MANCHESTER CITY COUNCIL

Highways Asset Management

State of the City Annual Report 2021/22

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Highways Service, Neighbourhoods Directorate
July 2022

Our vision … "To manage, maintain and improve the highway and public spaces network for the current and future needs of our residents"

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Highways State of the City Annual Report 2021/22

Foreword from our Executive Member

Manchester's highway network includes over 1,350 km of road length, 2,600 km of footway length and over 350 bridges and structures. Based on the latest valuations, our highways infrastructure has a gross replacement value of over £3 billion, making it the Council's most valuable assets.

The network is used daily by the majority of people who live and work in the city and is fundamental to the economic, social, and environmental wellbeing of the community. When it works well, it's taken for granted - as it should be. National surveys show that highways is one of the most important public services, and our ability to offer a reliable and resilient highways system is not only important for existing businesses; it is also a determining factor in attracting new businesses, particularly those with a time-critical need for logistics, supply chains, deliveries, and commercial transport links.

As such the council places a high significance on how it manages and maintains this infrastructure by implementing its Highway Asset Management Policy, Strategy, and associated delivery plans. This approach ensures that we consider what the cost of projects will be for their whole life, not just the short term, and by doing so optimise our investment, realise long-term benefits, and ensure that our highway maintenance services meet customer's expectations.

The following report will highlight the key outcomes and the successes that we have achieved over in 2021/22 along with some of the challenges that we will face going forward.

Cllr Tracey Rawlins
Executive Member for Environment

Introduction

This report gives an update on the substantial works completed and progress achieved by the Highways service and provides an overview of methods of communication to ensure ongoing engagement with residents and members, as well as the performance of the service during 2021/22.

The Highways service is part of the Neighbourhoods Directorate which has facilitated opportunities and improved connections to support working at a ward and neighbourhood level for example in terms of consultation, communication and engagement.

The service has a clear and recognised vision, which is…

> ***"to manage, maintain and improve the highway and public spaces network for the current and future needs of our residents".***

This vision is aligned to the relevant elements of the Our Manchester Strategy and the Corporate Plan about improving connections and neighbourhoods.

This report also forms, in part, our response to the Government's national approach through the Department for Transport (DfT), in that local authorities adopt a highway asset management approach to managing its highway infrastructure.

The Council's Highways Asset Management Policy and Strategy were first reviewed by the Economy Scrutiny Committee in November 2015, and subsequently approved by Executive in December 2015. These documents have recently been reviewed and are available on the Council's website:

https://www.manchester.gov.uk/downloads/download/6380/highways_asset_management

Investing in our city

As part of the Council's 2017/18 budget process the decision was made to invest over £80m in improving the condition of the network. This expenditure represented a step change in the level of investment by the Council to improve the condition of our highway network.

2021/22 was the final year of this investment period and the total spent is shown in the table below, split between the various work elements:

£000's)	***Spend years 1 to 4 (2017/18-2020/21)***	***Spend year 5 (2021/22)***	***TOTALS***
Drainage	8,298	1,246	**9,544**
Large Patching	795	390	**1,185**
Small Patching	5,487	5,045	**10,532**
Carriageway Resurfacing	26,512	4,807	**31,319**
Footway schemes	3,716	1,923	**5,639**
Preventative schemes	17,776	3,364	**21,140**
TOTALS:	**62,584**	**16,775**	**79,359**

This total investment includes annual funding from the DfT Highways capital maintenance allocation (Needs Based, Incentive Element), for the delivery of the annual highway infrastructure programme of planned maintenance works, as well as annual Pothole Action Fund grants.

£5m of additional funding (not included in the above table) was received following a successful 2019/20 Challenge fund tranche 2 bid to the Department for Transport (DfT). This was to resurface three major Manchester roads (Kingsway, Ashton Old Road and Oldham Road) along with drainage repairs and renewals. Barlow Moor Road is also scheduled to be resurfaced.

The investment over the last few years has made a significant difference in ensuring we are able to adopt a maintenance strategy based on the longer-term view and consider the whole life cycle planning of assets. In particular:

- Highway Maintenance – adoption of a 'prevention is better than cure' approach to carriageways and footways.
- Drainage – improving the resilience of the network by improving the accuracy of our asset records and gaining a better understanding of risk from flooding; and
- Street Lighting – sustainability for the future by reducing our carbon footprint and elimination of the need for regular bulk lamp replacement.

We have secured an additional year's funding for year 6 (2022/23) to maintain the improvements achieved during the original 5-year investment, however if there is no Council funding available beyond this financial year (meaning that the service will only have Government funding in subsequent years), this would mean that the highway network will quickly deteriorate, and all of the benefits of the previous Council investment will be negated.

Successful bidding for capital funding is essential to enable significant levels of planned maintenance works on our highway infrastructure and maintain its overall condition.

Key Successes

One of the key elements of this report is to recognise the areas where we have been successful so that we learn from the good practices and use this learning to improve in other areas.

Despite the major disruption and service challenges caused by the COVID-19 pandemic, unlike several other GM highways teams, we continued to meet the challenge of maintaining our highway network without a break in service, as well as progressing several major schemes on site. The support of our supply chain to keep our projects progressing has been significant and in turn our programmes of work have retained valuable local jobs. Our business as usual and project work was supplemented by the addition of planning and implementing a new programme of social distancing and other safety measures across the city to maintain public safety.

After reviewing the service to ensure there was 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.

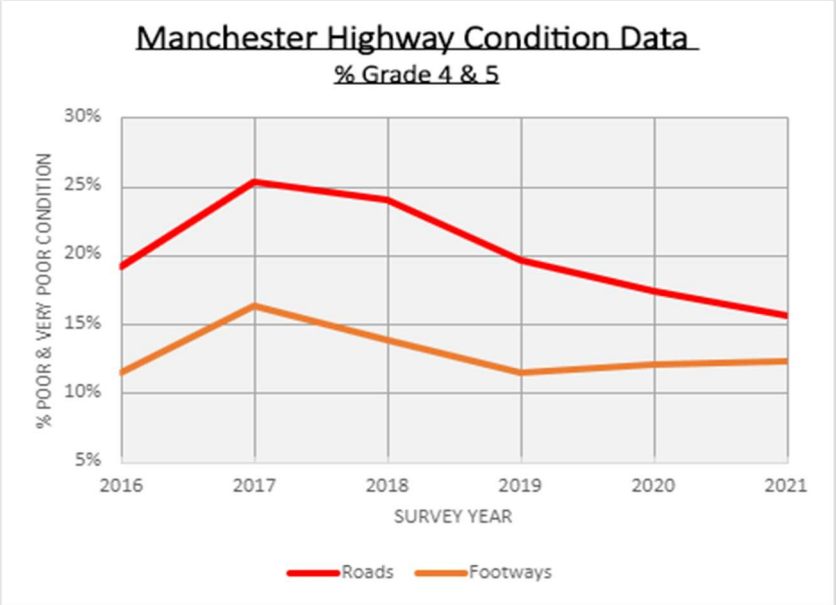
The Major Projects team have been successful in being awarded £37.2m worth of bids from the Mayor's Challenge Fund (MCF) to improve walking and cycling facilities across the city. To date we have completed MCF projects at Medlock Street/Princess Parkway Roundabout, Beswick Filtered Neighbourhood, several sections of the Manchester to Chorlton cycleway, sections of the Northern Quarter walking and cycle route including Dale Street/Ducie Street/Tariff Street and Thomas Street, and the experimental features for the Levenshulme & Burnage Active Travel project. Other projects at various stages within the delivery programme include other sections of the Manchester to Chorlton cycleway, Victoria Northeastern Gateway and the permanent features for the Levenshulme & Burnage Active Travel project.

The service has successfully delivered the 5-year £80 million capital investment programme. The scale of the programme is, for recent times, unprecedented and has required a step change in the resources needed to deliver this large programme. The carriageway and footway works have been delivered by a supply chain of 7 contractors and the majority of treatments have been carried out through 2 framework contracts. Over the 5-year investment programme it is estimated that over 2,000 roads will have been improved representing about 3.9million m2 in area (an equivalent area of 600 Football pitches).

The investment programme has succeeded in halting the overall decline in the condition of our road and footway network as well as enabling significant improvements to our drainage and other highway infrastructure. The graph below shows the percentage of our roads and footways at grade 4 or grade 5 (poor) condition since 2016; As can be seen at the end of year 5 of the investment (2021/22), these percentages have improved to around 16% and 12% respectively.

Most of the investment was targeted at roads, which is why overall footway condition has generally been maintained, but not improved since 2019.

Footways are now being prioritised as part of the 22/23 resurfacing programme along with more local and neighbourhood roads.



Highways Access Group

The Highways Access Group (HAG) is a multidisciplinary group that has been set up to advise on ensuring that highways projects are accessible to all, with particular focus on access for disabled and other vulnerable road users. The work by the HAG has resulted in a number of changes to scheme layouts. Attendance at the HAG by project managers and designers has helped them to gain a wider appreciation of the issues faced by disabled people when using the highway network.

The HAG were recently recognised for their work at the recent CIHT industry awards, winning the prestigious CIHT Equality, Diversity and Inclusion (EDI) Initiative of the Year Award, as well as being highly commended in the Best Practice category for the work the group has done in relation to seeking feedback from disability groups on scheme designs.

Social Value

In April 2022, 'The Highways Social Value Strategy' was refreshed, and the following social value priorities have been identified as the main areas of focus for the Highways service over the coming year (2022/2023):

- Promoting women into construction to provide a diverse workforce
- Identifying employment opportunities for ex-military/armed forces
- Supporting the Read Manchester campaign
- Supporting the Road Safety Programme
- Supporting community projects in the various wards of Manchester
- Contributing towards Environmental Sustainability initiatives
- 2022 Our Year is a year for young people and children in Manchester.

MCC Highways is currently undertaking a three-year trial with The Social Value Portal (SVP) to monitor and track the service's Social Value (SV) data. The Social Value Portal is an online solution that allows organisations to measure and manage the contribution that their organisation and supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012. SVP uses the National TOMs (Themes, Outcomes and Measures), as a framework for delivering excellence in measuring and reporting social value. The TOMs are a set of social value measures designed to maximise impact in five key areas – jobs, growth, social, environment and innovation. Using the National TOMs, MCC can work methodically to measure, track, manage, and improve social value. As a service, Highways are also able to report on the social impact of our schemes at portfolio, framework and project level.

Alongside the strategy refresh, the service has updated all Social Value and Sustainability tender documents to ensure that a minimum weighting of 30% is dedicated to Social Value and Environmental Sustainability. In addition to the above, Social Value and Sustainability tender questions have been amended to align with the KPIs provided by the TOMs and to enable the service to receive responses in the correct format. Highways are taking a leading role in the Council with the inclusion of environmental proposals as part of the contract award criteria.

Social value case studies are included in Appendix 1.

Delivery

Highways Investment Programme:

As highlighted above, despite the impact of the COVID pandemic, we have successfully delivered year 5 of the planned maintenance programme in which we completed:

- Carriageway Surfacing Programme: **109 sites**, Total Area **196,278 sq.m.**
- Challenge Fund: **7 sites** (including Kingsway, Ashton Old Road and Oldham Road), Total Area **61,731 sq.m**,
- Footways: **40 sites**, Total Area **50,141 sq.m.**
- Preventative treatments: **99 sites**, Total Area **116,748 sq.m.**

Overall, that gives totals of **255 sites,** Total Area **424,898 sq.m** which are remarkable numbers**.**

The year 6 (2022/23) programme is also on track, with the resurfacing and preventative works progressing and scheduled to be completed before the end of the financial year.

Inspections & Repairs

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 traffic generally have a higher inspection frequency to mitigate safety risks. The frequency of inspections is also governed by other factors, including the proximity to schools, hospitals or, where other more vulnerable users may be more present, as well as condition data, claims & accident data etc.

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. In 2021/22, our highway inspectors carried out approximately 26,000 safety inspections.

Highway repairs are carried out by either our in-house Highway Maintenance Services team (formerly known as Manchester Contracts), or by contractors procured through our planned maintenance contracts.

Our in-house team target the more specialized defect repairs across the city, including high quality paving, kerb repairs and other non-bituminous works, whilst the other contractors primarily undertake repairs on bituminous roads and footways. Around 26,800 defect repairs in total were carried out in 2021/22.

One of the repair techniques used by our contractors is thermal road repairs. This involves heating up the area around a pothole until it is workable, adding a small amount of new material and relaying. Compared to conventional repair techniques, this method is much more carbon friendly, with calculated savings CO2 emissions of 1920 tonnes over the last 12 months.

Street works

We employ a team of street works inspectors who are responsible for routine and sample inspections of utility works and other highway licensed works

The table below shows the results of sample inspections carried out in 2021/22 and where failures resulted in fines being issued to utility companies:

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

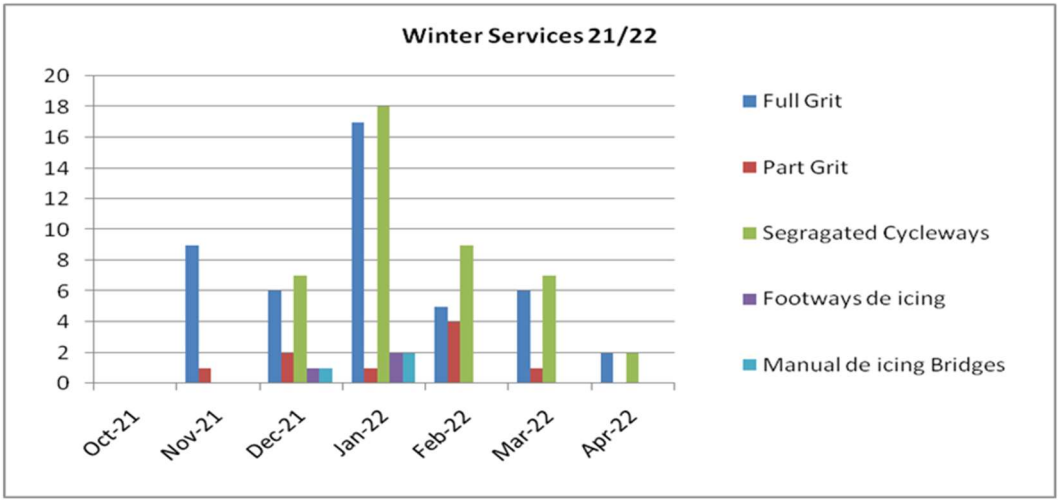
In 2021/22, our Network management and Street works teams managed over 22,000 requests to occupy the highway from utility companies to repair cables and pipes and also Section 50 licenses from developers building new offices and homes, which is nearly double those from 2020/21.

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 company using the new Street Manager software system. Once a defect is issued a repair must be completed by the utility or we will have to make safe and repair on a recharge basis.

Winter Services

We have continued to deliver the basics, including an effective winter service operation. In 2021/22 we completed 54 gritting operations covering a total of about 38,016 km and using approximately 3,000 tonnes of rock salt. The graph below shows this in more detail.

When necessary, we grit a total of 704km of network each night, which equates to 52% of the total road network and includes all of the strategic route network.



Footways and bridges were treated with Potassium Acetate (liquid deicer) 3 times last season, of which there is approximately 50 Km of footways.

Segregated Cycleways were treated 43 times with liquid deicer.

There are also approximately 190 Grit Bins located around the city which were filled, checked and topped up when required.

Major Projects:

Several notable projects were completed this year, including:

- The Medlock Street roundabout cycling and walking improvements.
- The eagerly awaited road-widening and pedestrian-improvement project at Hyde Road was completed (see below).

Case Study: Hyde Road pinch point widening scheme

The old bridge, which reduced the road from four to two lanes, has been replaced with a modern 25-metre-long bowstring arch bridge, which forms part of the Fallowfield Loop walking and cycling route.

The new scheme brings several benefits, including:

- Reduced journey times, particularly at peak travel hours.
- Significantly reduced congestion in both directions of travel.
- A more attractive environment: The butterfly gardens – which are part of the Gorton Heritage Trail - have been cleaned, landscaped, with new a new turf lawn, railings installed with butterfly logos, plus seven different species of trees planted, to improve the area for the long-term future.

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

Future Major Projects

- Highways have received funding through City Region Sustainable Transport Settlement (CRSTS) and Active Travel Fund (ATF) tranche 3. Projects to be delivered using these funding streams are currently in development.

- Further work is being done to develop a clear pipeline of future highway infrastructure projects which will allow us to effectively bid for future funding streams.

Consultation and engagement

During 2021 – 2022, we carried out ten non-statutory consultations around our major projects, in addition to the formal statutory consultations done at Traffic Regulation Order (TRO) stage.
Altogether more than 3,000 people took part and gave us their views through the Council's website, engagement events for the public and businesses, by email and social media.
Despite COVID still causing disruption and making face-to-face events difficult, we continued to provide opportunities for people to give us valuable information to shape our major projects.
We are still developing our approach, reviewing our communications and consultation processes, and as part of this looking to engage with communities much earlier in our process. This will mean that we get better information sooner to influence our designs, and help us to decide which projects are most valuable to communities very early on, at feasibility stage.

Road Safety:

The highways department does not have a road safety budget and that has been the case since the national spending cuts of 2010, however the Council has spent considerable sums on highway schemes that will along with other benefits will improve road safety. All major projects aim to improve road safety and our teams currently have a portfolio of 30 projects in the pipeline. During 2020/21 despite the pandemic, 12 road schemes were completed.

The table below shows that collisions in the city are broadly following the GM trends. Serious and Fatal collisions (KSI) reduced in 2019 and continued to fall in 2020, however there was a substantial rise in 2021. It can be assumed that this reflects the increase in traffic volume on the network following the Covid pandemic.

Year	Manchester		GM	
	Killed or Seriously Injured	**All collisions**	**Killed or Seriously Injured**	**All collisions**
2016	148	921	678	3995
2017	189	1377	788	5437
2018	188	1339	748	5026
2019	137	1206	683	4892
2020	110	735	512	3198
2021	177	719	749	3002

Physical improvements to roads and footways only account for a small proportion of the interventions required to reduce road collisions. The major factors influencing change are driver behaviour (education training & publicity), enforcement, changes in legislation & public opinion and improvements in technology i.e. air bags. The Strategic Capital Board approved the proposal to fund a package of Road Safety schemes in 2021/22 in March. The proposal has been divided this into two separate programmes of work:

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

School safety has improved during the year, with the completion of 77 out of 81 school crossing improvements across the city.

In addition, in partnership with Bikeright, we offer cycle training to all pupils in Manchester schools, from level 1 training in basic skills that's taught on the school grounds to level 3 taught on busier routes. In 2020, 670 children across 24 schools attended these bikeability cycle safety training sessions.

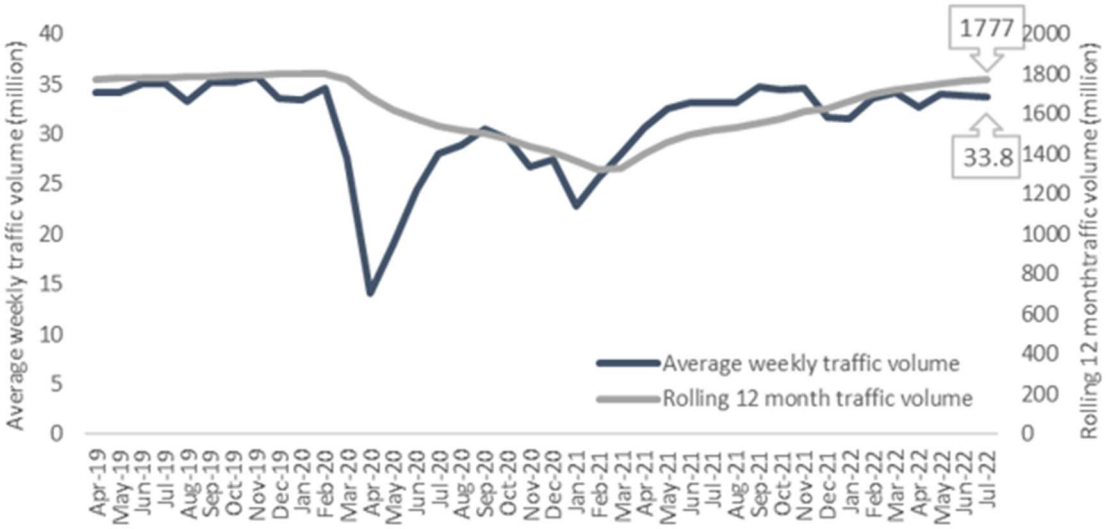
Network Congestion:

As the pandemic struck, we saw traffic levels drop to lows that we've not seen in generations. Lockdowns turned cities into ghost towns, and we got to see firsthand what a city without commuters would look like — in Manchester traffic volumes in April 2020 dropped by more than 50% from normal levels. By the end of 2020, levels had started to recover and in July 2022 traffic volumes are around 3% less than in July 2019.

Between April 2020 & July 2020, there was a corresponding rise in the number of cycle trips around the network, although these then stabilized to similar levels as in 2019. The latest figures show that 11.92m active travel journeys (walking and cycling) were made in July 2022, an increase of 2% on the figures for July 2019.

The graphs below show these statistics in more detail:

Traffic volumes April 2019 – July 2022:



Number of cycling trips April 2019 – July 2022:

Number of walking trips April 2019 – July 2022:

Service Performance

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

As part of our asset management system, a Performance Management Strategy is contained on the Council's website. This contains a range of key performance indicators that have been developed that enable us to measure the performance of our assets and the delivery of our services. By using this approach, we will be able to identify critical areas regarding performance, develop improvement action plans and review our systems and processes to effectively demonstrate 'lessons learnt'.

This ties in with the standard Performance Management Framework (PMF) developed for the highways sector by the National Highways and Transport (NHT) Network, which we are a member of, and which collects annual indicators. This facilitates a benchmarking service, analysing and comparing data with other authorities at a regional or national level.

A range of some of the key performance measures are shown in the following sections.

Asset data:

Measure	Target	2019/20	2020/21	2021/22	Performance
% of total road network in red condition	<20%	15%	12%	**11%**	
% of principal 'A' road network in red condition	<10%	7%	6%	**5%**	
% of other classified roads in red condition	<15%	10%	8%	**6%**	
% of unclassified roads in red condition	<25%	18%	15%	**13%**	
% of footway network in red condition	<10%	11%	10%	**11%**	
% of network at or below skid resistance IL	Downward trend	8.9%	8.3%	**8.4%**	
% of highway gullies not working as planned	Downward trend	47%	34%	**20%**	
Total number of recorded carriageway defects such as potholes*	Downward trend	9641	8559	**9628**	
Bridges & structures condition (BCI Av)	Upward trend	84	84	**73.4**	
Percentage of LED streetlights installed	n/a	51%	99%	**100%**	

Whilst carriageway condition, drainage and street lighting figures continue to show an improvement in asset condition, there are some metrics that indicate a decline. Footway condition and skid resistance of the network have decreased slightly from last year, although remain largely at steady state. It has been recognised that any future highways investment will be targeted predominantly at the footway network to drive our active travel agenda. The number of identified defects on the network has increased over the last 3 years. This is at odds with the condition survey data, which has shown continual improvement in our network, and reflects the good work that has taken place to reduce the long-standing backlog of repairs.

The Council's highway infrastructure assets are currently being maintained in a steady state, with improvements in several areas following the 5-year investment programme.

Service Delivery:

Over the last few years, the Highways Service has been through significant changes that have improved the service's ability to deliver priorities and work programmes to time, cost, budget and quality. However, the Highways service redesign has now been completed and we are struggling to fill a number of vacancies (which are being backfilled by consultants). The new model has increased the level of leadership and management capacity and a significant growth in permanent capacity. A range of service delivery performance indicators are shown below:

Measure	Target	2019/20	2020/21	2021/22	Performance
% of carriageway network treated (planned maintenance)	n/a	6%	8%	**3%**	
% of footway network treated (planned maintenance)	n/a	1%	2%	**1%**	
% of gullies emptied in the year	n/a	53.9%	100%	**62%**	
% of planned maintenance schemes completed	Upward trend	92%	95%	**96%**	
% of safety inspections carried out on time	Upward trend	49%	82%	**81%**	
Number of defects repaired	n/a	16,223	16,731	**15,625**	
Total no. of killed & seriously injured persons (KSI's) on roads (per 1,000km of network)	Downward trend	100	80	**129**	
Number of utility openings carried out on the network	n/a	1,386	16,674	**22,500**	
% of utility openings completed to NRSWA specification	Upward trend	89%	92%	**83%**	

Several of these indicators have gone down since last year. This is mainly due to it being the last year of the investment programme, which had smaller budgets than previous years. This explains the reduction in % of network treated, number of gullies emptied, and number of defects repaired. The increase in number of KSIs is concerning, but it reflects the increase in network usage since the pandemic, when traffic levels were much lower.

An increase in the number of utility openings carried out reflects the increase in overall numbers of developments across the city, also reflecting recovery from the pandemic.

Key frontline highway services have faced major challenges since 2019 due to the COVID-19 pandemic, however performance has generally stayed the same since last year.

Public satisfaction:

Our highway infrastructure is accessed on a daily basis by residents, businesses and visitors. As such we recognise the importance of engaging with the public to understand their levels of satisfaction and obtain their views on the condition of our highway infrastructure, service standards and levels of performance. Therefore, in order to better understand resident's views, we commission the annual National Highways and Transport (NHT) Public Satisfaction Survey.

Overall, the results from the 2021 NHT Public Satisfaction survey show a fall in satisfaction from last year, although this trend is mirrored nationally. It is pleasing that we are at or above the NHT average satisfaction score for all themes in the survey, apart from road safety; We are implementing a £2m programme of road safety schemes in Manchester, split between £1m for data led schemes based on accident data, and the other £1m of identified neighbourhood priorities (North, Central & South). Better communication around, and delivery of, these schemes should help to improve our satisfaction scores in this area in future years.

When compared to the rest of Greater Manchester, our overall satisfaction levels were good. The survey includes 7 Theme Scores for our service, Manchester ranked first within the region for 2 of these themes, second in 2, third in 2 and sixth in the remaining theme. 127 different indicators were also used within the survey for our service, Manchester ranked first within the region for 64 of the 127 indicators used across the 7 themes (50.4%). This is a great result, given that we have one of the largest road networks in the region and the busiest regional centre, which causes heavy demand on our highway infrastructure.

Performance figures from the survey by theme are shown below, along with a range of specific measures:

Theme	2020 Result	NHT Average	% Difference
Accessibility	74%	70%	4%
Walking/Cycling	52%	52%	0%
Tackling Congestion	43%	43%	0%
Road Safety	50%	52%	-2%
Highway Maintenance	46%	45%	1%

Measure	Target	2019/20	2020/21	2021/22	Performance
Public Satisfaction overall	>National average (48%)	51%	52%	47%	
Public Satisfaction with condition of highways	>National average (32%)	35%	37%	33%	
Public Satisfaction with cycle routes & facilities	>National average (50%)	54%	50%	50%	
Public Satisfaction with traffic levels & congestion	>National average (42%)	39%	43%	41%	
Public Satisfaction with cycle routes & facilities (overall)	>National average (50%)	54%	50%	50%	

Public Satisfaction with Highway maintenance	>National average (42%)	-	51%	43%	
Public Satisfaction with Street lighting	>National average (62%)	65%	63%	60%	
Public Satisfaction with road safety locally	>National average (54%)	51%	54%	48%	
No. of highway enquiries (CRM system)	Downward trend	10,001	7,267	11,476	

Value for Money:

We recognize the need to ensure that our services are delivered in a cost effective and efficient manner.

A range of service cost benchmarking comparisons have been undertaken through the NHT Customer, Quality and Cost (CQC) Efficiency Network. The CQC approach is unique in that it also takes into consideration factors outside of the council's control that are affecting its cost, so that it can be compared with other authorities on a like-for-like basis. It does this by normalizing each Authorities actual costs (£ per km) using statistical analysis of their size, traffic volume, road condition, wages, and public satisfaction.

The graph above shows the council's normalized cost ranking against all the other authorities in the Network (the lower the cost the better the ranking).

They provide some indication of Manchester's scope for improvement and using the CQC approach, we have also been able to measure savings in monetary terms. These are real efficiency savings that result from improved effectiveness as opposed to budget cuts and represent the additional amount it would be costing if previous practices were still being used.

The results are summarized in the table below:

Year	Total Realised Efficiency Saving	% CQC Rating	CQC Normalised cost £/km
2017	£286k	92%	£3,065
2018	£707k	93%	£3,002
2019	£1,062k	92%	£3,174
2020	£429k	94%	£3,195
2021	£1,032k	95%	£3,539

Benchmarking shows that our highway services are being delivered cost effectively and delivering continual efficiencies through adopting best practice and developing new or innovative methods of service delivery.

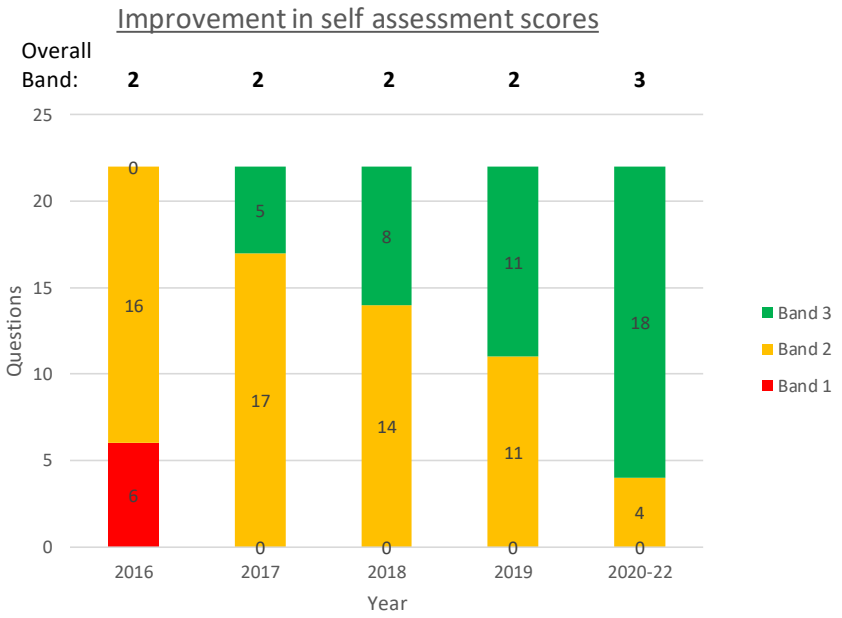
Incentive Funding:

A proportion of our local highways maintenance capital funding is provided by the Department for Transport (DfT) based on our performance against 22 questions, on the themes of Asset Management, Customer, Resilience, Benchmarking & Efficiency, and Operational Delivery.

Department for Transport website and further information:
https://www.gov.uk/government/publications/highways-maintenance-funding-incentive-element

We have to place ourselves into one of three bands, where Band 1 is low and Band 3 is high performance. In 2020 our Internal Audit team were able to score us at Band 3 for 18 of the 22 questions which is a Band 3 level overall. We have managed to maintain this status and achieve Band 3 level overall since then. This means we are eligible to receive the maximum available allocation of highways maintenance capital funding from central government. Several of the questions require demonstration of continuous improvement, so this will be an ongoing task to ensure that we maintain our Band 3 status.

This graph below shows the improvement in our results since the launch of Self-Assessment linked funding in 2016:



Overview of Key Highway Assets

Carriageways & Footways:

Manchester's highway network includes over 1,350 km of road and over 2,600 km of footway length, with a combined asset value of over £2.2 billion. The condition of our entire highways network is assessed every two years (approximately half of the network each year) and is rated using the following 5 categories:

- Grade 1 – As new
- Grade 2 – Good
- Grade 3 – Mid-Life
- Grade 4 – Functionally impaired (poor)
- Grade 5 – Structurally impaired (very poor)

The latest condition ratings for our carriageway & footway networks can be seen below:

Asset Type	Quantity (approx.)	Condition				
		Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
All carriageways	1,368 km	34%	4%	45%	11%	5%
Principal A roads	165 km	36%	4%	53%	5%	3%
Classified non-principal B and C roads	139 km	38%	4%	51%	4%	4%
Unclassified Roads	1,064 km	34%	4%	43%	13%	6%

Asset Type	Quantity (approx.)	Condition				
		Grade 1	Grade 2	Grade 3	Grade 4	Grade 5
Footways	2,668 km	18%	13%	56%	12%	1%

- *Performance*

  Overall, the percentage of poor condition (grade 4 & 5) roads has **improved from 25% to 16% over the last 4 years**. The percentage of poor condition footways has i**mproved from 16% to 13% over the last 4 years**.

- *Spending in year and future spend required*

  In 2021/22 (the final year of the 5-year investment programme), we spent £4.8m on resurfacing schemes, £3.4m on preventative treatments, £1.9m on footway schemes and £5.4m on patching and defect repair works.

  To maintain the current condition of our highway network after the current year 5, an additional investment of about £8.5m on roads and £2.5m on footways is required per year over the next five-year period.

  Although this extra funding will not deliver any further improvement in overall condition, the road state will not deteriorate from the maintenance achieved through the current capital funding programme. The % of grade 4 & 5 (poor) condition roads and footways would be held at about 15% and 13% respectively.

Cycleways:

Manchester currently has approximately 260 km of cycle routes across the city, including the Trans-Pennine trail, Fallowfield Loop and City Centre to Manchester Airport route. The Manchester cycle network map has been produced by TfGM and is found at the link below:

https://tfgm.pindarcreative.co.uk/

Manchester is committed to improving walking and cycling facilities across the city and has developed a number of projects and successfully bid for funding from the Mayor's Challenge Fund.

The following projects have been completed or are planned or underway:

- Chorlton - the remaining Phases, Brooks Bar and area 3b.
- The Northern Quarter (Piccadilly to Victoria) scheme – Stevenson Square.
- Victoria North Eastern Gateway.
- Beswick Filtered Neighbourhood
- Levenshulme & Burnage Active Neighbourhood
- Fallowfield Loop (Manchester Cycleway) design.
- Medlock Street Roundabout
- Oldham Road Inner Radial feasibility.

Most of our cycle routes are on-road, and as such they are maintained as a part of our road network. Off-road routes are repaired reactively in response to reports from members of the public.

Drainage:

Manchester's drainage network consists of approximately 118,800 gullies, as well as linear drainage features such as Slot & Channel drains, soakaways and trash screens.

Highways are also working on some design standards for the implementation of Sustainable Urban Drainage Systems (SUDS) installed (see below), as well as working with Drainage contractors to reduce their carbon impact, working towards our 2038 Carbon commitments.

- *Performance*

  The current programme of drainage investment has allowed us to carry out cyclical cleansing on all our highway gullies and spend about £9.5m on capital improvements since 2017. These improvements include the replacement of gully lids and frames, pipe and line repairs, high powered jetting, brickwork replacement, CCTV studies and gully pot replacement.

  Since the beginning of the Cyclical Cleansing Programme and the Drainage Improvement Programme in 2017, a comparison of gully defects and complaints, taken from the Symology System, has identified a reduction in reported faults and complaints of 47%. There have also been consistent levels of customer satisfaction, measured by the annual National Highways Transportation (NHT) Survey. In Greater Manchester, Manchester has the highest satisfaction scores in the region for provision of drains and keeping drains clear & working.

- *Spending in year and future spend required*

  In 2021/22, we spent £1.3m on drainage repairs as well as nearly £700k on cleansing. Repair works were prioritised on the Key Route Network (KRN) and Community Network (CN) roads, which carry larger volumes of traffic.

  A list of the current outstanding drainage repairs has been extracted from the highways drainage database with an average cost applied for the works this shows that the backlog of repairs needed is estimated to be about £7m.

- *How many gullies cleaned / in working order last year?*

  During 2021/22, 73,569 gullies were inspected, (62% of the network), of which 39,682 (54%) were working satisfactorily, whilst around 19,400 gullies were inaccessible due to parked vehicles. For streets where we know there are always parked cars present, we

won't carry out cyclical visits, but will look to schedule 'community clean' days in liaison with the neighbourhood teams.

- *How many still need to be cleaned/repaired?*

  Four cyclical cleanses have been carried out since 2018 on all our gullies, which was completed in October 2021. For future years we have developed a proposed cyclical cleansing programme based on an indicative annual revenue budget of £500k using a risk-based approach.

Sustainable Urban Drainage Systems (SUDS)

Highways are working closely with developers to increase the number of Sustainable Urban Drainage (SUDS) solutions across the city. SUDS are designed to both manage the flood and pollution risks resulting from urban runoff and to contribute wherever possible to environmental enhancement and place making. The multi-functionality and multiple benefits of SUDS is a key consideration within our own designs and when working with developers.

Sustainable drainage systems (SUDS) mimic natural drainage processes to reduce the effect on the quality and quantity of run-off from developments and provide amenity and biodiversity benefits. When specifying SUDS, early consideration of potential benefits and opportunities help us to deliver the best results for the city.

The benefits of SUDS include:

- Flood Risk Management – reducing the risk of flooding from development
- Water Quality Management – reducing the impact of diffuse pollution
- Improving Amenity and Biodiversity – the integration of green infrastructure with SUDS solutions can help to create habitat, recreational and biodiversity areas
- Water Resources – SUDS can help to recharge groundwater supplies and capture rainwater for re-use purposes
- Community Benefits – attractive, well designed public open space that incorporate SUDS can help to create better communities through social cohesion and quality of life improvements

The recently opened 'Glade of Light' was designed to be a living memorial, a tranquil garden space for remembrance and reflection. Its peaceful surroundings are intended as the setting for commemorative events in the city relating to the attack. However, alongside its main purpose, there is also a functional side to the memorial, providing many of the benefits highlighted above.

Bridges and Structures:

Heaton Park Road Bridge,
River Irk;

Manchester is responsible for about 350 bridges and structures, with a total asset value of over £570 million. These form essential links in the highway network; their purpose is to connect roads and footways to facilitate safe and efficient travel around the region.
Bridges and structures are particularly complex and varied in composition when compared with other assets, and this makes accurate modelling challenging. Unlike other assets the age range of the assets is vast, ranging from medieval bridges to modern day structures. Structures comprise numerous types and construction forms, from simple timber and masonry structures to complex steel and post-tensioned concrete multi-span structures.

- *How many bridges inspected last year?*

  340 inspections were carried out in 2021/22, including 137 Principal inspections (PIs) and 25 General inspections (GIs).

- *How many bridges to inspect next year?*

  There are 32 Principal Inspections outstanding which will be completed as part of the 2022/23 programme of inspections. There are 159 General Inspections programmed for 2022/23 and a further 148 planned for 2023/24 giving a total of 306 for 2024/25.

  Structural Reviews have been carried out for all Year 1 Principal Inspections.
  There are 66 Structural Reviews due to be carried out in 2022/23, which includes 32 outstanding from Year 2 Principal Inspections. 12 Structural Assessments have been identified as being necessary from the Structural Reviews carried out to date.

- *2022/23 required works*

  Union Bridge (Roger Street):
  Hoyle Street Bridge
  Jacksons Boat Bridge Phases 2 & 3, phase 1 complete, phase 2 awaiting planning approval.
  Boggart Retaining wall
  Structure 162
  Mancunian Way barrier replacement programme

- *Condition update*

  The current condition of our structures assets can be best represented by the overall Bridge Condition Index (BCI) value, as reported as part of the Whole Government Accounts (WGA).

  BCI Average is an aggregate condition score of all parts of each structure regardless of type and provides a good measure of the overall state of the structures. Data from our Pontis bridge management system shows the BCI (Av) to be 73.4, with the following split in terms of condition rating:

  Very good: 0.6%
  Good: 22.0%
  Fair: 59.8%
  Poor: 14.4%
  Very poor: 2.6%

- *How much have we spent this year?*

  Capital spend in 2021/22 was approximately £830k on works, including Mancunian Way parapet repairs, de-vegetation schemes and repairs to the Charles Halle culvert.

- *Value of structures and how much the backlog is -*

  Based on the condition information collected at each inspection, a work bank of repairs and maintenance works is held for each structure. The total value of the work bank currently stands at approximately £5 million although this is considered to be a significant underestimate and it will increase as we complete the various scheduled inspections over the next 2 years.

Mancunian Way bridge

In addition to the review of the current work bank, planned improvements to our asset management approach e.g., accelerating structural reviews and assessments together with improved inspection coverage for our most difficult to access structures, will increase the maintenance work assigned at an individual structure level.

Street Lighting:

Manchester's network includes 54,600 street lighting columns and 7,150 illuminated signs/bollards, with a total asset value of over £140 million.

The city council's street lighting management and maintenance are delivered through an existing long term PFI contract with AMEY which started in 2004 and runs until 2029.

61,700 assets are maintained under the PFI, including streetlights, high masts, subway lights, traffic signs, traffic bollards and zebra beacons. There is a 2-hour response time 24/7 in place for emergency repairs and AMEY also carry out design work, supply/install services, connecting power supplies for CCTV and the supply of festive lighting in District Centres.

The LED streetlighting retrofit programme was completed with the installation of 54,750 LED streetlights.
Benefits of the programme include:

- Energy saving = 18,131,850 kWh per year
- Energy cost saving = £2m per year
- Carbon savings = £175,680
- CO_2 savings = 9,810 tonnes
- Maintenance savings = £375k per year

The project is predicted to save the Council £49m over a 20-year period. Payback for the project costs will be achieved in about 10 years.

Appendix 1 – Social Value Case Studies

Rosgals - Areas 2 (Brooks Bar junction to Seymour Grove/Manchester Road junction) and 3A (Seymour Grove/Manchester Road junction to Metrolink Bridge) of the Manchester to Chorlton Cycleway.

Hardy Farm:

Territorial Army Car Park:

As part of their social value commitments, Rosgals have restored the Territorial Army car park in Whalley Range and have improved the walking facilities by Hardy Farm which is situated near West Didsbury and Chorlton Football Club. Both requests required debris clearances, extensive machinery dig-outs and restorations of surfaces. The pictures show the completed activities.

Rosgals – Chapel Street - Community action day

The Neighbourhood Officer for Levenshulme, arranged a community action day for Chapel Street. The aim of the day was to revitalise the grassy area, planters and build some bee hotels.

Mark asked for a tonne of compost and for the three planters to be emptied.

“Kerry from Rosgal's kindly offered to support us and with her amazing team they were able to meet all our asks and make the whole process very simple- with excellent communication”.

Hopkins

Hopkins donated 10 laptops to Loreto High School in Chorlton, to facilitate pupils to access their online learning platforms during the pandemic. During the pandemic, it has been widely reported that, unfortunately not all pupils have devices at home to access online lessons and workgroups or are working from devices unsuitable for long term use.

Speaking about the donation, Noel Hopkins CEO at J Hopkins said: After hearing that local school children are still struggling to access their work remotely, we got in touch with our IT partners, Concise Technologies, to see if together we could help. Concise had made sure our entire business could operate remotely last March and they managed to source 7 laptops for us to donate quickly due to their contacts, Concise then very kindly rounded the donation up to 10 laptops for the school.

Bethell's

Bethell's Social Value lead reached out to the homeless charity 'Mustard Tree' following the launch of their 1000 egg challenge. With a target of 1000 egg donations that could be distributed to their charity shops, Bethell committed to donating 1000 easter eggs. Liaising with Community Fundraising and Events Coordinator, Laura Burton, Bethell were able to deliver all 1000 eggs to their HQ in Ancoats Manchester where volunteers were on hand to help unload.

Bethell made contact with Read Manchester to find out how they could assist and get involved.

Bethell's supported by offering to deliver as many books to as many local schools as possible. Liaising with their transport department, they scheduled for their 100% electric van to be available to carry out the deliveries. The team managed to deliver to over 13 schools on North and South Manchester just in time for the Easter half term.

Dowhigh

Dowhigh expressed an interest in becoming a supporter of the 2022 ‘Our Year’ initiative by providing resources and donations. Dowhigh have donated £500.00 towards either Equipment or towards Youth initiatives. Dowhigh would like the ‘Our Year team to use their professional experience and knowledge to indicate which area of resources would be best placed to accept this donation.

Dowhigh New Islington Free School – Green Screening

Dowhigh have also donated green screening materials to New Islington Free School to help improve the play experience for our pupils. Due to the location of our school, the playground was extremely exposed.

Headteacher Tabitha Smith said: “The screening looks fabulous, has drawn very positive comments from our parents and staff, and also ensures our children are safeguarded.

Many thanks to Dowhigh for this donation”.

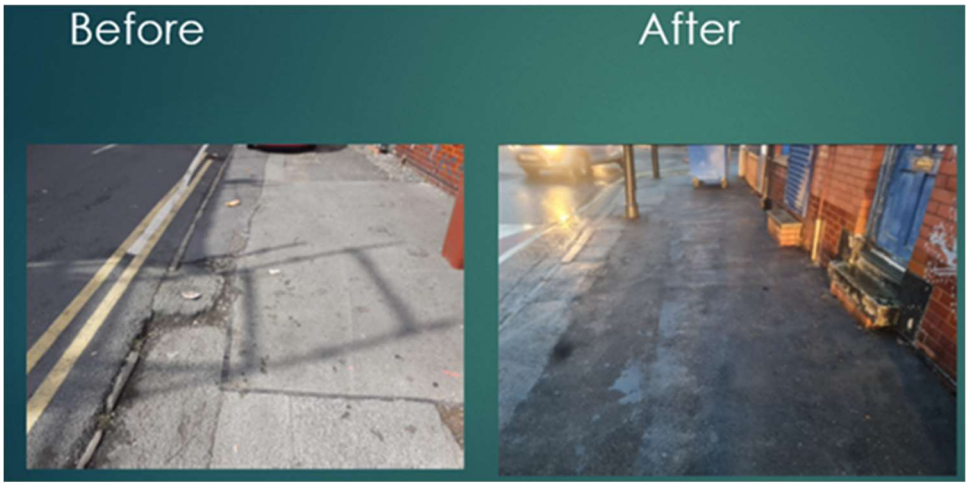
Gaist

St Chad's RC Primary in Cheetham have started a wonderful project to covert some unused land into a community garden and outdoor classroom but required a donation to help purchase some of the materials required.

As part of their social value commitments to Manchester, Gaist donated £250 towards the project. This will go towards the raised planting bed for community veg growing, composting, a pond and bug/beetle hotels.

Thermal Road Repairs

As part of their SV commitment to MCC, Thermal Road Repairs completed a patching job in Northenden. The following works were completed:

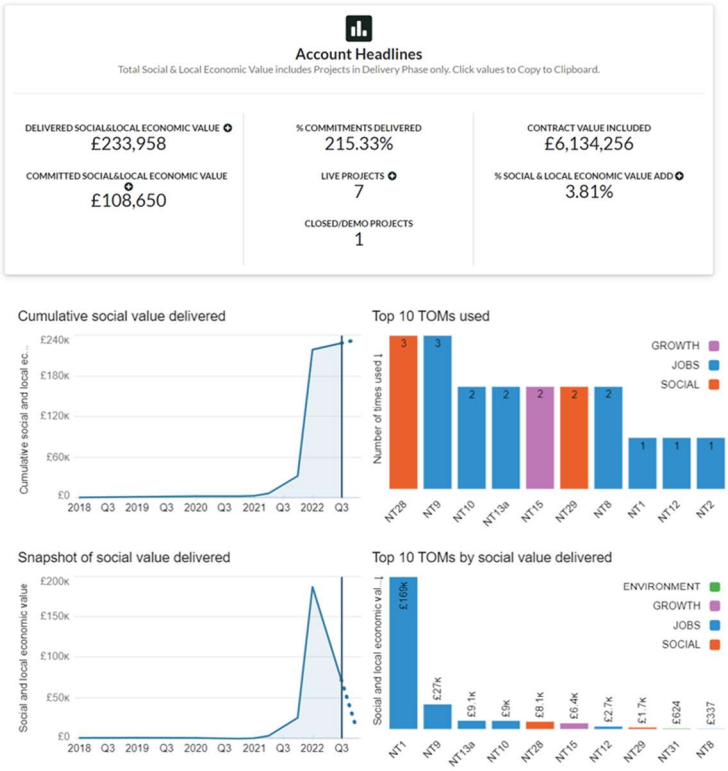


- Survey area
- Prepare and level the existing failed footway areas.
- Treat with bond coat.
- Minor repairs to edging.
- Repair footway area using Thermal Road in situ recycling process.

Network Management

The dashboard below outlines the social and local economic value that suppliers have committed to and delivered throughout the duration of their Network Management contracts with MCC Highways.

The data below covers the following contracts: TC1039 (Winter Gritting), TC205 (Water Features), TC999 Automatic Bollard Maintenance, TC1036 Road Asset Management System, TC1056 Skid Resistance Framework, Small Patching Works and Bridge Inspections. The information provides a monetary overview and four graphs. The second graph breakdowns how suppliers have delivered their social value and indicates the ten most popular measures used throughout the contracts. The bar chart uses different colours to show which target area the social value is contributing to, for example blue relates to jobs, orange is social, and purple is growth. The fourth graph demonstrates the ten most popular measures used by suppliers, the colours are the same as in graph two but an additional colour of green has been added for the inclusion of environmental measures. There is also a key explaining what each of the National Themes, Outcomes and Measures stands for.



National TOMs (Theme, outcome and measures) Key:

NT1: Number of of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year or the whole duration of the contract, whichever is shorter

NT2: Percentage of local employees (FTE) on contract

NT8: Number of of staff hours spent on local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (including preparation time)

NT9: Number of weeks of training opportunities on the contract (BTEC, City & Guilds, NVQ, HNC) that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+

NT10: Number of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+

NT12: Number of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)

NT13a: Number of weeks spent on work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)

NT15: Number of staff hours providing expert business advice to VCSEs and MSMEs (e.g., financial advice / legal advice / HR advice/HSE)

NT28: Monetary donations or in-kind contributions to local community projects (£ & materials)

NT29: Number of staff volunteering hours/time provided to support local community projects