challenge Fund. We are currently working with Sustrans to develop outline design before going out to consultation. The works are scheduled to be delivered in 2021. The overall scheme cost is £4.9m.

#### **4.7 Overall update**

- 4.7.1 The Highways Design and Major Projects teams are currently involved with over 50 major projects that are at various stages within the overall design and delivery process. The future pipeline for the next 5 years also looks very healthy with around £150m of projects to deliver to support the city achieving its ambitions.
- 4.7.2 This programme of work represents a huge increase in activity from previous 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.
- 4.7.3 In order to address this huge programme the Highways team has had to grow through a combination of recruiting new staff and utilising short term agency consultants.
- 4.7.4 The combination of the impact of major projects, third party developments, and utility repairs and investments is a huge challenge to manage in terms of traffic delays and disruption, and allocating valuable road space for delivery of the overall programme of work.

#### **5 Dashboard Performance monitoring**

- 5.1 A Highways Performance Bulletin Site has been set up on Google Sites specifically for Members, to deliver a more user-friendly and easily-accessible source of information on key Highways performance metrics.
- 5.2 This site collates highways performance data across all wards under the following headings:
  - Headlines
  - \*New\* A-Z reference list
  - Completed Works
  - CRM Logs
  - Parking
  - 2020/21 Surfacing Programme
  - Street Lighting
  - S38 and S278s
  - Social Value Projects
  - Accidents Dashboard
- 5.3 In addition, we collect various performance indicators in relation to highways schemes to evidence the benefits realised. An extract of these is shown below:




Major Project	Performance Measures to be set / Indicators / Baselines	Benefits / outcomes (including those to be established)
Regent Road (Junctions A-D)	Reduced congestion and journey times	<p>AM Peak 2019 Average decrease in journey times of <b>3 minutes 21 seconds</b> equating to 37%. This represents an increase in speed of 3mph</p> <p>PM Peak 2019 Decrease in journey times of <b>7 minutes 21 seconds</b> equating to 51%. This represents an increase in speed of 8.8mph</p>
Gt. Ancoats Street	<p>Safer pedestrian and people with bikes crossing - fewer accidents</p> <p>70 additional trees to be planted as part of the scheme</p>	<p>Scheme under construction</p> <p>20 trees planted so far</p>
NPIF	<p>Reduced congestion and journey times</p> <p>AM Peak 2017 08:01 start</p> <p>PM Peak 2017 16:22 start</p>	<p>Scheme under construction but Interim Evaluation 2019</p> <p>AM Peak Average decrease in journey times of <b>3 minutes 34 seconds</b> equating to 45%.</p> <p>PM Peak Average decrease in journey times of <b>7 minutes 21 seconds</b> equating to 66%.</p>


Green Bridge	<p>Local jobs created and opportunities taken up by local residents.</p> <p>Summary of expected daily usage of the bridge for the four user groups (trips in each direction). The detailed calculations behind these numbers are available from TfGM</p>	<p>Scheme under construction and benefits expected are:- Proposed Increase in Wythenshawe jobs to 3765</p> <p>Economic savings, pedestrian journey time savings 1355hrs per day once installed</p> <p>Overall estimate of job to increase Forecast 41838 jobs</p> <p>Increase in footfall for additional commuters and visitors to retail areas. 15629 daily trips to Airport city forecast</p>
Deansgate Temporary Closure	<p>Improve air quality including in 5 or the top 6 worst areas in the city centre</p> <p>Create public realm</p> <p>Help deliver CCTS</p> <p>Possibly 12 new trees to be planted</p>	<p>Significant reduction in vehicles - awaiting air monitoring results;</p> <p>Established on a temporary basis</p> <p>Actively working with Salford to assist with the planned New Bailey Street Bus gate</p>
Manchester Arena	<p>Increased safety for public attending events at arena</p>	<p>Planters and barriers installed along Hunts Bank and New Bridge Street</p>
Northern Quarter Walking and Cycling Scheme	<p>Increased pedestrian and cycling movement</p> <p>Crossings and turning totals by hour</p> <p>Proposed 50 new trees to be planted;</p>	<p>Scheme being designed</p>
Rochdale Canal	<p>An increase in the number of walking and cycling trips</p> <p>Community engagement with possible outdoor gym and seating areas</p>	<p>Scheme is being consulted on</p>

## 6 Social Value

- 6.1 Highways approach during Covid-19 was to ensure that social value priorities continued to be delivered during the lockdown period wherever possible and that alternatives were found so that benefits were still realised. Some social value commitments were not achievable; for example school engagement due to school closures. Highways communicated with the contractors to ensure social value commitments were maintained through either deferment or equivalent alternative activities. The supporting table below shows the social value activity undertaken by Highways contractors during Covid-19:

Contractor & Project	Social Value Offer
<p>J.Hopkins TC040 - Surfacing Carriageways</p> <p>(additional social value)</p>	<p>Helped with signage at the Nightingale hospital and donated PPE equipment. Supported Manchester Central charity with food deliveries using a Hopkins van and driver £2,000 donation towards the Read MCR transition read initiative Provided 10 crowd barriers on a temporary basis to the Tree Life Centre in Wythenshawe for social distancing.</p>
<p>Rosgals TC975 - Drainage and subcontracted work from Mancon using TfGM framework</p> <p>(additional social value)</p>	<p>Set aside a financial fund of £5,000 to support their workers and families during this difficult time. Nobody has accessed this fund as of yet. If this is not accessed at all, the money will be given to a charitable cause. Donation of PPE and face masks to local Manchester hospital Food donations to local volunteers preparing food for the elderly and vulnerable who are self isolating Employee from Rosgals has supported the Bread and Butter Charity delivering food parcels to the vulnerable for 6 weeks in his van equating to the value of £13,000.00.</p> <p>Feedback from Bread and Butter:- <i>"I cannot thank you and Rosgal's enough for providing John to us as a driver during the Covid-19 pandemic. John has been attending every weekday and assists us with the collection of essential foods that is then distributed to young families and individuals who are having to shield due to the virus."</i></p>
<p>Colas Q202363 A6 Stockport Road - Major Project (Alternative social value commitments due to difficulties with delivering planned school engagement)</p>	<p>In partnership with Mancunian Way Charity, a donation of £2,000 (£1,000 in April 2020 and £1,000 in May 2020) provided to Cornerstone charity and Booth Centre to purchase food parcels for vulnerable Manchester residents.</p> <p>Mancunian Way Charity donated 56,000 items of toiletries to homeless shelters and food banks on behalf of Colas. 2 vehicles and drivers for the entire month of May to support the Council with the immediate food response, delivering food parcels across the City. This equates to the value of £11,840.</p>

	Donation of 12 barriers to St. Philip's school to support social distancing for the school reopening in September.
NSL Parking enforcement (Additional social value)	4 drivers and vehicles provided to support the delivery of food parcels across the City
Balfour Beatty TC1039 Highways Maintenance (Additional social value)	1000 magazines paid for and sent in May and June 2020 from publishers. Magazines included BBC Garden, TV Choice, Bella, Good housekeeping etc. as well as bedding and socks donated. These have been shared between food parcels, homeless centres and to the Nightingale hospital for staff.
Sapphire Utility Solutions TC975 Drainage (Alternative social value due to difficulty with the planned work experience)	<p>£200 contribution towards the transition read initiative as part of Read MCR</p> <p>Manchester signage supporting clap for carers and key workers as per below</p>  <p>A huge thank you to all our NHS workers from everyone at Manchester City Council <b>#ClapForNHS</b></p>  <p>MANCHESTER CITY COUNCIL</p> <p><b>#StayHomeStaySafe</b></p>  <p>Sapphire Utility Solutions</p>
Lanes Group TC975 Drainage  (Additional social value)	<p>Shared educational resources to keep children occupied during homeschooling. All items free to download with parent guidance also. These were advertised via our online google site to support working parents during Covid-19.</p> <p><a href="https://www.lanesfordrains.co.uk/commercial/help-advice/educational-resources">https://www.lanesfordrains.co.uk/commercial/help-advice/educational-resources</a></p> <p><a href="https://www.lanesfordrains.co.uk/commercial/help-advice/educational-resources/educational-resources-for-primary-schools/">https://www.lanesfordrains.co.uk/commercial/help-advice/educational-resources/educational-resources-for-primary-schools/</a></p>

	<a href="https://www.lanesfordrains.co.uk/commercial/help-advice/educational-resources/educational-resources-secondary-schools/">https://www.lanesfordrains.co.uk/commercial/help-advice/educational-resources/educational-resources-secondary-schools/</a>
<p>Manchester Contracts &amp; Northern Marking</p> <p>(Additional social value)</p>	<p>Line marking carried out at the Manchester Central Nightingale Hospital in honour of our NHS heroes. Organised by Manchester Contracts and delivered by Northern Marking.</p> 
<p>Dowhigh TC040 Surfacing Carriageways</p> <p>(Additional social value)</p>	<p>Purchase of 100 books in relation to the Read MCR transition read equating to the value of £410</p>
<p>Eric Wright TC1029 - Hyde Road Pinch Point Widening - Major Project</p> <p>(Redirected social value)</p>	<p>Donation of £10,000 towards the Read MCR transition read initiative.</p> <p>This money was meant to be paid to a charity who was supporting Eric Wright with the delivery of their commitments. The charity did not have capacity due to furlough, Eric Wright donated to a Manchester initiative instead.</p>
<p>Tarmac TC040 Surfacing Carriageways</p> <p>(Voluntary social value, not working for MCC at the time)</p>	<p>£500 towards the transition read project as part of the Read MCR initiative.</p> <p>250 cones, 100 barriers and tape offered as part of social distancing measures for schools reopening.</p>

## 6.2 Existing Highways Contracts

6.2.1 Conversations are underway with suppliers for all live major schemes to discuss which of their existing social value commitments are not achievable due to Covid-19 and what alternatives can be provided in the current climate.

6.2.2. Monthly social value progress meetings are generally held with the suppliers to discuss support and guidance during this time. For those projects that are coming towards an end, the suppliers generally offer to transfer those social value commitments not achieved over to another project and agree to continue to deliver social value even after the project is finished if necessary. If there are any commitments that cannot be achieved, an alternative will be provided and stated. For larger frameworks there is flexibility to revive social value at a later date once Covid-19 eases.

6.3 The Highways service has put together a list of Covid-19 commitments which suppliers can contribute towards during the current crisis. These commitments will be prioritised for new tenders going forward and are being monitored as part of established social value reporting mechanisms and monthly update meetings with contractors.

- Donations to We Love Manchester charity (Covid-19 fund page)
- Support with community projects in line with social distancing rules
- Online mentoring for students via career ready, one million mentors, SCAPE work experience platform
- Donations of books, games, care packages/ parcels to care homes and older people to prevent social isolation
- Educational resources shared by suppliers to support homeschooling
- Project Recce (Ex-military charity) who are trying to support veterans preparing them for the world of work. Contribution to webinars, online training and Q&A sessions
- Supporting enhanced social distancing measures for the city in order to keep the public safe
- Volunteering at homeless shelters in case staff need to self isolate
- Construction & highway maintenance support to the NHS nightingale hospital
- Delivery of food parcels using company vehicles and man power
- Targeting employment for those who have lost their jobs at this difficult time
- Contribution towards the Read MCR transition read initiative.

## 6.4 New Tenders

6.4.1 Highways are continuing to deliver schemes and currently accelerating works whilst there are fewer vehicles on the road.

6.4.2 The following projects will be tendered over the next 6 months:

- Chorlton Areas 3 & 4
- Northern Quarter
- North Eastern Gateway



- City Centre Corridors (junction improvements along road corridors) - 2 packages for consultancy services

6.4.3 We work with and encourage our suppliers to change the way they work to deliver social and environmental value. On assessment of all new contracts, Highways will continue to use a 30% social value weighting to maintain the level of commitments as well as introducing a 10% weighting towards environmental sustainability on all new projects. This will help to drive the Council's target of making Manchester a zero-carbon city by 2038 or before.

## 6.5 Measuring Covid-19 Social Value

6.5.1 Highways are transitioning over to the Social Value Portal reporting system, which allows organisations to procure, measure, manage and maximise their social value. As part of this, a Covid-19 plug-in has been added to start to record and measure Covid-19 related social value commitments. This social value will be tracked for each supplier during this time. A Covid-19 dashboard for Highways will be produced once we are fully integrated into the new system. An example dashboard can be seen below, which shows clear benefits achieved against the defined targets using a RAG rating system.





## **7 How information about how major schemes is provided to both local ward Councillors and residents**

### **7.1 Highways Communication and Consultation Summary - September 2020 - Version 2**

- 7.1.1 This is a summary of a detailed highways communications and consultation approach that has been developed early in 2020 to address the significant number of projects and also as a result of listening to comments from members and residents. Members were invited to discuss the approach on 12 February 2020. It should be noted that the original version developed in February has had to be updated to respond to Covid-19.

### **7.2 How information about how major schemes is provided to both local ward Councillors and residents**

- 7.2.1 The increase in projects over the last 12 months has meant that previous communication approaches have had to be revised in real time and this has created opportunities to review and improve how we communicate with members and residents.

- 7.2.2 All major projects (over £1m or lower value but with a higher profile) will have the following named representatives:-

- Project Manager
- Highways Consultation Lead
- Central Communications Lead
- Neighbourhoods Representative
- Contractor Public Liaison Officer

### **7.3 Project Consultation**

- 7.3.1 It is understood that communications are very important and as our major projects portfolio has increased and so to react to that we recruited a Consultation Lead in 2019 to manage the consultation stage of our major projects, working closely with central Communications and Neighbourhoods staff.

- 7.3.2 In 2020, we have so far carried out 13 consultations around major projects and resident parking zones, which drew more than 9,000 responses from residents, along with major information exercises around temporary closures and other measures to allow social distancing in response to COVID 19.

### **7.4 Planned Maintenance Works**

- 7.4.1 For the planned investment resurfacing works the approach is different to that of individual major projects at a specific single site as for resurfacing works it is all about communicating about the timing of the works. The approach to communications in this case is:-

- Works identification 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

7.4.2 There are particular difficulties with the resurfacing and micro asphalt works being disrupted by weather in being able to advise residents and members of both the delay and at the same time 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 then slotted into already scheduled future packages of work. The communication of such changes is still a challenge 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.

## 7.5 Major Improvement Projects

- 7.5.1 For each major project a specific communications strategy will be developed and will include background information including 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.
- 7.5.2 All of the staff in the roles mentioned previously will work together to deliver the following broad approach to major projects which is not intended to be prescriptive or exhaustive.

## 7.6 Major Improvement Projects Consultation and Engagement

- 7.6.1 The consultation and engagement process has 4 stages as described below:-
1. **Concept Development stage** - co-production over a short period of 2 - 4 weeks
  2. **Pre – design stage** – of member engagement at a single meeting of all ward members
  3. **Design Consultation stage** - member consultation at a meeting of all ward members, a Consultation process of a minimum 4 weeks (desirable 6-8 weeks), then Consultation analysis and Final design consultation of minimum 2 weeks
  4. **Construction Engagement stage** – possible combination of monthly project updates, unplanned project updates, members meetings & site walk throughs, a project specific inbox, TfGM Regional Co-ordinator liaison, a website, a named contractor Public Liaison Officer, TfGM website travel advice and residents engagement
- 7.6.2 Note that consultation for residents parking schemes take a modified approach

## 7.7 Other Highways Communication Activity

7.7.1 Below are examples of other communication activities:-

- **Members Performance Dashboard** – shared monthly information about highway activity in their ward
- **FAQ's and Highways A-Z** - include details in Performance Dashboard to support members with self-help or to sign post residents
- **Publicise planned maintenance works**; signpost where to get more information to affected audience – working also with Contractors (where applicable) and TfGM
- **Develop a series of short films** to explain in easy and informative way key activities. e.g.: Potholes, the story of Grit, Bridges etc.,
- **Create dialogue with residents and businesses affected by works**: example - Gully cleaning - undertake a letter drop to all affected groups with information and signpost where to go for further information (online, social media, roadshow/engagement event for large scale disruption)
- **Tie-in with national activity** such as Road Safety Week, cycling initiatives, Clean Air/Environment, etc., Use the national or regional activity to promote what highways is going to support and raise Highway profile further
- **Annual Highways Takeover day** – usually in February
- **Annual report to Scrutiny** – detailed report usually in October or November

## 7.8 Communications for Temporary works

7.8.1 Members are currently informed of temporary works where Temporary Traffic Regulation Orders (TTRO) are required. There have recently been instances where some significant works have taken place where TTRO's have not been required which means that local members have not been notified in advance of the works taking place. Whilst it would not be practical to notify local members of all works that take place (last year there were over 82,500 works), we are reviewing the best way to keep members updated where significant works take place where a TTRO is not required. Members can keep updated on all permitted works by using the GMRAPS website - [www.gmroadworks.org](http://www.gmroadworks.org)

## 8 Managing disruption caused by major projects

8.1 The Highways team meets with TfGM colleagues on a monthly basis to share programmes of major work and the future pipeline. Any initial concerns are tabled and are dealt with thereafter on an individual basis.

8.2 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” service 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 traffic management, diversions and programmes of work.

- 8.3 A TfGM representative is invited to our major projects boards and progress meetings to further enhance liaison.
- 8.4 TfGM attends 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 our major projects and also any other projects within the surrounding districts that may influence traffic conditions within the city centre.
- 8.5 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 where practicable. All works require a permit and the team carefully assess each application and impose conditions around how works should be completed, the times permitted, the duration and any traffic management that can be used.
- 8.6 The highways service has to be mindful of the need for property developments and so works closely with third party developers and their contractors to get the work completed without delay and where possible minimise disruption being mindful of planning requirements.
- 8.7 Coordination can be very complicated especially with the significant and increasing amount of work taking place in the city and to ensure that we have the right resources in place we have recruited 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. Works are coordinated to seek to prevent any clashes or duplicate works. We have forward plans of planned 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 avoid minor clashes and associated disruption.

#### **8.8 Contractor Working Hours / times.**

- 8.8.1 Major highway projects are vital to improve the condition and quality of the highway asset but unfortunately they cannot be constructed without some disruption to traffic and noise. There is always a balance between a longer programme where disturbance is less but over a lengthier period or a short programme where the disturbance is greater but out of the way sooner.

Night working is also unavoidable on some projects in order to maintain safe working conditions on site but also to minimise disruption to traffic that perhaps may bring the city to a standstill if the work was done during the day. The downside to this is that noisy operations during the night can cause disturbance to nearby residents so cognizance of the Control of Pollution Act 1974 should be followed.

- 8.8.2 Section 61 of the Control of Pollution Act 1974 states that normal working hours on construction sites are between 0700 - 2200hrs Monday to Friday and 0800 - 1400hrs on a Saturday. The reason for stating this is to ensure that contractors employ the 'best practicable means' as defined in the Control of Pollution Act

1974 to minimise noise and vibration resulting from the operations and shall have regard to British Standard 5228:2009 (Noise and Vibration Control on Construction and Open Sites). Any work outside of these hours requires the approval of a Council Environmental Health Officer (EHO) and this requirement is written into all our highway works contracts.

#### Case Study No 07 - Medlock Street Roundabout Scheme

The council has almost completed the improvement works at the junction of Princess Road and Mancunian Way that involved the surfacing the new carriageway and footways that needed extensive lane closures to keep the workforce safe whilst undertaking the work. In order to minimise overall disruption and complete the works as soon as possible an application was made by the project team to the EHO to undertake the works overnight between the hours of 2000 - 0500hrs and this was duly granted.

The contractor posted letters (the letter had been also approved by the EHO) to the local residents explaining what was happening and social media posts were sent out by the Council's corporate communications team. Local Councillors were also contacted explaining that overnight works were taking place and provided with the dates on when this would occur. This all happened in advance of the work taking place.

However, the impact of the extended working hours on residents was more disruptive than expected and so in liaison with local members the contractors working hours for the surfacing operations was restricted to 1830hrs - midnight. This restriction unfortunately caused the surfacing works to take longer than through the originally planned working hours due to less work being able to be done each shift, resulting in the programme being extended by approximately 2 weeks, and in addition, the Council will be liable for extra costs.

Whilst the national guidance can offer a framework to adhere to in general terms it can be adjusted locally via formal approval from the EHO. The lessons learnt from this project, in terms of utilising the local adjustment and working outside the standard times, will wherever possible be incorporated into future contracts and project budgets where the works are similarly close to residential properties so that the level of disruption is kept to minimum.

## **9 An update on the winter gritting programme**

- 9.1 Manchester's Highway Winter Service Plan, 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.
- 9.2 To enable accurate local weather forecasting weather stations are required. As well as our usual weather station, located on Queens Road, we have now added a second station on Styal Road. These stations take their data readings from sensors embedded in the carriageway surface.

### **9.3 Carriageways**

- 9.3.1 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 duration of a forecasted weather event, its severity and the resources available to treat the highway. The two main operations are:

a) 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.

b) 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 the differences in actual temperature between the weather stations and other parts of the network; When a weather station reading is at plus two degrees, the roads in the 'cold' Winter network may have fallen to zero degrees. On marginal nights, which is when the temperature just falls into the threshold to trigger gritting, we only need to grit the 'cold routes' rather than the full network, generating considerable cost savings in milder winters.

### **9.4 Footways and segregated cycleways**

- 9.4.1 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 do not 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 this treatment, we have to target the most heavily used footways using a risk based approach.

## 9.5 Information Sharing

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. This year, we also launched our 'track-my-gritter' website which allows residents to see a live feed of where our gritters are. This can also be accessed by 'asking Alexa'.

## 9.6 2019/20 Winter Operations

The following table summarises the work done over the last Winter (2019/20):

	Number	Area treated (Km)
Full gritting operations	36	704
Partial gritting operations (Cold Routes)	15	350
Tonnes of salt used	3,915	-
Cycleway treatments	9	9
Footway / footbridge treatments	7	90

The number of gritting operations carried out over the last five years has remained fairly consistent. The average annual number of gritting operations was 49, with an average annual salt usage of 4,017 tons.

## 10 Motorcycle parking

- 10.1 This subject came to our attention due to a number of motorcyclists parking in cycle stands. We reviewed this and it was immediately clear that there were a number of issues and indeed there were some discrepancies both on street and on our web pages as to where motorcyclists could and could not park their motorcycles.
- 10.2 Over the last few months we have undertaken a number of short term actions to ensure that the traffic regulation orders are up-to-date, the council's website accurately reflects where motorcycle bays are available and all restrictions are properly marked.
- 10.3 Over the next 12 months we will review where there are 'gaps' in current motorcycle parking provision, and if necessary will make recommendations for any additional on street and off street secure parking spaces. Once this work is completed we will be in a position where enforcement of cycle parking stands could be undertaken.

## 11 Covid Response and Active Travel Update

11.1 In response to the Covid-19 pandemic a number of Social Distancing Measures (SDMs) to support public safety have also been implemented at various city centre and district centre locations as listed below:-

- London Road North & South
- Princess Street
- Ashton Old Road in Openshaw
- Cheetham Hill Road
- Wilmslow Road in Rusholme
- Manchester Road in Chorlton
- Withington Village
- Hulme High Street

11.2 These measures were part funded through TfGM allocating £5m across GM for such activities and the £500k allocation to Manchester which was not enough to fund all the sites or requests. A process was introduced to review requests for SDMs using an inbox ([saferstreets@manchester.gov.uk](mailto:saferstreets@manchester.gov.uk)) where they could be sent and those were assessed against specific criteria. Almost every request did not meet the criteria due to them being too localised.

11.3 As part of the Department for Transport response to Covid a limited amount of funding was made available to all Local Authorities to support active travel as an alternative to using public transport which the government advised against. We were invited to bid for funding through TfGM for EATF (Emergency Active Travel Funding) which came in two tranches. For tranche one we bid for a number of interventions and were awarded funding in the city centre for the temporary closure of Deansgate, Stevenson Square and Dale St / Ducie St.

11.4 As noted above we have installed temporary closures of Deansgate, Thomas Street, Stevenson Square & Ducie Street along with a one-way on Withy Grove to support social distancing.



Stevenson Square



Thomas Street

- 11.5 Our teams have supported Education colleagues along with those from Neighbourhoods to work with schools to make the return to school as safe as possible for pupils and parents. The main interventions by schools have not needed highway interventions we have provided advice when asked.
- 11.6 The highways team supports active travel as a business as usual activity and a small number of example of this include:-
- Supporting the new Community Play Streets scheme
  - Working with Schools and Education to support road safety, encourage children to walk and cycle to school and more recently enable the safe return of pupils to school
  - Last financial year 4,655 children received Bikeability training
  - Promoting active travel as part of any new developments - encouraging sustainable travel plans that support walking and cycling
  - Creating more safe and secure cycle parking across the city as part of any highway improvement schemes