

# Implementation Framework



## Implementation Framework

The regeneration and development programme outlined in this Framework is complex and long-term, including both the continued physical regeneration of East Manchester and a major programme of social and economic development essential to the creation of sustainable communities. This challenge needs dedicated and robust management and co-ordination arrangements.

Considerable physical change has already taken place, and there has been some success in social and employment terms on which to build:

- The Sportcity complex, with the City of Manchester Stadium at its heart, is now operating well as a major sports venue and visitor attraction;
- Central Park is open for business with high-quality tenants and a good market position;
- The Beacons for a Brighter Future initiative, utilising New Deal for Communities and Single Regeneration Budget funding, together with Sure Start and the East Manchester Education Action Zone, has made major progress in working with local communities; in Beswick, Openshaw and Clayton; and
- In Ancoats and New Islington a major new edge of City Centre housing market has been established.

These and other current developments in East Manchester provide a strong foundation on which the Implementation Framework will build.

## Partnership Arrangements

New East Manchester Ltd is the key driver for regeneration of the wider East Manchester area. The composition of NEM provides the strongest partnership of national, regional and local tiers of government, allied with the involvement of the local community and the private sector. The specific core functions of the partnership are:

- Custodian of the vision and regeneration framework for the whole of East Manchester to ensure the highest standards of quality throughout the regeneration process;
- Co-ordination of the wide range of regeneration programmes and initiatives that are focused on the East Manchester area. While some initiatives have differing management arrangements, accountabilities, geographical remits, outputs and targets, NEM's role is to ensure that they work effectively together within the broader context represented by the Regeneration Framework, adding value both to each other and to the wider East Manchester area;
- To drive forward and procure the major new physical developments planned for the area, particularly the private sector housing programme and strategic environmental and public realm improvements; and
- To market the East Manchester area, raise its profile, and build the private sector investment base.

## Implementation Principles

While the implementation plan needs to be flexible to enable NEM and its partners to respond to changing market dynamics, there are key principles

which underpin its development:

- Regeneration must be holistic in nature, allying physical change to improvements in the economic base of East Manchester and improvements in the social and economic prospects of residents; and
- A balance needs to be achieved between initiatives to attract new investment and people into East Manchester, and measures to support and retain the commitment of existing communities, building confidence and capacity.

The achievement of regeneration objectives depends on attracting private sector investment into new employment and housing opportunities.

Continuing to build investor confidence is an underlying theme across the framework.

### **Regeneration Priorities 2008-2011**

Early activity in this next period will focus on the definition and delivery of the following initiatives:

- Completion of major new development in Ancoats, New Islington and Beswick;
- Commence new housing development and housing renewal activities in Holt Town, Lower Medlock Valley, West Gorton, Toxteth Street, Newton Heath, Eccleshall Street, Clayton West, and Miles Platting;
- Complete the East Manchester Academy in Beswick;
- Encouragement of “Arcs of Employment” for high-quality employment uses that can take advantage of the visibility,

accessibility and environmental quality of Alan Turing Way and Great Ancoats Street;

- Begin the construction of Metrolink;
- Plan for mixed-use transport nodes around each of the new Metrolink stations;
- Design and manage “Neighbourhood High Street” retail centres at appropriate locations on arterial streets;
- Detailed design of a “green strategy” for East Manchester that establishes a coherent and usable network of open spaces, takes advantage of the Stockport Canal Corridor, sets ambitious goals for the tree canopy and explores the potential for district energy centres and other innovative ways of improving energy efficiency in East Manchester; and
- Preparation and implementation of refreshed strategies for vocational and bespoke training in partnership with local employers and schools.

### **Medium Term Perspective 2011-2015**

In the medium term, 2011-2015, it is anticipated that major physical projects will be completed or consolidated including:

- Further development of Sportcity and establishing East Manchester as a significant visitor destination;
- Substantial further amounts of new family housing will come on stream in Holt Town and the Lower Medlock Valley, and further phases will be designed and committed in Beswick;

- A major milestone will be the completion and opening of both the Metrolink lines through East Manchester and this will change the nature of the housing market; and
- Further phases of improvements to open spaces, transport corridors and gateways.

In the longer term, 2015 and beyond, the benefits of the physical works and community and economic initiatives will be clearly felt, with a sustainable market for residential and commercial property established and growing across East Manchester. By this stage, increasing land values and private sector leverage will begin to support the cost of future development.

### Financial Plan

The implementation of the East Manchester Strategic Regeneration Framework will require creative and innovative approaches to securing funding, from both the public and private sector. While the intention is to use public sector funding to lever private sector investment, and to increase values as quickly as possible, continued intervention is required to establish a fully functioning market.

Over the next ten years there will be a shift to public sector grant being treated as investment, with a return to investors as opportunities are successfully taken forward. This will require new financial models and joint ventures to work with both public and private sector stakeholders.

NEM will take a leading role as a strategic investor to protect the investment that has already been made in the area, and to ensure that new investment contributes to the broad regeneration objectives.

Given the uncertainty over the likely scale of public sector funds in the medium term, detailed financial plans do not form part of this 10 year Framework. Further refinement at project level will clarify immediate funding requirements, while the development of new investment models will clarify medium term funding arrangements.

The financial plans will be subjected to detailed analysis and refinement as the projects are developed. It is anticipated that the funding requirement will be met through a variety of mainstream capital funding and regeneration programmes, including English Partnerships (EP), the North West Development Agency (NWDA), Manchester City Council, The Housing Corporation and European Structural Funds.

### Key Targets

#### Moving Targets: Outputs and Impacts

The original Strategic Regeneration Framework set a number of challenging targets to drive forward the regeneration of the area through to 2010. Many of these targets have either been met or are on target to be achieved by this date. The initial plan envisaged that up to 12,500 new homes would be created and a further 7,000 homes would

be improved. By March 2008 there will have been 3,188 properties completed or on site with a further 6,024 in the pipeline. Over 4,500 properties will have been improved by March 2008.

Further initial targets were to create up to 300,000 sq m of new business development, a new town centre and secure significant investment in infrastructure and environmental enhancement. In addition it was anticipated that by 2010 up to 8,000 jobs would be created in the area and an aspiration was set that educational attainment would surpass the City average. To March 2008 a total of 180,000 sq m of new business floor space has been developed and over 3,500 jobs have been created. Perhaps the most impressive and significant progress has been made in improving educational attainment. In 2000/1 the proportion of East Manchester pupils achieving 5 A\*-C GCSEs was 21.4%, 10% below the average for the City. By 2005/6 the performance had improved to 51% compared to City wide performance of 47.6%.

### **New Targets 2008 – 2018**

The time required to meet and surpass regional or national targets reflects the very high levels of multiple deprivation which continue to affect most communities in East Manchester. The specific activities which will help to meet these targets, companies assisted, training provided, etc. will be detailed in the annual Implementation Plan which will support the Framework. The success in increasing participation and attainment levels is linked to continuing high levels of investment to

strengthen the economy, improve the range and quality of housing and improving the neighbourhood environment.

The following targets are proposed:

- By 2013 a total of 9,200 new homes will have been completed or will be on site and this will increase to 15,000 by 2018 and to 24,000 completed new homes by 2025;
- A further 7,000 properties will be improved by 2013;
- The population of East Manchester will have increased from the current level of 62,616 to between 90,000 and 100,000 by 2018;
- An additional 700,000 sq m of new business development will be created by 2018;
- 4,000 residents will be supported into employment by 2013 and 3,500 more by 2018;
- In doing so the rate of economic inactivity in East Manchester as evidenced by the proportion claiming working age benefits will reduce by 20% by 2013 and by 50% to the Manchester average by 2018;
- Educational attainment measured by the proportion of pupils securing 5 A\*-C GCSEs will remain above the City average and will surpass the Greater Manchester average by 2011 and the national average by 2013;
- The proportion securing 5 A\*-C GCSEs which include English and Maths will reach the Manchester average (currently 29%) by 2009, will reach within 5% of the national average (currently 46%) by 2013 and surpass the national average by 2018;

- A reduction in the current Directly Standardised Mortality Ratio to within 5% of the Manchester average by 2013 and to the Manchester average by 2018;
- The rate of conception for under 18's will reduce by 20% by 2011, by 40% by 2013 and to the Manchester average by 2018;
- To reduce the rate of volume crime as well as criminal damage to below that of Manchester as a whole by 2011, significantly closing the gap with the national rate. This will be the equivalent of 670 fewer crimes per year in East Manchester in 2011 than in 2007; and
- The significant improvements to the environmental quality of the area will continue with 50,000 trees planted by 2018 and continuing improvements to parks and open spaces evidenced by all East Manchester parks securing green flag status by 2013.

### **Monitoring and Evaluation Framework**

The range of regeneration initiatives in East Manchester all have clear and specific output targets related to the projects and programmes which they will deliver. The partnership recognises, however, that there is a need to establish a framework within which the overall impact of the collective regeneration effort can be captured and evaluated, and will use the key performance measures developed over the past two years, where appropriate refining the system to take account of new activities.