



## **Oxford Road Corridor** Strategic Spatial Framework

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Prepared on Behalf of Oxford Road Corridor Partnership

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# Glossary

<b>MFT</b>	Manchester University NHS Foundation Trust
<b>DCLG</b>	Department for Communities and Local Government
<b>FTE</b>	Full Time Equivalent
<b>GEIC</b>	Graphene Engineering Innovation Centre
<b>GM</b>	Greater Manchester
<b>GMS</b>	Greater Manchester Strategy
<b>GVA</b>	Gross Value Added
<b>HS2</b>	High Speed 2
<b>IT</b>	Information Technology
<b>IoT</b>	Internet of Things
<b>MCC</b>	Manchester City Council
<b>MECD</b>	Manchester Engineering Campus Development
<b>Manchester Met</b>	Manchester Metropolitan University
<b>MSP</b>	Manchester Science Partnerships
<b>NGI</b>	National Graphene Institute
<b>PFI</b>	Private Finance Initiative

<b>PRS</b>	Private Rented Sector
<b>R&amp;D</b>	Research and Development
<b>RNCM</b>	Royal Northern College of Music
<b>SSF</b>	Strategic Spatial Framework
<b>SME</b>	Small and Medium-Sized Enterprise
<b>TfGM</b>	Transport for Greater Manchester
<b>TMT</b>	Technology Media and Telecommunications
<b>UoM</b>	University of Manchester

# Executive Summary

## **What is the Purpose of the Framework and how will it support the Oxford Road Corridor Strategic Vision to 2025?**

The Strategic Spatial Framework (SSF) has been prepared on behalf of the Oxford Road Corridor Partnership to accompany the Corridor Strategic Vision to 2025 and identify the spatial principles that should support the strategic themes and objectives set out in that document.

The SSF takes into account existing policy, estates strategies and adopted development framework's for Oxford Road Corridor's strategic development sites.

The SSF could be used to both guide decision-making on future planning applications, and provide an important point of reference in the formulation of future policy and masterplanning work within Oxford Road Corridor.

It is necessarily a high level document. A prescriptive document would not be helpful and would ultimately result in a short shelf life.

Consultation has been undertaken with Oxford Road Corridor's Board, Estate and Transport and Executive Groups on the approach to the document and its scope.

## **How does the Framework support the Economic Objectives of the Oxford Road Corridor Strategic Vision to 2025?**

The committed and planned investment of the major Oxford Road Corridor institutions between 2015 and 2025 has been estimated at £2.6 billion.

The Strategic Vision highlights the need to support committed future investment and the future growth potential of its institutional partners in delivering research, innovation, commercialisation, skills, academic excellence and incubation facilities.

It also highlights the need to support the private sector in terms of high value added and high growth companies, something that clearly has the scope to be realised on a significant scale within Oxford Road Corridor.

Clearly, each of these aspects have an important spatial dimension, and as part of that, the likelihood is that over the next 10 years, space to grow is likely to become more and more of a significant challenge. This could not only limit the future growth potential of the Corridor Institutions and their drive for excellence but also the scope for the City to attract new added value businesses, including start-ups, established local, regional and international businesses, support services such as legal and finance, private healthcare, science partnerships and other businesses lured by the potential to cluster around the Oxford Road Corridor Area's key institutions. Therefore, there is a key priority for City and the Corridor Institutions to identify and support locations for future potential growth.

In response, the following aspects have therefore been carefully considered in developing the SSF:

- The need to reflect and support existing investment plans and strategic sites.

- Identification of potential expansion sites including underutilised land and buildings as well as low quality existing developments, which do not contribute to the regeneration aims of the strategy.
- Broadly identifying potential clusters of activity, which, taking into account the importance and benefits this can bring, allows a hierarchy of land uses within those zones to be identified. This will allow preference to be given to those land uses which support the aims and objectives of the Oxford Road Corridor Strategic Vision. It will also provide support to the potential rationalisation and relocation of uses within Oxford Road Corridor, should there be clear value added reasons for doing that in support of the Strategy.
- Broadening the benefits of clustering through good quality and legible north-south and east-west connections. There is also a need to promote a consistency and quality of public realm, which should form part of a clear Oxford Road Corridor identity. This should be accompanied by good quality wayfinding and signposting, as well as the use of digital platforms, which will be critical to its success as an innovation district. The wayfinding strategy could potentially be linked to wider strategies for wayfinding across Manchester, for example the GM Connected project and public transport improvement schemes.
- Considering scope for an increase in density and densification. Oxford Road Corridor is in the City Centre and is becoming increasingly accessible across its whole area. It can clearly take density with the right quality of design and place-making. This has already been adopted as a principle in parts of Oxford Road Corridor, as in the case of MSP Manchester Science Park Campus and Circle Square. Where proposals to increase density do come forward, in a way that supports the Corridor's Strategic Vision, that will be acceptable where sensible urban design objectives have been achieved and where the amenity of existing residents within the area, including in relation to privacy, microclimate (wind and sunlight), traffic and transport, has been properly considered and addressed.

#### **How does the Framework support the Place-Making Objectives of the Oxford Road Corridor Strategic Vision to 2025?**

Many of Oxford Road Corridor's strategic themes and objectives are about place-making in terms of public realm, diversifying and uplifting

the quality and range of uses around retail, food, drink, culture, sport and housing. The following spatial principles are therefore considered important to support the Strategic Vision:

- To leverage the 'wow' factor of Oxford Road Corridor's hugely impressive range of facilities by promoting good quality design for all ages and opportunities in new development to showcase the world leading work and activities taking place within Oxford Road Corridor.
- There are opportunities as part of the enhancement of wayfinding within the Oxford Road Corridor to improve sign-posting of assets and better showcase them – in this regard the Corridor Strategy's scope could potentially extend to Manchester International Airport and Piccadilly Rail Station and the strategy could potentially link in to the wider wayfinding proposals coming forward as part of public transport improvement.
- Cultural venues, performances and activities should be safeguarded and enhanced as part of a broader leisure, sport, entertainment and lifestyle offer. There is a need to optimise the public spaces and public realm around them and recognise that they can act as important anchors, which support a range of other uses including food and drink, creative, artistic, heritage and performance industries.
- New anchor destinations should also be identified to support the evolution of Oxford Road Corridor as a place where people make new connections, and where they will choose to spend their leisure time as a complement to their daytime role of work and study.
- Transformational development sites should be used as opportunities to enhance Oxford Road Corridor's retail offer and act as growth poles from which a wider and diversified offer can be established.
- Equally, the retail offer should be appropriately managed and where possible developed in a way that matches the ambition of the area. This means that there are opportunities to create distinctive areas and destinations within Oxford Road Corridor that encourage movement between places and positive interaction.
- Retail opportunities should be supported in locations that will attract leisure use. This would include for example where there are existing or proposed cultural anchors that would support such uses, or as part

of achieving a critical mass of activity as part of new mixed use development schemes. Other opportunities would form along key arterial routes including Oxford Road and at intersections of key pedestrian routes, which would also provide natural meeting points.

- Improving the public realm and connecting spaces between different parts of Oxford Road Corridor and surrounding neighbourhoods, to ensure that the benefits of investment are able to spill out to areas that are not currently targeted for change.
- In terms of housing, there is a need to broaden the range and raise standards, recognising the important role that high quality build-to-rent accommodation can play in meeting forecast demand and therefore supporting economic and associated population growth. This should not, however, be at the expense of sites identified or required to support the activities and function of the Corridor Partners as well as employment-led development.
- Oxford Road Corridor may also need to accommodate further student accommodation; however, this should continue to be controlled in line with the City Council's Core Strategy Policy H12 and led by institutional partners with the wider city regeneration objectives in mind. It should be in line with evidenced demand.
- New development should be designed for all, sustainable, adaptable to climate change and follow the principles of the energy hierarchy, responding to existing strategic and planning policies, including those set out in the adopted Manchester Core Strategy. As part of this, consideration should be given to opportunities for reduction of carbon emissions through design features and potential for low and zero carbon energy generating technologies. This could include District Heat Networks for Oxford Road Corridor, something that is currently being explored by the Corridor Partners.

#### **How does the Framework support the People Objectives of the Oxford Road Corridor Strategic Vision to 2025 in terms of contribution to addressing economic and social inclusion?**

The key principle is to ensure that new development (both physically and functionally) does not turn its back on local communities, but fosters improved connectivity with adjoining areas to ensure that the benefits of investment and regeneration flow into those areas and that there is

access to all to the wealth of assets located within Oxford Road Corridor, including employment opportunities, culture, leisure, transport, healthcare and sports' facilities. For example, along Oxford Road where new development such as Manchester Metropolitan University's Phase 2 Masterplan will seek to re-activate frontages in order that they welcome and showcase.

The creation of high quality connections, through new and enhanced public realm, from Oxford Road Corridor to surrounding neighbourhoods will play an important role in this regard. There are opportunities as part of the planned investment and transformational strategic sites outlined within the document to deliver these connections.

Future development and growth will also provide opportunities for the partners to continue their successful initiatives to increase the number of Greater Manchester residents, including those from adjacent neighbourhoods, studying and working in Oxford Road Corridor.

As noted above, not all areas of Oxford Road Corridor are currently proposed to be the subject of committed or future planned investment; the quality of the public realm, uses and spaces between places is therefore also of importance in enhancing connectivity and ensuring that the positive benefits of investment in strategic areas can be maximised through this.

#### **The Spatial Plan in Brief**

The Spatial Plan is included at Figure 2 (Section 4). It identifies the existing estates of Oxford Road Corridor Institutions and the committed development coming forward as part of estate plans.

It overlays key opportunity sites and clearly identifies that they should be safeguarded for activity associated with function of the Corridor Partners, as well as high quality business accommodation and commercial R&D facilities. This applies to Circle Square (the former BBC site) in terms of the employment elements established in the Strategic Regeneration Framework, University of Manchester (UoM) North Campus, Manchester

Metropolitan University's John Dalton West complex, Manchester Science Partnership's (MSP) Manchester Science Park and Citylabs campuses – the latter of which is located within the Manchester University NHS Foundation Trust (MFT) estate.

It identifies transformational strategic investment sites, which are to be delivered in line with the adopted Strategic Regeneration Frameworks or via agreed development principles that should be the subject of consultation with the Corridor Partners. This includes First Street, Great Jackson Street and North Campus as adopted sites and Oxford Road Station and its environs.

Future development opportunity sites are identified based on dialogue with the Corridor Partners.

The document identifies clusters. This is not intended to be prescriptive but is suggesting that Oxford Road Corridor is likely to, and should, deliver distinctive clusters of activity focused around its key assets. As previously suggested, this can be helpful in terms of future planning, for example in identifying a hierarchy of land uses, informing the formulation of distinctive place-making strategies; and identifying the need to focus on key linkages that promote movement of people and ideas between these clusters as a pre-requisite for creative thinking, enterprise and innovation.

Zones within which opportunities to increase the density of development are possible have been identified. Where this happens, it is identified that a premium must be placed on the quality of design and public realm. Likewise, any proposals for increased density will need to be designed to have full regard to the amenity of existing residents, including in relation to privacy, microclimate, traffic and transport.

The plan recognises the work that has been done to restructure the local road network as a basis for unlocking growth, promoting accessibility, sustainable forms of transport and improving the quality of the environment within Oxford Road Corridor itself.

The Cross City Bus Priority scheme has delivered a restructured local road network, which establishes a clear hierarchy of routes:

- Oxford Road – the area's southern spine – walking, cycling, public transport, greening, no private vehicular traffic between 6am and 9pm
- Upper Brook Street will pick up the majority of displaced traffic and has been engineered to accommodate that.
- Princess Parkway will continue to be a main arterial route and the principal vehicular connection into the City from Manchester International Airport.
- Cambridge Street / Lloyd Street will remain an important vehicular route; however, it is likely to, and should, function as more of a secondary route, given it connects southwards into residential streets within Rusholme, Moss Side and Fallowfield.

An access audit has been undertaken by TfGM to ensure that vehicular access to all buildings within Oxford Road Corridor is maintained.

The Mancunian Way forms something of an immovable barrier across the Corridor area and in the past presented a poor quality environment that was not in line with its status as a major arterial route. As a result of this, an opportunity was identified by Bruntwood for Hatch, a new pop up retail and leisure destination. The spatial plan highlights further opportunities to find creative and better utilisation of the spaces beneath the flyover, and also the need to understand the potential capacity, now and in the future, to rationalise junctions of the Mancunian Way. Development that enhances the quality of the pedestrian environment, like Hatch, as well as showcasing the quality and talent of Oxford Road Corridor from the Mancunian Way (as for example Manchester Metropolitan University's Business School has done) should be planned for and supported. It is important that this is considered in the context of the significant benefits of linking the UoM's North Campus back to Oxford Road, potentially unlocking additional development land, and enhancing north south connections to First Street, Great Jackson Street and a range of sub-areas. The redevelopment of Circle Square will continue to play an important role in achieving this connectivity. Likewise, there is

potential to address the Higher Cambridge Road roundabout, which currently presents an intimidating and unwelcoming connection between Manchester Met's All Saints Campus and First Street.

The spatial plan does not go as far as defining specific east west connections; there is a more general point about promoting permeability with a finer grain of pedestrian and cycle spaces accompanied by enhanced wayfinding. This is critical in terms of ensuring that Oxford Road Corridor is physically well-connected to surrounding neighbourhoods, opening up access and helping to spread the benefits of regeneration investment. This should extend to the strategic transformation sites including Oxford Road Station and environs, where this clearly needs to be better integrated into its wider City context. As a general principle, all new development within the Corridor Area should carefully consider and address the need to enhance east-west as well as north-south linkages.

In this regard, the redevelopment of Oxford Road Station and its environs represents a significant opportunity to secure a transformational change through public transport improvement, increasing capacity of the station, enhancing the location as a gateway into the city and opening up east west pedestrian access (and associated wayfinding strategies) and providing a mix of active uses that will deliver increased footfall whilst supporting the growth of Manchester's knowledge-based economy.

Walk time isochrones demonstrate that the area is compact; however, to realise the benefits of this, moving around the campus areas and clusters should be made more legible through clearly sign posted, attractive, safe and comfortable walking and cycling routes.

Existing green infrastructure is identified and safeguarded. In addition, a key principle is to enhance green infrastructure, including street trees and other planting types.

The SSF identifies anchor destinations. Investment undertaken at The Whitworth has significantly enhanced the role of this facility as a cultural

visitor destination; committed investment at the Contact Theatre will strengthen the offer of the southern end of Oxford Road Corridor. At the north of the plan there are opportunities as part of new developments, as well as committed projects such as Manchester Met's new Arts and Culture Centre (which will replace the Mabel Tylecote Building), UoM's Alliance Manchester Business School and University Green (which will complement completed investment at Manchester Met and RNCM). These sites provide an opportunity to re-position the area's offer, raising the bar. The retail offer should be carefully managed and where possible established to complement the clusters of activity and deliver a retail offer that is appropriate to the Oxford Road Corridor vision. Having identified and delivered these primary opportunities, further secondary spin off locations are thereafter likely to emerge.



# 1 Introduction

## A Strategic Spatial Framework

- 1.1 This Spatial Strategic Framework (SSF) has been prepared by Deloitte Real Estate on behalf of Oxford Road Corridor Partnership. It relates to Oxford Road Corridor, a 243 hectare area as defined in the plan provided at Appendix 1, which is Manchester's Innovation District.
- 1.2 The SSF has been carefully drafted in a manner that complements the Oxford Road Corridor area's Strategic Vision to 2025 as well as the city's wider economic and spatial policy context and strategic priorities. This is to establish a document that is capable of providing a consistent and robust basis for guiding decision-making on planning applications as well as the preparation of more detailed land use, urban design, movement and development principles that can be embedded within future Strategic Regeneration Frameworks as well as future policy.
- 1.3 The Oxford Road Corridor Partnerships' Strategic Vision has been a key reference point for this document.
- 1.4 In addition, the SSF has been co-ordinated with the existing Masterplans and key initiatives within the Oxford Road Corridor area. It highlights important physical and functional connections between those projects as well as opportunities for enhancing

those connections and extending them into surrounding neighbourhoods, including Ardwick, Hulme, Longsight, Moss Side and Rusholme, to ensure that the regeneration benefits flow to these communities.

- 1.5 By maximising opportunities to deliver its Strategic Vision through the preparation of an appropriate and complementary SSF, Oxford Road Corridor can build on its incredible success to date to become a cosmopolitan hub and world-class innovation district.

## The Oxford Road Corridor Area

- 1.6 Oxford Road Corridor is home to an exceptional group of knowledge intensive organisations and businesses; 71,090 students<sup>1</sup> and a workforce of 71,700 within one of Europe's fastest growing cities.
- 1.7 The area provides an estimated contribution of £3 billion GVA per annum, consistently accounting for 20% of Manchester's economic output over the last 5 years. The area's economic base is strongly focused on high value added and high growth sectors and as such it accounts for a large proportion of highly skilled jobs within the City Centre.

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<sup>1</sup> **Source: HESA 2015/16 Academic Year, figures for UoM, Manchester Met and RNCM**

- 1.8 Key strengths in areas such as health, advanced materials and higher education are complemented by a strong business and professional services base.

**Table 1: Corridor Key Metrics for 2016 – Employment**

Sector	Oxford Road Corridor	Manchester	Greater Manchester	Great Britain
Education	18,300	38,000	114,000	2,607,000
Health	13,800	46,000	166,000	3,924,000
Professional, scientific and technical	10,000	48,000	123,000	2,636,000
Business administration and support service activities	6,200	44,000	126,000	2,652,000
Financial and Insurance	3,600	21,000	46,000	1,054,000
Information and communication	2,900	14,000	41,000	1,247,000
Accommodation and food services	5,600	33,000	86,000	2,248,000
Arts, Entertainment	1,800	12,000	26,000	1,409,000

Sector	Oxford Road Corridor	Manchester	Greater Manchester	Great Britain
recreation and other services				

**Source: ONS, Business Register and Employment Survey 2016**

- 1.9 Through the effective collaboration of partners and implementation of the Corridor strategy to date, the Oxford Road Corridor area has become recognised globally and locally as a place that is original, creative and smart, where knowledge is put to work.
- 1.10 The presence and substantial investment programmes of major institutions including Manchester Metropolitan University (Manchester Met), University of Manchester (UoM) and Manchester University NHS Foundation Trust (MFT) combined with investment in new research, incubation, science park facilities, important civic buildings, public space and cultural facilities have already established this area as a special place.
- 1.11 The area has a large business base, a rich pool of highly skilled talent, and proximity to the City Centre's lively social scene and cultural facilities.
- 1.12 The area is better connected and more accessible than ever with major investment programmes committed to improving rail, Metrolink, buses, cycling, and the pedestrian environment.
- 1.13 Whilst Oxford Road remains a key artery of the Corridor Area, a decade of investment has meant that this area is now very well established as a much broader project and opportunity. The success of the development of Manchester Science Park, including

the new 70,000 sq.ft. Bright Building, Hulme Regeneration and Birley Fields has provided new functional and physical connections to the west encompassing both sides of Princess Parkway.

- 1.14 To the east, major investments by MFT and UoM will provide new frontages and activity to the western edge of Upper Brook Street. The UoM's new Engineering Campus for example will activate its Upper Brook Street frontage in a manner that showcases academic excellence and research. Clearly signposting what this area is all about through the design of key projects is extremely powerful. It would undoubtedly act as a catalyst to further private sector investment and investment from the Corridor Partners extending out to the eastern side of Upper Brook Street, into Ancoats and Brunswick and then connecting through to Ardwick, Mayfield and Piccadilly.
- 1.15 The northern part of the Corridor Area is anchored by Manchester's Civic Buildings and Spaces, its conference facilities as well as its Central Business District which is being extended to St Peter's Square through recently delivered / currently being delivered Grade A office buildings and world class public realm.
- 1.16 Extending to Chester Road to the West, the First Street Development Framework is now established as a vibrant mixed use district of cultural facilities (HOME), residential, office and hotel development. Beyond that a new Framework for the Great Jackson Street Area has been prepared and subject to consultation; the framework will be adopted in early 2018 by Manchester City Council. The development of this area will extend high quality connections and city centre quality uses right to the Inner Ring, providing connections to Castlefield, Hulme and St Georges.
- 1.17 To the north east, the UoM's North Campus and Circle Square extend the Corridor Area to the city's main Regional Public Transport Interchange at Piccadilly. This is a principal opportunity area for Oxford Road Corridor, it is well connected and the

significant planned investment in HS2 will provide significant impetus to the economic potential of this area over the next 10 years.

- 1.18 The Greater Manchester Local Enterprise Partnership (LEP) was awarded Enterprise Zone status by the Department for Communities and Local Government (DCLG) for two sites within Oxford Road Corridor; MSP (Manchester Science Park) and the commercial sites on the MFT estate – the Citylabs campus – now form the Life Sciences Enterprise Zone.
- 1.19 The Enterprise Zone specialises in life sciences. This is a key economic priority for Oxford Road Corridor and the wider Greater Manchester region in recognition that it has a number of competitive advantages to drive future growth in this sector. This includes its physical infrastructure through to its supply chains, skills and knowledge base. Enterprise Zone status will promote the continuing development of this leading innovation cluster within the life science sector through a range of business incentives that will help to attract new businesses and investment.

#### **Oxford Road Corridor's Strategic Vision to 2025**

- 1.20 Over the next ten years, committed and planned investment in Oxford Road Corridor will further re-inforce its status as one of the most distinctive and remarkable innovation districts in Europe. Between 2015 and 2025, committed and planned investment of the major institutions alone is estimated at £2.6 billion.
- 1.21 Oxford Road Corridor's Strategic Vision to 2025 is for this area to be:

**"Manchester's cosmopolitan hub and world-class innovation district, where talented people from the city and across the world learn, create, work, socialise, live and do business; contributing to the economic and social dynamism of one of Europe's leading cities"**

1.22 At the same time, Oxford Road Corridor is on course to become one of the top five innovation districts in Europe. To do so, it will continue to compete at a global level and it will act as the epicentre of the Northern Powerhouse. It must set its standards by the world's most effective innovation districts and knowledge-leading institutions, the continued growth of the private sector and the strengthening of Oxford Road Corridor as a place to live, visit and work for students and knowledge workers across the world.

### Report Structure

1.23 The remainder of this document is organised as follows:

- Section 2 together with Appendix 1 and 2 describes Oxford Road Corridor's existing assets and planned investment within the strategic regeneration context of Manchester, highlighting its exceptional potential to successfully contribute towards a range of important strategic priorities.

- Section 3 identifies a range of important spatial principles and development objectives for the Oxford Road Corridor.
- Section 4 establishes a strategic spatial plan within which the spatial principles could be delivered.

## 2 Maximising Oxford Road Corridor's Assets

### Corridor Investment and Key Projects

2.1 Oxford Road Corridor has witnessed significant development over the past decade, principally delivered through individual Corridor Partners' development plans.

2.2 Key projects include:

- Town Hall and Central Library refurbishment, together with Phase 1 of St. Peter's Square improvements.
- First Street North, including the HOME Cultural Facility, Melia Ininside Hotel, Vita Student Residential Apartments, Multi-storey Car Park and retail units.
- Manchester Metropolitan University (Manchester Met) - Birley Fields campus, Business School, New Faculty of Art and Design and new Student Union.
- Royal Northern College of Music (RNCM) – refurbishment and expansion.
- University of Manchester (UoM) – National Graphene Institute, Alan Gilbert Learning Commons, James Chadwick Building, Simon Building and University Place, expansion and refurbishment of The Whitworth.
- Manchester Science Partnerships (MSP) – Citylabs 1.0.
- Manchester University Hospitals NHS Foundation Trust (MFT) – investment in new hospitals.
- Cross City Bus Package.

- Phase 1 of Hatch, Bruntwood's new retail and leisure pop-up space located under the Mancunian Way, which provides four food and beverage outlets and five retail units to be offered on flexible and affordable licences with business planning support.

2.3 In addition, significant levels of committed investment and carefully considered development plans are already in place to further advance and fuel the growth and development of the area.

2.4 These projects are outlined in brief below:

- UoM's North Campus, Circle Square, First Street, Oxford Road Station environs and Great Jackson Street – transformational sites with the capability to deliver a mix of city centre uses. Circle Square in particular presents a significant opportunity for expansion of commercial research & development space, with a focus on technology, advanced materials and engineering, which will be complementary to the Corridor's ambition for high quality jobs.
- Manchester Met's Phase II Masterplan, which will further enhance the offer in respect of science and engineering, art, media, design, culture and sport, public realm and student accommodation.
- UoM Masterplan projects including works relating to biomedicine, student experience, public realm and bringing a Listed Building back into use. In addition, the UoM Masterplan includes:
  - National Graphene Institute (recently completed), Graphene Engineering Innovation Centre (GEIC) (under construction) and Sir Henry Royce Institute – Advanced Materials.

- Manchester Engineering Campus Development (MECD) – Engineering (under construction).
- Redevelopment of the Alliance Manchester Business School – Business, Financial & Professional Services (under construction).
- University of Manchester Students’ Union and Manchester Academy music venues.
- Expansion of MSP and Citylab campuses, including the creation of Citylabs 2.0 and 3.0 on the MFT estate, and Circle Square; these assets will continue to grow as the key interface between science, academia and business, providing connection points between different activities and communities.
- Nuffield Private Hospital and commercial sites within the MFT estate – Healthcare and Medical Technology Innovation.
- Northern Hub and Estate Public Realm – Infrastructure, including the next phases of Hatch.

2.5 For the purpose of this document, we have mapped the extent of investment delivered during the past 10 years as well as that currently planned and committed over the next decade. This information is provided within the plan and tables presented at Appendix 2 Maximising Oxford Road Corridor’s Assets (Tables 3, 4 and 5).

2.6 In mapping this information, we have sought to categorise according to sectors and specialisms within the area which represent principal opportunities for growth.

2.7 At Table 4, an overview of the current Masterplans for the Corridor institutions is provided, with key development projects, estimated floorspace and new job creation, to highlight the scale of committed growth.

2.8 Table 4 identifies that there is a significant level of planned development still to be delivered, which will in turn act as a

catalyst for the on-going exponential growth of Oxford Road Corridor – in terms of floorspace, employment and contribution to GVA – in line with the Strategic Vision to 2025. Table 56 highlights the growth potential of some of these future projects, in terms of floorspace and estimated employment growth, together with the strategic rationale that sits behind them.

2.9 In order to unlock the full potential of Oxford Road Corridor, it is also clear that further land and supporting infrastructure is required to continue to support future growth plans of each of the partners. This will include, but is not limited to, provision of sustainable energy and IT solutions and new public realm.

2.10 Delivery of these projects, in line with the principles established within this framework, will contribute towards the achievement of the Strategic Vision and creation of potentially 11,000 new jobs (or more than 14,000 with additional developments) within Oxford Road Corridor over the next 10 years, as well as a number of important strategic and regeneration policy objectives:

- Creating the conditions that make Greater Manchester a destination for investment; consolidating the existing business base and securing a much higher growth rate in key sectors: advanced materials, biomedical and health innovation, advanced manufacturing, financial and professional services and education.
- Providing a range of business space, types, sizes, quality and cost and promoting employment generating uses within the Regional Centre.
- Delivering a mix of social uses within new development, including potential diversification of the residential offer and a retail and leisure offer that will support the creation of a vibrant and active destination throughout the day and evening.
- Developing projects that link residents of surrounding neighbourhoods, some of which are currently more deprived areas of Manchester, to local employers and future growth sectors.

- 2.11 Appendix 2 also sets out the strategic planning policy context at a sub-regional and local level.

# 3 Delivering the Oxford Road Corridor Strategy

## Introduction

- 3.1 The strategy for Oxford Road Corridor is focused on seven strategic themes together with a series of supporting objectives. These will be used to guide the work of the Oxford Road Corridor Partnership over the next ten years.
- 3.2 In the context of producing a Strategic Spatial Framework (SSF) that complements the Oxford Road Corridor Strategy, this section of the document seeks to identify the strategic spatial principles that should be considered and addressed in order to deliver the Strategy objectives.
- 3.3 At the end of the section, the strategic themes and objectives are summarised in a table together with corresponding spatial principles identified around the key topics of Economy, Place and People.

## Economy

- 3.4 In economic terms, the Oxford Road Corridor Strategy identifies the need to support the planned growth and future growth potential of its institutional partners together with the development of high value added and high growth companies. At the same time it is necessary to continue to integrate those investment plans in order to further develop Oxford Road Corridor as an exceptional place to study, visit, live and work.

- 3.5 A key point of emphasis in the strategy, and important goal, is to increase the contribution of the private sector to Oxford Road Corridor's economy including attracting Telecommunications Media & Technology (TMT) and science-based companies. The combination of Oxford Road Corridor's institutions, with some of the best research and incubation facilities in the country, will fuel this growth. The award of Life Science Enterprise Zone status to areas of Oxford Road Corridor and the partnership working and business incentives that this will facilitate will also contribute towards the growth strategy. In addition, the density and proximity of these assets combines to provide the area with an enviable locality which feeds innovation and creativity.
- 3.6 Oxford Road Corridor has highly effective incubation facilities and grow-on support for early stage businesses and plans to expand these to meet growing demand from innovation driven start-ups. The concentration of R&D facilities and talent within Oxford Road Corridor will continue to attract new companies to the City. Further support will, however, be required in terms of providing high quality business accommodation and commercial R&D facilities. The facilities will play a major role in increasing the number of science and technology based companies in the area.
- 3.7 Manchester has the potential to start doing things at scale. This is based, to a large extent, on the scale of the ambition and obvious potential of the Corridor Area. In advanced materials for example and Graphene in particular, there is an opportunity to learn from successful clustering examples such as those referred to in the



- case studies at the end of this section. These examples also demonstrate the huge potential for significant gain as a consequence of Manchester's important discovery.
- 3.8 International companies need to be increasingly attracted to carry out their R&D functions in Manchester. The city has already secured funding from Masdar, the Abu Dhabi-based renewable energy company. As such, there is a requirement to capitalise on these investments with some further big international names.
  - 3.9 At the same time, there is a need to provide support for new start-ups and the growth of SMEs as indigenous growth will be required to sustain the growth of sector as it develops. This is likely to mean supporting small companies as they grow by providing a low risk and nurturing environment.
  - 3.10 In addition, there is a need to continue to develop and ensure that the skills base is there to support growth. This requires recognition of the potential for growth within key sectors and ensuring that talent is available for business growth.
  - 3.11 Alongside these factors, the Strategy acknowledges the need to continue to safeguard existing and future sites for established activity within Oxford Road Corridor, for example in relation to knowledge creation, transfer and enterprise, student accommodation and activity associated with the operation of the institutions including teaching space, academic research and enterprise.
  - 3.12 All of the above needs to be supported by the creation of a high quality urban environment. This will be one which can compete internationally to attract new talent and investment - having a modern public transport network, decent housing stock, quality green space and an abundance of culture.
  - 3.13 In addition, Digital Connectivity will be of critical importance to the growth of Oxford Road Corridor; as highlighted within the updated City Centre Strategic Plan 2015-2018, Manchester's ambition is to become one of the world's most competitive and inclusive digital cities by 2020. The aim is to maintain and continue to grow the competitive advantage for residents and businesses.
  - 3.14 As new development is brought forward, the partners should consider how best to provide improved digital connectivity as part of the design and build phases of developments to ensure that commercial, research and educational spaces is supported by the digital capability needed to thrive.
  - 3.15 With its strong research base and facilities such as those previously mentioned, and as highlighted in paragraph 3.7, there is huge potential in the GM economy to develop the idea of the Graphene City. Currently being led by UofM, this initiative needs to gather momentum in the city from a commercial perspective to truly map out the art of the possible: quantify demand, identify appropriate sites, and produce a marketable concept to attract private sector investment, and deliver growth.
  - 3.16 Against this context, a future challenge spatially, relates to the likelihood that over the next 10 years the various institutions of Oxford Road Corridor may begin to reach their capacity for growth within respective estate boundaries. This could not only limit their future growth potential but also the scope for the City to attract new added value businesses. This may include start-ups, established local, regional and international businesses, support services such as legal and finance, private healthcare, science partnerships and other businesses lured by the potential to cluster around the Oxford Road Corridor Area's key institutions.
  - 3.17 An important requirement of this SSF is therefore to support the realisation of existing investment plans in the short to medium term as well as to highlight specific opportunity sites, as well as

broader key zones of opportunity within the Oxford Road Corridor Area for future growth potential to be accommodated.

3.18 The following are important considerations:

- The prevalence of potential expansion sites focused on underutilised land and buildings or low quality existing developments which do not contribute to the regeneration aims of the Corridor Strategy and therefore represent missed opportunities.
- Hierarchy of land uses. The distribution of land uses across existing sites and future opportunity sites should be reviewed on the basis of understanding the potential opportunities for agglomeration and clustering. This type of analysis would take into account the fact that clustering effects and benefits can quickly dissipate with distance. To take two examples, the opportunities for health innovation and advanced materials within Oxford Road Corridor are hugely significant; however, spatially defined in terms of proximity to key assets.
- Rationalisation or re-location of certain uses, to make way for higher added value investment or opportunities to densify development is likely to be considered as estate masterplans are reviewed, and should be supported where there are clear benefits in delivering the Corridor Strategy.
- The importance of compactness and clustering also points to the need to consider higher density development within the Oxford Road Corridor Area to meet demand for new space around key institutions and other anchor uses. Oxford Road Corridor is part of Manchester City Centre, a high density and highly accessible location by its very nature. On the basis of continued and targeted investment in infrastructure, the Corridor Area has the capacity to support growth and the creation of an environment over time that is more akin to high quality, high density environments currently prevalent in the city core.
- Whilst new development should come forward at appropriate densities, particularly where there are identified opportunities to maximise the benefits of clustering; that should not however be delivered at the expense of creating the type of memorable, high quality environment that is needed to sustain the success of Oxford Road Corridor.
- Any proposals for increased density will need to be designed with full regard to the amenity of existing residents, including in relation to privacy, microclimate, traffic and transport.
- Much has been achieved and can continue to be achieved in taking opportunities to enhance north-south and east-west connections throughout the area and to surrounding neighbourhoods in order to create a flexible network of routes and spaces which foster connectedness, interaction, activity, innovation between a range of institutions, businesses, people and partnerships into a tight knit network. Whilst it is possible to identify principal north-south routes and east-west routes through this area, in general the pedestrian experience is more organic and there is a need to embrace and properly signpost the fine grain network of pedestrian and cycle routes that exist, maintaining existing desire lines and avoiding locations of new buildings.
- Spaces that attract innovation tend to share the same characteristics as those places that attract people – attractive comfortable, mix of uses, good quality public realm and a built environment, comfortable, safe, vibrant, and distinctive. Catalysts could be anything from an Innovation Centre or a research facility to a business lounge or a coffee shop. Important intersections of routes (public realm, accessible research and development facilities and social infrastructure) provide the interface for ideas and businesses, and the conditions for innovation to flourish.
- This can work to increase the geographical extent of agglomeration opportunities and encourage interaction and linkages within and between clusters of activity as they develop. This needs to be facilitated through high quality, legible, safe connections. Within

Oxford Road Corridor, there is a particular identified need for improved wayfinding, which has the potential to be linked into wider wayfinding strategies across Manchester, for example the GM Connect project and public transport improvement schemes, for maximum benefit and integration.

- Having identified opportunities for growth, future infrastructure investment should be directed in a manner that best supports this growth in terms of unlocking development potential as well as ensuring the capacity of the area for growth is not constrained. For example, it is recognised that there are challenges posed by the location of the Mancunian Way in terms of permeability to, from and within Oxford Road Corridor and further work is being undertaken to understand connectivity for pedestrians. The proximity of junctions with the Mancunian Way at Higher Cambridge and Upper Brook Street, and the status of Cambridge Street as perhaps less of major vehicular route than Upper Brook Street, suggests that there could be scope for some rationalisation of junctions as a means of introducing better connections, including through to neighbouring communities such as Ardwick and Brunswick. As stated above, this requires further technical analysis to determine whether or not it is a realistic and viable proposition. In addition, development that enhances the quality of pedestrian environment, as well as showcasing the quality and talent of Oxford Road Corridor from the Mancunian Way (as, for example, Manchester Met's Business School has done) should be planned for and supported.
- Further technical work will also be required to understand the requirements for enhancement and capacity growth for critical infrastructure, including energy, power, drainage and digital connectivity. The intensification of development within Oxford Road Corridor means that there is a need to understand the existing and future capacity need and to develop a comprehensive strategy for how these might be met incorporating any land requirements and identifying the most appropriate sites for this, taking into account the existing context and neighbouring communities. This should reference and complement the on-going infrastructure resilience and

upgrade projects being undertaken by the Corridor Partners, for example Manchester Met has commissioned engineering analysis to investigate the feasibility of a heat network to serve the current and future All Saints' campus and the potential for a Oxford Road Corridor-wide District Heat Network is being explored. Manchester Met will also significantly improve the resilience of its IT infrastructure over the next 2 years.

- 3.19 The importance of connecting transformational investment projects identified in Appendix 2 with existing investment plans is emphasised in the strategy. This means ensuring that projects add to the coherence of Oxford Road Corridor as a place and a destination, as well as contributing to the business objectives of the partners.
- 3.20 A number of the sites already benefit from Strategic Regeneration Frameworks, which are developed to ensure that individual development strategies for sites complement the Oxford Road Corridor as well as the City Council's wider strategic objectives. It is important that this SSF takes into account agreed development strategies and recognises the essential contribution that these projects can make in terms of:
  - Supporting economic growth / provision of employment land;
  - Providing land for residential development, including new student accommodation where it is in accordance with Core Strategy Policy H12 and in line with evidenced demand, to the extent that it supports Oxford Road Corridor's overall range of uses and vitality as well as facilitating investment in infrastructure to support wider regeneration objectives. Over the lifetime of the strategy, there will be a requirement to upgrade existing student residential stock that has reached the end of its life, as well as provision of new stock. New student accommodation must incorporate a range of price points and be of a quality in terms of product, management and pastoral care, that will safeguard the student experience, particularly for first year and overseas students;

- Public realm and place-making (creating places where people can meet, engage and relax);
- Supporting the diversity and quality of retail provision and other facilities. In this regard, key projects can provide the opportunity to deliver an environment and critical mass of development that can anchor high quality retail uses. These can, through effective management, be curated to maximise Oxford Road Corridor's appeal to its target audiences.

### Place

- 3.21 Oxford Road Corridor has a hugely impressive range of facilities and new developments coming forward that will undoubtedly add to the 'wow factor' and impression of the area.
- 3.22 In this regard, it is important for Oxford Road Corridor to showcase the world-leading work and activities taking place here, often hidden from view, by connecting to the physical environment and street-level animation of spaces.
- 3.23 Within Oxford Road Corridor, and in particular at key gateways, the scope to showcase the area's credentials through opportunities for sign-posting as part of an enhanced way-finding strategy for example could be further exploited. This could include public transport nodes as well as Manchester International Airport. Building on Manchester's successful hosting of the European City of Science in 2016, Europe's largest general scientific conference, was a catalyst in this regard.
- 3.24 Alongside the huge investment in academic and research facilities, the development and evolution of Oxford Road Corridor as a place that is designed for all ages, where people make new friends and connections is central to both attracting investment within a global marketplace and developing the type of agglomeration benefits and creative environment which only urban economies can offer.
- 3.25 The role of cultural events, cinema and theatre; coffee shops, restaurants and independent shops provide places where people spend their leisure time as a complement to their day time role of work and study. The combination works to create a unique environment.
- 3.26 The next 10 years will see new housing provision within Oxford Road Corridor, linked to supporting the needs of a growing, younger and highly skilled workforce, as well as providing greater animation and activity through the area at weekends and in the evening. There is an opportunity to provide a broader range of housing, including consideration of different operational models, in order to meet this demand. In doing so however, there is a need to ensure that space for commercial growth is protected. In addition the committed investment in public transport and improving the accessibility of the Oxford Road Corridor area to established and emerging neighbourhoods of choice in the City Centre and the City's suburbs should be taken into account.
- 3.27 It is clear that there are other emerging areas of the City Centre, particularly to north and eastern edge (for example including Ancoats, New Islington, New Cross, Lower Irk Valley and Angel Meadow, as well as other more established areas such as Castlefield) with more of a focus on the provision of high quality residential development that will be capable of attracting and retaining the talent required to support Manchester's economic growth strategy. Oxford Road Corridor is not intended to become a residential destination; however, as outlined elsewhere within this Framework, the provision of residential development would be considered as part of mixed use development where residential use would clearly facilitate and add value to regeneration and the creation of a sense of place.
- 3.28 There is also scope for further student accommodation; however, this should continue to be controlled in line with the City Council's Core Strategy Policy H12 and led by institutional partners with the

- wider city regeneration objectives in mind. It should be in line with evidenced demand.
- 3.29 Enhancements to the public realm have created some areas of high quality re-design of the streetscape, squares and public spaces. Circle Square will add 250,000 sq.ft. of public realm, becoming the largest green space in Manchester City Centre. However, there are many more areas with potential for improvement and opportunities to extend new and enhanced connections into surrounding neighbourhoods.
- 3.30 Opportunities for the delivery of new public realm are presented by the transformational strategic development sites as well as other planned redevelopment within Oxford Road Corridor. New spaces should be well-planned and have a carefully designed streetscape; spaces should be connected and animated, forming intersections where people can meet formally and informally. Provision for cyclists, including cycle paths and parking should form part of the proposals where appropriate. Careful consideration should be given to how new and enhanced public realm can be used to improve connections to neighbourhoods surrounding Oxford Road Corridor, ensuring that development is physically and functionally integrated.
- 3.31 Where increased density is proposed in particular, additional thought must be given to potential microclimate impacts and designing a space that successfully addresses these including through appropriate landscaping.
- 3.32 In developing proposals for new public realm, the partners should give careful thought to how these spaces will be maintained over time, sustain their quality and ensure that they continue to be well-used and successful spaces, which are designed for all including older people.
- 3.33 Attention should also be focused on developing a strategy to improve the form and function of existing public realm where new development is not planned and considering how these spaces can provide a higher quality and more welcoming environment that are capable of more successfully integrating clusters of activity and connecting the commercial, cultural and educational activity of Oxford Road Corridor with surrounding residential neighbourhoods. A comprehensive review of these spaces by partners would be beneficial and could lead in to the development of a more defined strategy and delivery plan, which considers what role these spaces currently have and what they could potentially provide.
- 3.34 Clear way-finding will be an important element of any enhanced and new public realm.
- 3.35 It is worth acknowledging at this stage that major investment along Oxford Road as part of the Cross City Bus Package has positively contributed towards the quality of the environment, pedestrian experience, public transport (bus) connectivity and reliability as well as providing safe 'Dutch-style' fully segregated cycle routes.
- 3.36 The removal of the bridge adjacent to the UoM University Green; has already opened up and transformed the environment within this part of Oxford Road Corridor as well as the sense of connectivity with the City Centre. Manchester Met's Phase 2 Masterplan will similarly re-activate significant frontages of Oxford Road, connecting into communities and showcasing its assets.
- 3.37 The treatment of space underneath the Mancunian Way flyover has begun to be addressed through the introduction of Phase 1 of Hatch, Bruntwood's new retail incubator, which provides pop-up retail and leisure units. Hatch offers flexible and affordable licenses to its occupiers, plus additional support, from business planning through to delivery and will be delivered in phases. Hatch has helped to transform the space and minimise the barrier

- effect of a piece of infrastructure that is here to stay for the foreseeable future.
- 3.38 Away from Oxford Road, key arterial routes through Oxford Road Corridor will necessarily remain routes for vehicles. Good quality crossing points for cyclists and pedestrians, building on the connections that have already been established to Hulme, Birley Fields, MSP Manchester Science Park Campus, Brunswick and Ardwick are essential in order to support east-west links.
- 3.39 Oxford Road Corridor benefits from many cultural assets as identified within Appendix 1 of this document and the Corridor Strategy places culture at the heart of Oxford Road Corridor in terms of supporting the development of world class arts and cultural organisations and activities which enhance the reputation of Oxford Road Corridor and the City.
- 3.40 From a spatial framework point of view, cultural venues, performances and activities have a central role to play as part of a broader leisure, sport, entertainment and lifestyle offer.
- 3.41 Oxford Road Corridor needs to further develop its complementary food and drink uses and 'third spaces' (informal meeting spaces and social venues) that positively contribute to quality of life, visitor experience and 'dwell time.' At present, much of the food and drink offer focuses on bars and takeaways. There is a need to improve the quality and diversity of the offer, providing for students and visitors as well as including greater provision to service and attract a growing and diversifying business base in the area. The introduction of Phase 1 of Hatch beneath the Mancunian Way flyover, has made an important contribution to the overall offer in this regard; likewise, the committed development at Circle Square will help to enhance and diversify the offer upon completion.
- 3.42 Using cultural assets, activities and audiences to support and act as an anchor in terms of footfall and attraction to small and medium sized businesses in food and drink, and entertainment as well as creative, artistic, heritage and performance industries is therefore a key objective; this is something that all the Corridor Partners are looking to address in forthcoming developments.
- 3.43 Key anchors also include: The Whitworth, which has undergone transformational change creating a beautiful and inspiring environment that will continue to attract increasing numbers of visitors to the facility and Oxford Road Corridor beyond; RNCM, Manchester's international Conservatoire providing a redeveloped £7M Concert Hall, Recital Hall, Theatre, restaurant, cafe and bars; HOME, a new £26million cultural facility with two theatres, five screens and a gallery space; and, St. Peter's Square, which has also been transformed through delivery of new and refurbished commercial, civic and cultural buildings, public space and creation of a major transport gateway through the second city crossing. These areas will see significantly increased footfall and there should be a focus on enticing visitors along Oxford Road Corridor to and from these destinations. Planned investment in nearby cultural and leisure uses will strengthen the role of these anchors.
- 3.44 Similarly, transformational development opportunities such as Circle Square and Oxford Road Station and environs, as well as Manchester Met's John Dalton West complex and the re-working of the UoM's University Green as part of the Alliance Manchester Business School project, can begin to re-position the area's retail offer through provision of supporting retail uses that act as growth pole's from which a wider and more diversified offer can naturally develop.
- 3.45 The retail strategy for Oxford Road Corridor cannot be divorced from the wider commercial aspirations of the area. The retail offer within the Northern Quarter for example provides an 'edgier,' independent offer that is attractive to the type of creative and

enterprising businesses that have located and begun to cluster in that environment. In a different scenario, high quality independents and operators locating their first restaurants outside of London, as well as quirky pop-up uses and events, have in Spinningfields enhanced the area's identity and sense of place. In fact, Spinningfields has in recent years transformed into a destination that people want to visit beyond simply a business meeting. In the same regard, it is envisaged that people will want to come to the Oxford Road Corridor area for reasons other than work, study, culture or medical/health related.

- 3.46 In Oxford Road Corridor, thought should be given to further developing a retail offer that matches the ambition of the area, and contributes seamlessly to the character and distinctiveness of different clusters of activity. This will have the added advantage of also encouraging movement between places and positive interaction. It is clear that there will be ample opportunities for business-winning venues, such as small creative, leisure and food and drink businesses to flourish within Oxford Road Corridor as the quality of its environment improves and its academic, research, creative, residential and business population increases, as has been shown by the introduction of Phase 1 of Hatch.
- 3.47 New and enhanced retail will support and underpin the wider function of Oxford Road Corridor as a primarily commercial, educational, health and research location. It will play an active role in the area, but care must also be taken to ensure that it does not detract from key retail locations elsewhere in the City Centre and that the primary focus is on the retention and development of educational, commercial, research and development uses.
- 3.48 Retail opportunities should be supported in locations that will attract leisure use, for example where there are existing or proposed cultural anchors, within new mixed use development schemes, along key arterial routes including Oxford Road and at intersections of key pedestrian routes.

- 3.49 In terms of residential development, according to the 2011 Census, only 5% of those employed in Oxford Road Corridor are also residents within that same area, with the same figure at 31% within the City Centre.
- 3.50 In addition, demand for premium accommodation generated by rising numbers of international students means that the Corridor Area is leaking international students to premium blocks elsewhere in the City Centre.
- 3.51 Both of these points can potentially be attributed to an oversupply of buildings trading within the middle market in the Corridor area compared to the remainder of the City Centre, together with fewer entry level and premium developments.
- 3.52 In short, there is scope for Oxford Road Corridor to accommodate premium development with high quality management, potentially through institutional investment in buy-to-let development, including in response to demand growth from non-EU students and other academic growth.
- 3.53 However, this should certainly not lead to an open door policy within the area. Opportunities for residential development as part of a wider mix of uses have already been identified at Circle Square (where a joint venture between Bruntwood and Vita has delivered 604 student apartments), at Great Jackson Street and at First Street.
- 3.54 It should be recognised that the City Council is promoting residential growth and expansion at a range of locations including the City Centre's Northern Gateway. Also, in South Manchester for example, there is evidence, via a review Council Tax Exemptions data, that there is a reduction in demand for student residential accommodation in areas including Old Moat, Withington and to a lesser extent Didsbury. In these neighbourhoods the condition and type of some of the period properties in particular will lend itself to

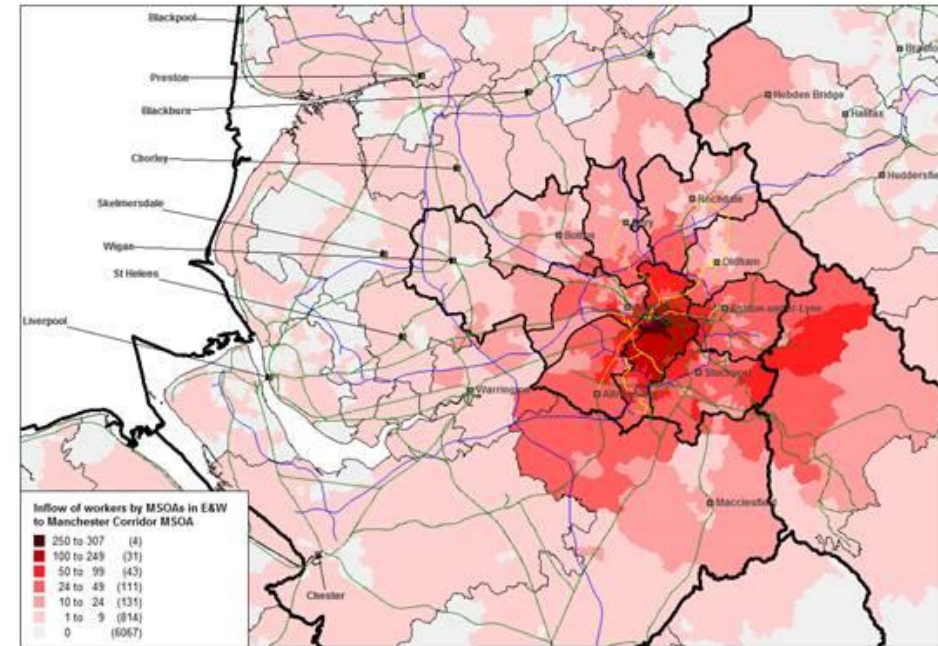
an emerging regeneration profile akin to the more prosperous parts of South Manchester. Therefore, these areas may over time see the return of more families and a more balanced housing offer with HMOs returning to family accommodation.

3.55 Combined with significantly improved public transport connections to Central Manchester and the Oxford Road Corridor from existing and planned neighbourhoods in Manchester, the need for new residential accommodation to be physically located in the Oxford Road Corridor (over and above that already identified within the transformation sites and specific requirements of the institutions) is perhaps less critical in terms of supporting growth. Where residential development has been identified, for example Circle Square and at Oxford Road Station, this has been done to support the overall mix of uses on large regeneration sites in order to support vitality and as well as to facilitate investment in place-making and the delivery of the infrastructure that will unlock the balance of those sites for economic development and complementary supporting uses.

3.56 This is supported by the map at Figure 1, which shows the travel to work pattern for employees working in Oxford Road Corridor and reveals that the majority of labour is sourced from the conurbation core, South and East Manchester and also beyond the GM boundary in parts of Cheshire and High Peak.

3.57 Oxford Road Corridor Partners will need to further reflect on the role of residential development within the Oxford Road Corridor Area, to ascertain what it considers to be an appropriate development mix, bearing in mind the requirement to safeguard land for other economic uses and to support the growth strategy as outlined in this SSF and the need to provide additional infrastructure associated with different housing types and target demographics.

**Figure 1: Travel to Work for Corridor, Manchester**



**Source: ONS Census (2011) Travel to Work – Inflow of Workers to the Mid-Super Output area in which the asset is based**

3.58 The investment of the universities and their recognition as world-class institutions will undoubtedly result in an increasingly greater student intake from outside of the region and internationally. This will drive demand for new student residential accommodation within the Oxford Road Corridor, in locations that are within a reasonable walking distance to the heart of the universities, over the lifetime of the strategy. This will include an upgrade of existing stock that is reaching the end of its life as well as additional provision. New student accommodation must incorporate a range



of price points and be of a quality in terms of product, management and pastoral care, that will safeguard the student experience, particularly for first year and overseas students

## People

- 3.59 People lie at the heart of the Oxford Road Corridor Strategy, not just as a pool of talent and knowledge, but as an opportunity to increase Oxford Road Corridor's contribution to economic and social inclusion.
- 3.60 Ensuring that local residents have access to new opportunities is therefore an important objective for the Oxford Road Corridor Partnership.
- 3.61 The strategy principally focuses on ensuring that the Corridor Partners lead the way in terms of acting as exemplars of how the recruitment and employment practises and the investment programmes of large organisations can be adapted to maximise the impact on local communities, as has already been demonstrated in initiatives managed by MCC, Manchester Met, UoM and MFT.
- 3.62 Examples include:
- MCC is recognised for provision of apprenticeships, with a regional award as Macro Employer of the Year 2013 for the National Apprenticeship Service.
  - Manchester Met's new Birley Fields campus, which through academic partnerships and research, school's outreach, volunteering and community engagement, is building strong relationships to ensure Birley Fields is a place that everyone can be proud of and enjoy.
  - UoM operate 'The Works', which has seen over 2,800 people gain employment since March 2011.
  - MFT run a successful Pre-Employment Programme, which has expanded from Clinical roles to cover non-clinical too.

- 3.63 In spatial planning terms, this strategy can support social inclusion by using investment in the area as a means of encouraging regeneration and supporting the creation of sustainable communities. It is essential that new development must not turn its back on local communities, but foster improved connectivity with adjoining areas to ensure that the benefits of investment and regeneration can flow into those areas. Delivery of new and enhanced public realm within Oxford Road Corridor and connecting into surrounding neighbourhoods can play an important role in this regard, for example there is potential to develop Brunswick Street as a park / open space.
- 3.64 New capital investment should be used to link young people and local residents to employment opportunities in the construction industry and its supply chain, as well as through a continuation and strengthening of employability and recruitment initiatives already in place through the Oxford Road Corridor's partners. As new development comes forward, partners should identify opportunities to contribute towards this objective including through local labour agreements, for example UoM's Capital Framework Partnership.

## Smart Sustainable Cities

- 3.65 As identified within the GMS2013-2020, Greater Manchester has long recognised the importance of securing a rapid transition to a low carbon economy. Cities that move swiftly to adapt to a changing climate will be more competitive, less vulnerable and better prepared to seize the benefits of transition to a low carbon economy. The Stern and Greater Manchester's Mini-Stern reports identified that early action was the most cost effective way to reduce risks and increase skills, jobs and growth.
- 3.66 Rising energy costs are a significant risk for businesses and they stand to make significant savings by adopting new models of resource efficiency. Applying these models will also help to build a local market for low carbon goods and services, creating a stable

platform from which companies can diversify into and/or grow from.

3.67 Increasingly, there is a role to play for technology in achieving more sustainable and smarter cities.

3.68 In order to support the scale of development required to deliver the full economic growth potential of Oxford Road Corridor, further detailed consideration will need to be given to the infrastructure needed to support this growth, including energy and digital connectivity, and how this infrastructure can be provided in a sustainable way. The delivery of sustainable forms of energy may also require additional land, for example if new energy centres (including those associated with any potential future district heat network) are to be installed.

3.69 In particular, all new development (including where relevant redevelopment of existing buildings) will need to positively respond to the existing strategic and planning policies relating to sustainability, energy and climate change. This includes relevant policies of the adopted Manchester Core Strategy, which require development to follow the principle of the energy hierarchy being designed to:

- Reduce the need for energy through design features.
- Reduce the need for energy through energy efficient features.
- Meet residual energy requirements through the use of low and zero carbon energy generating technologies.

3.70 As identified within Core Strategy Policy EN5, Oxford Road Corridor is considered to be a strategic area that could have a major role to play in achieving an increase in the level of decentralised, low and zero carbon energy supplies available, including potentially through a District Heat Network, and the Corridor Partners may need to give further thought as to how this might be achieved in

conjunction with Manchester City Council and other relevant stakeholders.

3.71 Careful thought should also be given to the design, siting and layout of new development in terms of ensuring that it is adaptable to climate change (including factors such as flood risk, urban heat island effects, overheating and species adaptation). The retention of existing, and incorporation of new, green infrastructure is encouraged and should be considered for new development.

3.72 Each of the major institutions located within Oxford Road Corridor recognises the importance of the sustainability agenda and have dedicated sustainability policies within their strategies, which include a focus both on minimising impacts arising from their estates, raising awareness and undertaking research that enables strategic planning.

3.73 Oxford Road Corridor has already begun to utilise its research strengths in the development of smart city technologies that will contribute towards the achievement of a more sustainable built environment.

3.74 Manchester is one of three forerunner cities that form part of Triangulum: Creating Smarter Cities (alongside Eindhoven in the Netherlands and Stavanger in Norway), a five year, €25 million Horizon 2020 project funded by the European Commission to demonstrate cutting-edge smart city technologies and roll them out across the world.

3.75 Together the cities are working together to demonstrate 'smart green growth' – reducing carbon emissions while boosting the economy. A total of 23 European partners from urban municipalities, research and industry are involved. The project will transform designated urban districts into smart quarters in the three forerunner cities and then transfer concepts to the follower cities (Leipzig, Prague and Sabadell).

- 3.76 The universities are working with Manchester City Council, Siemens and digital technology company Clicks and Links to deploy and test renewable energy and storage technologies, smart ICT management systems and electric vehicles. The UoM campus is being used as a living laboratory to study urban sustainability. Manchester Met is developing strategic partnerships to further advance the “Smart Campus” vision.
- 3.77 In December 2015, Manchester was announced as the UK’s Internet of Things (IOT) City Demonstrator and awarded £10 million investment. IOT is about connecting physical objects with the internet and letting them talk to us, applications and each other, giving a previously unimagined world of data that can be used to significantly improve daily lives. For example, improving health and reducing pressure on the NHS by allowing us to self-manage chronic illnesses or encourage physical activity, to better, safer public transport systems or cities that welcome you and help you find your way to where you want to go or where to park or find a bike, or transform how buildings consume energy.
- 3.78 The creation of a UK IoT Centre of Excellence in Manchester, which is located in the Bright Building at MSP, to have provided start-ups and SMEs from Greater Manchester and across the UK with access to a world-leading open innovation programme, working alongside leading global companies such as Cisco to develop and test new smart city solutions.
- 3.79 The CityVerve proposition aligns with Manchester’s on going devolution commitment to deliver innovative solutions to local needs and priorities and focus on the continued growth of the digital economy, which is expected to accelerate further through this win by increasing levels of business creation and growth in the IOT market.
- 3.80 The CityVerve project brings together the latest IOT technologies, deployed at city scale to deliver transformative benefits: new business and jobs for Manchester; better healthcare, transport and environment; and more engaged and empowered citizens.
- 3.81 It was established in July 2016 with a two-year remit to demonstrate the capability of IOT applications and address barriers to deploying smart cities, such as city governance, network security, user trust and adoption, interoperability, scalability and justifying investment. Combining technology and business model innovations, it will create a real-life blueprint for smart cities worldwide.
- 3.82 Led by MCC, the consortium of 20 core organisations – including MSP, UoM, Cisco, Ordnance Survey, BT and other tech players – is backed by the UK Government and Innovate UK.
- 3.83 Manchester has ideal conditions for a smart city demonstration. It is perfectly sized: big enough to deploy applications at scale, yet not too large to become unwieldy. With the Oxford Road Corridor, there is a condensed ‘city within a city’, with thousands of knowledge workers, two universities, five hospitals, hundreds of innovative businesses, and residential areas, enabling us to demonstrate what a smart city could look like – and deliver – in a focused area.
- 3.84 There are five core strands to the DNA of the CityVerve project. These strands inform every decision, demonstration and evaluation to ensure a, rigorously tested, highly open and deeply citizen-centric platform is what fuels the success of future smart cities.
- Building a truly open platform - CityVerve’s ‘platform of platforms’ treats the city as a living breathing organism by giving it a technology layer that acts as a central nervous system; smartly supporting and connecting independent systems and applications.
  - Building use cases - We have identified a number of projects to specifically meet the needs and challenges of Manchester’s

citizens. CityVerve is needs driven and benefit led and focuses on three key areas: Health & Social Care, Energy & Environment, Travel & Transport.

- Community Engagement - The use of technology will be fundamental to deliver the vast array of use cases which will enrich the local experience for residents, businesses and tourists. All CityVerve use cases are being developed through a 'bottom-up' approach to ensure its applications are real and relevant to its citizens. CityVerve aims can reignite the connections that turn a neighbourhood into a community. This is being achieved through art and culture installations, a local community platform as well as the community forums which collectively aim to improve city livability and building a healthier, happier population with a strong sense of community.
- Open Innovation Project - CityVerve will run open calls and events offering challenges, opportunities and APIs to developers and innovators from all walks of life.
- Evaluating the true impact of the project - Rigorous evaluation of projects to understand if the theory translates into the real-world, assessing if the desired result has been achieved and finally confirming whether it is commercially viable.

**Corridor Strategy Themes, Objectives and Spatial Principles**

ECONOMY		
THEMES	OBJECTIVES	SPATIAL PRINCIPLES
1. Supporting the Growth of World Class Institutions	1. Providing a spatial framework which supports the growth plans of the institutional partners.	
	2. Integrating partners' institutional investment plans with the priority to make Oxford Road Corridor an exceptional place to study, visit, live and work, taking account of promoting east west links, access to the stations, and the points where estates join.	
	3. Making full use of other Oxford Road Corridor partner's expertise and resources to support institutional growth.	
2. Accelerating Innovation, Commercialisation and Company Growth	1. Developing commercial and academic applied research facilities and commercial accommodation which build on the Oxford Road Corridor's research strengths.	
	2. Providing incubation, grow on and high quality premises for inward investors, spin-outs, start ups and high growth companies, with the MSP campus set to triple in size over the next 10 years.	
	3. Stimulating an investment and support offer which takes account of the needs of new and existing technology business with the potential for rapid growth, particularly those developing and commercialising new products and processes, entering new markets and requiring investment and venture finance.	

### 3. Championing Transformational Investment

1. To develop and oversee major new development ventures, which contribute to the business objectives of partners, with the capacity to transform key locations within Oxford Road Corridor.
  - North Campus
  - Oxford Road Station environs
  - Circle Square
  - MFT commercial sites (Citylabs 2.0 and 3.0).
  - Manchester Met John Dalton Complex
2. To enable transport services to function within the area, enabling people to travel in a sustainable manner, including walking and cycling.
  - To **support the planned growth and future growth potential of its institutional partners**, both in terms of immediate plans but also in the longer term so as not to limit their growth potential and economic contribution.
  - To continue to **integrate the investment plans of the Oxford Road Corridor Partners** in order that they are complementary and aligned to the objective of further developing the Corridor as an exceptional place to study, visit, live and work.
  - To **increase the contribution of the private sector** to Oxford Road Corridor's economy with an emphasis on the development of high value added and high growth companies including Telecommunications Media & Technology (TMT) and science-based companies by safeguarding sites for high quality business accommodation and commercial R&D facilities.
  - To **identify the future potential for underutilised land and buildings** or low quality existing developments to be redeveloped.
  - To **adopt a land use strategy which supports the fact that Oxford Road Corridor is likely to, and should, deliver distinctive clusters of activity focused around its key assets**. Future planning of these cluster areas will therefore need to recognise that there is a hierarchy of acceptable land uses within those areas.
  - To **promote higher density development within key opportunity areas of Oxford Road Corridor, for example** around Oxford Road, the key institutions and Manchester Science Park and Citylabs campuses; however, this must be achieved in a manner which ensures that the quality of the environment and experience of the place can at the same time be enhanced, as well as protection of existing residential amenity in terms of privacy, microclimate, traffic and transport.
  - **Rationalisation or re-location of uses within Oxford Road Corridor should be encouraged in order to best support the Oxford Road Corridor Strategy** in terms of investment, growth, place-making and

## ECONOMY

## THEMES

## OBJECTIVES

## SPATIAL PRINCIPLES

quality or where there are other clear overall benefits.

- **High quality, safe, legible north-south and east-west connections throughout the area must be enhanced in order to increase the geographical extent of agglomeration opportunities** and encourage interaction and linkages within and between key clusters of activity, as well as surrounding neighbourhoods including Ardwick, Hulme, Longsight, Moss Side and Rusholme. The purpose of this document is not to be prescriptive, this is a general point that will be developed through detailed masterplanning however, it will include For example, enhancing connections between Oxford Road, North Campus and Piccadilly, as well as connections between Hulme, Oxford Road and Ardwick.
- **Ensuring future infrastructure investment is sufficient, and directed in such a manner as to best support and unlock development potential and growth.**

PLACE		
THEMES	OBJECTIVES	SPATIAL PRINCIPLES
4. Creating a Special Place for People	1. To encourage a more diverse retail, food and drink, culture, leisure, sport and entertainment offer within Oxford Road Corridor, supporting stronger daytime, evening and weekend economies.	<ul style="list-style-type: none"> <li><b>Oxford Road Corridor should take every opportunity possible to showcase the world-leading work and activities taking place, including through the design of new development.</b></li> <li><b>Green infrastructure and street tree planting will continue to be encouraged throughout the Oxford Road Corridor Area.</b></li> <li>New development and infrastructure projects should <b>support the evolution of Oxford Road Corridor as a place where people make new friends and connections.</b></li> <li><b>Anchor destinations, existing and proposed should be identified within the Oxford Road Corridor</b> and the mix of cultural uses, cinema and theatre; coffee shops, restaurants and independent shops that they offer should be combined to provide places where people spend their leisure time as a complement to their day time role of work and study. Spatially, new uses should be located in places where they will thrive and can act as a springboard for the emergence of secondary destinations.</li> <li>There is an opportunity <b>to raise standards and provide a broader range of housing, which may comprise different operational models</b>, to meet forecast demand; however, the principal employment led use of identified sites and hierarchies of land uses should be safeguarded.</li> <li><b>There is scope for further student accommodation; however, this should continue to be controlled in line with the City Council's Core Strategy Policy H12</b> and led by institutional partners with the wider city regeneration objectives in mind. It should be in line with evidenced demand and be in locations that are within a reasonable walking distance to the heart of the universities. This will include an upgrade of existing stock that is reaching the end of its life as well as additional provision. New student accommodation must incorporate a range of price points and be of a quality in terms of product,</li> </ul>
	2. To enhance the public realm through well-planned and designed streetscape.	
	3. To connect and animate the space, forming intersections where people can meet formally and informally.	
	4. To provide a broader housing offer which takes account of the housing needs of the workforce of Oxford Road Corridor, and the attractiveness of Manchester as a place to live and work, in keeping with the Manchester Residential Growth Strategy.	
5. Culture at the Heart of Corridor Manchester	1. To support the development of world class arts and cultural organisations and activities which enhance the reputation of Oxford Road Corridor and the city.	
	2. To place cultural venues, performances and activities at the centre of a broader, leisure, entertainment, sport and lifestyle offer, including optimising the spaces between cultural assets, connecting the public realm.	
	3. To use cultural assets, activities and audiences to support small and medium sized businesses in food and drink, retail, and entertainment; as well as creative, artistic, heritage and performance industries.	
6. Developing Smart City Infrastructure & Services	1. To be leading-edge creators using information technologies and social media to have active engagement with work of institutions and companies, public services, and the day time and evening economy for visitors and residents.	



2. To reduce the carbon footprint of Oxford Road Corridor through the more sustainable management of energy and waste.
3. To integrate green and smart ideas into new development and investment proposals.

management and pastoral care that will safeguard the student experience, particularly for first year and overseas students.

- **Contribution to high quality re-design of the streetscape, squares and public spaces** will be essential as part of any new development or investment in the area, in order to meet Corridor Strategy objectives.
- **Enhancing the quality of east-west crossing points and connections for cyclists and pedestrians** is a key spatial priority, and will enable strengthened connectivity between Oxford Road Corridor and surrounding neighbourhoods. Much has been achieved already and further significant enhancements have been delivered as part of the Cross City Centre Bus Priority Scheme.
- **Cultural venues, performances and activities should be safeguarded and enhanced as part of a broader leisure, sport, entertainment and lifestyle offer.** There is a need to optimise the spaces between cultural assets, connecting the public realm, and to recognise that high quality cultural assets can act as anchors and support a range of other uses including small and medium sized businesses in food and drink, and entertainment as well as creative, artistic, heritage and performance industries.
- **Transformational development opportunities should be used as opportunities to re-position and enhance the area's retail offer and act as growth pole's from which a wider and diversified offer can be established.** This includes, for example, the redevelopment of Oxford Road Station, supporting uses within Circle Square, together with committed projects such as Manchester Met John Dalton West Complex, the Alliance Manchester Business School and the redevelopment of University Green.
- **In the Oxford Road Corridor Area, thought should be given to developing an enhanced retail offer that matches the ambition of the area, creates distinctive areas and destinations within the area which encourages movement between places and positive interaction.**
- New development will be sustainable, adaptable to climate change and will follow the principles of the energy hierarchy, responding to existing strategic and planning policies, including those set out in the adopted Manchester Core

PLACE		
THEMES	OBJECTIVES	SPATIAL PRINCIPLES
		Strategy.

PEOPLE		
THEMES	OBJECTIVES	SPATIAL PRINCIPLES
7. Raising The Bar: Increasing the Oxford Road Corridor's Contribution to Economic and Social Inclusion	<ol style="list-style-type: none"> <li>1. To provide an annual apprenticeship programme for young people which provides training opportunities in the broad range of occupations within the Oxford Road Corridor workforce.</li> <li>2. To use new capital investment to link young people and local residents to employment opportunities in the construction industry and its supply chain.</li> <li>3. To increase the number of Manchester residents working within Oxford Road Corridor through the provision of employability and recruitment initiatives which overcome barriers to employment take up.</li> <li>4. To connect to people, schools and organisations in adjacent neighbourhoods, building on existing work to raise aspiration to HE and higher level jobs within Oxford Road Corridor as a realistic ambition.</li> </ol>	<ul style="list-style-type: none"> <li>• People lie at the heart of the Oxford Road Corridor Strategy, not just as a pool of talent and knowledge, but as an opportunity to increase Oxford Road Corridor's contribution to economic and social inclusion. It is <b>essential that new development (physically as well as functionally) must not turn its back on local communities, but foster improved connectivity with adjoining areas to ensure that the benefits of investment and regeneration flow into those areas, for example as has been achieved at Birley Fields, Manchester Met and in employment initiatives managed by MCC, UoM and MFT.</b></li> <li>• New capital investment should be used to link young people and local residents to employment opportunities in the construction industry and its supply chain, as well as through a continuation and strengthening of employability and recruitment initiatives already in place through the Oxford Road Corridor's partners.</li> </ul>

### Case Study: Current Thinking & World Precedents

Manchester is a unique City and place, and the strategy for its continued successful economic growth has been developed to maximise its own exceptional and distinctive characteristics. As has been highlighted elsewhere in this framework, Oxford Road Corridor is critical to this strategy.

In formulating the Oxford Road Corridor Strategic Vision to 2025 and this supporting spatial framework, research has been undertaken in relation to current thinking about districts where innovation and collaboration is strong. World precedents have been reviewed to gain a deeper understanding of shared characteristics and best practice approach to growing successful districts of innovation and collaboration, including:

**Kendall Square, Cambridge Massachusetts:** a neighbourhood in downtown Cambridge, centred around Massachusetts Institute of Technology (MIT) and other major institutions. MIT has attracted a rich base of related firms, entrepreneurs, and spin-off companies involved in the commercialisation of innovation, who have been lured by new commercial space aimed at high-tech tenants, start-ups and venture capital firms. It has evolved from an office park into a lively mixed use district.

**@22, Barcelona:** a compact environment has been created, where productive spaces have been developed in conjunction with affordable housing, green spaces and public services. The area has been transformed into a scientific, technological and cultural district that encourages interrelation and new innovative projects.

**Cortex, St. Louis:** a growing science and technology hub. The district is integrated into historic residential neighbourhoods and includes nationally ranked universities and medical centres, as well as cultural and recreational assets. It provides state-of-the-art biomedical science and overall technology research facilities and customisable lab and office space, as well as proximity to world-class research institutions, availability of a highly trained workforce and access to venture capital.

Comparable areas within world cities have been used to identify key themes and characteristics, which are reflected in the strategy for Oxford Road Corridor.

### Key Characteristics

- Physically compact – major institutions and a rich base of related organisations in a compact urban area, with a series of collaborative spaces.
- Accessible – walkable and friendly; good connections to public transport and surrounding communities.
- Technically-wired – wired for digital technology; environmental sustainability principles drive demand for clean energy and waste systems
- Mixed-use – reflect the preference for knowledge workers and firms to be located in living, breathing communities that include housing, offices, retail and leisure.

## 4 Strategic Spatial Plan

### Introduction

- 4.1 This Strategic Spatial Plan is based on the spatial principles identified in Section 3 of this document, which in turn respond to the Oxford Road Corridor Partnership's identified strategic themes and objectives, as set out in the Strategic Vision to 2025.
- 4.2 The Plan is graphically represented at Figure 2 and the remainder of this section describes further its key components.

### Space for Growth, Innovation and Commercialisation

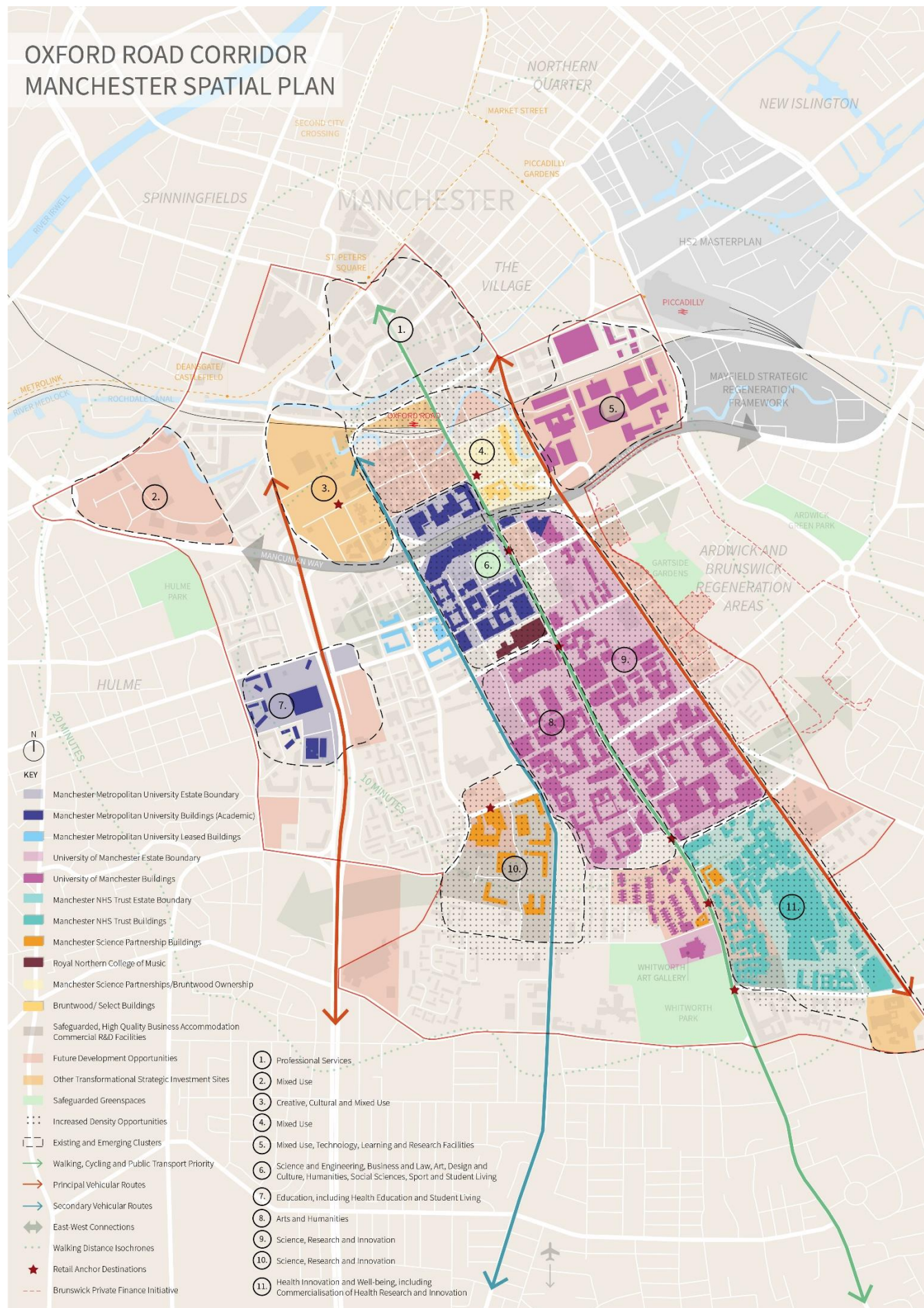
- 4.3 The Strategic Spatial Plan identifies the existing estates of the Oxford Road Corridor Institutions as well as the committed development coming forward as part of their estate plans.
- 4.4 This mapping exercise highlights an issue, already identified within this document, that capacity for future growth is likely to be limited and could diminish quite quickly to the extent that the Oxford Road Corridor's true potential could be undermined without appropriate forward planning.
- 4.5 As well as accurately reflecting, safeguarding and supporting the delivery of estate masterplans, the Strategic Spatial Plan therefore also overlays key opportunity sites and clearly identifies that they should be safeguarded for high quality business accommodation and commercial R&D facilities as the principal uses.
- 4.6 In particular, this applies to Circle Square (namely the identified employment elements established in the Strategic Framework for

that site), the UoM's North Campus, Manchester Science Park Campuses and commercial sites within MFT's estate – namely the Citylabs campuses.

- 4.7 Each strategically located to capture growth, the adopted or emerging Strategic Regeneration Frameworks and feasibility work for those sites identify capacity to contribute towards the delivery of circa 14,000 new FTE employment opportunities, together with complementary commercial, cultural and leisure uses and third spaces where they can be sustained and add value.
- 4.8 The Strategic Spatial Plan thirdly identifies the other transformational strategic investment sites that will need to come forward in line with their adopted Strategic Frameworks or via agreed Development Principles that should be the subject of consultation with the Oxford Road Corridor Partners. This includes First Street, which continues to be delivered in line with its adopted framework, Great Jackson Street, for which a refreshed Framework was published in November 2017 and North Campus, which is the subject of a Strategic Regeneration Framework adopted in March 2017.
- 4.9 The other transformational sites described earlier within this SSF and within the Oxford Road Corridor Strategic Vision to 2025 include Oxford Road Station environs and the redevelopment of the former Manchester Met Elizabeth Gaskell site by Nuffield Health.



**Figure 2: Oxford Road Corridor, Manchester Spatial Plan**



**Source: Planit Intelligent Environments LLP**

## Oxford Road Corridor

4.10 The Strategic Spatial Plan identifies potential future development opportunity sites put forward by the Oxford Road Corridor Partners.

4.11 Those sites include:

- Mixed Commercial Uses along Upper Brook Street.
- Existing commercial uses opposite All Saints Park (Oxford Road) – Manchester Met’s expansion and higher quality commercial uses.
- Sites adjacent to Birley Fields Campus – potential for Manchester Met’s expansion.
- Existing surface car parks within the UoM Estate – UoM expansion and complementary commercial uses.
- McDougal Centre – potential MSP or UoM expansion.
- Fosters Brewery Site – long term potential for MSP, Manchester Met or new commercial development (corporate headquarters).
- Former petrol station site – MSP or Manchester Met’s expansion or new commercial development (corporate headquarters).
- Intensification of Whitworth Park student residential development.
- Existing Ambulance Depot – potential health expansion.
- MFT listed estate – potential MFT expansion in collaboration with partners.

4.12 The Strategic Spatial Plan highlights potential clusters of activity. This is not intended to be prescriptive; however, it does pick up on the fact that Oxford Road Corridor is likely to, and should, deliver distinctive clusters of activity focused around its key assets. Seeking to identify, however broadly, these potential clusters is a helpful exercise in future planning. As already suggested in this document it can:

- Recognise and, where necessary, advocate that there is a hierarchy of acceptable land uses within those areas.
- Inform distinctive place making strategies for those areas drawn from their identity as centres of excellence.
- Identify the need to promote movement of people and ideas between these clusters as a pre-requisite for creative thinking, enterprise and innovation.

4.13 Clusters identified on the Strategic Spatial Plan include:

- Professional Services, consisting principally of new Grade A office accommodation attractive to corporate headquarters and financial and professional service companies at the north end of Oxford Road adjacent to St Peter’s Square, the existing CBD and Oxford Road Station.
- A Mixed Use Development Zone immediately to the South of Oxford Road Station and overlapping the First Street and Circle Square. Circle Square is a key strategic site, which will provide for the development of a campus for commercial, research and development, as well as complementary uses. This could include development for advanced materials and engineering that is complementary to and leverages the offer of other existing and committed developments such as the Sir Henry Royce Institute, the UoM NGI and GEIC, the broader UoM Engineering Campus and Manchester Met’s science and technology campus at John Dalton West Complex. These projects can enable improved integration of Physical, Health and Life Sciences, whilst also being capable of providing commercial use capitalising on Oxford Road Corridor’s excellent transport links and proximity to the City’s CBD. In close proximity to Circle Square, there is also an opportunity for Manchester Met’s former Student Union to be replaced by higher density mixed use development of a quality and scale in keeping with the redevelopment of Circle Square and which could include new academic opportunities such as the University Sport’s Institute Manchester, workspace targeted at professional services and high quality student living.
- A further Mixed Use zone identified in accordance with the delivery strategy for Great Jackson Street.
- A creative and cultural focus anchored by HOME at First Street, as part of a wider mixed-use development strategy for that area. This anchor will be complementary to the variety of successful creative, cultural, design, leisure and sporting facilities that are located throughout Manchester Corridor and which provide opportunities for further development of supporting retail uses as identified elsewhere in this SSF.
- Leveraging the City’s ground breaking expertise in materials’ science to attract industry partners at the UoM’s North Campus, in the first phases building upon investment in GEIC, a facility which will offer pilot production and characterisation development in composites, energy, solution formulation and coatings, electronics, membranes etc. in order to stimulate commercial development within the North Campus.
- Education, including Health Education, based around the core specialisms of Manchester Met’s Birley Fields facility.

## Oxford Road Corridor

- Hulme and Ardwick / New Brunswick residential areas.
- Science & Engineering, Business & Law, Art, Design & Culture, Sport and Humanities focused on Manchester Met's All Saints Campus.
- Education, Arts and Humanities focused on the UoM's main campus.
- Also, science research and innovation located around core specialists and key investment such as the Alliance Manchester Business School, NGI and MECD within the UoM's main campus, Manchester Met's new science and technology facilities, together with MSPs' estate. MSP will continue to grow and strengthen as the zone for interface between science, research, academia and business, and the work of the Corridor Partners. Key areas of focus for MSP will be health and life sciences, digital technology, Information Communications Technology, advanced materials and engineering.
- Health Innovation and Wellbeing including commercialisation of Health research and innovation, focused on the MFT estate, together with MSP, and taking into account future investment and added value by Nuffield.

4.14 Also on the subject of space to grow, the document identifies a zone within which opportunities should be taken to increase density of development, in particular through accepting development of increased scale within the right circumstances. This area incorporates MSP's Manchester Science Park Campus, which already has an adopted Strategic Development Framework in place, and identifies opportunities for increased scale and density as part of a wider place-making and public realm strategy that will enhance east west connections from the universities into Hulme and Moss Side. In addition, it includes the Cambridge Street and Upper Brook Street corridors as well as the land in between, adjacent to the highly accessible Oxford Road. It also includes Circle Square, for which Planning Permission has been secured for a series of taller buildings, the first of which is complete.

4.15 Where the density of development increases, it should be noted that a further premium must be placed on the quality of design and public realm. In development management terms, new development must respond to its context, be mindful of the amenity of all users and existing residents, and contribute positively to public realm and permeability including with surrounding neighbourhoods. Higher density development must have particular regard to architectural quality and consider microclimatic effects carefully. Whilst high density forms of development can be inherently sustainable, strategies must be in place to maximise energy efficiency, carbon reduction and to deal with climate

change issues such as green infrastructure, drainage / use and ongoing effective maintenance of Sustainable Urban Drainage Systems (SuDs).

4.16 Any proposals for taller buildings must be able to robustly satisfy the firmly established criteria for assessing the merits of tall buildings within national and local planning policy guidance, including Manchester City Council's Core Strategy Policy EN2 Tall Buildings and Historic England Advice Note 4 on Tall Buildings. In assessing tall buildings, this means that particular emphasis will be placed on:

- Understanding effects on the historic environment through a visual impact analysis and assessment of verified key views.
- Ensuring that microclimatic effects in terms of wind and sunlight / daylight, do not have an adverse effect on the safety, comfort or amenity of the area.
- Proposals for tall buildings will need to be sustainable. In terms of energy use, the City Council's policy standards will be expected to be properly addressed and where possible surpassed.
- Landmark buildings will need to be of the highest architectural quality and have a positive relationship to the City's skyline.
- They should contribute to the legibility of the area, and the provision of public space and high quality public realm.
- The design needs to be credible and therefore demonstrably deliverable.
- Tall building proposals within key city centre regeneration areas such as Oxford Road Corridor should have clearly identified regeneration benefits.

## Movement and Linkages

4.17 The Strategic Spatial Plan recognises and reflects the work that has been done to restructure the local road network as a basis for unlocking growth, promoting accessibility, sustainable forms of transport and improving the quality of the environment within the Corridor area.

4.18 The Cross City Bus Priority scheme delivered a restructured local road network, which establishes a clear hierarchy of routes. At the heart of Oxford Road Corridor's southern spine, Oxford Road is closed to general traffic between 6am and 9pm. It is reduced to a single lane of traffic in either direction, footpaths have been widened with areas of improved surface treatment and greening, and fully segregated cycle lanes have been introduced.



## Oxford Road Corridor

- 4.19 General traffic has been re-routed to Upper Brook Street, and some further displacement is expected to Cambridge Street and Princess Parkway. Works to bring Upper Brook Street up to its required capacity levels, in line with the conclusions of detailed modelling by TfGM, including road widening and junction improvements, have been implemented. In increasing the capacity of Upper Brook Street, the need for improved cycling and walking connections, by way of mitigation via enhanced crossing points are proposed as part of the scheme. These enhancements will also help to facilitate improved connectivity with the adjacent Brunswick neighbourhood.
- 4.20 Cambridge Street will remain an important vehicular route; however, it is likely to function as more of a secondary route. Cambridge Street southwards connects to Lloyd Street and passes through residential streets in Rusholme and, Moss Side to Fallowfield. As such, there has been limited scope, or desire to significantly increase the capacity of that route.
- 4.21 Princess Parkway by contrast is the main arterial route into the city centre from the south, connecting to the M56, M6 and the Airport. This remains a primary route.
- 4.22 It has been commented in earlier studies that the Mancunian Way dominates the immediate public realm and compromises north-south connectivity making movement between different spaces and clusters within Oxford Road Corridor challenging at times. This is exacerbated by infrastructure associated with the Mancunian Way, including feeder routes and roundabouts. It could be considered to present a lower quality image of the area and discourage movement and interaction between spaces and clusters, making it a less desirable location for investment by organisations that prioritise these attributes. Further work is required to understand the capacity for the rationalisation of junctions to and from the Mancunian Way and further work is being undertaken in this regard. In masterplanning terms, there could be scope to establish improved north-south permeability within the Spatial Plan Area. This could establish new desire lines between the key institutions on Oxford Road for example as well as First Street / Great Jackson Street to the west and the North Campus to the east. In addition, it will be important to plan for and support development that will significantly improve the pedestrian environment beneath the Mancunian Way, as well as views from it, to showcase the quality and talent of Oxford Road Corridor. This key thoroughfare needs to have a quality of environment that befits its status as a major arterial route. Bruntwood's new retail and leisure pop-up destination, Hatch, has already made an important contribution in this respect by activating the space beneath the flyover and minimising the perceived barrier effect.
- 4.23 The Spatial Plan does not go as far as defining certain key east west or north south routes; however, building upon the routes that have been established and taking into account the Cross City Bus Priority Scheme, there should be a general emphasis in particular upon promoting permeability with a finer grain of pedestrian / cycle spaces accompanied by enhanced way finding.
- 4.24 This should extend to the transformation sites. Circle Square provides a potential new north-south connection with MECD through to the main UoM Campus as well as into the UoM's North Campus at the other end, taking care not to constrain the potential of the former Manchester Met's Student union site. The reconfiguration of Oxford Road Station and adjoining land provides opportunities to better integrate this key gateway and generator of pedestrian activity in all directions including better access to Oxford Road, Whitworth Street and First Street.
- 4.25 Opportunities should be explored to maximise the benefit of transformational development sites to enhance public realm and connectivity between sites and areas of Oxford Road Corridor that are not currently the subject of committed or future planned investment, as well as linkages into surrounding neighbourhoods to support the partner's vision for economic and social inclusion through increasing the number of Greater Manchester residents studying and working in the Oxford Road Corridor.
- 4.26 Manchester City Centre as a whole, including Oxford Road Corridor, is relatively compact. Moving around the various campus areas and clusters of activity; however can be made more legible through clearly sign posted, attractive, safe and comfortable walking and cycling routes.
- 4.27 With all improvement works, enhanced green infrastructure in terms of street tree and other planting types is considered essential in terms of improving the overall attractiveness of walking and cycling and the ability to create a distinctive environment that meets the partner's aspirations for high quality of life and environmental sustainability.



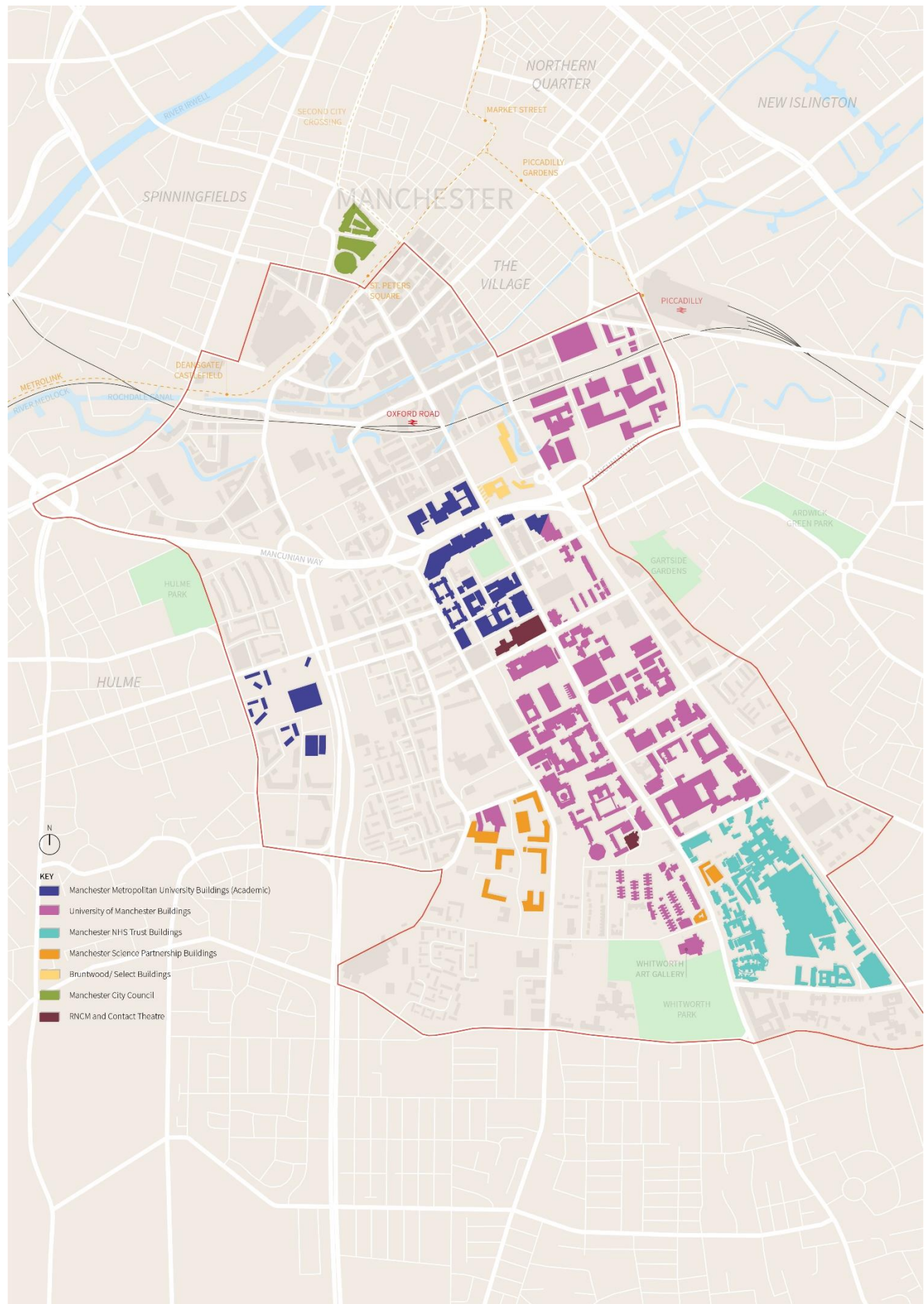
## Oxford Road Corridor

- 4.28 In terms of retail development, the Spatial Plan identifies a number of potential anchor destinations. Within the north of the Spatial Plan, there is an opportunity to develop and establish an added value retail offer as part of new developments, using Oxford Road (and linking into the increased footfall through the redeveloped St. Peter's Square), cultural facilities at First Street and mixed use developments combined with events space and high quality public realm at Circle Square as a catalyst. The introduction of Hatch, with Phase 1 now open and Phase 2 scheduled for summer 2018, has helped to diversify the retail and leisure offer along Oxford Road.
- 4.29 The transformational development opportunities should also be used as opportunities to re-position, enhance and diversify the area's retail offer. As well as Circle Square and the redevelopment of Oxford Road Station, committed projects such as Manchester Met's Arts and Culture Centre, the Alliance Manchester Business School and the redevelopment of UoM's University Green are identified as important in this regard.
- 4.30 Further anchors at the intersection of north-south and east-west routes, which link different clusters of activity as well as offering meeting places, for example The Whitworth, should be utilised, and the retail offer managed and developed to create distinctive destinations that contribute to the attractiveness, sense of place and overall quality of offer within the Oxford Road Corridor.
- 4.31 With Manchester's significant levels of investment in public transport provision and the opportunities that offers to use alternative modes to the car, there is a desire to gradually manage a reduction in the car parking requirements for Oxford Road Corridor over time.
- 4.32 This is further supported by the attitude of many of the forward thinking organisations located on Oxford Road Corridor, which genuinely seek to encourage sustainable transport behaviour of their employees and users through various Travel Planning initiatives.
- 4.33 Notwithstanding the clear focus on sustainable transport and proposals to reduce reliance on the car in the short term, there will inevitably be a requirement for car parking from occupiers.
- 4.34 Opportunities should be explored by the Partners for the most appropriate location and form of car parking to serve the future needs of

Oxford Road Corridor. Circle Square will include a new multi-storey car park providing 1,100 spaces.

# Appendix 1 Oxford Road Corridor Key Assets

**Figure 3 Oxford Road Corridor and Existing Assets**



Source: Planit Intelligent Environments LLP

**Table 2 Oxford Road Corridor Key Assets**

Sector	Institution / Location	Asset
<b>Higher Education</b>	University of Manchester	UoM is one of the top research universities in the UK and is emerging as one of the top research universities in the world, in line with its 2020 Vision. There are 25 Nobel Prize winners amongst its current and former staff and students. It is where the majority of Greater Manchester's expertise and capacity in fundamental research is concentrated and the University is in the top 100 institutions globally based on the 2016/2017 Times Higher Education World University Rankings. It is also in the top 50 (ranked in 35 <sup>th</sup> position) institutions globally based on the 2016 Academic Rankings of World Universities, which are produced by Shanghai Jiao Tong University.
	Manchester Metropolitan University	Manchester Met's has research strengths across sciences, arts, education and social sciences. It sits within the top five per cent of UK universities for exercise and sport science and within the top 12 per cent for advanced materials. Manchester Met has links with over 70 professional bodies and associations recognising both the quality and practical focus of course provision. In addition, Manchester Met's is highly active in supporting and working with businesses: 183 SMEs have been assisted in the past 12 months through its two main programmes – the Goldman Sachs 10,000 Small Businesses and Knowledge Action Partnership.
	Royal Northern College of Music	A leading international conservatoire with a reputation for attracting talented students, teachers, conductors and composers from all over the world. RNCM has around 320 teaching staff training nearly 800 students, both undergraduates and postgraduates, to world-class levels in music through a specialised learning programme.
<b>Health</b>	MFT	Manchester Royal Infirmary – a large acute teaching hospital providing a wide range of complex secondary and specialist services. It is a specialist regional centre for kidney and pancreas transplants, urology, cardiology and cardiothoracic surgery. It has pioneered many medical breakthroughs including being the first hospital in the UK to use a standalone 3D system for prostate cancer surgery.
		St. Mary's Hospital – a regional centre of excellence providing a wide range of world class general and specialist services for women and babies, including maternity, gynaecology, newborn intensive care, clinical genetics, and a sexual assault referral centre.
		Manchester Royal Eye Hospital - one of the largest teaching eye hospitals in Europe and one of only two dedicated eye hospitals in the UK. Globally acknowledged as a centre of excellence, MREH is renowned for its pioneering work in all aspects of ophthalmology.
		Royal Manchester Children's Hospital – a specialist hospital that provides healthcare for children and young people from throughout the North West, as well as nationally and internationally.
		The University Dental Hospital of Manchester – one of the major dental teaching hospitals in the UK. A team of around 300 staff provide general and highly specialised care for patients from the North West.
<b>Cultural and Sport</b>	University of Manchester	Manchester Museum – the UK's largest university museum, with a collection of around 4.5 million artefacts.
	University of Manchester	The Whitworth - gallery spaces, Study Centre, Learning Studio and Collections Centre set within Whitworth Park.
	University of Manchester	University of Manchester Students' Union and the Manchester Academy music venues – an independent charity with an annual turnover of around £8.5million. The venues employ 85 full-time and 350 part time members of staff and each year runs around 370 shows, which attract over 350,000 visitors to the venues.
	Contact Theatre	Arts venue for young people covering dance, music, poetry and other performing arts.
	Manchester Metropolitan University	Capitol Theatre - an on-site theatre for arts and drama students to host productions currently in temporary accommodation at 70 Oxford Street whilst a new Arts and Cultural Hub is developed. (See entry in Table 4).
		Holden Gallery – an ongoing programme of exhibitions that are open free to the public.
		Benzie Building – School of Art building, which accommodates a vertical gallery, workshops, a roof garden and hybrid studio areas offering flexible space.
		Student Union – new Student Union building, which accommodates café and bar facilities, social areas and meeting rooms, study areas, an advice centre and volunteering opportunities office.

## Oxford Road Corridor

Sector	Institution / Location	Asset
	Manchester Metropolitan University and University of Manchester	Sugden Sports' Centre – the centre offers an excellent range of sport facilities, including gym, badminton, squash, basketball and netball courts, indoor sports' pitches and tennis tables.
	Royal Northern College of Music	Royal Northern College of Music – performance spaces, restaurants, cafes and bars that form part of the RNCM facility on Oxford Road.
	Manchester City Council	Manchester Aquatics Centre – the centre was purpose built for the Commonwealth Games in 2002 and offers a range of facilities including a gym, 50m swimming pool, diving pool, strength space area and health suite.
	Northern Ballet School and Dancehouse Theatre Company	Dancehouse – a five studio dance, arts and performance facility.
	HOME: Manchester City Council / Library Theatre Company / Cornerhouse	HOME, First Street – a new £26million cultural facility – including two new theatres, five screens and a gallery space.
	ATG	Palace Theatre – hosts tours of national-wide theatre, music and dance productions; venue capacity of 1,955.
	Manchester Concert Hall Limited	Bridgewater Hall - international music and concert venue that hosts over 250 performances per annum; resident venue of the Hallé, the BBC Philharmonic and the Manchester Camerata.
	Manchester City Council	Central Library – Grade II* Listed Building has restored heritage features, such as the reading room, alongside new digital features including a media lounge, equipped with 200 computers and software for would-be filmmakers, designers and gamers.
<b>Commercialisation</b>	Manchester Science Partnerships	Manchester Science Park - a centre of innovation with an international reputation for high growth companies, MSP is home to more than 150 companies, employing over 1,200 people.
		Citylabs 1.0 - Citylabs 1.0 provides around 100,000 sq. ft. of laboratory and office space in the heart of the Oxford Road Corridor, which will soon be expanded by another 220,000 sq.ft. with the creation of Citylabs 2.0 and 3.0.
		MedTECH Centre - an incubator for MedTECH and IT companies complementing UoM Bio-incubator. It was established in 2010 and represents a joint venture between TRUSTECH, MFT, Manchester Science Partnerships and Manchester Met. It enables innovators, entrepreneurs, spin-outs and spin-ins to establish themselves on the Corridor, with close and easy access to the clinical test bed.
	University of Manchester Innovation Centre (UMIC)	The Manchester Incubator Centre – providing 86,500 sq. ft. of bioscience incubator space and related infrastructure, which includes 16 turnkey laboratory suites.
		Core Technology Facility – 173,000 sq. ft. of space, providing grow-on and incubation facilities for biotechnology and hi-tech start-ups or SMEs, to complement the Incubator Building.
		North Campus Incubator – designed to accommodate high technology companies established by UoM, it aims to support companies across the North West.
	Manchester Metropolitan University	Innospace – business incubator for start-ups and new enterprises, helping Manchester Met's graduates, students and staff to set up businesses.
		Digital Innovation – a new initiative that brings together start-up businesses, digital research and teaching in a refurbished engineering shed; the innovative venue is providing facilities and services for the broader technology sector.
	Health Innovation Manchester	Health Innovation Manchester is an 'academic health science system' that leverages the city region's entire spectrum of exceptional clinical, academic and public assets, alongside industry innovators, to inject proven innovation into population health, social care, and acute services; its board is formed from a partnership of universities, research bodies, NHS trusts, life-science industry and local government.

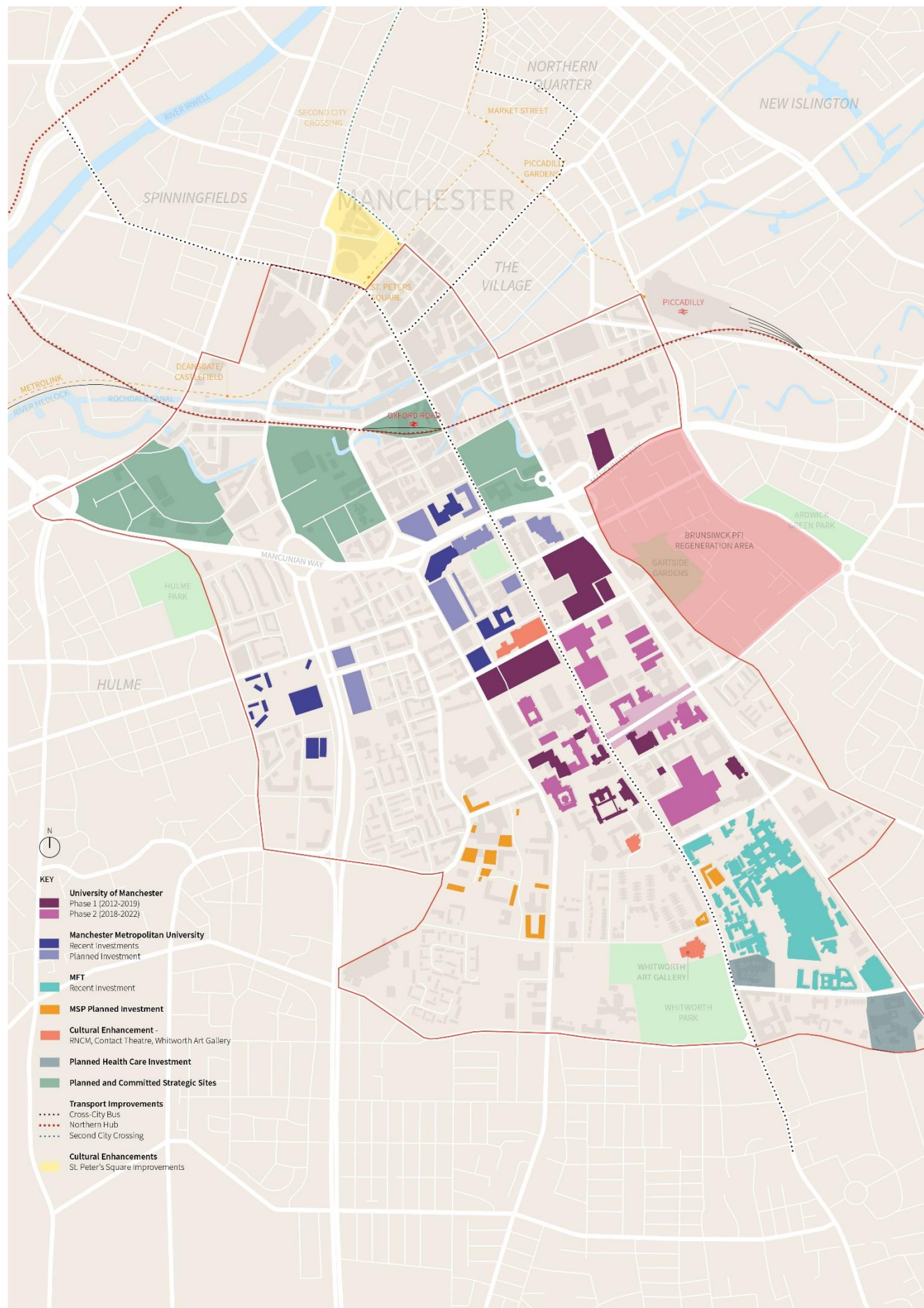
## Oxford Road Corridor

Sector	Institution / Location	Asset
<b>Community</b>	King's Church and Conference Centre, Sidney Street	A church and charity based on Sidney Street. The church has been an active meeting place since 1986 and is one of five locations across Greater Manchester. The Sidney Street venue has over 400 people in attendance each Sunday as well as hosting numerous events and activities throughout the rest of the week. The venue is also used for hosting conferences and events throughout the week, and has been used as a training and events venue for many of Oxford Road Corridor's strategic partners. Regular events are hosted during fresher's week in addition to events for children, young people and families as well as a monthly lunch club for those aged over 55.

# Appendix 2 Maximising Oxford Road Corridor's Assets



**Figure 4 Oxford Road Corridor Investment and Key Projects by Land Use / Specialism**



Source: Planit Intelligent Environments LLP



**Table 3: Oxford Road Corridor Delivered - Investment and Key Projects by Land Use / Specialism**

Institution	Project
<b>Advanced materials</b>	
<i>University of Manchester</i>	<p>National Graphene Institute – UoM's School of Materials is one of the largest materials departments in any European University. The £61 million NGI with state-of-art facilities enables academics and their industrial partners to work side-by-side on new and exciting applications accelerating translation and commercialisation of graphene research. NGI will link several research groups – all important in the development of key enabling technologies such as innovative materials, energy storage devices, alongside academic research &amp; development, including: Condensed Matter Physics Group, Manchester Centre for Mesoscience &amp; Nanotechnology, Nano-engineering and Storage Technology Group, Nanomedicine Lab, Photon Science Institute, Photon Science Institute, Graphene Nanostructured Materials, and Microwave &amp; Communication Systems Group.</p>
	<p><i>International Centre for Advanced Materials (ICAM) – UoM</i></p> <p>The International Centre for Advanced Materials was set up by BP in autumn 2012 with a \$100m investment. The project brings together world-leading strengths of four globally recognised universities to create an international centre of excellence in advanced materials research (research underway at UoM, the University of Cambridge, Imperial College London and the University of Illinois at Urbana-Champaign feeds back in to BP operations). ICAM aims to deliver a step change in understanding of materials impacting safety, reliability and performance, to become an international benchmark for university-industry partnerships, and to access and develop the skills of young researchers extending across the energy industry and supply chain.</p>
	<p><i>The Northwest Composites Centre – UoM</i></p> <p>The Northwest Composites Centre (NWCC) acts as a regional centre of expertise in supporting, evaluating and introducing innovation in manufacture, design and testing of advanced composites. It is a collaboration which incorporates researchers from several schools in UoM, together with colleagues from the universities of Liverpool, Lancaster, Bolton, and Glyndwr to create a centre of international scientific reputation to the benefit of academia and industry. Key Research Areas and activities, include composites design, modelling and testing, materials for wind generation, 3D fibre / weaving / braiding architectures, and the robotic forming of multi-material preforms.</p>
	<p><i>National Composites Certification &amp; Evaluation Facility (NCCEF)</i></p> <p>The National Composites Certification and Evaluation Facility aims to support the supply chain across all sectors in the transition from metallic to advanced composite manufacturing. The facility focuses on the testing and evaluation of sub-components and small full-scale components. This includes: basic production testing; manufacturing process equivalence testing certification; verification of third party data; product performance certification; and process evaluation. The centre is an important part of materials testing in the UK.</p>
	<p><i>Organic Materials Innovation Centre (OMIC) – UoM</i></p> <p>The Organic Materials Innovation Centre (OMIC) at UoM is specialises in organic materials and polymer industries, and is bridging the gap between the knowledge which Universities generate and that which businesses need in order to innovate and grow. OMIC has an extensive track record of working with chemical using industries and in the period 2003-2014 OMIC carried out over 150 projects for over 75 companies with a total project value in excess of £5m, and since 2009 has been a major partner in the 'Knowledge Centre for Materials Chemistry' bringing together applied materials at the universities of Bolton, Liverpool, and Manchester, and facilities at SciTech Daresbury.</p>

Institution	Project
	<p><i>Laser Processing Research Centre (LPRC) – UoM</i></p> <p>The Laser Processing Research Centre is a multi-disciplinary research centre at UoM. The centre has four research areas with each allocated to a dedicated team with specialist skills in: Additive manufacturing and shaping; cutting, drilling and welding; micro, nano-processes, nano-photonics and meta-materials - the application of laser technology for extending micro-tool lifetimes; and computer simulation and modelling - performing multi-scale multi-disciplinary modelling of laser and material interactions.</p> <p><i>University of Manchester Aerospace Research Institute (UMARI)</i></p> <p>The University of Manchester Aerospace Research Institute (UMARI) researches in key areas in the aerospace sector from advanced materials and structures to synthetic environments and autonomous systems. The Centre is affiliated with a number of research centres that deliver commercial and research work to industry. The main mission of the Aerospace Research Institute is to gain full benefit from the University's diverse research capability, to be internationally recognised as a centre of excellence in aerospace research and innovation, and to be a key collaborator within Europe for major Aerospace companies.</p> <p><i>Modelling and Simulation Centre (MASC) – UoM</i></p> <p>The Modelling and Simulation Centre (MASC) strengthens the network of world renowned research centres at UoM. MASC is based in the School of Mechanical, Aerospace and Civil Engineering and forms part of the Dalton Nuclear Institute, as well as having strong links with the Materials Performance Centre, UMARI, the Tyndall Centre (for climate change) and the Laser Processing Centre. The Centre is jointly funded by the School and Electricité de France (EDF) and supports a range of industries, including innovation and growth within the following: Fluid mechanics, combustion and heat transfer, acoustic flows, Non-overlapping domain decomposition, particle hydro-dynamics, fracture and structural integrity, material and structural response at high strain rate, welding technology.</p>
<b>Biomedical / Health Innovation</b>	
<i>MFT</i>	Site Transformation Project, including Saint Mary's Hospital, Manchester Royal Eye Hospital, Manchester Royal Infirmary and Royal Manchester Children's Hospital
<i>MFT / MSP</i>	Citylabs 1.0 (acquired by MSP in May 2013) - 100,000 sq. ft. biomedical centre of excellence bringing together biomedical and healthcare technology companies and R&D centres.
<i>MFT / University of Manchester</i>	<p>Manchester Improving Medicine with and Innovation and Technology (MIMIT) scopes unmet healthcare needs and accelerates the development of innovative solutions to <b>benefit</b> patients faster and more effectively. The MIMIT partnership comprises three Universities (Manchester Met, UoM and University of Salford) and three NHS Foundation Trusts (MFT, SRFT and The Christie). MIMIT is the first international affiliate of the highly successful Boston based CIMIT (Centre for Improving Medicine with Innovation and Technology).</p> <p>The Centre for Health Informatics (CHI) at UoM hosts the MRC Health eResearch Centre and is dedicated to world-leading health informatics research to advance data-intensive health science and care. This provides a centre of excellence for North England, including the research-focused universities, major NHS organisations and leading research in health informatics, bioinformatics, and biostatistics. The CHI runs a portfolio of research - some 20 projects/programmes worth over £40 million.[4] It delivers</p>

[4] Centre for Health Informatics: <http://www.population-health.manchester.ac.uk/healthinformatics/aboutus/>

Institution	Project
	<p>initiatives including NIHR programmes, covering the Greater Manchester Collaboration for Leadership in Applied Health Research and Care, and one of the two National Patient Safety Research Centres (Manchester Translational Research Centre for Primary Care).</p> <p>National Institute for Health and Care Excellence (NIHCE) provides national guidance and advice to improve health and social care. NICE produces evidence based guidance and advice for health, public health and social care practitioners; develops quality standards and performance metrics for those providing and commissioning health, public health and social care services; and provides a range of informational services for commissioners, practitioners and managers across the spectrum of health and social care.</p> <p>Health Innovation Manchester will seek out and bring forward a constant flow of innovations, accelerating them through the evaluation process and supporting them through devolved decision-making structures so they are accepted at pace system-wide. This will transform the health and well-being of the population of Greater Manchester.</p> <p>University of Manchester innovation Centre (UMIC) provides biotech and hi-tech facilities, with a mixed portfolio of high specification laboratories and office space suitable for a variety of purposes, plus conferencing and events facilities, and aims to have links with other agencies providing business support right through from initial investment to floating on the AIM. UMIC comprises: office and lab space, various low carbon initiatives and an entrepreneurial hub for start-ups, incubator tenants and SMEs.</p> <p>The Manchester Interdisciplinary Biocentre was completed in 2006 and represented the first university-based, purpose-built interdisciplinary research institute of its kind in the UK. Focusing on advanced quantitative approaches to specific biotechnology challenges at the interface between medicine and biology and the physical sciences, engineering, mathematics and computation the MIB enjoys a unique pluralistic and open research culture that is supported by world-class infrastructure.</p> <p>UK Biobank is a major medical research project with the aim of improving the prevention, diagnosis and treatment of a wide range of serious and life-threatening illnesses – including cancer, heart diseases, stroke, diabetes, arthritis, osteoporosis, eye disorders, depression and forms of dementia. Biobank was established by the Wellcome Trust medical charity, Medical Research Council, Department of Health, Scottish Government and the Northwest Regional Development Agency; and is hosted by UoM. The Wellcome Trust Centre for Cell-Matrix Research is an interdisciplinary research centre embedded within the Faculty of Life Sciences at UoM. Its long-term aims include defining the contributions of cell interactions to human diseases, and developing approaches for preventing and treating these diseases.</p> <p>The Wolfson Molecular Imaging Centre is a purpose built facility designed to exploit the potential for Positron Emission Tomography in oncology, neuroscience and psychiatry research. The Centre houses state-of-the-art facilities and provides the means for research to undertake methodology, biological and clinical research.</p>
<i>Manchester Metropolitan University</i>	<p>Birley Fields – Faculty of Health, Psychology and Social Care. Birley Fields is Manchester Met’s world-class centre for Education and Health Professionals and its flagship community campus. It is an award-winning development featuring a state-of-the-art learning and teaching environment; environmentally friendly student homes; community access to shared facilities; public space, which supports biodiversity and urban ecology; and, new retail units. Community is at the heart of Birley Fields; through academic partnerships and research, school’s outreach, volunteering and community engagement, Manchester Met is building strong relationships to ensure Birley Fields is a place that everyone can be proud of and enjoy.</p>
<b>Engineering</b>	
<i>Manchester Metropolitan University</i>	<p>Science and Engineering – completed in 2005, the complex contains high specification teaching laboratories and research facilities including blood biochemistry, biomechanics, motor control, exercise performance laboratories, multimedia research laboratory and a computer games usability laboratory. A further engineering block offering state-of-the-art facilities for research and teaching in surface engineering, materials, forensics, automotive engineering, dynamics and new media technology was completed in 2010.</p>

Institution	Project
<b>Education</b>	
<i>Manchester Metropolitan University</i>	<p>Art and Design Faculty - the new Benzie Building combined with the historical Grosvenor Building provides an ambitious inter-connected art &amp; design complex, featuring an impressive array of digital and technical workshops, gallery spaces, numerous studios, a café area and a communal roof terrace.</p> <p>Law School – a new dedicated Law School Building, within the All Saints Campus and adjacent to the Business School.</p> <p>Birley Fields Campus – new location for the Faculty of Education and the Faculty of Health, Psychology and Social Care, as well as 1,200 new student rooms.</p> <p>New Student Union – completed in October 2014, the new building provides a whole range of services, including over 100 clubs and societies, an advice centre, representation, a shop, and a bar.</p>
<i>University of Manchester</i>	<p>Alan Gilbert Learning Commons (study and learning centre).</p> <p>Samuel Alexander Refurbishment</p> <p>Simon Building (additional teaching space and new home for UoM Staff Association and the Wellbeing Centre).</p>
<b>Science and Technology</b>	
<i>University of Manchester</i>	<p>James Chadwick Building (new School of Chemical Engineering and Analytical Science)</p> <p>Schuster Annexe</p> <p>Chemistry Refurbishment</p>
<b>Business, Financial and Professional Services</b>	
<i>Manchester Metropolitan University</i>	<p>Business School and Student Hub - the centrepiece of the university's £300 million redevelopment at All Saints, the school opened in September 2012 to house the UK's largest university business school, with more than 5,500 students. It contains some of the best teaching and learning facilities for both undergraduates and postgraduates to be found anywhere in the UK and provides a range of high specification learning environments and student support services and with its impeccable environmental sustainability credentials.</p>
<i>University of Manchester</i>	<p>University Place (conference centre).</p>
<b>Cultural</b>	
<i>Manchester Metropolitan University</i>	<p>Benzie Building – used as a showcase for art and design.</p>
<i>University of Manchester</i>	<p>The Whitworth– A £15million refurbishment and extension programme that has transformed the 125 year old Whitworth into a 21st century gallery in the park.</p>
<i>Royal Northern College of Music</i>	<p>Concert Hall Development – refurbishment and expansion, including restaurant and bar facilities, new teaching and conference facilities.</p>
<i>HOME: Manchester City Council / Library Theatre Company / Cornerhouse</i>	<p>HOME Cultural Facility – formed by the merger of Cornerhouse and the Library Theatre Company, a new £26million cultural facility including two new theatres, five screens and a gallery space. Opened in 2015, HOME is a centre for co-production, artistic creation, sharing and learning.</p>
<i>Manchester City Council</i>	<p>Town Hall Complex and Central Library Regeneration – transformation works have been completed to refurbish the Town Hall extension and Central Library, which re-opened in June 2014.</p> <p>St. Peter's Square Public Realm – the transformation of St Peter's Square, which has created a new public space of international significance that is a symbol for the city and has provided a catalyst for new private sector investment as demonstrated by</p>

Institution	Project
	nearby office developments (1 and 2 St. Peter's Square, Landmark) The reconfiguration of St Peter's Square includes an improved Metrolink interchange to support the Second City Crossing, which has improved network capacity in the City Centre.
<b>Other / Infrastructure</b>	
<i>Transport for Greater Manchester</i>	<p>Second City Crossing / St. Peter's Square – already an important Metrolink interchange, St. Peter's Square is anticipated to become the busiest tram stop on the Metrolink network now that the Second City Crossing is operational. The Second City Crossing runs through St. Peter's Square, and provides new linkages between Deansgate-Castlefield Metrolink stop and the northern edge of the City Centre at Corporation Street. It provides passengers with the ability to easily interchange between tram services from all parts of Manchester and additional capacity on the network to support further proposed extensions.</p> <p>Cross City Bus Package - a £54.5m investment which has significantly improved bus travel into, and across, Manchester city centre as well as providing a wide range of environmental enhancements for the benefit of pedestrians and cyclists within Oxford Road Corridor. Oxford Road between Hathersage Road and Grosvenor Street has been regraded for buses, hackney carriages and cycles only during the day (0600 to 2100) with a 20MPH speed limit. Works include widening footways, segregated Dutch-style cycle lanes, new bus shelters and new tree planting, to create a green transport corridor along Oxford Road. The traffic strategy is for Upper Brook Street and Princess Parkway to become primary north to south vehicular routes and in this regard complementary traffic management / capacity measures have been completed on Upper Brook Street. Lloyd Street and Cambridge Street have also been subject to enhancements, including the introduction of a 20MPH speed limit and new pedestrian crossings; it will provide a secondary, local vehicular access route. East to west connections will primarily be focused on pedestrian and cyclist activity, and new pedestrian / toucan crossings have been introduced, as well as the continuation of an existing cycle route from Cavendish Square to Birley Fields. Through an Equality Partnership Agreement with the bus operators, there will be a focus on reducing carbon emissions and improving the specification of the fleet of buses serving Oxford Road, with a resultant enhancement in air quality. A quality uplift in public realm has also been delivered through partnership with the universities and RNCM, with the introduction of York Stone as a material in some areas as appropriate.</p>
<i>Bruntwood (with joint venture partner Select Property)</i>	<p>Circle Square – completion of 604 Vita Student apartments. Vita Student provides a world-class living experience, with a dedicated management team and a range of facilities including movie and game rooms, bike hire, 24 hour gym and 250MB broadband with Wi-Fi.</p> <p>Circle Square – opening of Phase 1 of Hatch, a retail incubator designed to attract aspiring entrepreneurs and established traders; Hatch will operate using flexible and affordable licenses plus additional support, from business planning through to delivery. Phase 1 includes opportunities for four food and beverage outlets of 80 sq ft, and five retail units from 80 - 240 sq ft. Artisan coffee house, Takk, have opened an espresso bar alongside a nano brewery and bar called Öl, and El Marchador, serving Mexican inspired street food.</p>

**Table 4: Oxford Road Corridor Planned – Investment and Key Projects by Land Use and Specialism**

<b>Institution</b>	<b>Project</b>
<b>Committed and Future Investment</b>	
<b>Advanced materials</b>	
<i>University of Manchester</i>	<p>Graphene Engineering Innovation Centre (GEIC) – This multi-million pound centre will see industry-led development in graphene applications in partnership with academics. Set to open in spring 2018, UoM £60m GEIC will be an international research and technology facility. Together, the NGI and GEIC will provide an unrivalled critical mass of graphene expertise. The two facilities will reinforce Manchester's position as a globally leading knowledge-base in graphene research and commercialisation.</p> <p>The Sir Henry Royce Institute for Materials Research and Innovation - will allow the UK to grow its world-leading research base in advanced-materials science, which is fundamental to all industrial sectors and the national economy. The new Institute, supported by industrial partners, will have its research centre in Manchester. Planning permission was granted for the building, to be located on Booth Street, in February 2017 and construction commenced in December 2017, with opening of the facility scheduled for early 2020. The Manchester centre will be supported by satellite centres or 'spokes' at the founding partners, comprising the Universities of Sheffield, Leeds, Liverpool, Cambridge, Oxford and Imperial College London GM.</p> <p>The nuclear materials component of the centre, one of 14 such components, will be supported by facilities at the National Nuclear Laboratory in Cumbria and the Culham Centre for Fusion Energy. The founding partners' facilities will then be enhanced to a value of £132m. When complete, the centre will accelerate the use of advanced materials in existing and emerging industrial sectors within the UK, and reduce the time to market from invention to application for new materials, with significant knock-on impact for the national economy</p>
<b>Biomedical / Health Innovation</b>	
<i>Nuffield Health / Manchester Metropolitan University</i>	Elizabeth Gaskell redevelopment – state of the art hospital and well-being centre, research collaboration and training.
<i>University of Manchester</i>	Faculty of Medical and Human Sciences and Life Sciences – Dover Street Medical School and Stopford Building Laboratories - remodel, refurbish and extend the listed Dover Street Building to create a new facility for the Medical School. The scheme also includes a number of rooftop greenhouses for specialist research. A number of existing laboratories will be refurbished within the Stopford Building.
<i>MFT</i>	<p>Commercial sites within the MFT estate – redevelopment of the former St. Mary's hospital for purpose built office and laboratory accommodation to meet the needs of the biomedical cluster. A joint venture with MSP to expand the Citylabs campus with the creation of Citylabs 2.0 and 3.0, delivering 220,000 sq.ft. of state of the art laboratory and workspace for health and medical technology businesses, with a particular focus on Genomics. Planning permission was granted in April 2017; Citylabs 2.0 is scheduled for completion in 2019 and Citylabs 3.0 in late 2021.</p> <p>Health Visitor Centre.</p> <p>Redevelopment of the Manchester Royal Infirmary adult A&amp;E trauma centre.</p> <p>Helipad - high quality helicopter landing facilities is critical to the efficient transportation of patients by air ambulances; proposals for a new facility within the MFT campus on Oxford Road Corridor.</p>
<b>Engineering</b>	
<i>Bruntwood (with joint venture partner Select Property)</i>	Circle Square – significant commercial R&D development that will appeal to both SMEs and much larger organisations wishing to benefit from being located at the heart of Manchester's knowledge quarter, with exceptional connections to existing and committed facilities in the expanding advanced materials and engineering sectors and complementary uses. Business services related to medical device / technology companies, wider science and technology healthcare, and digital and creative industries will be attracted to the site.
<i>University of Manchester</i>	Manchester Engineering Campus – a hugely impressive, estimated £350 million project that will deliver new accommodation for the School of Technical, Aerospace and Civil Engineering, the School of Electrical and Electronic Engineering, the School of Materials and the School of Chemical Engineering and Analytical Science. The project will strengthen the research and learning facilities of



Institution	Project
	the University providing spaces that can complement and support the pioneering engineering developments. The scheme will draw visitors in with new public realm and landscaping. It will deliver a world class, state of the art facility of significant scale in terms of both built form and public realm. Construction commenced in late 2016 and the facility is scheduled for completion in 2021. Faculty of Engineering and Physical Sciences – refurbishment of existing facilities.
<i>Manchester Metropolitan University</i>	Engineering Building – large scale enhancement and new build facilities for the Faculty of Science and Engineering. John Dalton West is a large-scale development that represents more than £100 million of investment to bring together Physical, Health and Life Sciences.
<b>Education Facilities</b>	
<i>University of Manchester</i>	The University is currently underway with the development of a £1 billion masterplan that will see the consolidation of the current campus and includes new and improved facilities. The first phase of this programme is now underway and will be delivered by 2019. Schemes within this first phase include the new Manchester Engineering Campus Development (as described above), new centres for the School of Law and the Alliance Manchester Business School (as described below), a major refurbishment of the University Library and the Students' Union (including Manchester Academy), a new Teaching Block (to replace accommodation within the North Campus) and major remodelling of office and teaching space for the School of Arts, Languages and Cultures and the creation of breakout areas. Phase will include works for the Faculty of Humanities, as well as non-Faculty programmes including refurbishment of teaching rooms, sports projects, library investment, museum refurbishment, a health centre and public realm / landscaping.
<i>Manchester Metropolitan University</i>	Refurbishment of All Saints Library - £10 million expansion of All Saints Library into a 24/7 Central Student Zone with direct frontage onto Oxford Road, showcasing the talent of Manchester Met and activating this strategic route. Integrated Academic Support – provision of modern, open and attractive working environments for academic staff.
<b>Science and Technology, including advanced materials</b>	
<i>Manchester Science Partnerships</i>	Manchester Science Park Campus Expansion and intensification – plans are in place to triple the size of the Park to 1 million sq. ft. by 2018, including the newly built 70,000 sq. ft. 'Bright Building, opened in September 2017, which is the 'hub' of the Park.
<i>Bruntwood (with joint venture partner Select Property)</i>	Circle Square – to include uses consistent with Science, Technology and Advanced Materials. Tech Hub, which is scheduled to open in May 2018, will cement Circle Square as a location for disruptive, innovative and technology-focused businesses and will be home to Manchester Digital. The early works package for the first two commercial buildings at Circle Square has also commenced; delivery of 400,000 sq.ft. of world-class flexible super-connected workspace by late 2019.
<i>University of Manchester</i>	North Campus – the site includes the former UMIST campus, close to Piccadilly Rail Station (and the proposed new High Speed 2 Rail Station), where redevelopment will be complex and involve creative uses for important heritage buildings. An opportunity for accommodation to support research and development and collaboration with industry partners.
<b>Business, Financial &amp; Professional Services</b>	
<i>University of Manchester and Bruntwood</i>	The Alliance Manchester Business School Redevelopment – the two phase project involves delivery of two hotels and an Executive Education Centre, which will provide a new home for the business school's corporate leadership and management programmes, as well as a full exterior and interior refurbishment of the existing facilities, including both office and teaching spaces. Plans also include redevelopment of University Green to create a 40,500 sq. ft. retail and leisure offer, specifically designed to host a mix of high quality brands and amenities. Completion of phase 1 is expected in early 2018 and the phase 2 refurbishment in summer 2018.
<i>Bruntwood (with joint venture partner Select Property)</i>	Circle Square – as above. The design of the Circle Square workspace will enable collaboration, agile working and well-being, in a location with access to talent, technology, academia, the arts and culture. It is expected to deliver more than 1.2 million sq.ft. of commercial space and 100,000 sq.ft. of retail space, together with 250,000 sq.ft. of public realm, multi-storey car park, energy centre, hotel and serviced apartments.
<i>PATRIZIA, ASK and Manchester City Council</i>	First Street – on-going mixed use redevelopment, including office, residential, retail, cultural and leisure uses.

Institution	Project
<i>University of Manchester</i>	North Campus – as above, the recently adopted Strategic Regeneration Framework recognises the area as one of the neighbourhoods to be impacted by HS2 and is described as a ‘research intensive knowledge environment’. North Campus is to be developed as a mixed use district with the knowledge industry and academic research identified as key activities. New commercial, retail and hotel uses will be provided as part of its regeneration.
<b>Cultural and Sport</b>	
<i>Manchester Metropolitan University</i>	<p>Art, Media and Culture Centre – a new university Arts and Cultural Hub is being developed on the former site of the Mable Tylecote building and Capitol Theatre (which have now been demolished). The new complex will be home for the School of Theatre and include a new dedicated performance space for the School's acting students as well as delivering innovative commercial and catering services and new academic facilities for the Faculty of Humanities, Languages and Social Science. It represents a £50 million investment and will provide an additional 10,000 square metres of space. A new 350-seat theatre will be the heart of the scheme.</p> <p>University Sport Institute Manchester – state of the art facilities to house the unique academic and professional sport partnership within the global city for sport.</p>
<i>Contact Theatre</i>	Contact Theatre – the theatre closed its doors at the end of 2017 and will be redeveloped to transform the building for the next generation of audiences, artists and young people. The project will: create new performance and community spaces; expand the existing café/bar, and make it easier to navigate the building; create new facilities for young people's talent and leadership activity; greatly improve access for those with disabilities; enhance environmental sustainability; and, upgrade media, technical and digital equipment. During the redevelopment works. Contact staff have relocated to the Millennium Powerhouse in Moss Side with a year-long programme of performance and participation activities. Contact is scheduled to re-open in 2019.
<i>University of Manchester</i>	<p>Manchester Museum – extension of Manchester Museum to house the British Museum South East Asian Gallery and a new Temporary Exhibitions Gallery.</p> <p>University of Manchester Students' Union and the Manchester Academy estate - £12million redevelopment project, which includes a range of catering and retail services accessible to the public and users of many of the surrounding spaces.</p>
<i>Network Rail</i>	Northern Hub – enhancing capacity at Oxford Road station through the widening of the railway viaduct, reconfiguring platforms and enhancing circulation.
<i>University of Manchester and Manchester Metropolitan University</i>	Enhancement of public realm within the universities' estates. This will include joint Partner working to deliver integrated and high quality place-making.
<i>Manchester Metropolitan University</i>	Infrastructure resilience – increased resilience and capacity to support future ambitions for both the physical and digital estate.
<b>Other Transformational Investment Sites</b>	
<i>Network Rail and Manchester City Council are currently in the process of procuring a Development Partner.</i>	Oxford Road Station and adjoining land. The project has the ability to transform one of Manchester's key gateways, providing enhanced connections to Oxford Road, First Street, St Peter's Square, Manchester Central and the wider Oxford Road Corridor area as well as the opportunity to deliver high quality added value development which will support the growth and economic potential of the Corridor Area and the Regional Centre as a whole.
<i>Manchester City Council and Private Sector Partners</i>	Great Jackson Street – high quality residential neighbourhood with high value homes that would support the growth of the economy, in a range of tenures, together with new public realm.



**Table 5: Oxford Road Corridor - Identified Growth Potential**

Masterplan Reference	Potential Floorspace (New and Re-located)	Estimated Employment Creation	Strategic Rationale
<b>Oxford Road Corridor, Manchester Enterprise Zone</b>	<ul style="list-style-type: none"> <li>Together, the MFT site and MSP Manchester Science Park form the Oxford Road Corridor, Manchester Enterprise Zone, which was launched in April 2016. The two sites comprise 10.6 hectares.</li> </ul>	<ul style="list-style-type: none"> <li>In total, the two sites have the potential to create more than 6,000 new and high-value jobs.</li> </ul>	<ul style="list-style-type: none"> <li>The new status offers businesses moving in to the two sites a maximum of 100% business rate relief of up to £55,000 per year for up to five years and an on-site dedicated business support programme.</li> <li>For MSP, the Enterprise Zone will give entrepreneurial businesses access to additional important financial incentives, alongside the services and support which MSP and its partners already provide. The businesses located in the Enterprise Zone will generate high value jobs and economic growth, reinforcing the ambition to create an industry base in Manchester that is of global standing.</li> <li>For MFT, the Enterprise Zone will enable flexibility and creativity in securing investment for the hospital site to produce the best facilities for patients. It will be important as MFT seek to overcome challenges posed by population and technology that they are able to work closely with industry partners to create solutions to the priority needs of the NHS.</li> </ul>
<b>Commercial sites within the MFT estate</b>	<p>Citylabs 2.0 and 3.0:</p> <ul style="list-style-type: none"> <li>Redevelopment of the existing building and creation of new-build elements to provide laboratory and office space for health and medical technology businesses, with a particular focus on Genomics..</li> <li>210,000 sq.ft. of refurbished floorspace.</li> <li>The redevelopment will expand the Citylabs campus in a joint venture with MSP to create Citylabs 2.0 and 3.0, providing 220,000 sq.ft. of floorspace.</li> </ul>	<ul style="list-style-type: none"> <li>Circa 660 FTE net increase.</li> </ul>	<ul style="list-style-type: none"> <li>Manchester City Council's adopted strategic priorities focus on economic growth, through company support, job creation and attracting inward investment; one of the priority sectors for support is life sciences where the medtech and biotech industry is one of the fastest growing global markets. The strength of the joint clinical academic campus – with access to patients, clinicians and academics – provides a bedrock for CMFT and its partners to drive this growth.</li> <li>The Devo-Manc Agreement for the devolution of powers to Greater Manchester including for health and social care creates a unique opportunity to better manage the public estate and to seek out new ways to deliver more effective and sustainable healthcare services and treatments for patients.</li> </ul>
<b>Manchester Metropolitan University</b>	<p>Engineering Building</p> <ul style="list-style-type: none"> <li>Additional educational and teaching space.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown at this stage – dependent on use mix and new floorspace to be created</li> </ul>	

Masterplan Reference	Potential Floorspace (New and Re-located)	Estimated Employment Creation	Strategic Rationale
	John Dalton West Complex <ul style="list-style-type: none"> <li>Large-scale investment to bring together Physical, Health and Life Sciences.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown at this stage – dependent on use mix and new floorspace to be created</li> </ul>	
	Central Student Zone <ul style="list-style-type: none"> <li>Expansion of All Saints Library into a 24/7 Central Student Zone.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown at this stage – dependent on use mix and new floorspace to be created</li> </ul>	
	Former Student Union Site <ul style="list-style-type: none"> <li>High density mixed use development, with potential for new academic opportunities such as the University Sports Institute Manchester, workspace and high quality student living.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown at this stage – dependent on use mix and new floorspace to be created</li> </ul>	
<b>University of Manchester</b>	Business School <ul style="list-style-type: none"> <li>18,000 sq. ft. of conference / training / teaching (Executive Education Centre).</li> <li>324 hotel bedrooms.</li> <li>335,000 sq. ft. of refurbished and new teaching space.</li> <li>27,000 sq. ft. of refurbished and new retail and leisure.</li> </ul> <hr/> Manchester Engineering Campus <ul style="list-style-type: none"> <li>820,000 sq. ft. of educational and teaching.</li> </ul> <hr/> School of Law <ul style="list-style-type: none"> <li>Additional educational and teaching space.</li> </ul>	<ul style="list-style-type: none"> <li>Circa 140 FTE net increase as part of the new Business School development.</li> </ul>	<ul style="list-style-type: none"> <li>The long-term aim, as stated in the Manchester 2020 Vision, has been to create a world leading university that would compete with the best universities in the world and would occupy a single, outstanding campus, where some of the beautiful old buildings would stand alongside the very best in modern facilities for research and students.</li> <li>The University will build on its significant scale, and involvement in research and education in science, engineering, humanities, and medical sciences – key growth sectors for the Greater Manchester and UK economy. It will be a truly international university, which is also a major contributor to the economic, social and cultural transformation of the city of Manchester and the North West region.</li> </ul>
<b>UofM North Campus</b>	Graphene Engineering Innovation Centre <ul style="list-style-type: none"> <li>90,000 sq. ft. research and technology facility.</li> </ul> Refurbishment, redevelopment and renovation of existing buildings post re-location of facilities. The indicative development schedule identifies that this could include: <ul style="list-style-type: none"> <li>Commercial – circa 132,000 sq.m.</li> <li>13,000 sq.m. of retail / restaurant.</li> <li>400-500 new hotel rooms.</li> <li>Between 1,000 and 2,500 new homes.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown at this stage – dependent on use mix and floorspace.</li> </ul>	<ul style="list-style-type: none"> <li>The re-location of the facilities currently operational within UoM's North Campus (Sackville Street) following completion of the Manchester Engineering Campus Development provides a significant opportunity for redevelopment of this group of important buildings in a way that will promote new linkages and connections between Oxford Road Corridor and Piccadilly Rail Station and the future High Speed Rail 2 Station and facilities.</li> </ul>

Masterplan Reference	Potential Floorspace (New and Re-located)	Estimated Employment Creation	Strategic Rationale
<b>MSP Manchester Science Park</b>	<ul style="list-style-type: none"> <li>600,000 sq. ft. commercial office / research.</li> </ul>	<ul style="list-style-type: none"> <li>Circa 3,750 FTE.</li> </ul>	<ul style="list-style-type: none"> <li>A key opportunity for the City to maximise the economic potential of the unique location and partnership working framework of Oxford Road Corridor and to capture new opportunities for sustained growth in key sectors, providing the right property product in the right location.</li> <li>Share benefits of new job creation with surrounding neighbourhoods and contribute towards regeneration objectives of the Central Manchester SRF.</li> <li>Create environment and facilities that provide opportunities to bring people, resources and links together.</li> </ul>
<b>Circle Square</b>	<p>Total of 2.4 million sq.ft. of development (residential and commercial), including:</p> <ul style="list-style-type: none"> <li>1.22 million sq. ft. commercial office / research.</li> <li>1,281 new homes.</li> <li>100,000 sq. ft. retail, leisure, food &amp; drink.</li> <li>260,000 sq.ft. of public realm, the largest green space in Manchester City Centre.</li> <li>60,000 sq.ft. hotel.</li> <li>1,000 car parking spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Between circa 9,500 and 11,800 FTE.</li> </ul>	<ul style="list-style-type: none"> <li>To create a high quality, commercial R&amp;D-led development which maximises the Site's employment generation in a manner that contributes to the City's knowledge economy and in doing so leverages its location within Oxford Road Corridor, proximity to major institutions and exceptional accessibility by a range of means of transport.</li> <li>Redevelopment must create an environment that is sustainable, distinctive, vibrant, incorporates well designed and managed public realm/ civic spaces, and which is fully integrated into the wider neighbourhood.</li> </ul>
<b>Oxford Road Station Environs</b>	<ul style="list-style-type: none"> <li>Mixed use development, potentially including commercial office, residential, retail and leisure, alongside station enhancement and public realm improvement.</li> <li>Floorspace figures unknown at this stage.</li> </ul>	<ul style="list-style-type: none"> <li>Unknown at this stage – dependent on use mix and floorspace.</li> </ul>	<ul style="list-style-type: none"> <li>The accessibility and connectivity of the site, ensuring that it is open to and from all of the key areas that it connects, uniting Oxford Road Corridor, the civic and business centre of the City, and the major development at First Street.</li> <li>The ability of the site to impact on the wider regeneration of the area, driving economic benefit for the site itself, its adjacent developments and the area to the south of the City Centre, as well the broader city region.</li> </ul>
<b>First Street Central and South</b>	<ul style="list-style-type: none"> <li>2.2 million sq. ft. commercial office.</li> <li>Residential development.</li> <li>45,000 sq. ft. retail and leisure.</li> <li>74,000 sq. ft. civic, culture and amenity.</li> </ul>	<ul style="list-style-type: none"> <li>Circa 17,500 FTE.</li> </ul>	<ul style="list-style-type: none"> <li>Proximity to the city centre core and Oxford Road Corridor, offering an attractive location for cultural and creative, science and technology, and some business and financial services companies.</li> <li>Opportunity to integrate First Street with surrounding neighbourhoods.</li> <li>Create a true neighbourhood of choice, where a new residential community can sit alongside further major employment-generating uses and a cultural and leisure offer unparalleled elsewhere in the City Centre.</li> </ul>
<b>Nuffield</b>	Elizabeth Gaskell	<ul style="list-style-type: none"> <li>Circa 350 FTE as part of the</li> </ul>	

Masterplan Reference	Potential Floorspace (New and Re-located)	Estimated Employment Creation	Strategic Rationale
	<ul style="list-style-type: none"> <li>140,000 sq. ft. private hospital and integrated well-being facility in conjunction with Nuffield Health</li> </ul>	Elizabeth Gaskell development once fully operational.	

### Strategic Policy Context

This level of investment underlines Oxford Road Corridor's importance to the City's existing economy and its future economic growth. This in turn also accounts for its central role in delivering a range of strategic policy objectives, as summarised below.

### National Policy

#### Devo-Manc and Northern Powerhouse (November 2014 and December 2014)

In the 2014 Autumn Statement, the Coalition Government re-iterated a commitment to help lay the foundations of a Northern Powerhouse to rival the economic strength of London. A historical devolution agreement was reached with Central Government in November 2014 (Devo-Manc) that will give greater powers to the Greater Manchester Combined Authority working in partnership with a directly elected Mayor.

These powers will open up new opportunities for increasing economic growth and improving the quality of life of Greater Manchester residents by replacing an over-centralised national model – imposing 'one size fits all' solutions – with greater local control over certain budgets and powers.

Greater Manchester will have responsibility for a £300m housing investment fund, devolved and consolidated budgets in transport and health and social care, along with key strategic planning powers.

An additional £7 billion of investment was announced to build the Northern Powerhouse in December 2014.

Key aims for the budget will be:

- To better connect the core cities of the North by investing £6 billion on road and rail infrastructure (delivering higher levels of productivity

and greater competitiveness through designing a programme of transformed connectivity – part of One North), including HS3.

- Doubling the number of northern cities to benefit from the Government's superfast broadband programme.
- Funding for the North's strengths in science, with major new science investments, including the new Sir Henry Royce Materials Research Institute based in Manchester (with satellite centres in Leeds, Liverpool and Sheffield).

Oxford Road Corridor has a distinctive part to play in the City's role as an economic powerhouse. It is:

- One of the largest higher education campuses in Europe, a magnet for students and researchers from around the world.
- Home to an exceptional base of innovators – people and companies – and is one of the few true innovation districts in the UK.
- An increasingly diverse economy, from large companies and institutions to new starts up and entrepreneurs.

Oxford Road Corridor has the essential ingredients to shape the economy of the future, building on research strengths, high levels of skills and an entrepreneurial and ambitious institutional and business base and the partnership will intensify and amplify the impact in the future.

### Greater Manchester Policy

#### Stronger Together: Greater Manchester Strategy (2013)

The Greater Manchester Strategy (GMS 2013-2020) identifies that Oxford Road Corridor is one of Greater Manchester's principal assets and opportunities to grow and diversify its economic base.

It is Manchester's central business and education district, and "...one of the world's largest clusters of health research, practice and commercial development...home to Manchester's Universities, hospitals, science park

and innovation centre". Oxford Road Corridor is critical to delivering the future growth of Greater Manchester as clearly defined in GMS 2013-2020, which identifies that:

**"The route to growth lies in creating the conditions that make Greater Manchester a destination for investment, in consolidating the existing business base and in securing a much higher growth rate in key sectors where we have the assets and advantages to success nationally and internationally."**

Key to this is supporting the sectors where Greater Manchester has competitive advantage and leveraging assets to grow those sectors further. Health and life sciences, financial and professional services, education and advanced manufacturing and materials are critical assets and the clustering of existing institutions and businesses working in these sectors on Oxford Road Corridor make it a primary location for Greater Manchester's future employment growth.

A number of GMS 2013-2020 priorities are relevant to Oxford Road Corridor, notably: improving connectivity; placing Greater Manchester at the leading edge of science and technology; building Greater Manchester's global brand; supporting business growth; and improving Greater Manchester's international competitiveness.

To illustrate the importance of the Oxford Road Corridor Area as a driver of GM economic growth, research undertaken by the Institute for Manufacturing (IfM) has found that the advanced materials sector (to take one of the Oxford Road Corridor area's centres of excellence) underpins key emerging markets in the UK economy including particularly the Manufacturing sector for high value products, and opportunity that spans across the GM economy and the north west, placing the Oxford Road Corridor at the very centre of the northern powerhouse.

Indeed, Government has placed advanced materials as one of the Eight Great Technologies as it seeks to establish the UK as a global leader.

Greater Manchester is well placed to capitalise on the GMs strength in advanced materials and generate growth in the manufacturing sector. The city's history of manufacturing stems back to the industrial revolution; however, this is a global marketplace which presents new challenges to be addressed.

Broadly speaking, there are a number of reasons why the wider GM economy stands to benefit from what started as a Eureka moment at UoM in 2004:

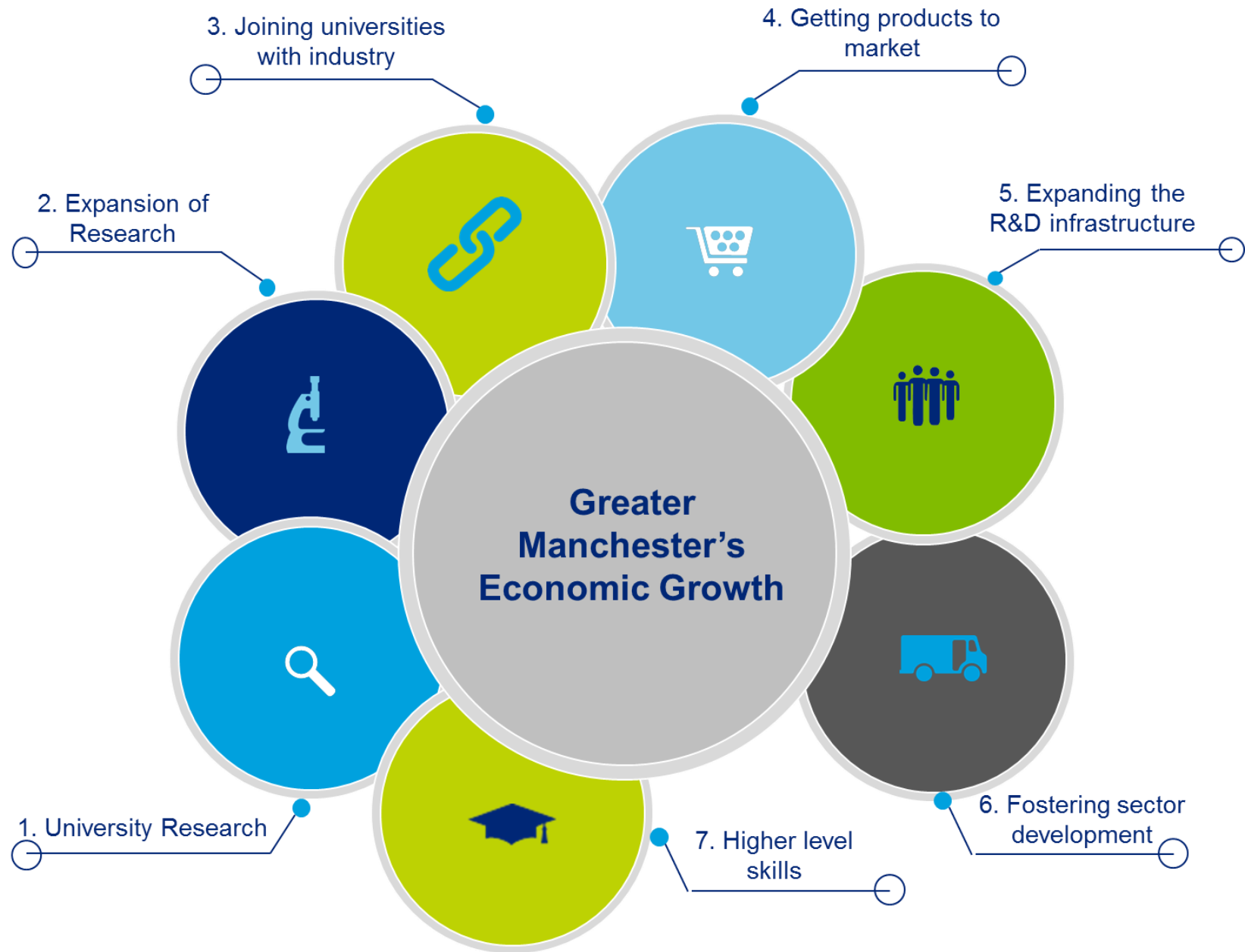
Firstly, Advanced Manufacturing businesses benefit from being located near to facilities where they can test and develop products. This will enable existing businesses to more efficiently innovate, allowing them to grow at a faster rate, and will mean that new companies can be generated, and locate their manufacturing facilities in GM; and

Secondly, GM has the highly skilled labour force to support the growth and innovation of this sector.

However, it is not enough to assume that growth will therefore happen. There is a need to recognise limitations and make interventions to ensure that GM does not lose out competitively to the likes of China and South Korea.

The growth potential is hugely significant, spanning out into the manufacturing sub-sectors of aerospace, automotive, biotechnology, and textiles where the city has the potential to compete on an international level. These are all high value jobs, and all suited to a variety of locations across the wider conurbation

There is a need to ensure that every aspect of a manufacturers needs are supported through careful consideration of areas including: affordable accommodation; reliable supply chains; access to talent; incentivised tax regimes.



**Figure 5: Greater Manchester's Economic Growth**

### **Oxford Road Corridor, Manchester Enterprise Zone**

The Greater Manchester Local Enterprise Partnership (LEP) has also been awarded Enterprise Zone status by the Department for Communities and Local Government (DCLG) for two sites within Oxford Road Corridor; MSP's Manchester Science Park and the MFT Commercial Sites within the MFT estate – the Citylabs campus.

The Enterprise Zone will specialise in life sciences. This is a key economic priority for Oxford Road Corridor and the wider Greater Manchester region in recognition that it has a number of competitive advantages to drive future growth in this sector. This includes its physical infrastructure through to its supply chains, skills and knowledge base. Enterprise Zone status will promote the continuing development of this leading innovation cluster within the life science sector through a range of business incentives that will help to attract new businesses and investment.

### **Manchester City Council Policy**

#### **Our Manchester – The Manchester Strategy (2016)**

The Manchester Strategy sets a long-term vision for Manchester's future and describes how it will be achieved. [The vision is for Manchester to be in the top flight of world-class cities by 2025, when the City will:](#)

- Have a competitive, dynamic and sustainable economy that draws on its distinctive strengths in science, advanced manufacturing, culture, and creative and digital business – cultivating and encouraging new ideas.
- Possess highly skilled, enterprising and industrious people.
- Be connected, internationally and within the UK.
- Play its full part in limiting the impacts of climate change.
- Be a place where residents from all backgrounds feel safe, can aspire, succeed and live well.
- Be clean, attractive, culturally rich, outward-looking and welcoming.

As a thriving and sustainable city, Manchester will capture the commercial potential of research and innovation – particularly in advanced materials and at key employment areas such as Oxford Road Corridor.

### **Manchester Residential Growth Prospectus (Draft 2014)**

Recognising the critical relationship between housing and economic growth, Manchester City Council is in the process of preparing a Residential Growth Prospectus (approved in draft by the Council's Executive Committee on 18 June 2013).

There Prospectus identifies that there is a need to provide high quality homes for sale and rent to meet future demand. Part of the strategy will be about developing a quality private rented sector (PRS) – good quality, well managed accommodation for rent makes an important contribution to the City's housing.

In the delivery of new residential development, a strong sense of place and high quality neighbourhoods should be created – sustainable neighbourhoods require much more than new housing development.

Housing is one of the key Spatial Objectives established within the adopted Manchester Core Strategy and through this Manchester City Council aims to provide for a significant increase in high quality housing at sustainable locations throughout the City.

In line with Core Strategy Policy CC7 Mixed Use Development, Oxford Road Corridor has a role to play in contributing to the delivery of new housing within the City Centre as part of mixed-use development schemes that also include employment-generating uses, for example at Circle Square. Great Jackson Street also provides an opportunity for a new residential community.

### **Manchester Core Strategy (2012)**

The adopted Manchester Core Strategy sets out the City Council's Vision for Manchester to 2026 and provides a spatial strategy for growth, which supports the key priorities as identified in the GMS 2013-2020. Manchester will be the driver of the City Region economy due to the location of key assets in Manchester City Centre and the Regional Centre.

The Oxford Road Corridor falls within the defined City Centre boundary and is located within the Regional Centre. It has the potential to contribute strongly to a wide range of Manchester's strategic policy objectives as summarised below:



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**Policy SP1 Spatial Principles:** the Regional Centre will be the focus for economic and commercial development, retail, leisure and cultural activity, alongside high quality city living.

**Policy EC2 Existing Employment Space:** the City Council will seek to retain and enhance existing employment space and sites. There should be provision of a range of business space, types, sizes, quality and cost; leaving land vacant is not considered to be an efficient use of land.

**Policy EC3 The Regional Centre:** Employment generating uses will be promoted within the Regional Centre, taking advantage of the commercial assets of the core of the conurbation and the opportunities to provide accessible employment to Manchester residents. New housing to complement the development of mixed use employment areas will be supported.

**Policy H1 Overall Housing Provision:** approximately 60,000 new dwellings will be provided in Manchester between March 2009 and March 2027. New residential development should take account of the need to contribute to creating mixed communities by providing house types to meet the needs of a diverse and growing population. The design of a scheme should contribute to the character of the local area.

**Policy C10 Leisure and the Evening Economy:** new development and redevelopment that supports the evening economy and supports a balanced and socially inclusive evening / night-time economy will be permitted, subject to considerations of cumulative impact, residential amenity and balance.

**Policy EN6 Target Framework for CO<sub>2</sub> reduction from low or zero carbon energy supplies:** new development will be expected to make a contribution to the Council's carbon reduction requirements.

### Manchester City Centre Strategic Spatial Plan (2015)

An update to the 2009 Strategic Plan was presented to Manchester City Council's Executive Committee in July 2015. The update reflects the recent growth of the City Centre, in economic, population and geographic terms, and sets out the current strategic context including the Northern Powerhouse, the Greater Manchester Strategy and the Manchester Community Strategy.

The overall vision for the City Centre reflects the 2009 plan and the refreshed Strategic Plan outlines the position and priorities for each of the City Centre neighbourhoods and key infrastructure investments that are critical to the success of the City Centre taking place as a key priority.

The Strategic Plan identifies that Oxford Road Corridor economically is the most important area within Greater Manchester, with more job creation potential than anywhere else. The successful development of Oxford Road Corridor is therefore fundamental to driving future economic growth and investment in the Manchester City Region.

In this regard, key priorities for Oxford Road Corridor include:

- Delivery of the Sir Henry Royce Institute and Graphene Engineering Innovation Centre (GEIC), with further exploration to be undertaken around opportunities presented by both facilities.
- Major public transport investment, including the Cross City Bus Package and Northern Hub rail schemes (e.g. Oxford Road Station improvements).
- Further exploiting the science and knowledge base of Oxford Road Corridor to stimulate business growth.
- Manchester Future City: Oxford Road Corridor, which provides a series of projects that will lead towards the development of a one mile spine of low carbon mobility, smarter low carbon energy systems, consolidated freight distribution, smart, efficient buildings and promotion of healthier living.
- Circle Square.
- Consolidation of the campuses of both Manchester Met and UoM, including redevelopment of the North and Aytoun Campus sites.
- Expansion and intensification of Manchester Science Park.
- Enhancing the cultural experience, including the transformation of the Whitworth.
- Smart City Programme – delivering innovative approaches around linking informatics and technology with practical programmes for health care, planning and delivering public services.

A further key message from the Strategic Plan is the importance of enhancing connectivity between Oxford Road Corridor and other key regeneration areas within the City, including Piccadilly and Mayfield, particularly via the redevelopment of the North Campus.

This will be critical, not just in terms of providing improved linkages between Oxford Road Corridor and the major transport hub and national and international connections at Piccadilly Rail Station (and in the future, the HS2 Rail Station), but also in terms of supporting the wider commercial and residential development in these areas in the medium term – providing high



## Oxford Road Corridor

quality, accessible space that supports the growth of Oxford Road Corridor and equally can benefit from it.

### Regeneration Context

The areas immediately surrounding Oxford Road Corridor– Ardwick, Hulme, Rusholme, Moss Side and Longsight – are some of the most deprived neighbourhoods in Manchester and the UK.

Table 6 identifies some key socio-economic data in respect of these wards, utilising the most recent information from NOMIS and the Index of Multiple Deprivation 2015.

**Table 6: Socio-economic Data**

Ward	Unemployment <sup>2</sup>	No Qualifications <sup>3</sup>
Ardwick	22.6%	13.9%
Hulme	14.1%	8.5%
Longsight	19.6%	18.6%
Moss Side	20.5%	17.9%
Rusholme	15.6%	13.7%
Manchester Average	12.3%	17.4%

Figure 6 highlights the relative deprivation of Manchester Lower Super Output Areas ranked by those most deprived in England (from 1 to 32,844. This indicates that of the five wards located adjacent to Oxford Road Corridor, Ardwick includes LSOAs within the 1% most deprived areas in England; Hulme, Longsight, Moss Side and Rusholme also include areas within the 5% most deprived in England.

However, the areas remain vibrant and diverse communities and a major objective for Oxford Road Corridor Partners is to help drive employment and skills, and improve quality of life in these areas.

Manchester City Council is already in the process of delivering a number of regeneration benefits in neighbouring areas, with investment to date standing at £120million and a further £330million in the pipeline, which includes the £110 million Brunswick Private Finance Initiative housing scheme.

Corridor partners, through the Skills & Employment Group consisting of UoM, Manchester Met, MFT and MCC have all developed their own employment programmes which support people to apply for jobs, through school engagement, pre-recruitment support, apprenticeships and other local recruitment programmes.

### Central Manchester Strategic Regeneration Framework (2014)

The original Central Manchester Strategic Regeneration Framework established the “Connected City, Connected Citizens” vision for the area, in which the residents of Central Manchester wards (including Ardwick, Hulme, Moss Side, Rusholme and Longsight) would be re-connected with the opportunities available.

The proximity of Central Manchester to the City Centre and the location of the universities and hospitals provided significant opportunities for residents and new people moving into the area.

The Framework was updated in 2014 and the report to Executive Committee highlighted a number of key changes and assets of these communities:

- A young and ethnically diverse population, which has witnessed a steady increase.
- Improvement in educational attainment, including an increase in the number of pupils attaining Key Stage 2 Level 4 English and Maths, improved GCSE A-C Grades and fewer young people classified as NEET,
- Resident surveys indicate that they feel their neighbourhoods are safer and that community cohesion is strong.

<sup>2</sup> % of Unemployed with Economically Active 16-74, Office for National Statistics

<sup>3</sup> % of Population 16-64 with no formal qualifications, 2011 Census

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- Hulme High Street has experienced investment, with the covered market being converted to larger retail outlets and a new street market. The District Centre is now thriving.
- The former Plymouth Grove estate has been transformed by a PFI Consortium, with new social rented housing and housing for sale alongside a new neighbourhood centre.
- The Brunswick estate is being transformed via a £110 million housing regeneration programmes.
- The West Gorton neighbourhood in Ardwick is undergoing major transformation with new social housing; future plans comprise new homes for sale and a new neighbourhood centre.
- In Moss Side, the former Maine Road football stadium was demolished in 2003 and a Masterplan is substantially delivered, including a new primary school, new houses and apartments.
- Regeneration of the traditional terraced properties in the Bowes Street area of Moss Side has helped to transform the local housing market and succeeded in attracting first time buyers to the area.
- New facilities have been developed at the refurbished Longsight Library and Learning Centre and Manchester College have also invested in the facilities. A comprehensive network of community run Work Clubs and other employment and training venues offer much needed additional support to unemployed residents. Business start-ups and enterprise are encouraged through the newly established Pod in Moss Side as well as other providers such as Blue Orchid.
- Since 2005, the area has benefitted from considerable capital investment in new schools and additional buildings. The two sixth form colleges (Loreto and Xaverian) are both in the top 10% nationally.
- Large-scale capital investment in new buildings for health has included acute facilities at MFT and new health centres in Longsight and Ardwick.
- In terms of the Voluntary and Community Sector, a strong and vibrant network of local venues and organisations deliver essential support services to many residents in the Central Manchester area; increasingly there have been opportunities for groups to manage facilities and have a great role in delivering services.
- There has been substantial investment in community facilities across the area including improvement of Whitworth Park and funding for the new Wonderland Park in Ardwick. Alexandra Park has been regenerated.

- A rich and varied cultural offer is now in place in all five Central Wards. There has been significant investment in Manchester Museum, Victoria Baths and Gaskell House.
- Since 2005, the focus has sharpened on environmental sustainability for the City. The area now has 21 eco-schools, 162 businesses that have adopted the Environmental Business Pledge and tree cover has increased from 10% to 14%. Communities have created growing projects.
- Strong partnerships have been fundamental to the delivery of successful projects within Central Manchester.

Delivery of the Strategic Vision for the Oxford Road Corridor can make an important contribution towards the new core objectives and priorities for on-going regeneration activity in the Central Manchester area, including:

### **Growth priorities**

- Capitalise on Central Manchester's strategic location to achieve sustainable economic growth.
- Create the local conditions and opportunities that will bring investment and enable larger employers and SMEs to grow sustainably.
- Ensure that there is a mix of quality housing to support growth and attract residents to the area.

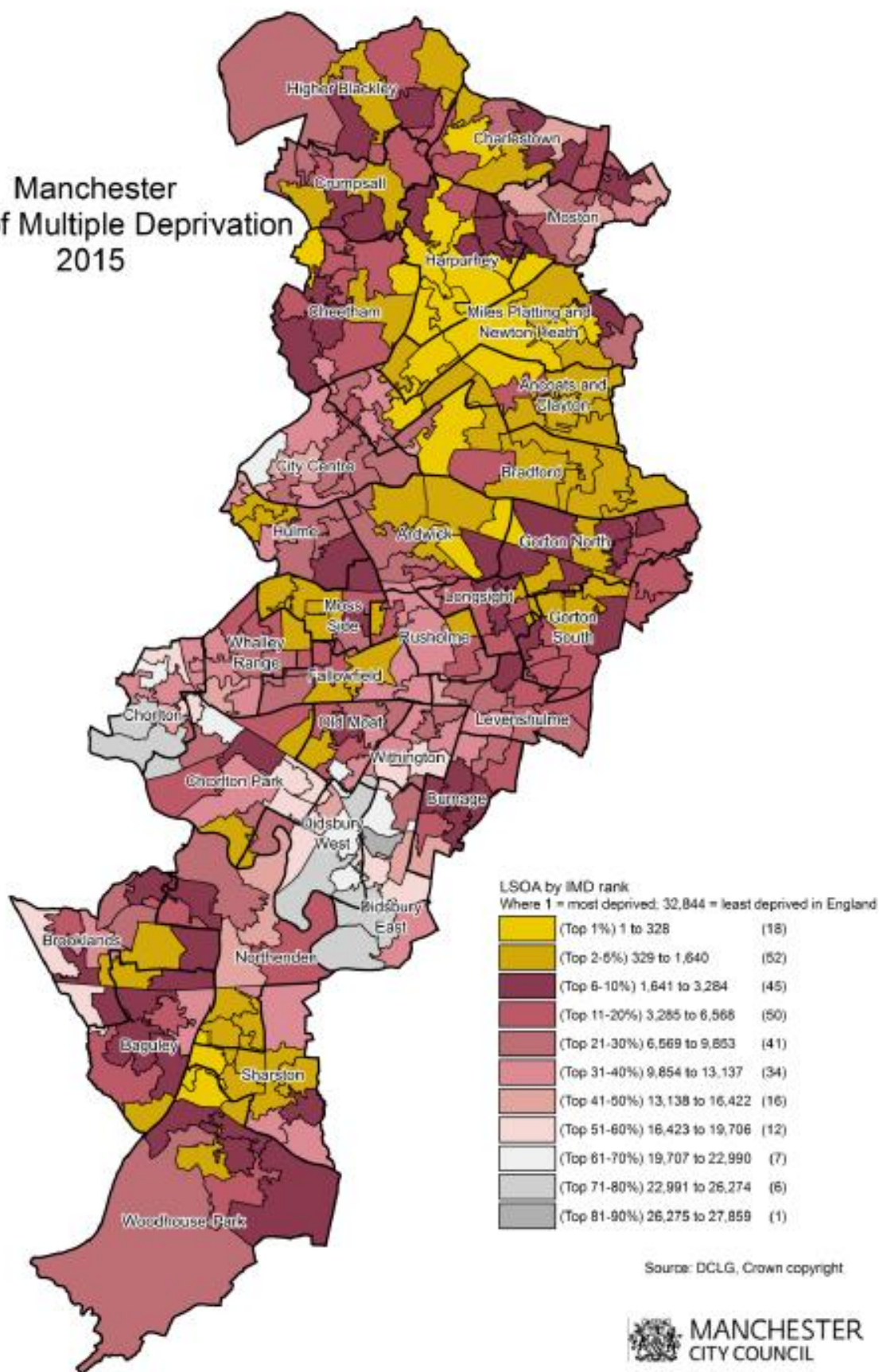
### **People priorities**

- Develop projects that link unemployed residents to local employers and future growth sectors.

### **Place priorities**

- Ensure transport investment and travel plans support growth and manage parking and congestion in a way which balances the needs of residents and businesses.
- Develop successful residential neighbourhoods with high quality management regimes.

# Manchester Index of Multiple Deprivation 2015



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Figure 6: Manchester Index of Multiple Deprivation



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