

**Manchester City Council
Report For Resolution**

Committee: Economy, Employment & Skills Overview And Scrutiny
Committee – 23 June 2010

Subject: New East Manchester Implementation Plan

Report of: Chief Executive, New East Manchester Ltd

Purpose of report:

To present the New East Manchester 2010/11 – 2012/13 implementation plan for consideration.

Recommendation:

The committee is recommended to note and comment on the New East Manchester 2010/11 – 2012/13 implementation plan.

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Wards affected:

Miles plating & newton heath; ancoats & clayton; bradford; ardwick; gorton north; and gorton south

Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Initial report on Refresh Of The East Manchester Strategic Regeneration Framework to Economy, Employment & Skills Overview And Scrutiny Committee, 5th September 2007

Report on Final Draft of The East Manchester Strategic Regeneration Framework to Economy, Employment & Skills Overview And Scrutiny Committee, 12th December 2007

New East Manchester Implementation Plans, 2008/09 – 2010/11 And 2009/10 – 2011/12.

Financial implications:

(a) Capital:

None

(b) Revenue:

To deliver the New East Manchester 2010/11 – 2012/13 Implementation Plan New East Manchester Ltd have been allocated WNF resources by the sustainable neighbourhoods theme of the local strategic partnership with additional resources from the North West Development Agency and Homes And Communities Agency, recognising the potential impact of the government's public sector deficit reduction proposals and the subsequent reviews taking place in respect of partners' investment.

1.0 Introduction

- 1.1 New East Manchester (NEM) undertook a refresh of the East Manchester Strategic Regeneration Framework (SRF) in 2007 in order to provide the strategic context for continuing the regeneration of the area to 2018. This Committee commented on an initial draft and approved the final document at its meeting on 12th December 2007.
- 1.2 Each year NEM produces an Implementation Plan that outlines the key activity and spend over the following 12 and 36 month periods. The above Implementation Plan has been shaped around the refreshed 2008 – 2018 SRF.
- 1.3 The Plan provides a high level overview of the activity necessary to ensure that the foundations laid in the previous nine years are built upon and that the necessary step change needed to reposition East Manchester as a place in which to do business, live, work and play is secured. Whilst recognising that the economic recession may slow down ambitions, this direction of travel continues to be pursued.

2.0 The 2010/11 – 2012/13 Implementation Plan

- 2.1 The key actions set out in the final draft Plan attached show what will be both delivered and sponsored by NEM over the next 12 and 36 months. This is presented against a backdrop of a difficult economic climate and in recognition of the potential impact of the new Government's public sector deficit reduction proposals on all three funding partners. It is clear that all future investment will be subject to stringent review processes and accordingly these plans may be subject to modification and change.
- 2.2 The Plan concentrates on sustaining regeneration momentum by focusing on a few key strategic priorities that underpin the commercial and residential investment already made and targeting limited public sector resources into developments which will offer the maximum regeneration benefits. These investment opportunities will in the long term play pivotal roles in creating jobs, homes and opportunities for residents to secure employment.
- 2.3 The Plan will be made available to the public with a printed and on line version readily available.
- 2.4 Further discussions will be held with mainstream partners to ensure the Plan is consistent with their priorities and budget setting processes.
- 2.5 The final approved Implementation Plan will be used to inform NEM staff work programmes and drive the Public Service Board's commitment to taking ownership of the actions and being accountable for progress. Key reports on progress will be provided regularly to the NEM Board, for example on quarterly milestones.
- 2.6 **The Committee is requested to comment on and note the final draft Plan.**



2010/11 – 2012/13 Implementation Plan

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Chair's Forward

I feel privileged as the new Chair of New East Manchester Ltd to present the 2010/11 New East Manchester Ltd Implementation Plan, which, like its predecessors, seeks to set out the detailed priorities and actions that the Company will pursue over the next 12 months and that will shape delivery in the longer term. As such our energy as a company will be focussed, as it has done in recent years, on the continuing challenge of creating new commercial development opportunities and new jobs within east Manchester, building new homes that can support the needs of a growing city region economy, and ensuring that those residents who can work do work.

In undertaking these tasks the platform on which the Company is building upon in this Plan is one which I have to thank my predecessor, Robert Hough, for. His leadership and stewardship of the Company for the last eight years has, even in these more recent difficult economic times, offered me a fantastic opportunity to lead the Company and bring even more success in the ongoing transformation and regeneration of east Manchester. This Implementation Plan is one which owes a great debt of gratitude to Robert and for that I am eternally grateful.

This year will be a year of transition. From an NEM perspective the ending of the Beacons New Deal for Communities programme marks a watershed. From 2010/11 onwards NEM's role is one where we must persuade and influence public services, as commissioners and providers, to develop and deliver services that respond to the issues, challenges and opportunities across all neighbourhoods in the area. I have very high expectations that the work which we will undertake through the City Region Pilots within West Gorton on worklessness and under 5s will not only support the physical transformation of this neighbourhood but also enable a much more rapid transformation of public service delivery across the rest of east Manchester as key lessons are learnt.

In terms of the physical transformation of east Manchester we will face continuing challenges as the economy recovers. Securing debt finance from Banks to help underpin new schemes will continue to require the Company to help work creatively with our partners to enable development to go ahead. We will continue our approach of targeting limited public sector resources into those commercial and residential developments which offer the maximum regeneration benefits and can help sustain our forward momentum. And finally, we will look at and seek to exploit the new investment tools as they emerge such as the North West Urban Investment Fund and the recently announced Accelerated Development Zones pilot programme.

New opportunities will continue to be exploited. The completion of the two Metrolink lines in 2011 and 2012 is already stimulating new development and the creation of new jobs. The Company will continue to press City Region and Regional partners to bring forward Next Generation Access broadband access to east Manchester as a key platform for future growth. We will continue to promote and exploit the benefits of these two pieces of critical infrastructure in terms of creating new jobs and new homes.

The recent signing of a formal agreement between MCFC, the City Council and New East Manchester to collaborate together to create a transformational plan for east Manchester, focussed on the area around the City of Manchester stadium, offers real and tangible prospects of accelerating the regeneration of the area, bringing jobs and new investment that will benefit the east Manchester community. As a result of this commitment by the Club to the area I have asked that the Company review the existing East Manchester Strategic Regeneration Framework so that the organisation is capable of ensuring that the long term benefits of this new relationship are captured. This work will be complete by the middle of 2010.

Finally, I am confident that this Implementation Plan will sustain the forward momentum in east Manchester that has been established and continue to build on those investments already made in the first ten years of operation of the Company.

Simon Bate
Chairman
March 2010

STRATEGIC OVERVIEW

Manchester has a history of being a talented, innovative and determined city. History has seen Manchester become the world's first industrial city in the early 19th century and remain pre-eminent as a world city until the beginning of the 20th century.

Moving fast forward into the 21st century today Manchester has and still is undergoing a remarkable economic transformation, moving inexorably towards becoming the UK's first post industrial city, where the new economic base will be geared almost exclusively around a service and knowledge based economy. The recently published Manchester Independent Economic Review (MIER) report confirmed that Manchester has the right strategic direction in place, highlighting that the city does have the potential to grow faster and is well placed to take advantage of the benefits of agglomeration and increase growth.

However it has not been a smooth journey from the 20th into the 21st century for Manchester. Following the end of the Second World War the city experienced successive economic recessions, losing most of its manufacturing and textile base that had been the foundation on which the city's wealth had been built. And with this economic decline the city lost significant numbers of residents as they sought employment elsewhere or moved to more suburban areas of the conurbation.

East Manchester: the place, the challenge, the task

The area covered by New East Manchester Ltd (NEM) is some 2000 hectares and it encompasses the Ancoats, Miles Platting, Beswick, Openshaw, Clayton, Newton Heath, and Gorton neighbourhoods of east Manchester. This part of the city 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 Manchester was founded. It was also home to the large workforces required by these industries.

In the second half of the twentieth century, much of area's economic base, and the employment that accompanied it, was decimated by successive economic recessions and intensive competition from increasingly global markets. Between 1970 and 1985 some 60 per cent of its economic base was lost, with a consequential decline in jobs, skills, population and demand for housing. The decline continued beyond 1985, albeit less dramatically. Over a fifty year period the area's population fell from 198,000 in 1951 to 62,000 in 2001.

This combination of employment and population loss left the area with significant amount of brownfield, vacant, and underused land and buildings along with a low value, low demand housing market operating in a less than ideal physical environment. The impacts on the communities who could not exercise a choice to leave was profound and is best understood by examining data from the 2004 Index of Multiple Deprivation which revealed that over 90% of the 62,000 East Manchester residents lived in neighbourhoods that were classified as being in the worst 10% in

England, with the majority of residents (33,000) living in the worst 1% of neighbourhoods.

In recognition of the scale of the task in reversing East Manchester's economic and population decline and addressing the long term consequences of such decline NEM was established in early 2000 as one of the first Urban Regeneration Companies in the country. Its remit was, and still is, to bring together public agencies, other bodies, and the private sector to deliver the investment necessary to regenerate this part of the city – delivering a long term strategic vision for physical, economic, environmental and social change.

Over the first eight years of NEM's existence the decline in east Manchester's fortunes was reversed with new jobs being created and the area's population increasing for the first time in half a century. These positive developments reflected the growth in the wider economy and the resurgent city region economy.

However, it was clear that by the end of the 2008, with the UK economy in the grip of the deepest and longest economic recession in a generation, that east Manchester, like other parts of the country, was experiencing rising unemployment, a downturn in new commercial development being brought forward and a significant fall in new residential development. During 2009/10 this translated into an increase of some 60% in the numbers of east Manchester residents claiming job seekers allowance (3,382 in December 2009), residential property sales stagnating (with only 570 in 2009 compared with 2000 in 2007) and the numbers of new properties being completed in 2009/10 reaching 508 (compared with 822 in 2007/8).

New East Manchester: Leading the Transformation of East Manchester

In order for the significant investment that has been made to date to be sustainable east Manchester must move beyond being an area that has stabilised, to becoming one that is competitive. There is a real danger that unless East Manchester continues to improve, the progress made over the last ten years will unravel. At the core of the long term strategy to regenerate East Manchester, NEM has sought to maximise the contribution that the area makes to national, regional and sub-regional economic competitiveness along with improving the quality of life and employability of local residents. The bedrock of the 2008 – 2018 East Manchester Strategic Regeneration Framework directs NEM to:

- Work within a wider sub-regional context and focus its energy on encouraging those businesses within competitive economic sectors to locate into and remain within East Manchester;
- Renew the physical landscape of East Manchester so that it explicitly supports the development of a new economic base and new residential neighbourhoods through, for example, world class public realm, high-quality amenity space, iconic buildings, and a modern tram and associated public transport system;

- Champion the need to drive up education standards in East Manchester schools and to act as an advocate for the City's education system to be reshaped as part of a wider strategy of attracting and retaining working families who are an essential foundation of economic prosperity, financial vitality and neighbourhood stability;
- Implement strategies to enable residents to enhance their skills and secure employment within the City and the wider City Region; and
- Establish "neighbourhoods of choice" that can attract and retain working households recognising that neighbourhoods function best when they contain families and households with a broad mix of incomes.

This long-term strategy remains valid today as the UK economy climbs out of recession and the country deals with the consequences of consumers, the government and a banking system all being weighed down with debt. This year will see the Framework reviewed to ensure it reflects the opportunities provided by the new relationship with Manchester City Football Club and the City.

The NEM Board took decisive action in September 2008 to adjust its short term investment strategy to address the recession with a focus on those residents and businesses affected by the economic downturn, protecting the public and private sector investment made and ensuring that the area could grasp new opportunities when the economy recovered. The strategy will see a continued emphasis to new job creation, the construction of new homes and helping local residents who can work to work, focusing and maximising public sector investment.

ECONOMIC AND EMPLOYMENT FRAMEWORK

Context

The global recession has had a very real impact on the local communities of east Manchester and its aftermath will undoubtedly be felt for some time to come. The progress that NEM has made in the recent years, where we have seen major progress in reducing the high levels of unemployment has now started to reverse with significant numbers of local residents joining the unemployment register. As such New East Manchester recognises that it is now even more important that key interventions continue to be delivered and work continues to support local business and residents alike.

New East Manchester will continue to work with local, sub-regional and regional stakeholders to ensure that the progress and outcomes secured in tackling worklessness, improving skills and fostering enterprise are sustained. NEM will continue to seek to secure mainstream support and, where necessary, discretionary grant support to sustain the continuation of a range of initiatives that will support residents to improve their skill levels; secure employment; facilitate entrepreneurship; attract new investment and support local businesses to ensure they are secure in their future and have the opportunity to grow.

Despite the current economic climate, perceptions of the future within the local business community remain positive and enquiries relating to starting new businesses ventures are at an all time high. This is supported by the recent indications of a move out of recession (in the global market) and can only improve with the projects in the pipeline in east Manchester. Projects such as the redevelopment of Openshaw District Centre, the extension of the Metrolink and not least Sportcity will be focused on delivering long-term sustainable economic and community growth for east Manchester and providing significant employment opportunities for local residents. It is therefore essential that New East Manchester ensures businesses and residents are supported and feel equipped to take advantage of the opportunities that will become available.

Our key objective in the current economic climate will be to maintain our focus on:

- Protecting existing commercial investments made within east Manchester so that they continue to contribute to the long-term outcomes set out in the 2008 - 2018 East Manchester Strategic Regeneration Framework; and
- Ensuring that east Manchester is prepared for an upturn in the economy.

Going forward, the pro-active culture within New East Manchester will help to deliver further improvements in the area for business and residents and we have the ability to react quickly to respond to changing circumstances.

Contribution to Key Local, Regional and National Strategies

All key aspects of the Economy and Employment Programme will support local strategies in improving the lives of residents and the business community. The fundamental features of the programme (including the development of the economic base, improved competitiveness and an approach to growth that targets east Manchester as a place and develop that in its own right) contribute to the Manchester Multi-area Agreement, the Manchester Way and the Community Strategy. The programme will also contribute to the five key measures in Manchester's Sub-regional Action Plan.

Looking on a wider scale the programme will work towards delivering the three major drivers of the NWDA's Regional Economic Strategy (namely improving productivity and market growth, growing the size and capability of the workforce and creating the right conditions for sustainable growth and private sector investment); and in turn supporting the Government's strategy to promote the creation and growth of business and a strong enterprise economy.

COMMERCIAL DEVELOPMENT

As economic conditions start to improve NEM will be seeking to deliver actions that provide the development platform to increase the quantum of commercial investment in east Manchester. The area will continue to be promoted as a key investment location at the core of the Manchester City Region, providing accessible, quality, and affordable sites and accommodation, capable of encouraging those businesses within competitive economic sectors to locate into and remain within east Manchester.

NEM has prioritised the following key locations to bring forward commercial development activity: Sportcity; Central Park; Ancoats / Islington; and the Ashton Old Road Corridor. A number of new opportunities are also emerging in the Belle Vue area of Gorton where the opportunity to bring forward new development on the Showcase Cinema site and the City Council's land ownerships will be explored. Much work needs to be undertaken to confirm that this part of east Manchester will become a new priority area for the Company.

Outside of these geographical priority areas, NEM will continue work with the Monastery of St. Francis and Gorton Trust to bring forward a second and final phase of the restoration of the Monastery and secure its future as a conference facility. The Company will also continue to work with the Hallé Concerts Society, who are seeking to convert St. Peter's Church within Ancoats into a rehearsal and education facility to bring this proposal to fruition.

Finally, NEM will continue to work within the City Region framework to bring forward plans to introduce Next Generation Access in targeted areas and to tackle a deficit in energy capacity at strategic locations. Proposed actions for 2010/11 and beyond are set out below for each location.

Sportcity

Key Objectives

- Working jointly with MCFC as well as our public sector partners, develop a transformation plan for Sportcity, which takes into account Council, NEM and MCFC's respective strengths and priorities and which builds upon the area's key function as a leisure, sporting and entertainment destination.
- Conclude the procurement process that seeks to secure the development of the Sportcity site as a destination leisure and tourism attraction of national significance;
- Finalise the Sportcity Strategic Masterplan; and
- Develop a Sportcity Strategic Investment Plan that seeks to invest those resources made available by Government to address the site's development constraints and enable new infrastructure to be put in place to facilitate development.

Progress

The City Council, NEM and Manchester City Football Club have now signed a Memorandum of Understanding (MOU) which commits the parties to working together to create a transformation plan for east Manchester focusing on the area around the City of Manchester Stadium. A Joint Development Board (JDB) has been formed between the three parties, including the Council's Chief Executive and the Chief Executive of NEM as members. The JDB will oversee the development of plans for the long-term development of over 200 acres of land owned by the three parties in the area, including 59 acres recently acquired by MCFC at Openshaw West. All parties are of the view that the nature of any and all commercial development in the area needs to reflect the long term goal of creating a year round destination that delivers long-term sustainable economic and community growth for east Manchester. MCFC have identified a series of short-term investment proposals designed to strengthen the destination role of the Sportcity site around the Stadium, including events and interim uses. In the medium-to-longer term the JDB will look at proposals for commercial development of the land held by the three parties.

The development competition for a prospective Visitor Destination of national significance on Sportcity is now nearing a conclusion. Following completion of an analysis of the physical constraints to development at Sportcity, proposals have been developed for a package of remediation and site servicing works which once completed will provide a development ready site for advancement by the private sector.

A Strategic Investment Plan has been agreed with partners for the development of a strategy to secure the investment of Government resources to prepare the Sportcity site for further development.

A robust Environmental Sustainability Framework for Sportcity has been produced to help ensure new developments achieve the highest levels of environmental sustainability and we are seeking to take forward a detailed feasibility study into the development of a new renewable energy centre at Sportcity jointly with MCFC.

Work to develop the new National indoor BMX Centre is now underway. Once completed the Centre, along with the adjacent Velodrome will form the National Cycling Centre and will be the permanent home of British Cycling. A package of public realm enhancements around the new facility are also underway. These works will enhance the environment and create new linkages across the canal to the new Metrolink stop on Ashton New Road, for the benefit of local residents and users of the National Cycling Centre.

Priorities

The long-term ambition of New East Manchester has been to maximise the contribution that the Sportcity site makes to strengthening the destination role of east Manchester by building upon its sporting and leisure facilities, improving the site's integration with the wider area and expanding employment opportunities for local residents.

Given the importance of the site, the missed opportunity of the Regional Casino and the limited value generated by a range of other potential uses, NEM and the City Council have agreed that the most appropriate way forward would be for NEM to explore the opportunity for a destination visitor and tourism attraction of national significance to be located at Sportcity

The new partnership between the Council, NEM and MCFC confirms the fact the MCFC will become an engine of regeneration in east Manchester, providing an unparalleled opportunity to secure investment in the area which will be of benefit to residents and workers, sports men and women and the wider community.

Sportcity is already home to sporting assets of national and regional significance including the City of Manchester Stadium, the Velodrome and the English Institute of Sport. There are opportunities to build on the existing asset base to strengthen Sportcity's role in the UK's sporting infrastructure and ensure Manchester plays its full part in maximising the UK's performance at London 2012.

Strengthening the sporting infrastructure at Sportcity will be a key priority and this will focus on delivering the developed proposals for a major indoor BMX facility as part of a series of proposals for a world class Velopark at Sportcity.

Targets

- JDB to agree a transformation plan for east Manchester focusing on the area around the City of Manchester Stadium.

- Identify lead partner for delivery and operation of a destination visitor and tourism attraction;
- Complete the new indoor BMX facility as part of the new Velopark at Sportcity;
- Complete the update of the strategic masterplan for Sportcity;
- Commence remedial action to overcome site constraints to prepare the platform for development; and
- Carry out the first phase of a comprehensive programme of public realm enhancements.

Central Park

Key Priorities

- Agree a strategy for inward investment with MIDAS based on east Manchester's strengths and opportunities;
- Secure maximum local benefit through all new developments utilising available mainstream funding to deliver sector-specific pre-employment training programmes to ensure that local residents are equipped to compete for the jobs that will become available;
- Continue the refurbishment of the former Sharp factory to develop it as a digital content production complex which creates a unique hub for digital and creative businesses;
- Finalise the remediation of key sites together with infrastructure works and additional power supply capacity across Central Park South to facilitate the development of available land in association with partners.

Progress

Work commenced on refurbishing the former Sharp building in order to create a UK centre for digital animation and creative businesses. Phase 1 of the works are now complete and 7.111 sq. ft has been let or under negotiation. Phase 2 is also complete with 16 shipping containers either let or under negotiation. Funding of £3.3m has been secured from the NWDA towards the full development of the facility and a further £3m has been secured from the ERDF.

Work has started on site on the new Greater Manchester Police Force Headquarters at Central Park North with completion due in March 2011. Work has also started on site for the new GMP Divisional Headquarters facilities at Central Park North with completion due autumn, 2011.

Plans have been brought forward to remediate and carry out infrastructure works to key sites in Central Park South that will enable significant inward investment opportunities to be captured. Agreement has been reached with Fine Lady Bakeries to develop an initial £20m 160,000 sq ft bakery creating 72 new jobs. Further phases will see an additional £20m of investment and a further 100 jobs. Work on the bakery is progressing on site following the reclamation contract undertaken by NEM and is due to go operational on October this year.

Priorities

Central Park is a strategic regional employment site of some 450 acres which has two very distinct commercial development offers on the north and south sides of Oldham Road.

Central Park North will continue to be promoted and marketed as a key destination in the City Region as a home for businesses that will create high value, high skill and digital related employment opportunities.

Central Park South will be promoted as an area of consolidation for businesses seeking relocation from other areas within east Manchester or as a location for employers in the production, manufacturing and distribution sectors. NEM will also review the potential for this site to support the prospective developments on the Sportcity site (see above). A key priority for investment will be to improve site accessibility and electrical power capacity.

The refurbishment of the former Sharp factory as a centre for digital content has gone from strength to strength and the ambitions for the centre are being significantly upgraded as interest and demand increases. Indeed feasibility work may be required to look at developing a further site in close proximity to develop further this approach and to meet the burgeoning demand.

Targets

- Review the disposal strategy of the HCA owned sites on Central Park South;
- Complete studies on junction improvements around Hulme Hall Lane and Ten Acres Lane to facilitate enhanced access to Central Park South; and
- Progress investigations in to the best means of delivering additional electrical power capacity to facilitate development.

Ancoats/ New Islington

Key Priorities

- Work with the Hallé Concerts Society to undertake detailed evaluation of St. Peter's Church, Ancoats as a potential new rehearsal and education centre for the Hallé;

- Working with NWDA and legally committed developers in Ancoats, to re-negotiate timescales and possibly development mix, to bring forward new residential and commercial investment in the area is maintained;
- Working with Urban Splash, NWDA and HCA to agree a package of interventions that can secure commercial development on the New Islington development and connect Ancoats to the New Islington Metrolink stop including public realm improvements;
- Developing a detailed set of activities to deliver the outcomes of the spatial planning study of the Great Ancoats Street corridor; and
- Continuation of public realm improvements throughout New Islington.

Progress

Howarth Metals have been successfully relocated from Ancoats to Ardwick West.

The development of a coherent spatial planning framework along the Great Ancoats Street corridor to influence future commercial development has now been concluded.

The final phase of public realm within Ancoats was completed including the public launch of the new Cutting Room Square.

Public realm works began across New Islington to support further commercial and residential development.

Priorities

Ancoats has undergone extensive change over the last seven years and has emerged as a choice, mixed-use residential and commercial neighbourhood that caters to the City's creative employers and residents. The New Islington area, which neighbours Ancoats, is also undergoing a radical transformation into a similar mixed-use residential and commercial neighbourhood. This transformation has been stimulated by the New Islington Millennium Community development and the development of Islington Wharf.

Future development will continue to promote the mixed-use function of the Great Ancoats Street corridor and the successful integration of City Centre-type uses with a continuing strong focus on design, construction and maintenance standards.

The establishment of effective long term management regimes to protect the significant investment in the public realm.

Targets

- NEM Board to agree a framework for the future development of Ancoats beyond the historic Urban Village within Ancoats;

- Advance further feasibility studies on St Peter's Church for a new rehearsal and education centre; and
- New Islington Millennium Community Partners (NEM, HCA and Urban Splash) and the NWDA to consider a package of proposals to bring forward commercial development within New Islington;

Ashton Old Road Corridor

Key Priorities

- Work with Network Rail to bring forward a key site at the junction of Pottery Lane and Ashton Old Road that will enable a prominent commercial development opportunity to be developed on this junction;
- Complete the demolition and remediation of the former Crossley Works site on Pottery Lane and bring forward proposals to develop a new special needs educational college; and
- Bring forward proposals to deliver the redevelopment of New Smithfield Market as a fresh produce market and release land for commercial use and employment generation.

Progress

The demolition of the former Crossley Works site and remediation works has been completed.

The development agreement was finalised and conditional outline planning permission secured for Grangefield Estates' mixed use development "Chancellor Place" on Ashton Old Road. Negotiations are continuing to conclude the outline planning permission.

Key feasibility work is now progressing on the New Smithfield Market proposal and an Economic Impact Assessment has been commissioned.

Priorities

The Ashton Old Road Corridor is an important economic development generator within the area. The area will continue to host a range of uses that focus on a diversity of commercial sectors, including technology and manufacturing. Prestigious and significant employment uses will be sited at the western end of Ashton Old Road and at the Alan Turing Way junction, while further to the east along Ashton Old Road a wider range of uses will be supported, including smaller and medium-sized businesses.

Targets

- Procure independent appraisal study for the regeneration of New Smithfield market and agree and commence a delivery and implementation strategy.
- Work with Manchester College to secure funding for a new special needs educational college sited on the former Crossley Works site on Pottery Lane.

Gorton Monastery

Key Objectives

- Work with the Gorton Monastery Trust to help secure a long term sustainable business plan for the management of the Monastery as a visitor and conference destination;
- Take forward the initial assessment made by Ekosgen into proposals for the provision of a new front wing and additional upgrade works to Gorton Monastery by undertaking more detailed feasibility work on the case for such works to achieve greater certainty on costs and to research the potential for sources of funding; and
- Agree the scope, content and delivery options for the development of the adjacent residential site

Progress

The July 2009 meeting of the NEM Board were provided with an overview of the evaluation work conducted by Ekosgen. The Ekosgen assessment concluded that there is a strong case for NEM to consider a further phase of investment at the Monastery complex. The proposals put forward would represent the final piece of the jigsaw, building on established strengths to complete the project and allow it to reach the potential suggested by the Trust's first year of operation. In policy terms there is a very close fit with the current operation of the Monastery and the proposals in terms of:

- The positive impacts that the building and its conservation has on the built environment;
- As an original addition to the tourism infrastructure as a bookable venue and a cultural and heritage destination in its own right;
- The potential to contribute to the City's cultural strategy which includes the aspiration to build its role as an events venue and to achieve lateral branding of City Centre successes; and
- As a positive force in the regeneration of Gorton and East Manchester as a whole.

The added value of the front wing proposal for the event business has been clearly demonstrated. However, the report concluded that it is essential that the initial cost estimate of £2.5 million is fully tested in order to ensure value for money. Tenders

for the early design work and a more accurate cost planning have been secured and are being assessed. In agreeing a final specification and cost plan, it is important that an appropriate balance is struck between quality and cost effectiveness. Much of the justification for investment would be to improve the quality of the visitor experience and raise the Monastery's competitiveness for a wide range of events. Achieving high quality facilities is an integral part of the long term plan to achieve sustainability.

Priorities

Work with The Monastery of St. Francis and Gorton Trust to determine the detailed costs associated with the extension proposals and secure funding for such works. Work with the Trust, HCA and City Council to determine the content and way forward on the development of the adjoining proposed residential site.

Targets

- Procure detailed feasibility work on the Monastery Extension; and
- Work with Gorton Monastery Trust to develop a funding strategy to deliver the Monastery Extension.

Belle Vue

Key Objectives

The Belle Vue area in Gorton represents a real opportunity to the public sector to position the site/area effectively, to enable the development of new commercial uses. This will however require strategic intervention to position the area, resolve the core leisure related issues and identify a significant land asset.

In the medium term Belle Vue could be positioned to complement other development within the area and deliver further high quality mixed use schemes along the Hyde Road corridor. It is difficult to see this being achieved however, without intervention, as the individual sites in their own right do not provide sufficient critical mass to deliver the step change required.

Progress

Initial discussions have been held with Belle Vue Speedway and the Greyhound Stadium to review the potential for retaining Speedway as a major leisure attraction in this part of east Manchester. This will be a key piece of work in the development of a series of proposals to significantly improve one of the most important radial routes linking the Regional Centre with Sheffield. The work will include looking at a series of failed leisure uses along this stretch of the A57 with a view to bringing forward employment generating uses.

Priorities

A regeneration framework plan for the Belle Vue area will be drawn up, to be taken forward by NEM and partners and taking account of the opportunities and risks associated with development in the area. A delivery strategy will be put together based on initial land assembly, which can then form the basis of a brief to guide a future masterplanning process.

There will be open discussions with key landowners in the area, particularly Showcase, Gala and Riley's Snooker Hall and potentially also with other key players including BCA and delivery options will be examined associated with the emerging strategy, based upon discussion with landowners.

Targets

- Develop with Belle Vue Speedway options to secure the future of this leisure use within east Manchester.

Next Generation Access

Key Objectives

- To secure next generation broadband connectivity which will consolidate the area's credentials, commercial standing and position in attracting and retaining growth sector businesses. This advanced and increasingly essential technology will be focussed on the key commercial priorities across east Manchester including Central Park, Ancoats and New Islington, Sportcity and the education facilities at Manchester College's Openshaw campus and the East Manchester Academy.

Progress

NEM has been continuing to work with the Manchester Digital Development Agency, the Community Broadband Network and the Corridor Partnership to introduce Next Generation Broadband Access to key locations in the City Region. Through the provision of state of the art infrastructure, businesses will be enabled to compete effectively with other places across the globe who already have access to this infrastructure. The Corridor has been identified as a priority for piloting the introduction of this technology and open access network construction will start in January 2010. It is anticipated that this phase will be completed by March 2011.

Priorities

The main priority this year is to build the case for the expansion of the pilot phase to other priority areas of the sub region, namely Central Salford and east

Manchester. Within east Manchester priority would be given to extending Next Generation Broadband to Central Park North initially, linking it to a new digital infrastructure proposed for the Oxford Road Corridor.

Targets

- The contract for the introduction of the Next Generation Access pilot project (Oxford Road corridor) has been let and is progressing. The NWDA have approved funding in principle for the roll out of the pilot to other key sub regional priority areas, including east Manchester, subject to further work on a more detailed business case and agreement on an appropriate development vehicle. The aim is conclude these matters by September, 2010.

East Manchester: Capturing the Economic Opportunities associated with the establishment of a Low Carbon Economy

Key Objectives

The “Mini-Stern for Manchester” was published in October 2008, highlighting the economic imperative of tackling climate change in a systematic way and demonstrating the very real nature of its likely impacts across the region. Amongst other things the report highlighted that significant economic opportunities could be available if early action is taken. By creating the right conditions for new and emerging as well as existing low carbon businesses, not least in the growing environmental technology sector, the city has the opportunity to build an international reputation that would attract inward investment. “Mini Stern” also sought to promote the development of sector specific strategies focusing on minimising emissions and associated costs for sectors with high emissions along with developing opportunities for innovation and support in potential growth sectors.

Progress

Manchester’s response to “Mini Stern” – the “Manchester Climate Change Call to Action” (adopted by the City Council in January 2009) and it’s associated Action Plan – “Manchester: A Certain Future” (adopted in November 2009) sets out ambitious steps to substantially reduce the city’s emissions of CO₂. In doing so it seeks to achieve a change in culture that enables residents, businesses and other organisations to take steps to adopt and implement the principles of a low carbon economy. It also anticipates further challenge and change between 2020 and 2050, aiming to secure maximum benefit from the opportunities of becoming a leader in the low carbon economy.

Priorities

East Manchester has a role to play in enabling the city, the city region and the region to become a significant force in the new, global, low carbon marketplace by helping to facilitate the growth of low carbon industries. The opportunities for such industries will be here within the city and the city region. Nurturing new and supporting existing businesses, creating the incubation and move on space to host

such businesses, and ensuring the necessary talent is available to help grow and deliver new services will be at the heart of what of our approach.

In terms of approach NEM will work within a sub-regional context to ensure that we are adding value to both the City's but also the City Region's ambitions.

Targets

To provide real substance to this work, a sector specific Low Carbon Economy Action Plan will be brought forward for consideration by the Board during early 2010/11 which will define specific short, medium and long term actions to be pursued by the Company over the next three years to capitalise on the new opportunities.

ENTERPRISE AND SUPPORT

Key Objectives

Business Support

- Support companies particularly vulnerable to changes within the economic climate to survive and grow;
- Continue to map the needs of the existing business population in areas where physical development may require the need for business relocation;
- Ensure that there is grow-on space to enable small companies to expand and create more employment opportunities; and
- Work closely with NWDA, Business Link North West and it's sub-contractors who deliver support to start up businesses.

Promoting Enterprise

- Promote self-employment to those who may not have considered it or known where to seek help;
- Promote east Manchester as an area which encourages and supports enterprise through activities such as the EnterPrize business competition; and
- To work with local schools to promote enterprise and self employment through the Mentorprize initiative.

Progress

During 2010/11 there have been a number of significant achievements that have contributed to restructuring the economic base of east Manchester including a

further round of the EnterPrize competition and the establishment of the Peter Jones Foundation North West National Academy for Enterprise on Central Park.

Priorities

A key priority within the Economy & Employment Programme will be to continue to support local businesses, particularly those providing significant employment opportunities for the local population, to mitigate against the impact of the recession whilst continuing to attract businesses within competitive economic sectors through close partnership working with MIDAS to ensure that potential inward investment opportunities are realised.

Targets

An increasing priority in the delivery of the Economy and Employment Framework is the need to influence mainstream and discretionary funding programmes. In addition to this, the following will be achieved:

- Continue the development of the NEM Business Network with high profile speakers presenting on topics that are most relevant to local businesses;
- Hold further EnterPrize competitions if further sponsorship money can be generated and planning for the future development of the competition; and
- Work with NWDA as it develops contracts for targeted support for start up and high growth businesses and social enterprises and continues to develop Business Link North West (BLNW) as the primary source of business support information and brokerage, to ensure that the NEM business support services continue to add value and are promoted by BLNW.

WORKLESSNESS AND SKILLS

Key Priorities

Employer Engagement

- Promote the support that NEM and its partners can deliver to inward investing and indigenous companies to ensure that local residents can compete effectively for the job opportunities available;
- Leverage additional funding as available which will benefit the employer such as Future Jobs Fund, Train to Gain, apprenticeships and other appropriate provision; and
- Promote the benefits of post employment support and workforce development opportunities within the local business community and influence the take up of skills training through mainstream provision.

Removing Barriers to Employment

- Ensure quality advice is available to show that economically inactive residents will be financially better off after securing employment and encourage residents in low paid work or sectors at risk to take up further education and training;
- Ensure appropriate post employment support is in place to ensure the successful transition from benefits into work. Key to this is ensuring the transition into work is sustained and gives confidence to both the employer and the resident.

Progress

Successful progress has been achieved in encouraging and enabling local residents to secure employment including the Skills for Life project which continued to support residents and deliver training for the residents with the poorest skills levels to enable them to gain qualifications and progress into employment or mainstream training also providing a unique support service for residents with dyslexia.

The Financial Inclusion team continued to work with the North West Illegal Lending Project to help reduce loan shark activity in east Manchester. The Money Mentors continued to work with local residents to help them to learn budgeting skills and make the best of their income with a significant increase in demand for the service as a result of the economic conditions; and

Initial work has been undertaken to develop a pilot project with Job Centre Plus and Manchester Solutions aimed at a different approach to joint working and co-commissioning of services to tackle worklessness in east Manchester.

Priorities

As the full effects of the recession are being felt it becomes ever more critical that local residents are supported into employment through the provision of appropriate skills training and the removal of barriers. The strong partnerships developed with public agencies will continue to develop a more effective mainstream offer whilst looking at how discretionary grant can supplement it. However, the direct services provided by NEM will change to take into account both the changes to mainstream service activity and the reduced level of funding available. The end of NDC funding in March 2010 together with a reduced level of other discretionary funding has required the careful prioritisation of activities to ensure they provide the greatest impact, ensuring that the social and economic issues that confront residents continue to be addressed. Attempts throughout 2010/11 will continue to seek alternative mainstream funding to continue activities beyond the next financial year.

Targets

- To progress the development of a joint pilot with Job Centre Plus and Manchester Solutions to ensure a more joined up and collaborative approach to tackling worklessness and skills issues:
- Hold further jobs fairs aimed at target groups throughout 2010; and
- Work with Morrisons in relation to the new Openshaw District Centre store and other inward investment opportunities, such as Fine Lady Bakeries, to ensure that local residents are sufficiently prepared to compete for and maintain the positions available; and
- Update the joint action plan developed with Job Centre Plus to ensure both organisations continue to work closely in partnership to tackle worklessness in the east Manchester area.

PEOPLE AND COMMUNITIES FRAMEWORK

CONTEXT

The People and Communities Framework has cross cutting elements of all three of the core NEM objectives: Raising Incomes, Raising Aspirations and Raising Families. Key to the delivery of these programmes is the need to increase the life chances of local residents by focusing on improvements to services and facilities such as education, children's services and health. Critical to this is also the delivery of targeted service improvement for those who are vulnerable and most at risk.

The update of the Index of Multiple Deprivation from 2004 to 2007 has shown significant improvements in east Manchester however, nearly one in ten families still experience severe multiple disadvantage, low attainment in education and skills and poor health.

NEM has a pivotal role in influencing other partners to invest their mainstream revenue and capital funding programmes to deliver the regeneration objectives. Changes within legislation and new priorities also need to be addressed such as the changes in commissioning priorities to embrace the impact of Baby P and the second Laming Report and the increased numbers of NEETs due to the recession. This will be achieved through NEM's engagement and involvement in key strategic planning and commissioning boards. A Strategic Regeneration Framework Delivery Group meets on a regular basis to promote joint collaborative working between public agencies operational in the area.

In east Manchester, our ambition is for:

- Every child to attend excellent schools with support and encouragement from their parents;
- Families and children to actively contribute to their communities by valuing their neighbourhoods and neighbours;
- Children in east Manchester schools to consistently out-perform their peers in adjoining areas on all of the educational attainment indicators;
- All adults, older and young people to have the aspirations, skills and confidence to be engaged and succeed in the labour market;
- All residents to lead a healthy lifestyle;
- All people including older people and those with disabilities to benefit from and actively contribute to living in the NEM area; and
- Intergenerational poverty to be a thing of the past.

Contribution to Key Local, Regional and National Strategies

The LAA and three spines of the Community Strategy provide the foundation for the People and Communities Programme – of reaching full potential in education and employment, promoting individual and collective self-esteem and creating neighbourhoods of choice. Linkages with the thematic partnerships particularly The Children’s Trust, the Adults and Well Being and Crime and Disorder Partnerships have been established.

The Programme also contributes to the NWDA Regional Economic Strategy, particularly in relation to improving quality of life, with an improved sense of community and environment; better health; and responding to population change, in particular the impact an ageing population will have on the range of public services required.

The Programme will also contribute to the Manchester City Region agenda, particularly around the 0-5s and worklessness / deprivation pilots.

EDUCATION

Key objectives

- To continue to increase attainment levels at Key Stage 4 and at GCSE and to support raising the quality of teaching and learning in NEM schools;
- To increase the number of entrants to Further and Higher Education and ensure that all young people have access to the full range of vocational and traditional education pathways;
- To promote the inclusion and participation of all young people in education so that they reach and maximise their full potential; and
- To continue to negotiate resources for the renewal and improvement of the areas education estate and to engage in the design process for new build schools.

Progress

During 2009/10 New East Manchester primary schools have maintained the improvements in standards gained over the previous years in Key Stage 2, with both maths and science remaining above the Manchester average and English, remaining on par with the City average. The key stage 4 results were sustained and improved with 65% of all children achieving 5 GCSE A* to Cs and 36% of children achieving 5 A* to Cs including maths and English.

The New East Manchester Education Team was disestablished at the end of the academic year 2008/09; the impact of which has resulted in a significant reduction in the level of teaching and learning support in local schools. Strong linkages through

the District Wider Leadership Teams have been developed so that the momentum of improving standards can be further supported by partners including the Manchester School Improvement Service and The Manchester Challenge. NEM has also continued to develop relationships with schools through the extended school clusters.

Marketing of 180 year 7 school places at the East Manchester Academy has been rigorously undertaken in preparation for the 2010 / 11 academic year. Staff appointments and the development of the curriculum offer have continued as well as the construction of the building and grounds. NEM has continued to work with the newly formed 14 to 19 Collegiates to ensure that a consistent high quality, post 16 offer is accessible for all young people in the area. The construction of 2 new primary schools started on site, Park View in Miles Platting and a replacement for Varna St in Openshaw and investment in other primary schools for the delivery of the extended school offer has continued.

Priorities

The main priority for the education programme will continue to be raising the attainment level of pupils at Key Stages 2 and 4 in all east Manchester schools. Particular focus will be on increasing the number of pupils who achieve grade A* to C at GCSE in Maths and English. This will be achieved through the Manchester Schools Improvement Service targeting areas of weakness with individual schools through their School Improvement Plans and providing in-house sessions with staff to address them Greater Manchester Challenge activities will supplement these interventions and NEM membership of the District Wider Leadership Teams will help ensure that increasing attainment remains priority.

The Attendance Strategy placing school attendance at the heart of school improvement will be rigorously implemented. Further to this, work will continue on the curriculum development, staff recruitment and marketing for the opening of The East Manchester Academy. Additionally the development of linkages with other local high schools and the 14 to 19 collegiates to deliver a comprehensive high quality vocational and academic post 16 offer will remain a priority. Increasing the offer for young people designated as NEETs will be a focus to meet with the increased NEET numbers, due to the recession.

Targets

- Development of curriculum and recruitment of staff for The East Manchester Academy
- Development of The East Manchester Academy Post 16 offer
- To engage with the District Wider Leadership Teams and the Manchester School Improvement Service to ensure activities to increase the level of attainment at Key Stage 2 and 4 (particularly GCSE Maths and English)
- To engage with school clusters to ensure the delivery of the extended schools offer

- To work in partnership with schools, The Manchester College and other education providers on the 14 to 19 offer with a particular focus on NEETS

CHILDREN AND FAMILIES

Key objectives

- To develop integrated and innovative ways of working to ensure that the Every Child Matters 5 outcomes are delivered to every child in the NEM area;
- To investigate with partners early intervention and targeted support for children and their families in need; and
- To ensure that the area has an exemplar infrastructure of facilities to cater for the needs of children and families.

Progress

Throughout the last year NEM has continued to work with key partners to strengthen and consolidate the Children's Services North East and Central East District delivery structures. Part of this work has involved the setting of District priorities and the development of multiagency responses to meet these needs. The adoption of the Common Assessment Framework (CAF) has been instigated and has focused on training front line workers to target CAFs at families who would benefit from early intervention and prevention activities. This has been supported by developing new models of intervention, based on the "Think Family" approach, the development of a city wide Family Strategy and the reorganisation of social care teams. This has been complemented by the introduction of the "First Response Team", which has dramatically improved the quality and appropriateness of referrals requesting a social care service. The Youth Service transferred into the District structures in November 2009, along with all Sure Start activity.

The Roundhouse, Manchester Settlement's new community centre, and the refurbished Averill Street Youth Centre have opened, further enhancing the range of community accessible facilities.

Priorities

A key priority will be the ongoing need to develop robust multiagency District working, focusing on raising the profile of safeguarding and child protection across Children's Services, Schools, health agencies and the police. This will support the LAA targets of reducing the number of looked after children and those who are on the "at risk" register and will also contribute to the roll out of the Children's Trust arrangements. Further to this the proposals adopted by the Family Strategy – which will potentially result in the development of short and long term intensive family work teams - will be implemented. This will trigger the release of funding from investment targeted at those families with the highest levels of need targeting early intervention and prevention.

The District priorities will continue to be reviewed and programmes of activities and interventions will be developed to tackle these and previous priorities such as increasing school attendance.

NEM will continue participate in the District Wider Leadership Teams to influence the delivery of The Children's Trust arrangements and projects, including the CAF, new arrangements for commissioning and cross agency information sharing.

Continued support to deliver the youth offer in east Manchester will remain a priority. This will be done through the local youth partnerships in conjunction with the Strategic District Youth Offer Managers.

Manchester's designation as a City Region pilot aims to radically improve the early years' experience for hard to reach groups in the most deprived areas through an under 5's pilot programme. NEM will work with the range of under 5's and family providers in order to investigate how this initiative can effectively improve the life chances of under-fives from hard to reach groups. This work will complement the City Region Deprived Communities pilots – both of which will be focused in West Gorton.

Targets

- To develop strategies to respond to the existing North East and Central East District priorities;
- To influence the promotion and development of a "Think Family" approach across the Districts particularly across Adult and Children's Services;
- To continue to support the adoption of CAF and evaluate its progress;
- To influence the delivery of the youth offer through the youth partnership groups.
- To continue to influence the development of capital programme investment plans for schools, health facilities, Children's Centres and community facilities; and
- To work with partners to develop an under 5's strategy for improving their life chances in West Gorton.

HEALTH AND WELL BEING

Key objectives

- To facilitate the early identification of personal health issues and develop appropriate timely responses;
- To support the development of a multi-agency response to reducing the levels of alcohol consumption;
- To reduce the number of people living with low to moderate and enduring mental health needs;
- To reduce the prevalence of major killers such as coronary heart disease, amongst the population; and
- To improve the quality of and access to primary health facilities in the NEM area.

Progress

Negotiations continued with NHS Manchester to secure longer-term arrangements for healthy living networks in the city from 2010-11 and beyond. These discussions include securing the work of Zest across east Manchester.

Despite significant financial constraints, the Miles Platting Joint Service Centre is due to start on site imminently.

Preliminary research took place to inform the focus of the east Manchester multi agency pilot initiative targeting alcohol misuse.

Priorities

The implementation of the “Improving Health in Manchester” Commissioning Strategic Plan remains fundamental to delivering health gain to local residents and improving life expectancy and as such remains a priority for NEM.

NEM will contribute to the strategic aims and area-focused delivery of the Manchester Partnership Adult Health and Well Being Partnership Delivery through the agreed programme management structures and respective delivery plans.

Locality Joint Strategic Needs Assessments (JSNAs) are being developed to support the Manchester JSNA, produced as a result of a statutory duty required by the Local Government and Community Involvement in Health Act 2008. The Locality JSNAs meet a demand from commissioners for analysis and interpretation of data at local level. NEM will continue to be represented on the North JSNA working group and contribute to the Central group’s deliberations, ensuring local priorities are identified across Public Health, Adult Social Care and Children’s Services.

Manchester's designation as a pilot City Region will inform the future health and well being of local residents. We will ensure that NEM's work with early years links with the objectives of the Greater Manchester Strategy, particularly the focus on improving life chances for under fives from hard to reach groups. This will link with Manchester's theme for the 'Total Place' initiative of early years.

The Company will continue to work with NHS Manchester to influence proposals for the city-wide Manchester Healthy Living Network, ensuring that activity within the Zest Healthy Living Network continues to thrive and that Gorton is the priority focus for future activity.

NEM's work with NHS Manchester to ensure the delivery of the proposed West Gorton Medical Centre will continue. The imminent start on site of the Miles Platting Joint Service Centre provides a continuing opportunity to ensure local residents are provided with a valuable and accessible facility as part of the redevelopment of their area.

Targets

- Ensuring area-focused activity contributes to the aims and objectives of the Manchester Partnership Adult Health and Well Being Partnership Delivery Plan;
- Participate in and contribute to quarterly meetings with the Joint Health Unit and other area based Regeneration Team health leads, to ensure that health improvement remains a central focus of existing and emerging regeneration strategies and that challenges and developments around health care are addressed;
- Work to achieve the successful roll out of city-wide Manchester Healthy Living Network with a priority dedicated focus on the Gorton neighbourhood;
- Link NEM's work to improve health in early years to the objectives of the Greater Manchester Strategy;
- Contribute to the production of the Locality JSNAs;
- Continue to work with NHS Manchester on the delivery of the proposed West Gorton Medical Centre and the start on site of the Miles Platting Joint Service Centre; and
- Co-ordinating the east Manchester multi agency pilot initiative targeting alcohol misuse amongst 35-44 year old parents in Gorton North and Miles Platting & Newton Heath Wards with a focus on harm reduction and changing lifestyle. Developing additional work with schools focussing on harm reduction and coping strategies for pupils who live in the target areas.

SUPPORTING VULNERABLE PEOPLE

Key Objectives

- To ensure that young people at risk have access to appropriate, accessible and user friendly services;
- To promote integrated service delivery for adults with complex and multiple needs; and
- To ensure access to a range of appropriate and responsive services for vulnerable older people.

Progress

2009/10 has seen the development of a range of initiatives targeting vulnerable young people. The district wide delivery of the Targeted Youth Service (TYS) has built on the pilot schemes in Clayton and district delivery of integrated youth services. Gorton Reclaim has been completed and work continues to deliver early interventions with 30 boys in the area.

Enhanced Helping Hands pilot schemes are being delivered in Gorton and Newton Heath to test a model of integrated adult services in line with the Resident Wages pilots. An audit of supported housing needs of older people in the light of the Green Paper on Adult Social Care has been conducted and has led to planning approval for a proposed new scheme for older people with chronic senile dementia.

The City Region pilot, Deprived Communities will focus on under 5's and worklessness in West Gorton.

Priorities

East Manchester has a high number of residents with very low incomes who may have special needs, are disabled or have complex support needs. An ongoing priority will be the roll out of an integrated service model based on the pilots to meets the needs of these residents. A whole family approach to this will be adopted and work between Adult Services and Children's Services to develop aligned interventions will be a priority. This will include setting up protocols for sharing information and joint family interventions using the Common Assessment Framework, overseen by the Think Family Board.

Funding has been secured to deliver an Inspiring Communities Initiative in Gorton, focusing on delivering initiatives and activities to vulnerable young people and their families.

NEM will also continue to work with agencies to ensure that commissioned services provide high quality, community based and accessible services particularly in the light of the uptake of personalised budgets. With the increase in numbers of NEETs

the consolidation of targeted youth support will be reviewed in the context of District delivery.

Targets

- To continue to support targeted youth support services in the context of the District model for Children's Services via the District Wider Leadership teams;
- To continue to promote the roll out of an integrated service model in the context of the Enhanced Helping hands and Resident Wages pilots;
- To continue to promote a whole family approach to work with adults;
- To continue to work with NHS Manchester, Adult Services, supported housing providers and commissioners to provide choice, high quality and accessible community based services to promote independent living in the light of personalised budgets; and
- To work to ensure arrangements are in place to deliver the West Gorton Deprived Communities pilot

RESPECT AND RESPONSIBILITY

Key objectives

- To maintain and increase the level of community involvement in reporting and challenging anti social behaviour;
- To reduce the prevalence of anti social behaviour in the area and provide and promote diversionary activities for young people;
- To ensure that the highest quality of design of both residential and commercial development includes consideration of maximising safety and security in all aspects of the development, including the provision of open space, facilities, and infrastructure; and
- To deliver robust, focussed and targeted neighbourhood management, particularly in areas of physical transformation.

Progress

Respect Action continues to be delivered across all Wards through Respect Action Neighbourhood activity in the Ancoats & Clayton and Miles Platting & Newton Heath Wards and Respect Action Days across other wards.

The Gorton Respect Action Neighbourhood focussing on the Hemmons Road area continues.

Ongoing targeted approaches to hot spot neighbourhood issues has been delivered in areas including Clayton and Ancoats where multi agency approaches and responses have been developed.

The Challenge and Support approach has been further strengthened through the recruitment of an additional Youth Intervention Officer to cover the Bradford, Gorton North and Gorton South Wards.

Priorities

NEM will continue to play a pivotal role in the strong partnership approach to tackling crime and anti-social behaviour. Respect focussed action is being used to develop multi agency responses, tackling hotspots, targeting both enforcement action and diversionary activity at times and in places where required.

Other priorities will include the ongoing enhancement of neighbourhood focussed approach by the NEM Regeneration Team to ensure that local intelligence is gathered and shared and local hotspots are effectively tackled. Alongside, the continued development and promotion of engagement structures and in particular with the Key Individual Network (KIN) will assist greatly. Additional promotion of how and why there is a need to report crime, will enhance data on emerging themes and hotspots.

Extension of the Challenge and Support service model into other parts of NEM is seen as essential in tackling youth related ASB hotspots. This will be assisted with the further reconfiguration of existing young people's diversionary and enforcement resources to respond to changing need and demand.

Targets

- To further influence the ongoing development and delivery of the Challenge and Support service model, including the role out in to all neighbourhoods not fully covered by the service;
- To further enhance and strengthen the community participation and engagement process e.g. KINs, Neighbourhood Partnerships, etc, so that residents are able to directly influence service delivery;
- To deliver further Respect Action Neighbourhood, Respect Action Weeks and Respect Action Days where required;
- To promote and highlight benefits to reporting of crime so that resources can be better deployed into hotspot areas, and emerging issues are identified at the earliest possible opportunity; and
- To direct additional resources at those areas undergoing significant transition, particularly Toxteth Street, Hemmons Road and West Gorton areas, including cross boundary work with Oldham and Tameside MBCs.

VIBRANT AND COHESIVE COMMUNITIES

Key Priorities

- To strengthen and sustain the level and effectiveness of community involvement in the area;
- To provide a broad range of arts, sports and cultural offers that are accessible to local people; and
- To create cohesive and inclusive communities.

Progress

Community participation and engagement opportunities have been strengthened by the establishment of three Community Partnerships covering the North, Central and South neighbourhoods of east Manchester. A revised recruitment process is now in place to support resident representation on the NEM Board. Continued development of new Residents' Associations and strengthening of existing groups in Gorton and Newton Heath and Miles Platting has widened opportunities further.

The recently opened Roundhouse and the refurbished Averill Street Youth Centre have provided a wide range of accessible community facilities.

Arts and cultural activities including the Seeds of East Manchester event, Parties in the Park, and the east Manchester fringe food festival have been delivered. Snap Shop a book celebrating the arts and culture programme in east Manchester has been published. The Gorton 100 Festival was held, celebrating the 100th anniversary of Gorton becoming part of the City of Manchester.

Work is underway to promote community cohesion and address the social exclusion of newly arrived communities in various neighbourhoods. This has resulted in a number of services being tailored to meet the needs of these new communities.

Priorities

The demographics in east Manchester have been changing for over five years seeing the emergence of a much more ethnically and culturally diverse community. This is a positive for the area and should be celebrated. At the same time strategies and responses need to be developed to ensure that any potential conflict that may result from this is tackled.

Work will commence with the new voluntary sector infrastructure support provider in order to provide ongoing and targeted capacity building support to existing and emerging voluntary, community sector and resident led groups.

The ongoing development of proactive partnership responses, including facilitation work with the Roma and other local communities, to promote community cohesion.

A new district library based in the East Manchester Academy, providing a range of information, support and community facilities will be opened.

Targets

- To continue to implement robust mechanisms to identify and monitor localised community tensions and issues;
- To strengthen and develop multi agency responses through the Ward Coordination process to provide robust responses to neighbourhood management issues across NEM;
- To strengthen and support the development of the Community Partnerships and resident representation on the NEM Board.
- To continue to facilitate capacity building within the voluntary and community sector;
- To develop mechanisms to support new arrivals and BME groups access to public services;
- To increase the number of arts and cultural and sporting events in the area;
- To continue to support the development of the Church of England Church in Beswick; and
- To support ongoing participation of residents in the development of community accessible venues e.g. BMX facility at Sportcity.

NEIGHBOURHOODS AND PLACES FRAMEWORK

CONTEXT

The establishment of a new housing market within this part of the city in the early parts of this decade has been developed on the back of the confidence given to house builders and developers by the significant levels of regeneration related investment made and being made in the area. However, the restrictions on finance to both developers and purchasers is now having a very significant impact on the development and extension of this market. Except where there is public sector finance available to underpin sales, all development of new homes has stalled leaving a significant number of residential schemes only partially completed. There is therefore a danger that key residential developments, which have acted as trailblazers for the establishment of a new housing market within east Manchester, will be perceived as failures. As such, notwithstanding the significant progress made over the past nine years this situation will leave east Manchester being viewed as still being a low value housing market with a narrow choice on offer, potentially damaging the reputation of east Manchester as a place to invest and live in.

Four key challenges are identified for NEM in terms of maintaining momentum within the east Manchester residential market. These are:

- Protecting and, if possible, enhancing the recently completed/partially completed new residential developments, including Ancoats / New Islington, Beswick and Sportcity;
- Delivering major new investment into Miles Platting and Toxteth Street - where plans are well advanced and financial arrangements are in place. This will include working with the lead developers to review and where necessary, amend the phasing and mix of development;
- Advancing major sites in preparation for the up-turn in the economy, with an emphasis on sites which can accommodate substantial new development, offering economies of scale and long term build programmes for major developers, including for example Holt Town and Chancellor Place.
- Working with Developers, RSLs and the HCA to put in place focused interventions that will support existing residential development in east Manchester and provide opportunities for working households to secure access to housing within the area. This will include developing new products for intermediate home ownership, alongside flexible renting and new models for lower density developments with a broader range of family oriented housing.

In responding to this agenda the following short to medium term actions are proposed to help address these challenges within an east Manchester context:

Protecting recent investment

Working with Developers, RSLs and the HCA to ensure take up of properties, including partial ownership and flexible rental options, making best use of public sector resources. In addition, NEM will work with Development Partners to review in detail existing proposals and amend them, if necessary, to take into account opportunities for lower density development and new housing development programme time-scales.

The areas of east Manchester that are priorities include: Ancoats /New Islington; Sportcity; Beswick; Toxteth Street; Miles Platting and Clayton.

Reviewing Future Investment Opportunities

NEM should review with the City Council all future development opportunities where Development Agreements have not been entered into to determine if the proposals under consideration will deliver the desired outcomes in terms of housing quality; mix of development; quality of the wider residential environment; and contributions to community infrastructure. The capacity of those development partners to secure agreed outcomes and the timescales involved should also be taken into consideration. If necessary slowing down the release of these sites and protecting them for the medium to longer term development will provide opportunities for a more sustainable housing market to be developed in the longer term.

The prospective developments that need reviewing are: Lower Medlock Valley; West Gorton; Alpine & Ilk along with Ben Street in Clayton; and Openshaw West. In respect of the latter two development opportunities, developments at Sportcity bring into very sharp focus the need to ensure that these parts of east Manchester help reinforce and complement the commercial investment being made.

Reviewing and advancing early works on Major Sites

Reviewing all major sites - Chancellors Place, Holt Town and potentially Jackson's Brickworks - to identify early actions which can prepare for and support new investment when the market returns, including on and off site works, such as remediation and site infrastructure.

In recent months NEM and its partners – the City Council, HCA and the NWDA – have worked together to take forward these actions.

Contribution to Key Local, Regional and National Strategies

The restructuring of the east Manchester housing market aligned with the opportunities to achieve significant housing growth of circa 24,000 new homes in new and existing neighbourhoods across east Manchester, places the area at the heart of local, sub-regional, regional and national strategies which are geared towards enhancing the economic competitiveness of the country, the region, the city region and Manchester.

Providing new homes for working households is a critical element in enabling the economy to grow in a sustainable manner, as underlined in the Manchester Independent Economic Review (MIER) report which states that 'Area regeneration should provide a range of accommodation types suitable for and accessible to the existing population that encourages mixed communities to develop'. The strands of intervention within the Neighbourhood and Places Programme will directly support Prosperity For All, the Greater Manchester Strategy which identifies a series of strategic objectives for the housing market in the city region including transforming the quality of the city region's residential offer; putting in place the conditions to support and accelerate the delivery of housing growth; radically improving the quality of private rented housing; and delivering focused intervention in the most deprived areas.

The Neighbourhood and Places Programme is contributing to key objectives and targets for the development of affordable housing identified in the Government's publication Building Britain's Future and we are working closely with Manchester City Council and the HCA to deliver a range government housing investment initiatives including Kickstart, Homebuy, Homebuy Direct and Growth Point.

Locally the programme directly supports Manchester's Community Strategy spine in developing neighbourhoods of choice and will directly contribute to achieving Manchester's Local Area Agreement and many of the targets within it.

HOUSING AND NEIGHBOURHOOD MANAGEMENT

The City Fringe

Key objectives

- To protect the substantial public investment that has been deployed in the area over the last few years, sustain the momentum of development and enable further sites to be prepared for development;
- To maximise the role of government housing investment initiatives including Kickstart, Homebuy and Homebuy Direct to sustain the market and increase the availability of affordable housing options;
- To ensure the sustainability of future development over the area as a whole; and
- To ensure effective neighbourhood management systems are in place to underpin the sustainability of the new neighbourhoods as they develop.

Progress

Along the Great Ancoats Street corridor at the fringe of the city centre there are a number of very significant residential development sites that have been the focus of

NEM activity over the last nine years: in Ancoats; New Islington; Islington Wharf; Pollard Street Corridor; and Miles Platting.

These developments have the potential to contribute up to 10,000 new homes at the city centre fringe in east Manchester. A strategic review of this part of east Manchester is underway with the HCA, NEM, the NWDA and developers, with a view to achieving agreement to a framework ensuring the development of the residential market in a sustainable manner over the next three to five years.

The Chips development in New Islington has been completed and the HCA has provided further Homebuy Direct support to this project to assist with sales potential. Support has been approved from the NWDA for £3 million for new public realm and key infrastructure works at New Islington to sustain forward momentum in the area and help create linkages between Ancoats and the New Islington Metrolink stop.

In Miles Platting proposals for new housing within the Miles Platting Housing PFI are being reviewed in light of current economic conditions. More than 700 Council homes in Miles Platting have been refurbished to exceed decent homes standards.

In Ancoats Urban Village, the Flint Glass building has been completed and a new public square in Ancoats, the Cutting Room, has had an official opening with a highly successful public arts event. The final phase of public realm improvements is underway. A review of all development agreements on land acquired by NWDA under the Ancoats CPO is underway with a view to assessing the effect of the economic downturn on development proposals and review timescales / milestones.

A neighbourhood management action plan for developments on the Pollard St corridor has been established and funding secured from Kickstart funding to promote development on stalled sites, for Northern Group Ice Plant in Ancoats, and MSCD Advent 5, Pollard Street.

Priorities 2010/2011

NEM will work with the HCA, the NWDA and developers to finalise the review of City Fringe developments and to maximise opportunities to promote house ownership and models of private renting, and a framework will be established to protect and sustain the residential market over the coming three to five years, which will capture the benefits of focussed neighbourhood management interventions across this location.

The New Islington neighbourhood will be the focus of attention to attract institutional investment to develop a range of residential schemes targeted at the high quality rental market.

Targets 2010/2011

- Advent 5 will start on site
- Decent House standard works completed on a further 800 homes at Miles Platting
- Northern Groups Ice plant development will start on site

Beswick

Key objectives

- To diversify the housing offer in terms of types and house tenures;
- To provide a safer and more attractive environment for people wishing to live and work;
- To create a neighbourhood centre that will support new state of the art educational facilities and retail; and
- To promote and encourage high standards of neighbourhood management through the City Council and other stakeholders.

Progress

The renewal and regeneration of Beswick is well advanced and work reflects the aspirations promoted within the neighbourhood plan. Current market conditions have stalled progress on the later phases of housing development and Lovell have confirmed that they will not be progressing development until such time as market recovery is evident.

Both Developers are promoting shared equity schemes in order to boost sales and Guinness Northern Counties (GNC) are also piloting intermediate rent to buy on a number of their properties at the Way development. This model will offer first time buyers the opportunity to rent at sub market rent to encourage saving to realise future mortgage deposits.

Site assembly is complete in readiness for development in the future and the development of the new Academy High School is progressing in line with the timescale for opening in September 2010.

Priorities 2010 /11

The priorities for the coming year are to make progress on the development of Gleeson Phase 2, including the new Beswick retail centre and to work with Lovell to minimise the impact of proposed delays to their development programme. Affordable home ownership and in turn rental opportunities will continue to be promoted.

Targets 2010/11

- Opening of the new Academy High School

Openshaw

Key objectives

- To improve and diversify the housing offer in the Toxteth St neighbourhood through an extensive new build programme and improvements to retained housing stock to decent homes standards as a minimum;
- To improve the environment including undertaking facelifts to retained housing and commercial premises;
- Ensure that displaced residents are supported in their re-housing choices;
- Implement measures to stabilise the wider Openshaw West neighbourhood and ensure that the commercial investment in Sportcity is complemented and reinforced by improving the external appearance of the area; and
- To ensure high standards of neighbourhood management underpin the future sustainability of the area.

Progress

Lovell's build programme for Phase 1A and Toxteth Street is on target for completion by early 2010. New marketing approaches are being introduced in order to generate interest in the unsold units including shared equity options.

Since the CPO General Vesting in June 2009 good progress has been made in relocating the remaining residents to facilitate site assembly for the later phases of development. All owner-occupiers and private tenants will have moved by early 2010 with the remaining Adactus tenants being reprovided for in Phase 2 of the development. Neighbourhood management strategies continue to be delivered in partnership with other agencies in order to effectively manage the neighbourhood during transition. The demolition programme is underway.

A 55 week facelift programme for the retained residential and commercial properties in the neighbourhood commenced in September 2009.

In Openshaw West NEM continue to start to bring forward regeneration proposals for the area for stabilisation works e.g. facelift schemes or support for improvements to RSL stock for low cost home ownership. This approach has already commenced with the disposal of 8 Council owned empty properties to Mosscares Housing for refurbishment and onward sale.

Priorities 2010/2011

Continue to make progress on the site assembly process in the Toxteth St area to enable the future development of phases 3 and 4. A neighbourhood management

agreement, that promotes Adactus as the management agent, will be implemented to ensure the effective day to day management of the apartment block and gated parking areas in the new development.

The proximity of the Openshaw West neighbourhood to Sportcity provides a real opportunity and NEM will work with MCC to support and encourage such regeneration opportunities in the locality.

Targets

- Re-housing of owner occupiers and private tenants completed;
- Completion of development of Lovell development phase 1b;
- Start on site for Lovell development phase 2; and
- Completion of the facelift programme to retained homes
- Work with MCC to promote regeneration opportunities for the area of Openshaw adjacent to Sportcity

Clayton

Key objectives

- To increase housing options through the development of new homes for owner occupation at Sportcity;
- Clearance of below standard and low demand housing stock at Alpine Street, Ilk Street;
- Develop options for the future of the Ben Street area; and
- Secure stabilisation of the pre 1919 housing through facelift works and improvements to social rented properties to Decent Homes standards, at Walsden Street and Powell Street.

Progress

The Clayton neighbourhood has undergone significant regeneration and renewal in recent years. To the west of the area, Countryside are progressing their Sportcity development, which will ultimately provide up to 575 new homes and include existing low cost home ownership options.

The area is home to the world class Velodrome cycling facility, this site will accommodate the new national indoor BMX centre.

Work on the expansion of the Metrolink system to Ashton, which will run along the main arterial route of Ashton New has commenced.

Site assembly of the Alpine and Ilk St area is near completion to ensure readiness for a recovery in the market or for potential alternative opportunities arising out of future development proposals for Sportcity. Negotiations are well advanced with the remaining two owners.

Priorities 2010/11

To support measures to promote affordable housing initiatives, targeted at owner occupation and or intermediate rent e.g. Homebuy, Homebuy Direct etc. At Sportcity we will review development options for adjacent sites at Alpine / Ilk Streets. Clayton neighbourhoods adjacent to Sportcity provide a real opportunity to promote regeneration. NEM will work closely with MCC to create such opportunities and to build on the benefits of their adjacency to Sportcity.

Targets 2010/11

- Completion of Countryside's Sportcity development;
- Completion of site assembly at Alpine and Ilk Streets; and
- Complete a review of regeneration opportunities for the area of Clayton adjacent to Sportcity

West Gorton

Key objectives

West Gorton is a key regeneration priority for NEM. To deliver the comprehensive regeneration of the neighbourhood over the next ten years, NEM will work with partner agencies to:

- Secure Outline Planning Consent for the Neighbourhood Masterplan;
- Secure a "Yes" Vote for the Stock Transfer of Council owned homes;
- Bring forward a new build programme to deliver circa 1,000 new homes and the modernisation of circa 145 retained social housing units; and
- Develop a new neighbourhood centre with new retail, and new health facilities at the heart of the community.

Progress

Following extensive residents and stakeholder consultation, NEM has produced a reviewed Neighbourhood Masterplan for the comprehensive regeneration of West Gorton to provide new homes for sale and rent, the modernisation of existing homes to achieve the Decent Homes Standard, new retail and community facilities and environmental improvements.

Present market conditions have required a review of the Masterplan to establish early development opportunities, including local authority new build housing. The HCA has provided financial support to commence the development of 171 new social housing units for rent in 2010/2011.

A programme to acquire a number of key privately owned sites is underway and discussions are on going to secure additional HMR funding through the HCA to allow for further site assembly acquisitions.

GNC and the City Council are progressing work with tenants on the West Gorton estate to promote the transfer of ownership and management of retained Council owned homes to GNC.

In addition to delivering physical improvements to the built environment, NEM is working closely with a range of agencies, including GNC and the City Council, to develop effective local strategies for the management of the neighbourhood.

Discussions are underway with NHS Manchester, the GP's and the City Council to secure the early and most cost effective delivery of a replacement West Gorton Medical Centre. A new and improved health facility will underpin the new neighbourhood centre.

Priorities for 2010/2011

NEM will continue the programme to assemble privately owned sites and commence the required Land Remediation Works to prepare these sites for subsequent redevelopment new housing and a community hub which will contain the replacement Medical Centre and new neighbourhood retail. Once the first new homes are completed this will enable the first residents to be relocated, thus freeing up additional sites for demolition works in preparation for subsequent building development phases. This development phasing programme will continue to ensure that site acquisition, building development, demolition works and the reprovision for existing residents proceeds in a planned and coordinated programme to ensure that the existing community is not fragmented. Subject to approval, additional resources through the government's growth and funding programme will be used to purchase further sites in private ownership.

Targets

- Acquisition of 3 key privately owned sites;
- Commencement of site remediation works;
- Commencement of improvement works by GNC following the transfer of retained Council owned house to GNC; and
- Commencement of build programme for Local Authority New Build Social Housing
- Detailed planning approval obtained for 171 social housing units

- Outline planning approval obtained for West Gorton

Reviewing And Advancing Early Works On Major Sites: Chancellors Place; Holt Town; and Jacksons Brickworks

Key objectives

- To identify early actions which can prepare for and support new investment when the market returns, including on and off site works e.g. remedial and site infrastructure

Progress

Chancellors Place – The development agreement between the City Council, Grangefield and NEM is near completion. Residential development is not likely to be promoted for at least the next five years due to market conditions.

Priorities for 2010/2011

Chancellors Place - to secure a robust development agent and supportable planning application.

Jackson's Brickworks – Negotiations are advancing with KPMG as administrators on behalf of Barclays Bank to confirm an appropriate and sustainable development option. A significant proportion of the site would have a commercial end use, with an element of residential. KPMG have expressed a willingness to engage with the public sector to explore a range of future options and have appointed consultants to develop a planning application.

Holt Town – Discussions are ongoing with Cibitas to promote the completion of a review of residential development density. However, as with other major sites, development is not likely to commence in the near future or until public funding support can be secured to commence site preparation and complete site assembly. The priority is to secure an alternative solution for the relocation of City Council tenants at Chesshyre Avenue and Sidwell Walk. The preferred option is the former school site and discussions are progressing with relevant colleagues and ward Councillors.

Future Investment Opportunities: Lower Medlock Valley; Alpine and Ilk streets; Coleshill Street

Key Objectives

- To protect and hold the release of these sites for medium to long term development and to capture development opportunities in the longer term

Progress

Lower Medlock Valley – this site has now been withdrawn from the market place and will be held pending an upturn in market conditions.

Alpine and Ilk Streets – Once acquisition and demolitions are complete this site will be held either for associated development benefit linked to the adjacent BMX development or pending improved market conditions.

Coleshill Street – This part of Miles Platting is being reviewed as part of potential mixed use development that will focus heavily on commercial uses. The scale of residential development that was previously envisaged has been considerably scaled back. Proposals for this area will have to include enhancing the quality of open space and improving access to the Rochdale Canal. Such environmental improvements should provide positive benefits to the surrounding residential areas. An OJEU process is to be progressed to confirm the development partner for this area.

RETAIL

Key Objectives

- To improve the quality and viability of retail high streets, local and district centres and the appearance of the radial routes.
- To focus activity on consolidating existing improvements, facilitating further high quality development and refurbishment and enhancement of existing buildings.

Progress

Newton Heath District Centre

Public realm improvement scheme for Old Church Street and adjoining streets has been completed.

Openshaw District Centre

The Edison Street CPO has been confirmed and General Vesting Declaration secured.

Dransfields have commenced the construction of the new retail led mixed use scheme for the District Centre. This first phase comprises a Morrisons foodstore with further retail, ancillary and office space to be developed in phases 2 & 3.

Gorton District Centre

The new Tesco superstore and the new indoor Gorton Market is complete and opened. The public realm and transport improvement works to the District Centre are also complete.

Priorities

NEM will continue to work with developers promoting retail development in Openshaw, Newton Heath and Gorton, ensuring that agreed redevelopment proposals are completed and that they are integrated with actions to improve the operation of the radial routes.

Targets

- To work with funding partners – the City Council, NWDA and HCA – to assess the scope for additional funding for a High Street Management Strategy including tenant management, façade improvement and business support; and
- Establish a programme of monitoring the District Centres and High Streets to assess the impact of economic conditions on liability and viability.

GREENING AND THE ENVIRONMENT

Strategic Priorities

- To radically green neighbourhoods and corridors to improve external perceptions to prospective businesses and homeowners and to provide a healthier and more attractive internal environment;
- To increase the number of trees planted over the next 10 – 15 years, along with a programme to continue to enhance and improve existing green space in parallel to physical development programmes; and
- To take advantage of the potential for new commercial and residential development to promote 'Climate Smart' opportunities that provide for increased efficiency in energy provision, reduce energy costs, conserve scarce resources and reduce pollution.

Progress

Work has been completed to promote leisure opportunities affecting Philips Park and Clayton Vale based on BMX proposals to ensure complementarity with Medlock Valley Strategy.

Green Flag status has been obtained for 2 additional parks at Clayton Vale, Gorton Cemetery and a further four parks, Philips, Openshaw, Gaskell, and Debdale Park have retained their green flag status.

The Tree Strategy has been produced and stakeholder consultation process completed and an associated tree survey of all the radial routes is complete and priorities identified.

NEM, the City Council and British Waterways have reached agreement on actions to improve operational performance and maintenance arrangements for Rochdale Canal.

Future Priorities

NEM will work with partners to progress an Open Space Strategy for Gorton that seeks to utilise and enhance the existing assets.

NEM will work with the City Council to ensure that the improvements secured to parks and open spaces are maintained and sustained and that all parks within east Manchester achieve and retain Green Flag status.

NEM will work with the City Council to develop an Energy Plan which will prioritise low carbon opportunities at a number of strategic locations across east Manchester including Sportcity, Holt Town, Chancellors Place and West Gorton. In turn, NEM will explore the potential to increase the use of neighbourhood

energy systems within new development and in particular Sportcity, Holt Town, Chancellor's Place and West Gorton.

NEM will work with the City Council to develop a waste strategy that links to and complements the work being promoted across the City.

Targets for 2010/11

- Commence the delivery of the agreed action plan for implementation of the tree strategy;
- One additional park to achieve green flag status
- Confirm low carbon opportunities at strategic locations as part of city wide Energy Plan

TRANSPORT

Key Objectives

- To optimise and encourage use of and access to the Metrolink extension ahead of its construction and completion in 2011;
- To ensure that residents have access to high quality bus services for access to work, education and training and health facilities;
- To provide key junction improvements, notably at the intersections of Oldham Road/ Hulme Hall Lane, and at Alan Turing Way/ Ashton New Road;
- To finalise the Great Ancoats Street Spatial Study in order to improve connectivity and through neighbourhoods as well as across Great Ancoats Street and into the City Centre;
- To provide significant improvements to the cycling and walking trail network intended to increase the opportunities for east Manchester residents to walk and cycle to work; and
- To promote support services to encourage smarter transport choices.

Progress

The detailed design of Metrolink stations has been completed and works have commenced on construction of the two Metrolink lines crossing through east Manchester.

Gorton District Centre junction improvements and associated public realm works have been completed.

Openshaw District Centre junction improvements and associated public realm works have been agreed.

Urban Strategies Inc. were appointed to undertake the Great Ancoats Street Spatial Study.

Future Priorities

- Working with GMPTE and the appointed contractor team from Mpac Thales (MPT) on the construction of Metrolink within east Manchester to maximise the long term benefits and minimise impact during construction;
- Working alongside GMPTE and MPT to ensure that key Metrolink stops in the vicinity of Sportcity are designed to the highest quality and provide a sense of

arrival which reflects Sportcity's role going forward as a nationally significant leisure and sporting destination;

- Ensuring that new residential developments support walking and cycling options particularly to new schools and health facilities;
- Identify key junction constraints which impact on the effectiveness of the local transport network, particularly Hulme Hall Lane / Oldham Road and working with developers and stakeholders, secure funding for key junction improvements together with the incorporation of junction improvements into the design and delivery of major investment proposals;
- Carry out highway and junction improvements as part of the Openshaw District Centre development; and
- Following the completion of the Great Ancoats Street Spatial Study to develop a work programme to deliver the key findings.

Targets

- Complete studies on junction improvements at the intersections of Oldham Road/ Hulme Hall Lane and at Oldham Road/ Ten Acres Lane;
- Provide significant improvements to the cycling and walking trail network intended to increase the opportunities for east Manchester residents to walk and cycle to work; and
- Completion of the Great Ancoats Street Spatial Study ensuring that it has fully reviewed the role of Great Ancoats Street and determined a series of recommendations to deliver the outcomes of the Study.

DELIVERY OF THE PROGRAMME

NEM continues to act as custodian of the 2008 - 2018 East Manchester Strategic Regeneration Framework, seeking to influence public, private and voluntary sector partners to help achieve the objectives and targets set out within it. Given the current economic climate, the Company's priority is to protect the existing commercial and residential investments so that they can continue to act as a positive influence on future regeneration; put actions in place that will ensure that the impact of the recession on local businesses and residents is minimised; and prepare east Manchester for the upturn in the economy when it comes.

Organisational restructuring

The impact of the economic downturn has had a significant affect on delivery activity within the Company. This, together with future pressures that will be placed on funding partners in terms of their investment into NEM, the closure of the Beacons New Deal for Communities (NDC) programme in March 2010 as well as the certainty that the new Government will tighten public finances has led to NEM taking forward a number of key steps as part of an overall staffing review. As a result, the number of posts in the Strategic Management Group (SMG) has been reduced from six to five with roles now clearly aligned to the business needs of the Company for the next three years. The Group therefore comprises the Chief Executive, Deputy Chief Executive (Regeneration), Deputy Chief Executive (Development), Interim Regeneration Manager and Director of Neighbourhoods.

Other steps have been taken to reduce the size of the staff team. We have been working to mainstream activities funded by time-limited sources and where this has not been possible, staff on fixed term contracts are being supported within the City Council's redeployment process. Other changes include a more generic, neighbourhood focused role for the former Social Programmes Team (now the Regeneration Team) and the bringing together of a number of functions under Central Services. The Economic Programme Team has shrunk considerably with the end of the NDC funding and as the level of resources available from NWDA reduces. The only area of growth across the Company has been the project management capacity, strengthened to ensure the necessary skills are available to help fulfill and deliver the complex regeneration programme.

Management arrangements

The Strategic Management Group meets weekly and is the fulcrum through which the company is managed, responsible for ensuring that all programme and operational issues are directed and driven effectively. Regular meetings are also held with the Company's middle managers to ensure effective communication and directly involve them in the major priorities of the organisation. Team meetings ensure that the Company's aims and objectives are delivered effectively and regular staff appraisals set targets for the year that identify individual contributions.

The Project Review Group (PRG) has delegated authority to determine new project appraisals after they have been agreed by the Strategic Management Group and Programme Boards. PRG meets regularly and acts as gatekeeper to allow the progression of projects at key stages prior to implementation and provides the audit for projects where NEM has some degree of financial responsibility.

The NEM Board

The NEM Board meets formally 5 times a year. An extended meeting is held annually to consider and determine strategy. Board membership is reviewed regularly to ensure that there is the right mix of skills and knowledge necessary to drive forward the regeneration of the area.

The Finance Sub Committee meets to review the effectiveness of the Company's internal controls and consider issues relating to audit, accounting policies and the annual report and accounts.

Community engagement

A review of community engagement was completed in 2009 and was the subject of detailed consultation with local stakeholders. The review has will informed the establishment of a structure that will enable the strong partnerships that have developed between NEM and communities to continue and ensure that opportunities are available for new partnerships to develop across the whole of east Manchester. Work is continuing to support the establishment of three geographically focused Community Partnerships. Each partnership will take responsibility for electing a resident representative onto the NEM Board.

Corporate Governance

NEM has in place a robust and comprehensive system for corporate governance. Policies and procedures are contained within the Company's operating Policies and Procedures Manual which includes general office procedures, financial procedures for the placing of contracts, approvals and delegation procedures. Policies on declarations of interest, code of conduct, anti-fraud, whistle-blowing and compliance with the Freedom of Information Act are also documented within the Manual, which is reviewed annually by the Finance Sub Committee. Procedures are also in place to protect the confidentiality of personal and commercially sensitive information.

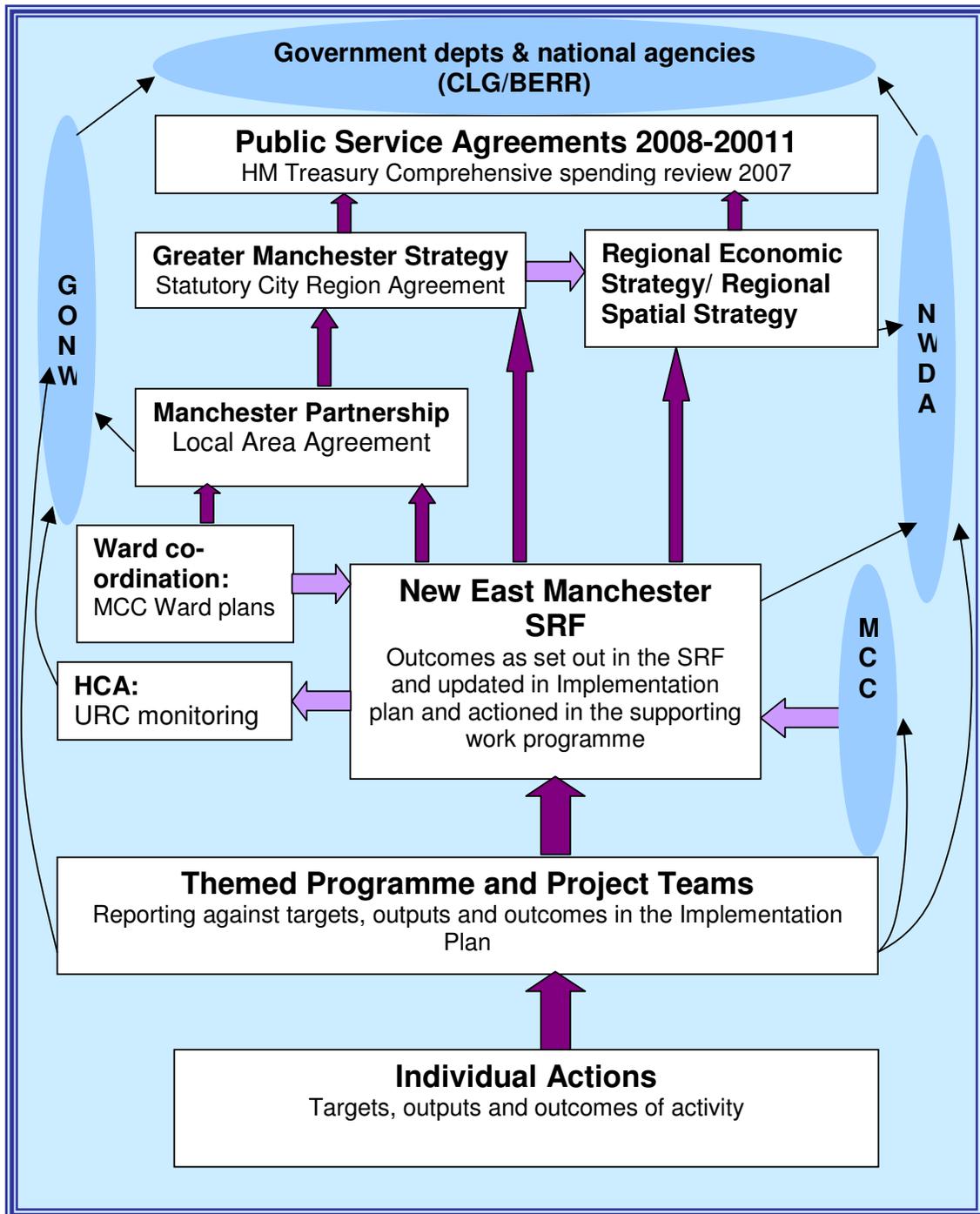
Risk Management includes a risk analysis for all individual projects and a corporate strategy to manage risks across the Company. Risk Management is reviewed regularly by the Strategic Management Group and across the organisation, to ensure procedures remain both robust and relevant. The Board receives a report on company risk twice a year, linked to the quarterly reporting of targets and milestones from the Implementation Plan.

Marketing

A revised Marketing Strategy has been agreed to support the delivery of the SRF in the context of attracting and retaining businesses, attracting new residents and to generate a positive image of East Manchester with these target groups and with local residents. The Strategy's priorities are Inward Investment, Neighbourhoods & Residential Marketing, Corporate Communication and Partnership Development to be delivered through a detailed and targeted tactical marketing plan.

PERFORMANCE MANAGEMENT

In 2009 there was a review of the framework for assessing performance, to ensure more effective links with the SRF and successfully measure the overall impact of the regeneration to fully assess progress at all levels. This included a scoping exercise that examined the existing performance management measures and reporting arrangements. The review identified a complex performance management architecture surrounding the Company and detailed below.



A revised framework for reporting progress has been agreed by the NEM Board. This includes a suite of new Key Performance Indicators (KPIs) allocated to each thematic area of the SRF and then further broken down into 'Primary (NEM) indicators' (those that the organisation is directly responsible for); and 'Secondary (Partnership) Indicators' (outcomes whose responsibility lies primarily with partner agencies but with which NEM have an influencing role or interest in). Progress against these KPIs is reported regularly to the Board. Progress to date is detailed in Appendix 1 to this Plan.

These KPIs sit at the core of a wider framework which comprises a suite of performance information that, when taken together, provides a complete picture of progress made over a 12 month period. This includes the quarterly milestones (Appendix 1) identified to ensure progress against this Plan can be regularly reported to the Board.

The review identified that linkages between the NEM (Primary) indicators and those within wider strategies such as the Local Area Agreement and national PSA targets are strong and indicate that the City Council, the Manchester Partnership and NEM are focussed on these high level outcomes.

The 2008 – 18 Strategic Regeneration Framework set a series of challenging targets designed to drive forward the regeneration programme. These include increasing the population to between 90,000 and 100,000 by 2018; establishing new businesses; helping residents off working age benefits and supporting them back into employment; increasing educational attainment; improving health and well being and decreasing teenage pregnancy rates; reducing crime and criminal damage; and improving the environment. It was intended that by 2018 a total of 15,000 new homes would be completed or be on site, increasing to 24,000 by 2025 and that a further 7,000 properties would be improved by 2013.

It is clear that some of the most difficult economic conditions the country has experienced for more than a generation and the impact of the recession on east Manchester could impact on the achievement of these long-term targets. Over the next six months, a formal and fundamental review of these targets will be undertaken.

INVESTMENT OVERVIEW

NEM has responsibility for the strategic co-ordination and alignment of investment plans designed to deliver the regeneration of East Manchester. This Implementation Plan provides details of overall progress made to the end of 2009/10, a summary of key investment being undertaken in 2010/11 and planned for future years.

The accompanying Annex sets out the summarised investment programme through a series of Tables as follows: -

Investment Programme – Framework Activities

Table 1:	Economy and Employment
Table 2:	Neighbourhoods and Places
Table 3:	People and Communities

Financial Programme

Table 4:	Total Investment Programme;
Table 5:	Projected Outturn for 2009/10
Tables 6-8:	Planned investment by Development Partners for 2010/11
Table 9:	Total Planned Investment by Development Partners

Achieved and Planned Spend 2009/10 - 2010/11

Investment achieved and planned by key partners is as follows: -

North West Development Agency (NWDA): Key elements of expenditure include the completion of public realm works in Ancoats and Newton Heath; the redevelopment of the former Sharp factory as the Sharp Project; the commencement of works on the former Crossley Works site, the National BMX Centre and in support of the Fine Lady Bakery development at the former Weir Pumps site at Central Park South.

European Regional Development Fund (ERDF): Release of minor retentions from the £53m East Manchester Action Plan Programme 2000 – 2006 was completed during 2009/10. Detailed appraisals totalling £6m have been submitted to the NWDA for consideration within the new Northwest ERDF Operational Programme 2007 – 13 to support strategic initiatives at Sportcity and at Central Park and progress will be reported to the Board in future reports.

Homes and Communities Agency (HCA): The HCA have taken on management responsibility for strategic investment programmes formerly within the control of English Partnerships (EP) and housing programmes formerly within the control of the Housing Corporation (HC) or the Department for Communities and Local Government (CLG). The most significant elements of the HCA strategic investment programme are New Islington and Sportcity. The planning strategy and delivery plan for the significant opportunity provided by the latter is currently being developed and

a draft financial profile in excess of £7m has been included in the 2010/11 programme.

Key elements of the housing programme are as follows: -

- **Housing Market Renewal (HMR)** Investment of £24.972m in 2009/10 included major activity at Toxteth Street, Eccleshall Street, and Walsden Street together with various improvements to other neighbourhoods. Outturn for the HMR programme exceeded the financial plan (£23.8m) due to the acceleration of the acquisition and demolition programme at Toxteth Street. The 2010/11 year will see the conclusion of all currently committed HMR activity. Discussions are ongoing with the HCA about a potential successor programme for HMR activity and proposals are currently being drawn up for activity beyond 2010/11.
- West Gorton: The investment programme to deliver the revised Masterplan and 171 **Local Authority New Build** homes will commence during 2010/11. Land assembly funding to assist the delivery of the masterplan will also be provided via HMR and **Growth Point** funding.
- The HCA have also provided **Kickstart** funding to aid stalled development schemes in the area including projects such as the Ice Plant and Advent Phase 5 in Ancoats and the Countryside scheme at Gorton. These schemes commenced in 2009/10 but will deliver significant spend and outputs during 2010/11.
- **MCC** support to taking forward the Miles Platting **PFI** project in 2009/10 amounted to £3.785m, with this year's planned programme totalling £6.3m.

NDC: Final programme commitments amounting to £2.195m from the New Deal for Communities initiative, including business development, training initiatives and community support were fully completed within 2009/10.

GMPTE investment, predominantly being made in delivering the Metrolink extension was £66m for 2009/10 and a further £51.7m is planned for 2010/11, which will bring the majority of work required to conclusion.

Expenditure for site assembly and construction work for the East Manchester Academy (**MCC**) totalled £8m during 2009/10 and works and fit out will be completed during 2010/11.

The current forecast of **private sector investment** activity for 2009/10 indicates a total investment figure of £95m comprising projects already underway within residential and commercial programmes, local shopping centres, and new employment sites. This forecast is approximately £10m below the initial projection made at the outset of the year and reflects the impact of the recession. However, it is still a significant sum, highlighting the fact that momentum is still being maintained and that market confidence in the future of the area remains intact.

Further investment by **private sector** partners is estimated at £116m for 2010/1. This includes:

- Continuing investment in the Sportcity site;
- Ongoing investment on Central Business Park;
- New commercial investment, for example the construction of a new production plant for Fine Lady Bakeries in Newton Heath and the new Morrisons supermarket on Phase 1 of Openshaw District Centre;
- Continuing major housing initiatives in Ancoats Urban Village, New Islington Beswick, Openshaw, and Gorton;
- Private investment resulting from initiatives in the Business Support programme;
- Private investment in east Manchester community services, for example Manchester Settlement, Groundwork, The Advertiser (GMG), Eastserve, 4CT, The Monastery of St Francis and Gorton Trust, Manchester College

It should be noted that investment planned for the period beyond 2010/11 will be subject to a vigorous review during this financial year, given market uncertainty as the economy emerges from the recession and against an anticipated context of significantly reduced levels of public sector funding.

APPENDIX 1

NEM IMPLEMENTATION PLAN KEY PERFORMANCE INDICATORS 2010/11

NEIGHBOURHOOD AND PLACES

Indicator	Base	Current
Population	64,546 2007	65,974 2008
New Homes Built Total NEM Housing Stock = 33,070	822 2007/8	620 2008/9
Net Additional Homes	766 2007/8	174 2008/9
% Home Ownership	37% 2005	33% 2008
Homes Improved to Decent Homes standard	N/A	6,296 improved to date
Average House Price	£112,975 2007	£98,749 2009
Voids	10.0% 2007/8	10.5% 2009
Resident Satisfaction with their Neighbourhood	64% 2005	65% 2008
Green Flag Parks All NEM Parks = 13	3 2007/8	5 2009
New Retail Floorspace	3,321 sq m 2007/8	21,442 sq m 2008/9

PEOPLE AND COMMUNITIES

Indicator	Base	Current
% of children achieving Level 4+ Key Stage 2 English	75% 2007/8	74% 2008/9
% of children achieving Level 4+ Key Stage 2 Maths	78% 2007/8	78% 2008/9
% of young people achieving 5+ A*-C GCSEs	64% 2007/8	65% 2008/9
% of young people achieving 5+ A*-C GCSEs including English and Maths	34% 2007/8	36% 2008/9
Secondary Attendance	87.8% 2007/8	88.4% 2008/9
Secondary Persistent Absence	14.5% 2007/8	12.3% 2008/9
Rate of Serious Acquisitive Crime	52.64 per 1000 population 2007/8	46.59 per 1000 population 2008/9
Resident Perceptions of ASB - seen as a problem in their neighbourhood	Not measured	20% 2008
Perceptions of effectiveness of Police and LA partnership in tackling ASB	Not measured	42.8% 2008
Standard Mortality Rate	920.0 per 100,000 population (2004-6)	925.1 per 100,000 population (2005-7)
Under 18 Conception	103.3 per 1000 females aged 15-17 (2003-5)	130.4 per 1000 females aged 15-17 (2004-6)
Overall self reported measure of health – % Good or Fair	79% 2005	77% 2008

ECONOMY AND EMPLOYMENT

Indicator	Base	Current
Working Age Benefit Claimants Working Age Population = 42,923	32.5% 2007	33.6% 1 quarter 2009
Unemployment Rate (JSA Claimants)	5.4% 2007	7.6% 3 quarters 2009
Job Seeker Allowance Claimants over 6months	35.3% 2007	32.8% 3 quarters 2009
Incapacity Benefit Claimants	17.3% 2007	15.5% 1 quarter 2009
Incapacity Benefit Claimants over 6months	56.7% 2007	61.5% 1 quarter 2009
% of Population at Skill Level 2	27.8% 2001	49.3% 2008
% of Population at Skill Level 3	13.2% 2001	30.9% 2008
% of Population at Skill Level 4	9.2% 2001	16.2% 2008
Number gaining Qualifications	5,084 2006/7	Not Avail.
% of NEETs	11.0% Oct 2007	9.9% Oct 2009
Additional Commercial Floor Space	14,396 sq m 2007/8	29,552 sq m 2008/9
Residents supported into work/ Jobs created	250 6 mthly average taken 2000- 2007	228 Apr-Oct 2009

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
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ECONOMY AND EMPLOYMENT FRAMEWORK / Commercial

Ashton Old Road Corridor	Procurement of independent study for regeneration of New Smithfield market		Commence delivery and implementation strategy for New Smithfield market	
		Secure planning permission for sports facilities and Bridge College	Bridge College – commence on site. Manchester College (new sports facilities) commence on site	
Central Park	Fine Lady bakeries - completion of site reclamation and infrastructure works to facilitate development	Completion of studies on infrastructure capacity and constraints (highways, drainage and power)	Completion of review of strategy for delivery of redevelopment of key sites on Central park South	Completion of Sharp development
	Completion of initial phases of Sharp Development ready for occupation		Secure delivery of bakery for operational opening	

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
		Development of long term asset / facilities management plans for Sharp		
Chancellors Place	Secure development agreement		Commence delivery of development	
Gorton Monastery		Feasibility study on Monastery extension proposals completed		
Holt Town	Secure agreement on alternative site for relocation of Chesshyre Avenue provision	Complete review of residential density with Cibitas	Commence work on Chesshyre Avenue	
Sportcity	Complete remedial action to overcome site constraints to prepare the platform for development	Complete the update of the strategic masterplan for Sportcity	Identify lead partner for delivery and operation of a destination visitor and tourism attraction	Complete the new indoor BMX facility as part of the new Velopark at Sportcity

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
		Undertake feasibility study into development of new energy centre		Complete the first phase of a comprehensive programme of public realm enhancements

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
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ECONOMY AND EMPLOYMENT FRAMEWORK

Worklessness, Skills and Enterprise	Development joint pilot with Job Centre Plus and Manchester Solutions to ensure a more joined up and collaborative approach	EnterPrize competition held		2 Jobs Fairs held
		Delivery of pre recruitment support – Fine Lady Bakeries and Openshaw District Centre (Morrisons store)		

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
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PEOPLE AND COMMUNITIES FRAMEWORK

Education		Opening of East Manchester Academy		
		Opening of Park View Primary school		
Children and Families	Development of under 5's strategy as part of City Region Pilot and Total Place Initiative			

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
Health and Well Being		Production of 2 Locality Joint Strategic Needs Assessments	Establishment of Healthy Living network in Gorton	
			Start on site – Miles Platting Joint Service Centre	
Supporting Vulnerable People	Launch of West Gorton Vulnerable Communities pilot – as part of the City Region pilot			
Respect and Responsibility				Completion of Respect action activity

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
Vibrant and Cohesive Communities	Evaluation of Gorton 100 completed	Opening of City East Library		
		Seeds of the East activity delivered as part of Philips Party in the Park		

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
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NEIGHBOURHOODS AND PLACES FRAMEWORK

City Fringe	Advent 5 Kickstart Programme start on site: 29 houses, 79 apartments and 269 sq. m of commercial space		Completion of NWDA funded infrastructure works for Ancoats / New Islington	Decent Homes Standard works completed on a further 800 homes at Miles Platting
	Ice Plant development – start on site: 82 apartments			
	Botanic site – review of institutional investment opportunity completed			
	Complete feasibility studies on St Peter's Church			

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
Openshaw	Review regeneration opportunities for neighbourhoods adjacent to Sportcity	Rehousing of 360 owner occupiers and private tenants completed at Toxteth Street	Start on site for Lovell development phase 2 – 106 houses	Completion of Lovell Development phase 1b – 13 houses
			Completion of facelift programme to 67 retained homes and 25 commercial units	
Clayton		Review completed for regeneration opportunities for land adjacent to Sportcity		Completion of site assembly at Alpine / Ilk Streets
				Completion of 575 homes at the Countryside Sportcity development
West Gorton		Acquisition of 3 additional key privately owned sites	Commencement of site remediation works around community hub	

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
		Commencement of Local Authority New build housing programme		
	Detailed planning approval obtained for 171 new social housing units	Commencement of build programme for replacement social housing. Delivery model for all remaining commercial / residential development agreed with strategic partners	Commencement of improvement works by Guinness Northern Counties (GNC) ballot and transfer of 140 retained council owned houses to GNC and outline planning approval obtained	
		Outline planning approval submitted for West Gorton development		
Retail			Phase 1 of Openshaw District Centre opens	

APPENDIX 2

NEM IMPLEMENTATION PLAN MILESTONES 2010/11

Scheme	Progress Quarter 1 April – June 2010	Quarter 2 July – September 2010	Quarter 3 October – December 2010	Quarter 4 January - March 2011
Greening and Environment		Action plan agreed to deliver tree strategy	One additional park achieved green flag status	
Transport	Work on Metrolink platforms and stops commences		Handover to GMPTE of new Metrolink network	

**NEM ECONOMY & EMPLOYMENT
INVESTMENT PLAN (£000s)**

TABLE 1

PROGRAMME	Public Investment								Total Private Investment
	Previous Years	2009/10	2010/11	2011/12	2012/13	2010/11 to 2012/13 TOTAL	Future	Total PUBLIC INVEST-MENT	
Growing the City Region Economy: Strategic Priorities									
Sportcity: Stadium/EIS/Arena	133,733	50	50	50	50	150		133,933	27,500
Sportcity: New Town Centre: retail	636							636	67,500
Sportcity - major development (SPV)	774	4,006	23,157	5,367	632	29,156	6,938	40,874	120,000
Central Park North & South (inc Sharp)	34,606	9,440	7,125	4,445	4,200	15,770	200	60,016	140,573
Ancoats Urban Village	46,729	1,060	1,950	1,401	1,150	4,501	250	52,540	168,038
Arcs of Employment inc M/c College	4,343	1,397	1,536	2,450	3,250	7,236	8,000	20,976	181,000
Other commercial devts/infrastructure support inc. Chancellor's Place, Belle Vue, Parkhouse St	15,212	388	237	100	100	437	20,000	36,037	310,000
Developing businesses and improving skills									
Enterprise support: new workspace	16,293	81		100		100	0	16,474	66,506
Developing the Business Base and Maximising Local Employment	17,527	1,872	488	685	0	1,173	1,500	22,072	4,505
Gateway Conectivity Investment				50	50	100		100	1,000
TOTAL ECONOMY FRAMEWORK	269,853	18,294	34,543	14,648	9,432	58,623	36,888	383,658	1,086,622

**NEM NEIGHBOURHOODS & PLACES
INVESTMENT PLAN (£000s)**

TABLE 2

PROGRAMME	Public Investment							Total Private Investment	
	Previous Years	2009/10	2010/11	2011/12	2012/13	2010/11 to 2012/13 TOTAL	Future		Total PUBLIC INVEST-MENT
Housing & Neighbourhood Management									
Completed programme work:									
Major stock transfer	23,181							23,181	70,102
Hcorp Development Programme	32,968	1,710	1,005			1,005		35,683	
NDC/SRB programme	7,570							7,570	
HMR: Early programme	69,116							69,116	
Improvements: Social housing (RSL)	5,070							5,070	
HCA: Acquisitions, site assembly, first-time buyers and Millennium Community	24,592							24,592	165,000
Improving Neighbourhoods									
West Gorton	4,099	2,178	5250	8537	200	13,987	16000	36,264	106,000
Miles Platting	8,600	12,907	6371	6090	5000	17,461	45000	83,968	200,000
Beswick	12,061							12,061	97,000
HMR Programme/m'ment		24,972	3,823	200		4,023		28,995	277,000
Lower Medlock Valley									68,000
Holt Town	300							300	130,000
Improving Places									
Newton Heath Centre	1,307	912	40			40		2,259	
Openshaw Shopping Centre		2,419	381	50		431		2,850	40,000
Gorton District Centre	2,150	1,200	350			350		3,700	40,000
Improving the Environment									
Completed programmes - pedestrian, cycling public realm and public art	40,046							40,046	28,237
Medlock Valley and other public realm		973	3,582	250		3,832		4,805	5,000
Developing Transport									
Metrolink inc Central Park Gateway	101,040	65,932	51,705	25,000	10,000	86,705		253,677	250,000
Other transport initiatives completed	8,568							8,568	4,200
TOTAL N'HOOD FRAMEWORK	340,668	113,203	72,507	40,127	15,200	127,834	61,000	642,705	1,480,539

**NEM PEOPLE & COMMUNITIES
INVESTMENT PLAN (£000s)**

TABLE 3

PROGRAMMES	Public Investment							Total PRIVATE INVEST-MENT	Total Private Investment
	Previous Years	2009/10	2010/11	2011/12	2012/13	2010/11 to 2012/13 TOTAL	Future		
Education									
Education Action Zone - completed	8,487							8,487	1,849
Excellence In Cities	3,150	125						3,275	
SRB/NDC support	6,481	525						7,006	
DCSF High Schools	25,359							25,359	43,000
Academy/BSF inc new library	7,270	19,000	24,800			24,800		51,070	4,250
Primaries Programme	6,800	5,000	6,500	900		7,400		19,200	
Children & Families									
SRB/NDC completed programme work	2,845							2,845	
Sure Start	12,751							12,751	
Health & Well Being									
General health initiatives (SRB/NDC)	4,647	96						4,743	
Quality Health Facilities	10,641	1,000	5,600			5,600		17,241	
Supporting Vulnerable People									
Young people programmes	6,275							6,275	
	741	134						875	
Respect & Responsibility									
Empowering communities in community safety	1,902	123						2,025	
Targetting & supporting young people									
Managing areas in transition									
Vibrant & Cohesive Communities									
Building & maintaining community cohesion	12,376	834						13,210	8,209
Ars, sport & culture									
Community involvement									
Valuing older people									
Regeneration Team									
			717	724	732	2,173	738	2,911	
TOTAL COMMUNITY FRAMEWORK	109,725	26,837	37,617	1,624	732	39,973	738	177,273	57,308

NEM REGENERATION FRAMEWORK

INVESTMENT PLAN - TOTAL PROGRAMME (£000s)

TABLE 4

Regeneration Framework		Previous Years	2009/10	2010/11	2011/12	2012/13	2010/11 to 2012/13 TOTAL	Future	TOTAL INVESTMENT
Economy & Employment	Public	269,853	18,294	34,543	14,648	9,432	346,770	36,888	383,658
	Private	284,837	36,000	63,252	66,490	56,365	384,089	702,533	1,086,622
	Total	554,690	54,294	97,795	81,138	65,797	730,859	739,421	1,470,280
Neighbourhoods & Places	Public	340,668	113,203	72,507	40,127	15,200	581,705	61,000	642,705
	Private	268,769	56,885	49,685	61,300	72,500	375,339	1,105,200	1,480,539
	Total	609,437	170,088	122,192	101,427	87,700	957,044	1,166,200	2,123,244
People & Communities	Public	109,725	26,837	37,617	1,624	732	176,535	738	177,273
	Private	14,158	2,300	3,600	2,200	1,700	20,058	37,250	57,308
	Total	123,883	29,137	41,217	3,824	2,432	196,593	37,988	234,581
REGENERATION FRAMEWORK TOTALS	Total	1,288,010	253,519	261,204	186,389	155,929	1,884,496	1,943,609	3,828,105
NEM Management	Public	11,927	1,700	1,600	1,550	1,000	17,777	1,000	18,777
	Private	60	0	0	0	0	60	0	60
	Total	11,987	1,700	1,600	1,550	1,000	17,837	1,000	18,837

**TABLE 5 NEM REGENERATION FRAMEWORK
INVESTMENT BY DEVELOPMENT PARTNERS**

2009/10 (£000s) DRAFT OUTTURN

Development Partners	Economy & Employment	Neighbourhoods & Places	People & Communities	Total
NWDA	11,585	800		12,385
reserve	0	750		750
EU:ERDF	89			89
HCA - former EP project	1,501	2,413		3,914
former H Corp		1,710		1,710
MCC	3,736	3,719	2,110	9,565
MCC - WNF/ABG	900			900
GMPTE		65,932		65,932
HMRF		24,972		24,972
EIC			125	125
NDC	483		1,712	2,195
Health			1,000	1,000
DCSF/BSF			21,890	21,890
PFI support		12,907		12,907
Lottery (Sport Eng)				0
Private Sector	36,000	56,885	2,300	95,185
TOTAL	54,294	170,088	29,137	253,519

NWDA North West Development Agency
ERDF European Regional Development Fund
HCA Homes & Communities Agency
MCC Manchester City Council
MCC: WNF/ABG Working Neighbourhood Fund/Area Based Grant
GMPTE Greater Manchester Passenger Transport Executive
HMRF Housing Market Renewal Fund
Hous. Corp. The Housing Corporation
EIC Excellence In Cities
NDC/SRB New Deal for Communities/Single Regeneration Budget
DFES/BSF Department for Education and Science/ Building Schools for Future
PFI Private Finance Initiative

**TABLE 6 NEM REGENERATION FRAMEWORK
INVESTMENT BY DEVELOPMENT PARTNERS**

2010/11 (£000s PLANNED)

Development Partners	Economy & Employment	Neighbourhoods & Places	People & Communities	Total
NWDA	8,000	300		8,300
reserve	1,660	3,333		4,993
EU:ERDF	7,231			7,231
HCA - former EP pro former H Corp	6,060	5,250 1,005		11,310
MCC	7,520	720		8,240
MCC - WNF/ABG	700		717	1,417
GMPTE		51,705		51,705
HMRF		3,823		3,823
Health			5,600	5,600
DCSF/BSF			31,300	31,300
PFI support		6,371		6,371
HEFC	500			500
Lottery (Sport Eng)	2,872			2,872
Private Sector	63,252	49,685	3,600	116,537 0
TOTAL	97,795	122,192	41,217	261,204

NWDA North West Development Agency
ERDF European Regional Development Fund
HCA Homes & Communities Agency
MCC Manchester City Council
MCC: WNF/ABG Working Neighbourhood Fund/Area Based Grant
GMPTE Greater Manchester Passenger Transport Executive
HMRF Housing Market Renewal Fund
DFES/BSF Department for Education and Science/ Building Schools for Future
PFI Private Finance Initiative

TABLE 7
INVESTMENT BY DEVELOPMENT PARTNERS

2011/12 (£000s) INDICATIVE REQUIREMENT

Development Partners	Economy & Employment	Neighbourhoods & Places	People & Communities	Total
NWDA	6,300	500		6,800
reserve	2,326			2,326
EU:ERDF	24			24
HCA - former EP project former H Corp	2,820	8,000		10,820
MCC	850	537		1,387
MCC - WNF/ABG			724	724
GMPTE		25,000		25,000
DCSF/BSF			900	900
PFI support		6,090		6,090
HEFC	2,200			
Lottery (Sport Eng)	128			128
Private Sector	66,490	61,300	2,200	129,990
TOTAL	81,138	101,427	3,824	186,389

NWDA North West Development Agency
ERDF European Regional Development Fund
HCA Homes & Communities Agency
MCC Manchester City Council
MCC: WNF/ABG Working Neighbourhood Fund/Area Based Grant
GMPTE Greater Manchester Passenger Transport Executive
DFES/BSF Department for Education and Science/ Building Schools for Future
PFI Private Finance Initiative
HEFC Higher Education Funding Council

**TABLE 8
INVESTMENT BY DEVELOPMENT PARTNERS**

2012/13 (£000s) INDICATIVE REQUIREMENT

Development Partners	Economy & Employment	Neighbourhoods & Places	People & Communities	Total
NWDA reserve	5,150			5,150
EU:ERDF	200			200
HCA - former EP projects former H Corp	500			500
MCC	582	200		782
MCC - WNF/ABG			732	732
GMPTE		10,000		10,000
DCSF/BSF				0
PFI support		5,000		5,000
HEFC	3,000			
Lottery (Sport Eng)				0
Private Sector	56,365	72,500	1,700	130,565
TOTAL	65,797	87,700	2,432	155,929

NWDA North West Development Agency
ERDF European Regional Development Fund
HCA Homes & Communities Agency
MCC Manchester City Council
MCC: WNF/ABG Working Neighbourhood Fund/Area Based Grant
GMPTE Greater Manchester Passenger Transport Executive
DFES/BSF Department for Education and Science/ Building Schools for Future
PFI Private Finance Initiative
HEFC Higher Education Funding Council

TOTAL PROGRAMME: ALL YEARS **TABLE 9**

Development Partners	Regeneration Framework (£000's)			
	Economy	N'hoods	People	Total
NWDA	147,400	8,237	4,000	159,637
EU:ERDF	49,458	6,015	6,628	62,101
HCA	35,755	38,686	100	74,541
MCC:capital	24,238	18,413	2,940	45,591
LTP		18,284		18,284
Other(cap receipt)		34,466		34,466
WNF/ABG			9,610	9,610
GMPTE		200,393		200,393
HMR Programme		97,862		97,862
HMR (Other)		9,600		9,600
Hous. Corp (HCA)		50,268		50,268
RSL		24,808		24,808
EIC			2,600	2,600
ECF	10,252			10,252
HEFC			4,200	4,200
SureStart			6,320	6,320
NDC/SRB	8,000	46,026	23,643	77,669
Health			15,000	15,000
EAZ			8,487	8,487
DCSF/BSF			86,502	86,502
PFI Support/credits		89,647	6,543	96,190
Lottery:Sport	95,500		700	96,200
Heritage	13,055			13,055
Private Sector	1,086,622	1,480,539	57,308	2,624,469
TOTAL	1,470,280	2,123,244	234,581	3,828,105

NWDA North West Development Agency
 ERDF European Regional Development Fund
 HCA Homes and Communities Agency
 MCC Manchester City Council
 GMPTE Greater Manchester Passenger Transport Executive
 HMRF Housing Market Renewal Fund
 Hous. Corp. The Housing Corporation
 RSL Registered Social Landlord
 WNF/ABG Working Neighbourhood Fund/Area Based Grant
 EIC Excellence In Cities
 ECF English Cities Fund
 HEFC Higher Education Funding Council
 NDC/SRB New Deal for Communities/Single Regeneration Budget
 EAZ Education Action Zone
 DFE/BSF Department for Education and Science/ Building Schools for Future
 PFI Private Finance Initiative