EAST MANCHESTER IS THE FOCUS OF ONE OF THE LARGEST, MOST CHALLENGING AND EXCITING RENAISSANCE INITIATIVES IN THE UK.
INTRODUCTION

THE NEW EAST MANCHESTER URBAN REGENERATION COMPANY HAS BEEN ESTABLISHED TO LEAD THE REGENERATION PROCESS IN THIS LARGE QUARTER OF THE CITY, TOTALLING OVER 1,100 HECTARES AND STRETCHING FROM THE FRINGE OF THE CITY CENTRE TO THE BOUNDARY OF MANCHESTER. THE SUCCESSFUL 2002 COMMONWEALTH GAMES STAGED IN THE AREA PROVIDED A UNIQUE CATALYST FOR REGENERATION, DEVELOPMENT AND IMPROVEMENT IN PHYSICAL ECONOMIC AND SOCIAL CONDITIONS FOR RESIDENTS.

East Manchester encompasses Ancoats, Miles Platting, Beswick, Openshaw, Clayton and parts of Newton Heath, Ardwick and Gorton. The area grew and developed in the nineteenth and early decades of the twentieth century as home to traditional manufacturing industries - coal, textiles, chemicals, steel and engineering - on which the wealth of the city was founded. It was also home to the large workforces required by these industries.

The area was severely affected by the recessions of the 1970s and 1980s. Between 1970 and 1985, 60 per cent of its economic base was lost, with a consequential decline in jobs, skills, population and demand for housing. Since 1985, this decline has continued, albeit less dramatically, with the area’s population falling by a further 13 per cent in the 1990s. The rate of decline has now halted and has started to reverse.

New East Manchester - one of the first three designated urban regeneration companies in the country - was formally established in autumn 1999. Its remit is to bring together public agencies and other bodies to bring the area back to life - delivering a long-term strategic vision for physical, social and economic change in East Manchester.

Major projects and initiatives are now in place to ensure that change will happen and stimulate the necessary economic and social growth. Much of what is planned and in progress will result in the East Manchester area becoming a flagship for the rest of the country. New East Manchester’s role is to:

- develop and implement, in partnership with others, the Regeneration Framework for East Manchester;
- lead the major strategic physical regeneration of the area;
- co-ordinate, integrate and oversee the design and delivery of a range of special initiatives;
- secure public and private sector resources (around £2 billion) to deliver the comprehensive long-term programme;
- focus mainstream public services and funding (estimated at £150 million per annum) more effectively on the needs and aspirations of residents and stakeholders.
TARGETS

THE NEW EAST MANCHESTER URBAN REGENERATION COMPANY IS A PARTNERSHIP BETWEEN MANCHESTER CITY COUNCIL, NORTHWEST DEVELOPMENT AGENCY, ENGLISH PARTNERSHIPS AND THE COMMUNITIES OF EAST MANCHESTER. THE TARGETS SET BY THE BOARD FOR THE COMPANY INCLUDE:

- doubling the population of East Manchester from 30,000 to 60,000 over a 10-15 year period;
- construction of around 12,000 new homes;
- comprehensive improvement and modernisation of 7,000 existing homes;
- development of a 160ha new business park - Central Park Manchester - to provide opportunities for new business growth and expansion;
- creation of over 10,000 new jobs in the area;
- completion of the Sportcity complex of world-class sporting facilities in the heart of the area;
- creation of a new commercial and retail centre at Sportcity;
- development of an integrated public transport system, incorporating Metrolink, heavy rail, bus and car transport as well as pedestrian and cycling routes;
- raising educational attainment in East Manchester schools above the city average.

New East Manchester brings together a number of the Government’s area-based initiatives, which have been designed to address some of the worst problems of inner city deprivation.

New Deal for Communities (NDC)

New Deal for Communities is a key Government strategy to tackle social exclusion and bridge the gap between the poorest neighbourhoods and the rest of the country. In November 1999 East Manchester was successful in securing £52 million of Government funding over a ten year period which is limited to 4,000 homes in the Beswick and Openshaw area and a further £25 million was secured from Single Regeneration Budget (round 5) funding which covers the Clayton and southern part of Openshaw. Both programmes run in conjunction and take a holistic approach to regeneration in the area which seeks to achieve a balance between investing in buildings and investing in people.

East Manchester Education Action Zone (EAZ)

The EAZ comprising 16 schools, is integrally linked to the local regeneration agencies and in partnership with Manchester City Council Education Department and is the agency charged with raising educational standards in the area. Since its inception in late 1999 the focus of the Zone has been on:

- improving teaching and learning (with significant emphasis of the use of ICT);
- inclusion;
- parental and Community involvement.

The Zone’s activities have been delivered in collaboration with a range of partners including local businesses, public sector organisations and voluntary and community groups.

On behalf of New East Manchester the EAZ is managing one of the 14-19 Pathfinders and is piloting radical curriculum reform, individual learning plans, enterprise education and institutional collaboration linked to the social and economic regeneration of the area.

The work of the East Manchester Education Action Zone is overseen by an Action Forum reflecting a partnership of agencies, businesses and the local community.
The New East Manchester area encompasses Ancoats, Miles Platting, Beswick, Openshaw, Clayton and parts of Ardwick, Newton Heath and Gorton.
THE PAST YEAR HAS BEEN IN MANY WAYS A REMARKABLE PERIOD IN THE RECENT HISTORY OF EAST MANCHESTER, AND IT WILL BE SEEN AS THE CRITICAL MOMENT AT WHICH THE FUTURE OF THIS AREA BEGAN TO IMPROVE.
CHAIRMAN’S REVIEW

I am delighted to introduce this annual report and review of New East Manchester’s activities for 2002-2003. The East Manchester initiative is one of the largest, most exciting, challenging and comprehensive projects in the country. I hope this review provides a sense of the enormous range of physical, social and economic improvements which the company is progressing across the East Manchester area, in conjunction with both publicly-funded regeneration programmes and our private sector partners.

2002-2003 was a particularly important year for us. The hugely successful 17th Commonwealth Games were staged in the heart of East Manchester in the summer of 2002. This provided a massive stimulus for the regeneration of a much wider area, which had experienced some of the most severe symptoms of economic decline in earlier decades. Those of us involved in the renaissance of this area have been under no illusions that the Games were only the start of a long term regeneration initiative that an equally sustained commitment from NEM and all its partners.

The major new business, employment and housing initiatives which were in planning stages at the time of the Games are now being realised in new construction across the broader community. Additional impetus given by the Deputy Prime Minister’s Communities Plan, launched in January 2003, provides the strongest possible foundation for the delivery of the long-term comprehensive regeneration outlined in the East Manchester Regeneration Framework.

The Communities Plan provides resources and policy innovations to enable problems of low-demand housing to be addressed. NEM has taken the lead, in conjunction with Manchester City Council, in planning the Area Development Framework which received Government approval this autumn.

By the end of this year, work will be well under way in providing over 400,000 sq ft of new business and employment floorspace, as well as more than 2,500 new homes. The most important element, however, is the strong link that has been forged between new development and improvements in both economic prospects and social conditions for local residents.

The Board of New East Manchester saw a number of changes in 2002-2003. Sir Alan Cockshaw, the inaugural Chairman of the company, stepped down in the autumn of 2002, but his legacy in leading, shaping and driving the initiative is still very much with us. Mike Shields and Neville Chamberlain, the Northwest Development Agency’s nominated directors, also resigned during the year, and our thanks go to both for their individual contributions as well as their Agencies support. The commitment of all three funding stakeholders, Manchester City Council, Northwest Development Agency and English Partnerships, has been critical to the progress that has been made, not simply in financial terms, but also in the way they have been prepared to use their powers, such as Compulsory Purchase, to pursue the objectives of the Regeneration Framework. Equally, the perspective given to the Board by our three community directors has been vital in ensuring that our priorities are shaped by the needs and aspirations of the existing community.

The past year has been in many ways a remarkable period in the recent history of East Manchester, and it will be seen as the critical moment at which the future of this area began to improve. We now have a strong basis on which to build - to make East Manchester, as we state in the Regeneration Framework, once more an area in which people choose to live, work and invest.

Finally my thanks go to the entire New East Manchester team for their tremendous efforts during what has been an extremely busy and productive year.

Robert Hough
Chairman
PHYSICAL CHANGE IN NEW EAST MANCHESTER IS A FUNDAMENTAL COMPONENT OF COMPREHENSIVE REGENERATION, BLENDING IMPROVEMENT OF THE AREA’S INDUSTRIAL HERITAGE WITH HIGH STANDARDS OF NEW DEVELOPMENT FOR THE TWENTY FIRST CENTURY.
DEVELOPMENT

THE PAST THREE YEARS HAVE SEEN MAJOR PHYSICAL DEVELOPMENT ACROSS SEVERAL AREAS, LAYING FIRM FOUNDATIONS FOR THE REGENERATION OF COMMUNITY, COMMERCE, CULTURE, AND THE ENVIRONMENT.

A major stimulant for development during the past 12 months was the sporting venues and infrastructure for the highly acclaimed Commonwealth Games in 2002, which put East Manchester - and indeed the wider region - into a global showcase.

Step-change in confidence and commitment

NEM is committed to building on the thrust of physical change, which is a key tool in achieving the social and economic renaissance of the area and sends strong signals, both to local people and investors, of the step-change that is occurring.

The confidence and energy generated by the Commonwealth Games demonstrates the influence which physical transformation can have in changing perceptions of the area as a place to live, work and invest - underpinning targeted programmes focused on economic and social improvement.

Sportcity

Building on the momentum of the Commonwealth Games, Sportcity is the symbol of, and catalyst for, the regeneration of the wider area.

Substantial progress in developing Sportcity as a major mixed-use commercial and community hub has been made during the year. Asda Wal-Mart opened its 180,000 sq ft flagship store in June 2002, providing vastly improved shopping facilities in the area as well as 750 new jobs. NEM worked closely with Asda Wal-Mart, Jobcentre Plus and other partners, to maximise employment opportunities for local people.

On a neighbouring site, Countryside Properties are progressing their residential scheme, which will comprise over 350 apartments. Phase 1 has been very successful and NEM is currently in discussion with the developers over an extension which could increase the residential component of Sportcity to over 600 apartments and houses.

The 6,000-seat Regional Arena will be completed in November 2003, following conversion of the outdoor athletics track, adding to both the community and the economic impact of the whole scheme.

A planning application for a 100-bedroom three or four-star hotel on the site between the stadium and Alan Turing Way has been submitted by Amec Developments and construction should be completed early 2005. Meanwhile, preliminary site works have started on the installation of a major piece of public art, ‘B of the Bang’, which will be completed in early 2004.

Widespread change

While the Commonwealth Games have been a key driver for change, substantial progress has been made elsewhere in East Manchester, where major initiatives such as Central Park and other commercial and housing developments are changing the face of the area.

Central Park

Central Park represents the largest opportunity for new business and employment growth in the Greater Manchester conurbation and is central to the economic future of East Manchester. It is the UK’s first urban business park and is close to the size of Manchester city centre. Working with our key investment and development partners, the 92-acre phase 1 site has already been assembled and remediated. Work starts on 250,000 sq ft of new business space in December, with the first tenant, Fujitsu UK taking 175,000 sq ft for its regional head office.

A unique collaboration between Manchester College of Arts and Technology (MANCAT) and Greater Manchester’s four universities will deliver a European centre of IT excellence in Central Park. This will include a graduate research centre, business incubator, the Manchester New Technology Institute and a learning centre which will offer access to training and employment opportunities for local people.
CENTRAL PARK - FORMERLY NORTH MANCHESTER BUSINESS PARK - IS ANOTHER WORLD BEATING FIRST FOR MANCHESTER.

The park represents the largest and most important employment opportunity in Greater Manchester. It is the UK’s first truly urban mixed-use business park, covering an area of 160ha. It is the North West’s first totally integrated new business district and has been awarded ‘pinnacle’ status in a commercial assessment of the region’s 23 strategic investment sites.

Global IT giant, Fujitsu will occupy 175,000 sq ft in a regional headquarter building as the anchor tenant on the first phase of development which, when completed, will provide 1.41 million sq ft of high quality offices.

With its own dedicated transport interchange, just one stop away from the city centre, Central Park has secured £36 million of Government funding for a ‘transport gateway’ which will link the site into the national road network and allow interchange between Metrolink, heavy rail and bus services. The M60 outer ring road is within a few minutes by car, while Manchester airport is less than half an hour away.

Central Park will host the UK’s first university-led centre of excellence for the innovative commercial development of ICT, in a stunning 107,600 sq ft building which will become the leading facility of its kind in Europe.
A housing transformation

An early priority for NEM has been the development of new housing for sale, on a scale and at a quality to turn around the housing conditions in the area. In addition to the residential development at Sportcity, the main focus for the new housing programme has been in Beavick, Ancoats and the New Islington Millennium Community.

During 2002, NEM ran a development competition which resulted in the selection of Lovell and Gleesons as our development partners for the regeneration of Beavick. Work has now started on the first phase of the development, which will provide 450 new homes, a new primary school and local shops and community facilities. The scheme has been brought forward following an intensive and very successful neighbourhood planning process, involving local residents, businesses, developers and NEM. In turn, this acted as a model for NEM's approach to neighbourhood renewal elsewhere.

NEM obtained Millennium Community designation for New Islington in 2000 and ran an international competition leading to selection of the preferred lead developer and professional team in the early part of 2001. Following Urban Splash's appointment, intensive work with the existing community has been undertaken to produce the development framework for the area. Plans were approved in April 2003 and work has started on transforming this 200-unit failing council estate into a vibrant extension of the city centre. A total of 1,400 homes, a community school, clinic and shops will be created in a quality mixed-use and high density environment. Redevelopment will involve the first new canal construction in the city for over a century - creating a link between the Rochdale and Ashton canals, which border the site.

Alongside these projects, new housing is also under way in Ancoats. Developers Gleeson and Persimmon completed the first new residential development in Ancoats in October 2002, comprising 92 one and two bed apartments, all of which have been sold. Artisan completed their first phase of mixed-use development in the former Express Newspapers building in Ancoats. On the strength of sales and lettings, a second phase swiftly followed, which was completed in autumn 2003. ‘Off-plan’ sales for Countryside Homes’ Sportcity Living development have been very successful, leading to current discussions on an extension of the residential component of Sportcity to 600 homes.

Award-winning commercial property

In addition to Central Park, a raft of exciting commercial developments are feeding into the physical transition of East Manchester, changing not only the skyline but also perceptions of the area as a business location.

Progress has been made over the last 12 months on the development of Openshaw Business Centre with development partners Langtree. The scheme - involving 180,000 sq ft of new office and light industrial floor space - has received planning consent and a development agreement with Langtree has been accepted. Site preparation is to be funded through the Northwest Development Agency, with a start on site scheduled for January 2004.

The last year has also seen the integration of closer strategic planning work with key neighbours of the Langtree development. These include MANCAT in relation to their Openshaw Campus and Manchester City Council regarding the major developments planned at New Smithfield Market.

Urban Splash completed an imaginative conversion of the grade 2* listed Waulk Mill, which is now home to NEM's Ancoats office. Waulk Mill has won an RIBA award for sensitive conversion of a listed building.

In the former Express Newspapers buildings, Artisan’s Express Networks project offers flexible, high quality IT-specification workspace for new and small businesses, as well as residential accommodation. Not only has most of the space in phase 1 been occupied, but many of the businesses have already expressed interest in expanding into phase 2, which is currently on site. In 2002, Artisan completed Virginia House, a commercial building (including an art gallery on the ground floor) that has since been fully let. Such quality development has set a benchmark for other developers in a Conservation Area which is also part of a potential World Heritage Site.
Green light for environmental improvements

During the three years since NEM started operations, there have been substantial improvements to the environment, particularly along routes to the stadium and Sportcity, encompassing both road corridor and canal side regeneration. Further work on main corridor routes will continue to focus on upgrading the environment, as well as promoting new development opportunities in ‘gap sites’.

Early successes in locally delivered environmental schemes have already been achieved. In the Beacons area, a partnership with the Groundwork Trust has yielded a BURA award winning community environmental improvement programme - delivering new parks, play areas and community gardens. Britain in Bloom and other gardening events have encouraged residents to take part in neighbourhood improvements. This work will carry on throughout the area with a specific emphasis on ensuring that the whole NEM area continues to participate fully, despite the loss of specific Single Regeneration Budget in Miles Platting.

Strategies to enhance the Medlock Valley and Philips Park have been agreed by the Beacons and NEM Boards. Philips Park has benefited from investments including a hard-surface sports area and an extension and refurbishment of the playground. Work is now being commissioned to develop the Environmental Zone, which will house a community farm, allotments and an educational facility. The Medlock Valley steering group will oversee the upgrading of the river valley during the next three years, concentrating on linked routes through the valley.

Public art

Public art is another important strand in establishing pride of place and a sense of identity for the area. Before the Commonwealth Games, efforts focused on temporary works, such as floral images and artwork developed by a range of community organisations specifically to welcome visitors to Manchester. ‘The Runner’, a major piece by Colin Spofforth, provides a permanent commemoration of the Games on the Sportcity site. During 2002-2003, NEM also held a major international competition which has culminated in the commissioning of a major new work for the stadium, entitled ‘B of the Bang’.

During the coming year, art will be integrated into work in the Ancoats Urban Village. Other art programmes will be developed as an essential element of wider environmental improvement and public realm works.

Land reclamation

Attention is now turning to land which is disused and derelict as a result of demolition or abandonment. Over the coming months, these sites will be assessed for their development potential, bearing in mind ground conditions and wider area strategies, with the objective of producing a comprehensive derelict land strategy. The role of the local community in helping to establish both long and short term uses for reclaimed land will be recognised through the neighbourhood planning process and bodies set up to participate in individual projects.

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1: “The Runner”, Sportcity
2: Public Realm Anita St, Ancoats
3: New Century Gardens, Openshaw
4: B of the Bang, Sportcity
5: Regional Arena, Sportcity
Compulsory purchase

Compulsory Purchase has been used as a necessary tool to unlock regeneration within East Manchester. It was essential to the delivery of phase 1 of Central Park, and is no less important for Ancoats, where it has resulted in a substantial increase in planning applications and the start of a number of redevelopment projects.

There are clear indications that, as the signs of large scale physical improvement become visible, the area is becoming more attractive for speculation in land and property. While the attention of private investors is welcome, where there is a commitment to develop in line with the Regeneration Framework, this interest can sometimes jeopardise delivery of NEM’s objectives. Work has consequently commenced on the development of a more comprehensive and pro-active Compulsory Purchase strategy across the area.

Looking forward

The neighbourhood planning programme that is being rolled out in phases across the area will ensure that new development will be relevant to the needs and aspirations of residents, while also attracting new people to live and work in the area. NEM will continue its commitment to quality and sustainability to ensure that investment in the area will have far-reaching benefit to investors, residents, and employees. Key projects for the coming year include:

- **Central Park** - construction of Fujitsu and MSEC/MANCAT developments;
- **Sportcity** - completion of new athletics stadium and public artwork, securing a hotel and further commercial and residential development;
- **Beswick** - commencement of a new ‘green route’ that will connect new housing and a new primary school, together with retail and community facilities;
- **Ashton Canal corridor** - improving pedestrian links with new bridges and access points; and new development around Ancoats Hospital, Islington Wharf, Victoria Works and the Advent site;
- **Ancoats** - start on the first phase of Royal Mill, a major mixed use scheme in a grade 2* listed building, and starts on at least four other sites in the CPO area;
- **New Islington** - start site preparation, phase 1 of social housing reprovision and Ancoats Hospital;
- **Openshaw** - start scheme to provide business space for SMEs;
- **Environmental improvements** - corridor strategies for radial routes including Ashton Old, Ashton New and Oldham roads.
CREATING A SUSTAINABLE, HIGH-VALUE LOCAL ECONOMY IN EAST MANCHESTER IS NOT AN EASY TASK. YET ALREADY, BIG STEPS FORWARD ARE BEING TAKEN.
ECONOMIC

NO ONE UNDERESTIMATES THE SCALE OF THE CHALLENGE TO REGENERATE EAST MANCHESTER’S ECONOMY - OR THAT IT LIES AS MUCH IN THE HEARTS AND MINDS OF LOCAL PEOPLE AS THE VISIONARY SCHEMES TAKING SHAPE AROUND THEM.

Asda Wal-Mart and Fujitsu are among major employers attracted to East Manchester. Meanwhile great efforts are being made to help local people reap the rewards of regeneration, providing them with the skills and training they need to move ahead confidently.

The success of the new economy depends upon strengthening the existing business base as well as creating the infrastructure and entrepreneurial environment to attract growth-sector companies and reduce over-reliance on a small number of major employers. Equally important is the drive to improve skills and cut unemployment, which involves engaging those furthest from the labour market, supporting young people’s transition to working life; and helping local people gain the competencies businesses need in an expanding economy.

Supporting business
Beswick-based business advisers have made substantial progress - boosting the low take-up of support services especially from small businesses. An increasing number of businesses are benefiting from a raft of advisory services, including importing and exporting, purchase and supply policies, ICT and technological innovation. Since the start of the regeneration programme, advisers have worked with over 500 businesses in the area.

Business security
Once again, the “Business Security Measures” initiative proved to be very successful in reducing levels of business crime. Since the launch of the initiative, almost 200 companies have received free security audits and, in many cases, financial assistance to improve security systems.

Creating space for business
Plans to create high quality business space are creating the right business environment for businesses of all sizes. All the land needed for phase 1 of Central Park has been bought, much of the land remediation carried out, and the commitment of Fujitsu to locate on the new Park secured. The purchase of land and property in Ancoats means extra business space will be developed, while planning consent was secured for Openshaw business park which will provide over 180,000 sq ft of commercial floor space.

The development of state-of-the-art business parks and provision of specialised incubator units for start-ups will attract growth-sector entrepreneurs. The creation of the East Manchester Land and Property Database now gives potential investors the opportunity to search for land and property over the internet.

Business start-ups
As part of the ‘New Business Support’ initiative, specialist advisers have worked with many local people with ideas for business start-ups. Advisers provided insight and support on strategic planning, market research and financial management to help ensure viability. As a result, 15 new businesses started trading in the area.

The year also saw the landmark opening of the largest purpose built Asda Wal-Mart store in the UK. The store has benefited the local economy by giving residents access to a wide range of goods, and creating significant job opportunities.
CASE STUDY
Asda Wal-Mart 2002/2003

ASDA WAL-MART SETS UP SHOP WITH A LOCAL WORKFORCE

Asda Wal-Mart opened its largest UK store in June 2002 at the Sportcity development in East Manchester, generating over 800 jobs and providing the retail chain’s widest range of products.

A crucial aspect of this exciting development was to maximise local employment opportunities. To this end, a multi-agency group was set up, including key partners such as New East Manchester Limited, New Deal for Communities Programme, Jobcentre Plus, Employment and Regeneration Partnership (ERP), Careers Partnership, Manchester College of Arts and Technology (MANCAT) and Manchester Adult Education Service (MAES).

The partnership provided Asda with a complete pre-employment service, ensuring that residents benefited from pre-employment training and had the opportunity to apply for jobs at the store. Over 8,800 calls were received by the recruitment hotline, managed by Jobcentre Plus and in excess of 3,000 application forms were returned to the local pre-recruitment centre at Beswick-based Step Ahead. These were ‘scored’, with applicants receiving guidance as required.

Support varied from intensive training to addressing basic skills needs, to providing interview training, along with giving advice on issues such as childcare. As a result, Asda had a full complement of staff before the store opened and is delighted that 90 per cent of their new workforce lives within 15 minutes of the store.

This effective multi-agency approach has been detailed in a Best Practice Guide which will be used for future recruitment exercises in the area.
Promoting an inclusive labour market

The Intensive Support Project has worked intensively with local people facing the greatest barriers to getting and keeping jobs. Target groups include individuals with health issues, including drug or alcohol misuse, single-parent families, and the very long-term unemployed. The team works with other professionals, such as the Probation Service and GPs, to support individuals in the first stages of learning or work-centred programmes.

Another milestone event was the pilot Volunteer Development Programme, which involved taking seven residents through the NVQ Level 3 in Advice. As a result, all participants found work or started further study and two are employed at the local Step Ahead centre. The programme has proved a valuable resource in increasing the number of residents able to offer advice on learning and work to other local people.

Helping young people move into work

The ‘Careerlines’ project, based at Crossley House, worked with an increased number of young people during the year, offering guidance on learning and work, as well as ‘Lifeskills’ training. This increase followed the introduction of outreach activity, better links to youth service activities, and changes to the service (as part of the national ‘Connexions’ initiative), which resulted in young people feeling more comfortable in seeking support and advice.

The East Manchester Vocational Learning Centre has continued to provide construction skills training for the area’s year 10 and 11 pupils for one day per week over a two-year period. In June 2002, 20 pupils from the Centre took the City & Guilds building craft occupations examination, with 17 passing, 9 receiving credits and 1 gaining a distinction. Almost 80 per cent of pupils have now progressed to further education, training or jobs from this training.

One step ahead

Step Ahead, the Beswick-based employment centre, continues to work successfully with residents, providing information, guidance on learning and work, and helping local people into jobs and training. Pre-recruitment training, tailored to specific vacancies, is an integral part of the Step Ahead operation and predominantly focused on retail sector opportunities generated by the Asda Wal-Mart and Matalan stores opening in the area.

During the year, stronger links were forged between Step Ahead and Jobcentre Plus, enabling the two operations to complement each other more effectively. This resulted in an increase in referrals to Step Ahead from Jobcentres and a better understanding of the issues affecting the unemployed for staff in both organisations. A full time Jobcentre Plus benefits adviser is now based at Step Ahead, providing guidance on benefits, and particularly ‘in work’ benefits, to those seeking work.

Working with local people of all ages and backgrounds, these initiatives aim to reduce unemployment by ensuring that people have the skills needed by businesses and can secure many of the new jobs created.
Developing learning

A new prospectus ‘Learning 4U’ brought together information on the training and learning opportunities available within one bus ride of the East Manchester area. Featuring residents who have benefited from learning, the prospectus provides clear information from education and training providers and outlines the benefits of learning to local people.

Further steps to improve basic skills levels are being taken, especially in literacy and numeracy. Tutors were trained using Basic Skills strategy funding, and a programme was implemented to help partner organisations deliver basic skills training.

Social employment

A new social employment agency for East Manchester, the Aspire Recruitment Partnership, was launched, focusing initially on the manufacturing sector. Operating on commercial yet ethical lines, the agency supports both the temporary and permanent recruitment needs of local employers. When employees are not assigned to companies, they will undertake general and occupationally-specific training.

Upcoming priorities

Moving forward, skill shortages will be continually identified, and effective measures taken to enable local residents to acquire skills which reflect labour market needs. As wealth-creating initiatives gather pace, New East Manchester’s economic development team will:

- continue to generate close working relationships with existing companies, increasing take up of services, addressing the needs of local firms, and further developing infrastructure and services to attract inward investment;
- use the Neighbourhood Planning process to guide the redevelopment of local shopping to complement Asda by providing local facilities;
- ensure that grant support is precisely targeted to underpin an enterprise culture which generates more commercial and social enterprises;
- understand better the factors creating exclusion from the labour market, and boost take up of individual learning, particularly around basic skills;
- work with partners to increase numbers of residents benefiting from jobs created locally, while increasing the number of residents remaining in sustainable employment;
- further develop the ‘Aspire’ Recruitment Partnership and introduce its services to new business sectors.
AN AMBITIOUS HOUSING PROGRAMME IS ABOUT MORE THAN ROOFS OVER HEADS. HIGH QUALITY HOMES MEAN CURRENT RESIDENTS STAYING AND NEW ONES MOVING INTO AN INCREASINGLY PROSPEROUS AREA.
HOUSING

THE HOUSING MARKET IN EAST MANCHESTER WILL BE RADICALLY TRANSFORMED OVER THE NEXT 10 YEARS, WITH A BROAD CHOICE OF HIGH QUALITY HOMES FOR CURRENT AND INCOMING RESIDENTS.

As part of the successful Manchester and Salford housing market renewal pathfinder partnership, Manchester City Council has secured major new funding to begin the delivery of a housing revolution in the area.

NEM wants to see 12,000 new homes built and the population doubled to 60,000 over the next 15-20 years.

Substantial additional investment is required to modernise, remodel and redevelop the area’s housing to deliver the strategic objectives in the East Manchester Regeneration Framework of March 2001.

These objectives remain as relevant now as then:

• support and build on the strengths of existing communities;
• develop robust neighbourhood management;
• increase property values and demand for homes;
• develop a range of housing types which create choice for people at a range of values to meet their present and future aspirations;
• provide high quality urban design;
• promote accessibility through best practice, innovative design and construction in all types of housing;
• retain economically active people within the area.

Improving social housing

At the start of the regeneration initiative, 48 per cent of housing in the area was council housing stock, which needed a £60 million investment to achieve the Government’s decent homes standard by 2010.

By December 2002, two successful ballots of local authority tenants were completed to enable the majority of council housing stock in Openshaw, Beswick and Clayton to be transferred to new housing vehicles to trigger capital investment in modernisation and improvement.

A three-year modernisation programme started following a small-scale voluntary transfer in April 2003, when 197 council-owned properties were transferred to Mosscare Housing Group in the High Legh area of Openshaw.

The second successful ballot, relating to 2,899 properties across Openshaw, Beswick and Clayton, will result in a major modernisation programme over five years, following the transfer in September 2003 of the properties to Eastlands Homes Limited. As the main social landlord operating in East Manchester, Eastlands Homes will now take on a number of neighbourhood management responsibilities, including the existing, cross tenure neighbour nuisance team.

New Deal for Communities and Single Regeneration Budget resources have provided ‘dowry’ funding to enable these transfers to take place.

Comprehensive investment programme

In addition, 2002 also saw the confirmed allocation of £56 million of social housing PFI credits to enable a similar comprehensive investment programme for 2,000 council owned homes in Miles Platting. An invitation to negotiate will be issued to a number of consortia in November 2003.

Following a selective joint commissioning process four key Registered Social Landlords (RSLs) have been chosen to play significant roles in the re-provision of social housing, the neighbourhood planning process, and the wider neighbourhood management agenda. These are Northern Counties Housing Association, Mosscare Housing Group, Family Housing Association, and Guinness Trust.
Delivering neighbourhood planning

Following the launch of the East Manchester Regeneration Framework, a process has been developed to put residents and stakeholders at the heart of detailed planning for their neighbourhoods.

Although much of the neighbourhood plan is focused on the remodelling, refurbishment and redevelopment of housing, a crucial element is integration with other aspects of regeneration - schools, shops, jobs, public spaces and environment - which together create a good quality of life and ensure stable and sustainable communities. Underpinning neighbourhood planning is the development of a ‘right to remain, right to return’ guarantee to enable current residents across all tenures to remain in their community, if they wish.

Schemes completed and ongoing

A number of neighbourhood plans were completed in 2002 and are presently being implemented. These include: Beswick (6); Ancoats Urban Village (1); and New Islington (2). The neighbourhood planning process is well under way in a further three neighbourhoods: Miles Platting (3); Toxteth Street (12); and Ashton New Road (10), which was given neighbourhood renewal area status in 2002.

Neighbourhood plans for these areas will be completed over the next 12 months.

A further three neighbourhoods will be subject to neighbourhood planning by December 2003. They are: Clayton West (8); Openshaw West (15); and High Legh (11), where it is expected that Mosscare housing group will play a large role in the process.

Over the past year residents involved in detailed neighbourhood planning have responded positively to the format which, for many, has been thought-provoking and challenging. The format will continue to use resident steering groups, drop-in events, newsletters, and training sessions to maintain resident participation as a central part of the process.

The neighbourhood planning process has played an important role in boosting positive feedback from residents. From a baseline position of 46 per cent resident satisfaction, 59 per cent were satisfied with the prospects for their neighbourhoods by the end of 2002.
Beswick neighbourhood planning started in late 2001, when resident-focused drop-in events were used to launch the process. The events also encouraged residents to work with NEM to establish a steering group to oversee the consultation programme.

Social surveys provided background information on residents’ views of the area, comments on the consultation methods and assessed aspirations for long term, sustainable change.

The residents’ steering group meets every six weeks and representatives were involved in the selection process to appoint development partners Lovell and Gleeson to produce a neighbourhood plan for the area.

Visits to other developments in the city and beyond were arranged and a number of design workshops have been held to increase awareness of the design and planning processes involved. A ‘Right to Remain, Right to Return’ guarantee has been developed which provides all existing residents, regardless of their tenure, with the opportunity to find an affordable new home in Beswick.

Consultation followed tried and tested methods, including further drop-in events, regular newsletters and meetings with existing resident and tenants groups. The Beswick neighbourhood plan was completed in December 2002.

The plan includes:
- building 1,100 new homes over a six-to-eight year period;
- developing a state-of-the-art primary school, with associated community facilities, due to be opened in September 2004;
- creating a ‘green route’ through the area;
- identifying a potential site for a new secondary school for East Manchester;
- modernising retained council-owned stock, following a large scale transfer to a new housing company;
- improving a small number of retained private houses.

Work on 450 new homes (phase 1) is due to start before the end of 2003.
**Housing Market Renewal Fund**

In February the Deputy Prime Minister announced the Communities Plan and a 10-year housing market renewal fund to tackle housing market failure and abandonment in nine pathway areas in England.

NEM is the lead delivery agency for its area, which is one of four eligible areas within the Manchester - Salford pathway, and intensive work took place during the year to develop the Area Development Framework for East Manchester. It was announced in October that the Manchester - Salford pathway partnership had been awarded £125 million from the three year Government allocation of £500 million, with East Manchester gaining a £30 million share.

The next 12 months will now see a massive increase in activity to tackle issues affecting the buoyancy of the private housing market in East Manchester, centred on the surplus of pre-1919 terraced property which is badly maintained and often privately rented, with poor management of both property and tenants.

Priority will also be given to high standards of neighbourhood management irrespective of housing tenure, with a consolidation and extension of existing street warden schemes. As such, street wardens will be introduced, along with initiatives to tackle nuisance behaviour and improve the environment.

**Support for owner occupiers**

Several innovative tools have been developed over the past 12 months to support owner occupiers in relocating within their neighbourhood. A home owners equity scheme, now contained in the city’s private sector housing policy, helps those living in areas of market decline to fill any equity gaps and thereby remain in their community. Following independent financial advice, residents can transfer existing mortgages without financial penalty, and will benefit from equity in their new home.

Problematic empty properties are being acquired at an early stage to support the restructuring of the local housing market. The scheme enables the local authority to acquire and manage these properties until a ‘best course of action’ is determined for their future.

**New housing development**

New housing in East Manchester aims to create choice and quality for current and incoming residents in mixed-tenure, mixed-value developments. This is intended to result in a major shift from social housing to private housing by the end of the regeneration programme and must be effectively managed to ensure that the market grows at a sustainable rate.

Construction on the first phase of new housing has started, which will yield over 2,500 new homes. This figure represents the beginning of a long-term programme to build 12,000 new homes. Activity beyond this initial phase depends on reducing existing poor quality housing, while creating additional opportunities for extra new housing.

The early new housing developments are:

- **Beswick** - phase 1 with Lovell and Gleeson. The RSL development partner is Northern Counties Housing Association. Phase 1, providing 450 new homes, is due to start before the end of 2003. An overall programme of 1,100 new homes is due to be built over the next six to eight years.

- **Sportcity Living**, with development partners Countryside Properties - providing over 350 new homes for sale in a mixed residential development of apartments and town houses. The scheme started on site in late 2002 and by September 2003 the first occupiers had moved in. Phase 2 will be developed over the next 5 years.

- **New Islington Millennium Community**, with Urban Splash. The RSL development partner is Manchester Methodist Housing Association. The construction of 1,400 new houses is expected to start in spring 2004.

Over the next five years new housing development of mixed tenure and value will also begin as a result of the neighbourhood planning process in the Miles Platting, Toxteth Street and Ashton New Road areas.
THE EXISTING COMMUNITY IS THE CORNERSTONE OF REGENERATION IN EAST MANCHESTER. OUR OBJECTIVE OF DOUBLING THE POPULATION OF THE AREA WILL BE BUILT UPON IMPROVEMENT IN THE SOCIAL CONDITIONS AND ECONOMICS PROSPECTS OF EXISTING COMMUNITIES.
COMMUNITY

THE SUCCESS OF DEVELOPING SUSTAINABLE LOCAL COMMUNITIES IS CENTRAL TO THE OVERALL REGENERATION OF EAST MANCHESTER.

Creating a strong community

In supporting and developing the community, NEM’s role is not simply to provide education, public services, recreation and social opportunities for existing and new residents. The twin aim is to actively involve people in overcoming obstacles to training and employment, health, and a better environment.

Several community-strengthening initiatives have been set up - providing specialist services for those most at risk; developing new facilities for everyone; and making better choices available to families.

Vital to this process has been the consolidation of partnerships in the range of initiatives across the area, such as:

- Beacons, Sure Start and the EAZ;
- statutory providers including the city council, the PCT and Connexions;
- the local community, voluntary and faith groups.

Working together, great efforts are being made to deal with a raft of issues, promoting the growth of a strong and self-confident community.

Tackling crime and community safety

All community safety work over the last three years has been strategically centred on three central principles of enforcement, prevention, and mainstreaming.

2002/03 has seen the consolidation of much community safety project work, particularly in the NDC area. Initial efforts have focused on large projects such as CCTV, wardens and street lighting. A top priority has been to ensure that these initiatives have been rolled out in the Miles Platting and Ancoats area and, after successful applications to external funders, an extensive programme has been implemented. Miles Platting and Ancoats now have a dedicated neighbourhood warden scheme, additional CCTV cameras and other smaller scale initiatives.

This work was further boosted by the recruitment of two community safety officers covering Miles Platting, Ancoats, Beswick, Clayton and Openshaw.

Joint ventures deliver tangible results

Major priorities for the future are to enhance joint working arrangements for tackling crime and community safety, make better use of mainstream services, and continue to obtain external funding to kick start schemes, especially in Miles Platting and Ancoats.

This will entail mutual processes and procedures that all partner agencies can work with, such as ‘acceptable behaviour contracts’ and problem solving methods, to be underpinned by service level agreements between GMP and NEM. This approach will give the NEM community safety partnerships a clear focus on aspects of the neighbourhood which make it a poor place to live in, such as low-level nuisance, burglary, and juvenile delinquency. The intention is to provide a consistent, balanced and appropriate multi-agency response to issues and problems of anti-social behaviour and criminal damage.
Key community safety projects

Key community safety project work by the Community Safety Team, Neighbourhood Nuisance Team and small grants programme includes:

- EMBRACE - a high-volume offenders scheme, which is a partnership between the YOT, police, probation service and NDC, set up to target, visit, support and, if necessary, curtail the activities of the 40 most prolific offenders;
- a domestic violence project, which will provide support to victims, work with young children to break the cycle, train front-line staff and local residents and work on an awareness campaign;
- the introduction of community conferencing, which involves the victims of crime meeting the perpetrators to discuss reparations, under the guidance of trained facilitators from the community;
- the development of a problem-solving group on SARA scenarios, focusing on antisocial behaviour, disorder, burglary and car crime.

Measure of success

There has been marked success in reducing crime rates and the fear of crime. Crime levels in Miles Platting decreased at the start of 2003 thanks to a two-month targeted policing initiative, which saw offences drop by 12 per cent. Fear of crime levels, as measured by the NEM perceptual surveys in May 2002, also show encouraging improvements - especially in the NDC area. Meanwhile, the city-wide Community Safety Survey, published in 2003, suggested more local people felt their area had got safer in Bradford (Openshaw) and Central wards than in any other council wards in the city.

Working towards a healthier life

Health and the well-being of a community is affected by a wider range of factors including poverty, housing and environmental conditions, crime rates, and educational attainment. Tackling these issues can have as great an impact on improving health and well being as the improvement of statutory health services.

As such, health is a central theme running throughout all projects. During the last year partnerships between mainstream agencies (such as the newly formed PCT, schools and Social Services), initiatives like Sure Start (which has specific health targets), and health-related voluntary sector agencies (such as Lifeline and Having a Voice) have been consolidated.

As a result, both planning and practical work have started to make an impact in the Beacons area in the crucial challenges of improving health and tackling health inequalities.

Helping those most at risk

Building on previous work, several new projects targeted at those most vulnerable and at risk of ill-health started in 2002. These include:

- the Generation Project, working with elderly people requiring support and advocacy. This is particularly important in supporting people through the intensive process of housing renewal;
- the DISCUS family support project, working with families with multiple problems;
- Outlook, a drugs-support project for users needing help during detoxification, which also provides pathways into training and employment;
- a number of initiatives targeted at young people, including a multi-agency teenage pregnancy strategy, work on substance abuse and sexual health and support for teenage parents;
- two mental health projects, one focused on young people who require specialist services and another for adults linked with GP surgeries.

1: The Wells Centre, Clayton
2: Neighbourhood Wardens, Beswick
3: Medlock Valley Way
Prevention is better than cure

A range of physical activity projects, including a walking project, an activity bus to help people access sports and leisure facilities, as well as the promotion of healthy eating and stopping smoking have also been developed. Promoting physical activity is an important preventive measure to back up NHS and Manchester Community Strategy targets to reduce coronary heart disease and other major killers.

The Miles Platting - Ancoats and the Beacons areas were also successful in obtaining extra resources for this type of activity through the North Manchester Zest initiative, via New Opportunities Fund funding.

Childcare focuses on quality

The childcare project continues to meet its aims to develop a high quality range of services which are accessible and affordable.

Childminding extends the choice of childcare available to families and can offer a personalised service, accommodating children of all ages, from babies to youngsters of school age. Childminders in East Manchester continue to use training and professional development opportunities, while the East Manchester Childminding Network is working towards its Quality Assurance accreditation.

Boosting childcare provision

Forty extra full-time day-care places have been created, using Neighbourhood Nurseries funding, and a further 40 will be available soon. Funding for a new-build nursery and childcare training centre next to the Wells Centre in Clayton has been obtained and work is due to start before the end of 2003. This will provide an additional 76 places.

A new group is exploring the potential to develop a children’s centre at the new Ashbury Meadow School in Beswick, which will work closely with other early years provision. The group is looking at a range of services, including day care, out of school care, playgroup, family support services, and adult education.

The crèche team provides high quality services at many venues, supporting the activities of Sure Start, On Track and New Deal for Communities, and generating huge demand for places.

Out-of-school care is being developed through access to the New Opportunities Fund. To address the slow start-up of clubs due to a lack of qualified play workers, a play-work course has been introduced to train local people. Funding for the Barnardos ‘Better Play’ scheme will pay for a worker who, during a two-year programme, will ensure all local children can access play facilities.

Teenage pregnancy

The level of pre-18 conceptions in East Manchester at the outset of the regeneration programme was the highest in the country.

An innovative multi-agency partnership helped reduce teenage pregnancy by a third - a successful formula which has provided a blue print for the city-wide teenage pregnancy action plan.

The local partnership includes the Youth Service, Manchester joint health and teenage pregnancy unit, Sure Start, school nurses, schools and a range of voluntary organisations.

The action plan being delivered across the area includes projects such as: mentoring by and for teenage parents; drama work with young people in a variety of settings; an interactive computer white board programme for use in schools; information leaflets and publicity by young people for young people; and a scheme supported by Galaxy Radio to market condoms to young people.

One project acclaimed nationally is the ongoing work of Crossley House youth centre, where young people have been involved in song writing and the production of CDs using the on-site recording studio managed by Music Stuff, a local voluntary group.

Song titles written and performed by the group include ‘Don’t Think You Can Sleep With Me’, ‘Sex is Not a Game’ and ‘One Night Stand’. This activity has not only boosted young people’s self esteem and confidence but has also revealed some remarkable local talent. The CDs were handed out to young people with an information booklet at the ‘East D-Code Experience’, an interactive event held at the centre to inform young people about drug misuse and sexual health.

The Government’s teenage pregnancy unit and urban renewal unit have commended both the approach and achievements.
Sure Start - Early Years

Sure Start and Early Years services are well established in East Manchester - working across a raft of issues with families during the early months and years of a child’s life.

Clayton Sure Start began in 2000 and the programme was soon extended to Beswick and Openshaw. During the past year the Family Service Unit started up a Sure Start project in the Central ward.

Sure Start is managed by a partnership including Health, Education, Social Services, Jobcentre Plus, voluntary sector providers and local parents. It aims to: improve the development of young children; reduce the number of pregnant smokers; improve speech and language development of young children; develop a full range of childcare provision, and support parents looking for jobs and training as a way of tackling child poverty.

Other objectives, measured on an annual basis, include: boosting numbers of breast fed babies, reducing instances of low birth weight and increasing library membership among the under 5s.

In 2002/03, over 800 families registered as members of the Sure Start programme, and workers contacted all new babies in East Manchester within eight weeks of birth.

There was an increase in breast feeding rates, while the range of childcare provision increased significantly and the number of parents using training and development opportunities continued to rise.

A baseline assessment of children’s language skills showed a 10 per cent improvement, while there were fewer low birth weight babies.

Priorities for the upcoming year involve consolidating a lot of ongoing activities and developing new activities along the following themes:

1: The Grange, Beswick
2: Delamere Park, Openshaw

Early learning

This will involve further developing play and learning opportunities for young children and working with parents and carers throughout the area, in different settings.

‘Birth to three matters’

A newly established framework to support children in their earliest years and focuses on four areas aimed at developing: a strong child; a skilful communicator; a competent learner; a healthy child.

Confident parents

Family support and parent training activities will introduce opportunities for local parents to not only use support services but also, through training, to deliver them.

Public health promotion

Work will focus on promoting breast feeding, reducing post natal depression, reducing smoking rates, and encouraging healthier lifestyles, with an emphasis on helping isolated families.

Increasing childcare provision

To remove barriers to training and employment, investment will be concentrated on developing high quality childcare, including day care, crèches and out of school provision. A new nursery and training centre will be built in Clayton by summer 2004.

Strengthening links with schools and services for older children

To promote a joined up approach to services for families, Sure Start and Early Years will continue to work in partnership with the EAZ, On Track, Discus and local schools.

Contribute to mainstreaming

The mainstreaming of Sure Start will be achieved through new ‘Children’s Centres’ in all of the 20 per cent most deprived wards nationally. East Manchester should be well placed to secure Children’s Centre funding and Clayton has already achieved Children’s Centre status, which will assist Sure Start and its partners in the continued improvement of services for families.
Information and training
The community information officer is now well established in the Wells Centre, Step Ahead and Wetherby Street Children's Centre, where parents can seek information on childcare and find out about other agencies providing child-related advice, such as childcare tax credits.

MANCAT NVQs in childcare and education are ongoing at Pandamonium private nursery in Openshaw. Student progress is good and a number are expected to qualify in the summer. Demand for courses is high and a further level 2 course starts in May. NVQ students have also been able to access complementary courses through the Voluntary Sector Consortium Training project, including first aid and assertiveness. The training advisor supports all students and offers mentoring to local residents applying for courses.

Helping young people fulfil their potential
The future of any community lies in its young people, so it is essential that East Manchester enables local youngsters to flourish.

A youth strategy adopted at the start of the regeneration programme is being vigorously implemented with key partners, including Connexions, Manchester Youth Service, the EAZ and local voluntary and community organisations.

The programme centres on four main themes:

1. Addressing inequality - providing services for young people, including:
   - summer activities 2002 - coordinated by Joint Openshaw Group, and using over 50 local groups, this project provided holiday activity sessions for more than 3,200 children, while crime rates associated with young people fell;
   - community sports events and coaching sessions involved over 2,000 young people in the NEM area.

2. Creating positive options - improving opportunities for personal and social development across health, education, leisure, training and employment. Among initiatives were:
   - East Manchester’s work with young people on sexual health and teenage pregnancy, which was used as a national model of good practice by the NRU and the Department of Health;
   - five complementary education projects developed with local youth agencies and schools which started their first full year in September 2002, with links to Connexions and additional Personal Advisor support made available through the 14-19 Pathfinder.

3. Addressing disaffection - challenging negative behaviour through activities which included:
   - the East Manchester detached youth work team, developed at the specific request of residents to respond to issues of neighbourhood nuisance and hotspots;
   - DISCUS, which has been expanded to work in Miles Platting and Ancoats; this project now works with the 100 young people most at risk of encountering the youth justice system. In March funding was also allocated to extend the work to include children aged from 8 to 12.

4. Supporting citizenship through initiatives such as:
   - the Duke of Edinburgh’s Award scheme, which involved over 120 young people from the area;
   - the Manchester Youth Volunteering Project, which is using peer group participation models to involve more young people in the regeneration process.

In addition, health awareness (including drug and alcohol misuse), bullying support, and conflict resolution sessions, have involved hundreds of young people. All the work is firmly tied into the 14-to-19 Pathfinder and the Education Action Zone.
Improving community services and facilities

Openshaw has been prioritised as an area where planning and investment is needed to develop public service and community buildings.

As a result, the old Cooperative building was purchased on Ashton Old Road and plans are now under way to transform it into a healthy living centre which will bring together GPs, social services, early years, Sure Start and community activities. This is being developed in tandem with plans for St Peter’s sports hall and the new Step Ahead building directly opposite.

In Ancoats, plans are going ahead to provide a new clinic in the New Islington village alongside a new school.

In Beswick, the Grange goes from strength to strength and now provides adult training, a crèche and activities for all age groups. It is also home to Beswick and Bradford Community Group.

Plans for the new Ashbury Meadow School are well advanced. This building will provide complementary activities to the Grange for parents and carers of pupils.

The neighbourhood planning process for Miles Platting is progressing and work will shortly begin on the refurbishment of the library, which will accommodate a variety of community-based services.

Discussions are underway about the long term planning for services such as libraries, a 14-to-19 centre, and investment in Early Years and Sure Start facilities. Consultants PMP have also completed a local sports and leisure strategy in association with Sport England and Manchester Leisure, which will act as a guide for future investment in facilities.

An environmentally friendly approach

The Medlock Valley strategy has been completed and funding obtained to begin several projects which will develop a greater sense of place and identity for the valley.

Access will be improved, safety issues tackled, new activities promoted, significant landscape enhancements carried out, and a continuous walk and cycle way along the length of the valley created. Local community groups and ‘friends of’ groups have been consulted about the proposed improvements and are very enthusiastic.

Improvements to Philips Park include the creation of a new children’s play and picnic area, refurbishment of the Lodge, gateway improvements, and pond cleaning. Planning for the relocation of Clayton Community Farm into the park and the development of a discovery centre are ongoing.

Award-winning schemes

The successful reclamation of the canal corridors has greatly improved the appearance of East Manchester and the proposed environmental improvement work to both Ashton Old Road and Oldham Road will add to this.

Last year Beacons together with Groundwork received a BURA award for its community environmental programme. New parks, play areas and community gardens, Britain in Bloom and gardening competitions have actively encouraged residents to participate in their neighbourhoods. A continuing priority is bringing derelict sites back into use.

Strengthening communities

Involving individual residents and community groups in the regeneration process has been a key element of all the initiatives.

Sure Start is an excellent example of how to involve parents in designing services and the Beacons resident involvement team have consistently given valuable support and encouragement for resident groups. The Voluntary Sector Consortium has delivered valuable training, confidence-building and personal-development courses to the community, while acting as an umbrella group for the voluntary sector in the area.

The work of the volunteer programme culminated in the 2002 Commonwealth Games where thousands of local residents actively took part in the biggest event ever held in the North West.
AS EAST MANCHESTER MOVES TOWARDS A MORE PROSPEROUS FUTURE, EDUCATION REMAINS THE FULCRUM OF TRANSITION AND THE FOCUS OF AMBITION.
EDUCATION

EDUCATION REPRESENTS THE BRICKS AND MORTAR WHICH BUILD AND BIND A THRIVING COMMUNITY. ALTHOUGH MUCH REMAINS TO BE DONE IN EAST MANCHESTER, FIRM FOUNDATIONS ARE BEING LAID.

A fresh approach

East Manchester partners are actively and imaginatively addressing a raft of educational issues, vital to the success of the area’s long term regeneration.

These include raising levels of attainment and enhancing skills and employability; providing high quality learning environments; promoting social inclusion; harnessing the educational power of ICT; and boosting parental involvement.

The model of the ‘extended school’, which opens its doors to the broader community, will be essential to successful neighbourhood renewal in East Manchester. Overall, education is playing a major role in enhancing the appeal of the area, helping to retain existing families and attract new ones.

Progress must be seen in the context of East Manchester’s traditional problems of deprivation and exclusion, but nonetheless there have been notable and sustainable achievements.

Enhancing skills & employability

Another positive development is funding for East Manchester as a 14-19 ‘pathfinder’ area. Implementation began in November 2002 and brings with it a number of benefits, including:

- individualised learning programmes for young people;
- more vocational options, closely related to labour market trends;
- students beginning vocational options a year earlier;
- higher attainment levels;
- increased and more meaningful business involvement in the curriculum.

This is the type of initiative that will help create the skills-base needed by the local economy as it moves towards a more successful future.

Educational infrastructure

Substantial improvements to East Manchester’s historically depleted educational infrastructure are feeding into the regeneration process.

A new school building for Ravensbury Primary School in Clayton, with dedicated community facilities, opened in July 2002, while funding has been secured for a new primary school to replace Ashbury and Bank Meadow schools in Beswick. A consultative planning process ensured a high quality design, featuring extended school facilities, and the school is set to move into its new building in September 2004.

The percentage of pupils transferring from East Manchester primary schools to secondary schools in Tameside or other local education authorities has reduced from 60 per cent in 2001 to 41 percent in 2002. Among those staying within Manchester, a high proportion have succeeded in achieving Level 4 or above in the National Curriculum tests.

Raising attainment

In 2002, National Curriculum key stage 2 results in East Manchester rose above the city’s average for the first time, with Maths results close to the national average.

Key Stage 4 results, measured by 5 GCSE 5 A*-Cs, are improving at a higher rate than both Manchester as a whole and nationally. This represents a significant narrowing of the ‘achievement gap’, although there is some way to go before this is resolved.

1: Ravensbury Primary School, Clayton

Left: St Brigids RC Primary School, Beswick
The benefits of inclusion

Much hard work has produced uplifting results in tackling problems associated with school attendance and behaviour.

Minimum average attendance in primary schools is now 91 per cent, compared with 89 per cent in 2001/2 - an increase largely attributable to the efforts of the Home School Liaison Service, initiated by East Manchester Education Action Zone (EMEA).

Sixty young people with school disaffection or behaviour problems have been brought back into the fold on complementary education programmes, with over a third of them taking GCSE examinations. A further 150 have received support through EMEAZ initiatives such as ‘Let’s Reachout’, pupil counselling, ‘Fast Track’, ‘Horizon Centre’, full service district work, ‘Pyramid’ and ‘Neighbourhood Friends’.

In addition, a mediation service for schools has been set up, while a recently appointed schools link worker is helping 24 families whose children have behavioural and other problems.

Much work has been done with 19 schools in the east district which are not members of EMEAZ. Here, the full service district model has been piloted, with multi-agency involvement and extra activity in mental health, counselling, use of alternative therapies, befriending, speech and language and the roll out of the PATHS curriculum.

Reaping the rewards of ICT

A £2 million investment in leading edge computer technology for East Manchester schools, via the e-Learning Foundation and Beacons Partnership, has produced a professional development training programme for teachers.

As a result, more than 70 teachers have been accredited in the use of interactive whiteboards; and each EMEAZ school has appointed ICT innovators, eight of whom have enrolled on the Microsoft innovative teachers programme (out of 50 nationally).

Further e-Learning Foundation funding has provided 35 tablet PCs across five schools.
CASE STUDY

Ravensbury Primary School, Clayton  |  2002/2003

AN IMPRESSIVE 21ST CENTURY SCHOOL, COMPLETE WITH COMMUNITY FACILITIES, HAS BEEN CREATED TO REPLACE THE OLD RAVENSBURY PRIMARY SCHOOL AT CLAYTON.

The new building is the result of intense commitment from partners including the school and its governing body, the education department, New East Manchester, the Beacons Partnership and East Manchester EAZ.

The local community and other key stakeholders were able to observe progress of the school’s construction via an innovative website (still accessible) at www.ravensburyschool.co.uk.

The new Ravensbury Primary School project has been used as a blueprint for other school construction projects, including the new Ashbury Meadow Primary School in Beswick.

Head teacher, Linda Shaw, commented: “The new building project is the highlight of my career and I am so proud of what we at the school and our community partners have achieved.”
Parental involvement

As in many areas of the country, parental involvement in learning remains a key challenge.

Through initiatives led by EMEAZ such as the Very Important Parents (VIP) conference, work is ongoing to address this issue. In October 2002 the second VIP conference at East Manchester’s Velodrome was attended by more than 500 parents.

In response to residents’ concerns voiced via the Eastserve website, the zone has offered support and advice to schools and parents to tackle problems of bullying.

Meanwhile, nine of out ten EAZ primary schools are offering Family Learning opportunities, with 244 parents completing courses.

Future priorities

While much has been accomplished in upgrading a wide spread of educational activities and facilities, it is critical that the forward momentum is sustained.

Priorities and programmes for 2003/4 include:

• maintaining improvements in attainment and attendance through enhanced teaching and learning practice;
• further implementation of the 14-19 Pathfinder scheme to help manage the area’s skills and employability needs;
• evolving a comprehensive strategy for renewing the educational infrastructure of the area;
• continuing to tackle disaffection, with particular priority given to children and young people outside the education system;
• ongoing development of the full service district concept;
• exploiting the full potential of the local ICT infrastructure to support learning and raise attainment, including the development of home-school links via Eastserve;
• engaging parents from ‘hard-to-reach groups’ and high school-age children.
THE POWER OF INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) TO ENHANCE EDUCATION IS BEING FULLY HARNESSED IN EAST MANCHESTER THROUGH UNPRECEDENTED LEVELS OF INVESTMENT AND SUPPORT.

This means Government targets for pupil-computer ratios have been met two years ahead of schedule.

To help ensure that the equipment is used to its full potential, EMEAZ is supporting:

- comprehensive training addressing the individual needs of teachers, plus training for head teachers in ICT leadership;
- dedicated technical support;
- a network of school-based ‘ICT innovators’;
- the establishment of a local charitable e-Learning Foundation;
- developing links with Eastserve to support home-school learning links.

A local primary school teacher commented: “This new equipment and its innovative use has enabled standards in writing to be raised by motivating children to participate fully in lessons.”
JOINED-UP COMMUNITIES NEED JOINED-UP TRANSPORT. EAST MANCHESTER IS ALREADY MOVING IN THE RIGHT DIRECTION - AND THE PACE IS SET TO QUICKEN.
TRANSPORT

AN INTEGRATED TRANSPORT SYSTEM FORMS THE VEINS AND ARTERIES ALONG WHICH THE LIFE-BLOOD OF A COMMUNITY TRAVELS, REACHING INTO ALL THE VITAL ORGANS, FROM BUSINESSES AND SCHOOLS, TO HOMES AND HOSPITALS.

East Manchester’s challenge is to comprehensively improve its transport infrastructure across all modes to keep pace with growth in population, jobs and visitors.

Currently, the area has low levels of car ownership, limited public transport services off the major routes, and roads which often reflect an outmoded industrial past rather than modern business needs.

Early attention has been given to Sportcity and its Ashton Canal corridor link with Manchester City Centre. Another transport priority is Central Park, which will generate over 2,000 jobs as part of the first phase of development, starting this year. Additionally, work has focused on improvements to traffic management in residential areas, as well as public transport.

Sportcity draws in the crowds
An enormous increase in visitors to the area has resulted from major developments, including the completion of the 48,000-seat City of Manchester Stadium and English Institute of Sport and Tennis, the opening of the Asda Wal-Mart store and residential development at Sportcity.

More than 50,000 people per week visit the Asda Wal-Mart store, a figure which has increased still further with Manchester City’s move into the stadium for the 2003/4 Premiership season.

Transport connections are especially important for the smooth movement of visitors, facility staff and residents, with NEM participating fully in developing and implementing a cohesive transport strategy for the 2002 Commonwealth Games.

The strategy, which aimed to reduce car traffic in favour of public transport and park-and-ride facilities, proved outstandingly successful, with 75 per cent of visitors to Sportcity for the Games using public transport or walking. This experience has shaped transport plans for the Stadium’s continuing use as a major football venue.

Central Park
East Manchester’s new business park is the largest and best-connected location for new employment growth in Greater Manchester - less than one mile from the city centre and 10 minutes’ drive from the M60 orbital motorway. Efficient access via all modes of transport is vital to the park’s competitive advantage over similar regional locations, and NEM in conjunction with business park developer Ask: Akeler, has developed detailed plans for an integrated transport interchange as part of Phase 2 of the development. Funding for this has now been secured and work has started on the new access road.
Healthy transport
The ‘Activity Bus’ was developed in direct response to consultation with residents who wanted better access to sports facilities. The bus provides free transport to leisure centres, parks and swimming pools and has led to an increase in healthy activities for local people.

Managing traffic
Demand from many residents for traffic calming and better traffic management has resulted in a new approach where the wider ‘streetscape’ is considered rather than simply the core traffic problem. Several successful projects have tackled high accident rates, joyriding and ‘rat-running’ and also resulted in significant improvements to the public realm.

Bus route planning is just the ticket
Quality bus corridors, designed to complement an integrated approach to all transport modes, have been developed in the context of the local street environment.

The designs provide bus priority and improved bus waiting areas, as well as taking account of:
- mobility and accessibility for pedestrians;
- needs of cyclists;
- parking needs in residential areas;
- parking and loading in district centres; and
- smoothing traffic flow.

Planning green and pleasant neighbourhoods
The development of neighbourhood plans for the sixteen residential areas in East Manchester will all integrate highway network improvements with broader-based developments to attract new residents, jobs and businesses. In the New Islington Millennium Community, for example, a canal link between the Ashton and Rochdale canals will improve access and stimulate new housing development, while the Beswick Neighbourhood Plan will produce a fresh green route connecting modern housing to a new primary school, open spaces and recently built retail and community facilities. Neighbourhood plans will also be the primary means of tackling traffic management issues at a local level in the other neighbourhoods.
PERFORMANCE

DURING 2002-03, NEM REVIEWED ITS KEY PERFORMANCE INDICATORS (KPI’s) TO MAKE THEM MORE RELEVANT TO THE REGENERATION FRAMEWORK.

The KPIs provide a link between aspirations outlined in the Regeneration Framework and what has been achieved on the ground. Targets have been set in relation to each indicator and progress is reported to the NEM board every six months.

Most KPIs are relative, tracking performance in relation of to the rest of the local or national economy. For example the KPI for unemployment illustrates closeness to a target of reducing East Manchester unemployment to the North West average. Other KPIs are ‘absolute’ measures, such as the target to build 12,000 new homes by 2010.
CRM01 Crime - Domestic Burglary

Target: To Reduce the NEM Rate to the Greater Manchester Level by 2010

![Graph showing crime rates over years]

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>National Average</td>
<td>219.7</td>
<td>203.7</td>
<td>183.7</td>
<td>194.1</td>
<td>-</td>
<td>-</td>
<td>164.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Greater Manchester</td>
<td>423.5</td>
<td>379.2</td>
<td>362.8</td>
<td>361.9</td>
<td>-</td>
<td>-</td>
<td>270.8</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Manchester Average</td>
<td>-</td>
<td>-</td>
<td>515.9</td>
<td>520.2</td>
<td>577.9</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NEM Average</td>
<td>831.7</td>
<td>732.5</td>
<td>517.8</td>
<td>555.6</td>
<td>590.6</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
ECN01 Economy - Unemployment Rate

Target: To Reduce the NEM Rate to Achieve the Average for the North West

<table>
<thead>
<tr>
<th></th>
<th>Base</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Average</td>
<td>3.9</td>
<td>3.4</td>
<td>3</td>
<td>2.8</td>
<td>2.8</td>
<td>2.75</td>
<td>2.7</td>
<td>2.65</td>
<td>2.6</td>
<td>2.55</td>
<td>2.5</td>
</tr>
<tr>
<td>North West</td>
<td>4.1</td>
<td>3.8</td>
<td>3.4</td>
<td>3.2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Manchester Average</td>
<td>10.1</td>
<td>9.2</td>
<td>7.9</td>
<td>8.1</td>
<td>8.2</td>
<td>7.667</td>
<td>7.133</td>
<td>6.6</td>
<td>6.07</td>
<td>5.5</td>
<td>5</td>
</tr>
<tr>
<td>NEM Average</td>
<td>13.86</td>
<td>12.43</td>
<td>10.66</td>
<td>11.27</td>
<td>11.48</td>
<td>10.06</td>
<td>8.636</td>
<td>7.2</td>
<td>5.8</td>
<td>4.4</td>
<td>3</td>
</tr>
</tbody>
</table>
ECN02 Economy - Gearing

Target: To Achieve a Private: Public Gearing of 1.6:1 by 2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gearing - Target</strong></td>
<td>0</td>
<td>16</td>
<td>32</td>
<td>48</td>
<td>64</td>
<td>81</td>
<td>97</td>
<td>145</td>
<td>161</td>
</tr>
<tr>
<td><strong>Gearing - Planned</strong></td>
<td>0</td>
<td>19</td>
<td>38</td>
<td>122</td>
<td>38</td>
<td>62</td>
<td>71</td>
<td>230</td>
<td>317</td>
</tr>
<tr>
<td><strong>Gearing - Actual</strong></td>
<td>0</td>
<td>19</td>
<td>38</td>
<td>122</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Private Investment - Planned</strong></td>
<td>0</td>
<td>62,600</td>
<td>-</td>
<td>65,000</td>
<td>61,732</td>
<td>87,464</td>
<td>201,407</td>
<td>751,487</td>
<td></td>
</tr>
<tr>
<td><strong>Private Investment - Actual</strong></td>
<td>0</td>
<td>62,600</td>
<td>-</td>
<td>65,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>
EDU01 – Education Performance – Education Attainment

Target: To be in the Top Quartile for Educational Performance in the North West

<table>
<thead>
<tr>
<th></th>
<th>KS2 English Level 4+ %</th>
<th>KS2 Maths Level 4+ %</th>
<th>Attendance Primary %</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>75.0 75.0 75.0</td>
<td>72.0 71.0 73.0</td>
<td>94.30 93.90 94.60</td>
</tr>
<tr>
<td>NW Top Quartile</td>
<td>- - 77.5</td>
<td>- - 77.0</td>
<td>- - 95.20</td>
</tr>
<tr>
<td>Manchester</td>
<td>65.3 66.5 65.9</td>
<td>64.4 64.8 68.0</td>
<td>92.40 92.20 92.50</td>
</tr>
<tr>
<td>NEM</td>
<td>59.4 62.4 66.4</td>
<td>63.0 59.0 70.7</td>
<td>92.00 92.31 92.67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Attendance Secondary %</th>
<th>GCSE Results A*-C %</th>
</tr>
</thead>
<tbody>
<tr>
<td>National</td>
<td>91.40 90.9 92.5</td>
<td>49.2 50.0 51.6</td>
</tr>
<tr>
<td>Top Quartile</td>
<td>- - 93.0</td>
<td>53.7 54.5 55.8</td>
</tr>
<tr>
<td>Manchester</td>
<td>87.00 86.7 87.7</td>
<td>30.3 31.0 33.1</td>
</tr>
<tr>
<td>NEM</td>
<td>76.00 79.8 82.0</td>
<td>25.0 21.4 28.2</td>
</tr>
</tbody>
</table>
HOU01 Housing – Housing Demand

Target: 12,500 New Homes by 2010

Annual Report and Accounts 2002/2003
Offices under construction, Openshaw
FOREWORD TO THE FINANCIAL STATEMENTS

THE NEM BOARD IS RESPONSIBLE FOR THE BUDGET, POLICY AND OPERATIONAL MANAGEMENT OF THE REGENERATION FRAMEWORK WHICH DETAILS A TEN-YEAR PROGRAMME TO 2010.

The board includes directors from three public investment partners – the Northwest Development Agency, English Partnerships and Manchester City Council.

NEM manages operational costs following contributions by the public investment partners. The directors’ report and financial statements provide details of the income and expenditure for 2002/03 in keeping with the Companies Act.

Review of activities

Funding has been provided equally by the partners for management of operational costs of running the NEM office. On top of this, expenditure includes staff salaries, printing, promotion, consultation with local residents and businesses, commissioning specific research and surveys, and providing information to residents and others.

In 2002/03 NEM carried out extra promotional work in the successful hosting of the Commonwealth Games which generated additional contributions from the funding partners of £208,000.

Projects funded from the European Regional Development Fund and managed by NEM for Manchester City Council were implemented during the year. Additional technical assistance funding of £131,000 was also received.

Results for the year and transfer to/from reserves

The results for the year are contained in the attached financial statements.

Expenditure exceeded income by £34,000. This was transferred to the reserves (balances due to Manchester City Council) of £245,594 at the year-end. This is managed within the ongoing financial support from the funding partners over the ten-year programme.

Support from funding partners

New East Manchester has benefited from strong encouragement and valuable professional advice from all of its funding partners over the past three years. This support and future resource commitments will help to drive forward the ambitious programme planned in the current year and beyond. NEM remains committed to delivering best value from partnership investment in the regeneration of East Manchester.
COMPANY INFORMATION

Company Registration Number:
3931250

Registered Office:
PO Box 532
Town Hall
Albert Square
Manchester
M60 2LA

Directors:
Robert Hough (Chairman)
Mike Anderson (appointed 17 September 2003)
Mike Appleton
Jonathan Cross (appointed 21 May 2003)
Tracy Evans
Helen France (appointed full director
20 November 2003)
Clive Jeanes
Councillor Richard Leese
Councillor Clare Nangle (resigned 9 May 2003)
Veronica Powell (resigned 21 May 2003)
Reverend Tim Presswood
Tom Russell
David Shelton (appointed 29 January 2003 and
resigned 6 August 2003)
Councillor Neil Swannick (appointed full director
23 July 2003)

Alternate Directors:
Councillor Mike Carmody (appointed 23 July 2003)
Chris Wilkinson
Councillor James Battle

Company Secretary:
Sir Howard Bernstein

Bankers:
The Co-operative Bank Plc
PO Box 101
1 Balloon Street
Manchester
M60 4EP

Solicitors:
Manchester Professional Services Limited
PO Box 532
Town Hall
Manchester
M60 2LA

Auditors:
Grant Thornton
Registered Auditors
Chartered Accountants
Heron House
Albert Square
Manchester
M60 8GT
REPORT OF THE DIRECTORS

THE DIRECTORS PRESENT THEIR REPORT TOGETHER WITH FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2003.

Principal activity

New East Manchester Limited is a Government backed Urban Regeneration Company which was formed following the report of the Urban Task Force in 1999. The principal activity of the company during the year was the management of the implementation of the Regeneration Framework for East Manchester.

Directors

The directors listed below served throughout the year unless otherwise stated:

<table>
<thead>
<tr>
<th>Name</th>
<th>Representing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Appleton</td>
<td>English Partnerships</td>
</tr>
<tr>
<td>Neville Chamberlain</td>
<td>Northwest Development Agency</td>
</tr>
<tr>
<td>Sir Alan Cockshaw</td>
<td>English Partnerships</td>
</tr>
<tr>
<td>Tracy Evans</td>
<td>Residents</td>
</tr>
<tr>
<td>Helen France</td>
<td>Northwest Development Agency</td>
</tr>
<tr>
<td>Robert Hough</td>
<td>(Chairman) Business Sector</td>
</tr>
<tr>
<td>Clive Jeanes</td>
<td>Northwest Development Agency</td>
</tr>
<tr>
<td>Councillor Richard Leese</td>
<td>Manchester City Council</td>
</tr>
<tr>
<td>Councillor Claire Nangle</td>
<td>Residents</td>
</tr>
<tr>
<td>Veronica Powell</td>
<td>Residents</td>
</tr>
<tr>
<td>Reverend Tim Presswood</td>
<td>(Chief Executive)</td>
</tr>
<tr>
<td>Tom Russell</td>
<td>English Partnerships</td>
</tr>
<tr>
<td>David Shelton</td>
<td>Northwest Development Agency</td>
</tr>
<tr>
<td>Mike Shields</td>
<td>Manchester City Council</td>
</tr>
<tr>
<td>Councillor Neil Swannick</td>
<td></td>
</tr>
</tbody>
</table>

In addition, the following Alternate Directors have been appointed as stand-in representatives:

<table>
<thead>
<tr>
<th>Name</th>
<th>Representing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Wilkinson</td>
<td>Northwest Development Agency</td>
</tr>
<tr>
<td>Martin Wright</td>
<td>English Partnerships</td>
</tr>
<tr>
<td>Councillor James Battle</td>
<td>Manchester City Council</td>
</tr>
</tbody>
</table>
Directors’ responsibilities for the financial statements

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue business.

The directors are responsible for maintaining proper accounting records, for safeguarding the assets of the company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

Grant Thornton offer themselves for reappointment as auditors in accordance with section 385 of the companies Act 1985.

Small company exemption

This report has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

ON BEHALF OF THE BOARD

Robert Hough
Chairman
2003
We have audited the financial statements of New East Manchester Limited for the year ended 31 March 2003 which comprise the principal accounting policies, the profit and loss account, the balance sheet and notes 1 to 12. These financial statements have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002) and under the accounting policies set out therein.

This report is made solely to the company’s members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company’s members those matters we are required to state to them in an auditors’ report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the directors and auditors

The directors’ responsibilities for preparing the directors’ report and the financial statements in accordance with applicable law and United Kingdom accounting standards are set out in the statement of directors’ responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom auditing standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the directors’ report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors’ remuneration and transactions with the company is not disclosed.

We read other information contained in the directors’ report, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of opinion

We conducted our audit in accordance with the United Kingdom auditing standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company’s circumstances, consistently applied and adequately disclosed.
We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Going concern**

We draw attention to the going concern basis used in the preparation of these financial statements as referred to in the accounting policies. Although at 31 March 2003, the company had net liabilities of £245,594, the directors consider that it is appropriate to prepare the financial statements on a going concern basis due to the continued support which will be received from its members. Our opinion is not qualified in this respect.

**Opinion**

In our opinion the financial statements give a true and fair view of the state of the company’s affairs as at 31 March 2003 and of its deficit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Grant Thornton
Registered Auditors
Chartered Accountants
Manchester
November 2003
PRINCIPAL ACCOUNTING POLICIES

Basis of preparation
The financial statements have been prepared under the historical cost convention.

The principal accounting policies of the company have remained unchanged from the previous period and are set out below.

As at 31 March 2003 the company’s liabilities exceeded its assets by £245,594. However, the financial statements have been prepared on a going concern basis as the directors have received assurances from its members that the company will continue to be supported financially and will therefore be able to meet its liabilities as they fall due.

Income
Income represents funding from the company’s member bodies, English Partnerships, Manchester City Council and Northwest Development Agency, together with funding from other bodies.

Tangible fixed assets and depreciation
Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments over their expected useful lives. The periods generally applicable are:

- Furniture and fittings 5 years
- Other equipment 4 years
- Computer equipment 3 years

Government grants
Government grants in respect of capital expenditure are credited to a deferred income account and are released to the profit and loss account by equal annual instalments over the expected useful lives of the relevant assets.

Government grants/assistance of a revenue nature are credited to the profit and loss account in the same period as the related expenditure.
**INCOME AND EXPENDITURE ACCOUNT**

<table>
<thead>
<tr>
<th>Note</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1,368,919</td>
<td>1,144,291</td>
</tr>
<tr>
<td>Other operating income and charges</td>
<td>3</td>
<td>(1,403,865)</td>
</tr>
<tr>
<td><strong>Operating (deficit) / surplus</strong></td>
<td></td>
<td>(34,946)</td>
</tr>
<tr>
<td>Net interest</td>
<td>4</td>
<td>1,226</td>
</tr>
<tr>
<td><strong>(Deficit) / surplus on ordinary activities before taxation</strong></td>
<td>2</td>
<td>(33,720)</td>
</tr>
<tr>
<td>Tax on (deficit) / surplus on ordinary activities</td>
<td>6</td>
<td>282</td>
</tr>
<tr>
<td><strong>Transfer (from) to reserves</strong></td>
<td>10</td>
<td>34,002</td>
</tr>
</tbody>
</table>

**BALANCE SHEET**

<table>
<thead>
<tr>
<th>Note</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>7</td>
<td>11,850</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>8</td>
<td>-</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td>64,069</td>
</tr>
<tr>
<td></td>
<td></td>
<td>64,069</td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>9</td>
<td>(321,513)</td>
</tr>
<tr>
<td><strong>Net current liabilities</strong></td>
<td></td>
<td>(257,444)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(245,594)</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income and expenditure account</td>
<td>10</td>
<td>(245,594)</td>
</tr>
</tbody>
</table>

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective June 2002).

The financial statements were approved by the Board of Directors on 12th November 2003.

Robert Hough
Chairman
NOTES TO THE FINANCIAL STATEMENTS

1 Status of the company
New East Manchester Limited is a company limited by guarantee but not having any share capital. The liability of members is limited to £1 each.

2 Income and (deficit)/surplus on ordinary activities before taxation
The (deficit) / surplus on ordinary activities before taxation is stated after:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation – tangible fixed assets, owned</td>
<td>£6,500</td>
<td>£5,743</td>
</tr>
<tr>
<td>Auditors’ remuneration</td>
<td>£3,500</td>
<td>£2,450</td>
</tr>
</tbody>
</table>

3 Other operating income and charges

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative expenses</td>
<td>£1,403,865</td>
<td>£940,765</td>
</tr>
</tbody>
</table>

4 Net interest

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other interest receivable and similar income</td>
<td>£1,226</td>
<td>£178</td>
</tr>
</tbody>
</table>

5 Directors and employees

Remuneration in respect of directors was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director’s services as Chief Executive</td>
<td>£114,263</td>
<td>£38,503</td>
</tr>
</tbody>
</table>

The company does not directly employ any staff. Cost represent:

- 21 persons employed under Manchester City Council contracts of employment working full time or part time for the company.
- Two persons employed by other organizations working full time or part time for the company.
- One part time consultant.

6 Taxation

Confirmation has been received from the Inland Revenue that as the company is not trading for profit, corporation tax will only be chargeable on interest received:

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporation tax</td>
<td>£282</td>
<td>£41</td>
</tr>
</tbody>
</table>
7 Tangible fixed assets

<table>
<thead>
<tr>
<th>Cost</th>
<th>Furniture And fittings</th>
<th>Computer equipment</th>
<th>Other equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>At 1 April 2002</td>
<td>10,465</td>
<td>10,311</td>
<td>3,395</td>
<td>24,171</td>
</tr>
<tr>
<td>Additions</td>
<td>1,755</td>
<td>981</td>
<td>489</td>
<td>3,225</td>
</tr>
<tr>
<td>At 31 March 2003</td>
<td>12,220</td>
<td>11,292</td>
<td>3,884</td>
<td>27,396</td>
</tr>
</tbody>
</table>

Depreciation

<table>
<thead>
<tr>
<th></th>
<th>Furniture And fittings</th>
<th>Computer equipment</th>
<th>Other equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 April 2002</td>
<td>2,779</td>
<td>4,985</td>
<td>1,282</td>
<td>9,046</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>2,093</td>
<td>3,543</td>
<td>864</td>
<td>6,500</td>
</tr>
<tr>
<td>At 31 March 2003</td>
<td>4,872</td>
<td>8,528</td>
<td>2,146</td>
<td>15,546</td>
</tr>
</tbody>
</table>

Net book amount

<table>
<thead>
<tr>
<th></th>
<th>Furniture And fittings</th>
<th>Computer equipment</th>
<th>Other equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 March 2003</td>
<td>7,348</td>
<td>2,765</td>
<td>1,738</td>
<td>11,850</td>
</tr>
</tbody>
</table>

8 Debtors

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other debtors</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>187,986</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>187,986</td>
</tr>
</tbody>
</table>

9 Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount owed to related parties (note 12)</td>
<td>268,763</td>
<td>363,514</td>
</tr>
<tr>
<td>Corporation tax creditor</td>
<td>323</td>
<td>41</td>
</tr>
<tr>
<td>Other creditors</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>52,427</td>
<td>104,607</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10 Reserves

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>At 1 April 2002</td>
<td>(211,592)</td>
<td>(415,255)</td>
</tr>
<tr>
<td>(Deficit) / surplus for the year</td>
<td>(34,002)</td>
<td>203,663</td>
</tr>
<tr>
<td>At 31 March 2003</td>
<td>(245,594)</td>
<td>(211,592)</td>
</tr>
</tbody>
</table>

11 Commitments

There were no capital commitments at 31 March 2003 or 31 March 2002.

12 Transactions with related parties

English Partnerships, Manchester City Council and Northwest Development Agency, are joint members of the company. Each member has appointed two directors to the Board, and English Partnerships and Northwest Development Agency have appointed an Alternate Director.

The company is funded equally by each member and during the year the company conducted the following transactions with its members.

<table>
<thead>
<tr>
<th>Income receivable by</th>
<th>Expenditure incurred on</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New East Manchester</td>
</tr>
<tr>
<td></td>
<td>Limited</td>
</tr>
<tr>
<td></td>
<td>2003</td>
</tr>
<tr>
<td></td>
<td>£</td>
</tr>
</tbody>
</table>

**English Partnerships**

Programme and project specific
- 2003: 58,750
- 2002: 99,749

Partnership contribution
- 2003: 340,000
- 2002: 320,000

**Manchester City Council**

Programme and project specific
- 2003: 90,551
- 2002: -

Partnership contribution
- 2003: 340,000
- 2002: 320,000

**Northwest Development Agency**

Programme and project specific
- 2003: 58,750
- 2002: -

Partnership contribution
- 2003: 340,000
- 2002: 320,000

At 31 March 2003, the following amounts were due to Manchester City Council

<table>
<thead>
<tr>
<th>Amounts due to related party</th>
<th>2003</th>
<th>2002</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>

Manchester City Council
- 268,763
- 363,514

Right: Sandal Street Park, Miles Platting