



**NOMA Strategic Regeneration Framework  
Update Report November 2020**

# Contents

Executive Summary	1
1 Introduction	5
2 Planning Policy Context	9
3 Strategic Regeneration Context	17
4 Regeneration Journey: Progress to Date	25
5 Core Development Objectives	36
6 Next Phases and Challenges Ahead	41
Appendix A: NOMA Masterplan Ownership Plan	47
Appendix B: NOMA Masterplan Key Opportunities	49
Appendix C: Analysis and Key Constraints	51

# Executive Summary

Manchester City Centre is the primary driver of economic growth in the City Region. More specifically, the economic health, vitality and competitiveness of the City Centre core is crucial to the long term success of Manchester and the wider area.

There is an important link between economic growth, regeneration and the provision of new high quality office floorspace. As Manchester moves into its next phase of economic growth, further provision in the City Centre is required to fuel and complement the significant economic growth of the city. The regeneration of NOMA responds directly to this and supports key strategic objectives relating to place making, job creation and supporting local communities.

This Report provides an update on the progress to date of the NOMA regeneration project and outlines the next phases of work and investment to complete the transformation of the area, as well as the challenges ahead.

## Progress to Date

Since its inception, significant progress has been made at NOMA and the area is successfully positioning itself as an important commercial destination, which supports the City's key strategic objectives. Over £150m construction investment has been made alone across completed schemes at 1 Angel Square, Hanover and Federation, helping to drive the momentum of regeneration. However this has not been without its challenges, particularly for NOMA's historic estate which has necessitated significant investment over the years to start to drive change within the regeneration area. This has been particularly evident in the redevelopment and refurbishment of City Buildings and Hanover which took many years to come to fruition.

Investment to date is starting to pay off as the clustering of tech and digital businesses within NOMA is strengthening and becoming synonymous with innovation. The Federation Building has led the way as a hub for creative and innovative businesses and social enterprises. The confirmation of Amazon as an anchor tenant for the recently refurbished Hanover and E-Block buildings in 2019, has been a significant indicator of the area's attractiveness to these sectors. Amazon will deliver 600 new jobs for Manchester and has already started to help attract new businesses to the area.

To date NOMA has delivered c.567,672 sq. ft. of office development, of which just over 200,000 sq. ft. is in the historic estate. A further 1,330,198 sq. ft. is in the pipeline (either on-site or in the planning process), and just under half is in the historic estate.

Planning Permissions have been granted in the last 2 years for Plots 2, 3 and 4 Angel Square and the refurbishment of Grade II Listed CIS Tower, Old Bank, Dantzic and Redfern Buildings for new office floorspace. Dantzic is complete; Redfern is on-site and 4 Angel Square is due to start on site by Q4 2020.

Within NOMA, 7,500 sq. ft. of retail and leisure space has already been delivered within City Buildings and there is a strong pipeline of consented retail and leisure space across the historic estate and new development plots totalling 148,900 sq. ft. In total NOMA is expecting to deliver c.135,000 sq. ft. of retail and leisure space and this is reflective of the shift toward a comprehensive retail and leisure offer at street level, helping to further activate the public realm and contribute towards its role as a destination within the City. This will also be supported by temporary retail and activation

space which will be delivered as part of the wider public realm around NOMA

The restoration of Grade II Listed New Century Hall represents an important step in the transformation of NOMA and will also play an important role of emphasising Sadler's Yard as a key leisure destination in the city.

Led by Moda Living, the recently completed Angel Gardens residential development provides 458 homes for rent. The 35-storey tower will revolutionise the UK Private Rented Sector introducing new active uses and public realm that complements the investment already made at NOMA.

Employment within NOMA is currently just over a third of the original 15,000 jobs target. Further progress towards achieving this target will be made in the next 1-2 years as an additional 5,300 jobs expected to be delivered as part of the recently consented schemes across the historic estate and new development areas.

The completion of large elements of public realm including the creation of a new square (Sadler's Yard) has had a particularly significant impact in terms of placemaking. In addition, around 20,000 visitors have attended events at NOMA over the last 3 years centred around Sadler's Yard.

Supporting communities has been at the core of the growth of NOMA. £1.28 million has been invested in community and educational projects, and £4.5 million of social value has been generated through volunteering, training, apprenticeships and health and well-being initiatives at NOMA. More than 1,000 volunteers have also taken part in activities in NOMA.

The foundations are now in place for NOMA to continue its transformation and to support Manchester's future growth agenda.

Building on the progress of the NOMA estate to date, further development projects are currently on-going or in the pipeline.

## Developing the Framework

The focus over the next phases of the masterplan will be delivering the remaining development plots and addressing key challenges around connectivity and integration of underutilised sites. Optimising underutilised areas is a key priority with the focus on bringing forward commercial development supported by new and integrated public realm on Plots H, K and Q which have the potential to deliver c.620,000 sq. ft. of office floorspace collectively. This will strengthen NOMA's position as an emerging commercial, creative and digital hub.

Since endorsement of the first NOMA Framework in 2009 the development context for NOMA has evolved and NOMA has had to respond to this. For example, through the endorsement of earlier Framework updates NOMA has shifted from being a mixed residential and commercial development, to one that is now commercially led.

As NOMA enters in to the next phase of development it needs to continue to respond to a changing context, notably the economic growth of Manchester and demand for Grade A office space; the increasing focus on sustainability and climate change; and the changing regeneration context and NOMA's pivotal role in this, particularly the Northern Gateway, New Cross and Great Ducie Street.

As a result this Framework proposes the following evolution of the masterplan:

- Plot Q to be an office development not a multi-storey car park – This particularly responds to the increasing lack of demand for car parking for commercial offices, and also reflects NOMA's high levels of connectivity, particularly being situated next to Victoria Station.

- Plot K to also potentially be brought forward as an office development, however hotel and / or multi-storey car park could be feasible on this site. Previously it was identified for another multi-storey car park.
- Proposed additional pedestrian crossing on Miller Street. This is absolutely key to delivering 4 and 5 Angel Square, and connecting them through to the heart of the listed estate. Since the 2015 Update Report, the Northern Gateway SRF has been endorsed, which will dramatically increase the amount of people walking through NOMA in to the city centre. Having strong connections across the inner city ring road to these key regeneration areas is pivotal to the success of the next phase of Manchester's regeneration.
- Overall the key area of change is the ambition to deliver more local jobs exceeding the overall target of 15,000 with the new office floorspace expected to exceed what was originally envisaged from 1 million to 1.6 million sq. ft. in total.

Reuse of the historic estate, investment in the public realm and implementing Federated Hermes Responsible Development Guide principles have played an important role in responding to the climate change agenda. In the context of the climate change emergency in the city, Federated Hermes is at the forefront of this agenda.

**Placing sustainability as a high priority** will be a key focus going forward. Minimising the impact on the environment through design, public realm and encouraging the reduction of vehicle reliance will continue to be an integral part of the plan for the next phases of development at NOMA.

## Challenges Ahead

**Overcoming areas of blight** that act as a barrier to fully achieving placemaking objectives will need to be addressed. The **Euro Car Park site** presents the single biggest challenge for NOMA and

currently detracts from the significant progress and investment made to date. Delivering development on the Euro Car Park site alongside finding a **sustainable and viable solution for New Century House** will be integral to unlocking the full redevelopment potential and contribution to NOMA's wider strategic objectives.

Whilst progress has been made to the local road infrastructure as part of earlier phases of NOMA, there remains a lack of physical connectivity between the historic estate and the proposed new development on the northern side of Miller Street. The creation of an **additional pedestrian crossing** will forge much needed physical and visual connection between the two distinct parts of the estate. It is imperative that a new link is delivered given its importance to connecting NOMA and surrounding neighbourhoods including communities in the Northern Gateway, maximising the agglomeration impact of NOMA.

Building on the current momentum where Federated Hermes have shown their commitment to investing in existing heritage assets, **97 Shudehill Mill has now been identified for reuse**. Its unique character provides the opportunity to extend the historic context toward the eastern edge of NOMA and integrate with the Northern Quarter. In doing so, it has the potential to form a better connection with the wider regeneration area and key peripheral links, as well as becoming a positive contributor to the Shudehill Conservation Area.

The hoardings delivered by Federated Hermes within NOMA are of high quality and clearly help to tell the story of NOMA, acting as a placemaking tool in its own right. These **hoardings should set the design aspirations for advertisements in the wider area**. This means a holistic approach to design and placemaking quality is enshrined through all advertisements in the area. **Hoardings that do not support the regeneration objectives for NOMA, particularly in regards to placemaking, should not be supported.**

Incorporated into the forthcoming development on Plot K, a permanent design solution for a **single local substation** is required **on the southern side of Miller Street**, to facilitate the necessary infrastructure for this part of NOMA. In doing so, this would help unlock the site's contribution to the wider public realm strategy and connectivity with the remainder of the estate.

# 1 Introduction

## Background and Purpose of the Report

- 1.1 In June 2009, Manchester City Council (MCC) endorsed a Strategic Regeneration Initiative and Masterplan for NOMA, a 20-acre piece of land centred on The Co-operative Group's existing Head Offices in Manchester City Centre.
- 1.2 The emergence of NOMA was driven by The Co-operative Group seeking new landmark headquarters within Manchester. After an extensive site search, a £100M investment was made by the Group for the development of 1 Angel Square on Miller Street. This formed the catalyst for the establishment of NOMA as a regeneration area, as new uses were sought for their vacated estate, including many listed buildings and surrounding vacant land.
- 1.3 Following the endorsement of the SRF, there have been updates to the strategic vision in 2010, 2013 and 2015. The 2009 Masterplan and subsequent Update Reports set out a commitment to create a commercially-led, mixed-use destination underpinned by core development objectives of job creation, placemaking and supporting communities.
- 1.4 This Report seeks to provide Manchester City Council with an update on the progress to date of the NOMA regeneration project and outlines the next phases of work and investment to complete the transformation of the area.

## Site Ownership

- 1.5 The Co-operative Group commenced the regeneration process in 2009 with submission of a planning application for 1 Angel Square and the development of the NOMA Strategic Regeneration Initiative. Much was achieved during these early years, including completion of 1 Angel Square and public realm, completion of the Sadler's Yard and the Pilcrow, wider placemaking initiatives, and submission of planning applications for residential and office, including Hanover building.
- 1.6 In June 2014, The Co-operative Group formed a joint venture with British Telecom Pension Scheme (BTPS) forming NOMA (GP) Ltd, to bring forward NOMA over the next 10 years. Hermes Real Estate undertook the role of Asset Managers in addition to their role as Fund Managers on behalf of BTPS. Efforts were subsequently focussed on completing Hanover building and regenerating other listed buildings with the historic estate, including Federation and Dantzie.
- 1.7 This 50/50 joint venture covered the majority of NOMA. It excludes Plot A (City Buildings), and Plots S, T and V (proposed residential plots included within the proposals for the Angel Meadow area), which are retained in The Co-operative Group's ownership. Plot L, is under contract to Moda Living for a residential scheme (Angel Gardens) and Plot R (1 Angel Square), following the sale and lease back to The Co-operative Group with a German fund.

- 1.8 In 2017, the CIS Tower was sold to Castlebrooke Investments Ltd to allow the JV to reinvest capital into NOMA, while also maintaining momentum and attracting further investment.
- 1.9 In 2018, Hermes Investment Management (now rebranded as Federated Hermes), on behalf of BTPS, acquired The Co-operative Group's 50% stake interest in NOMA (GP) Ltd and appointed MEPC as a specialist Development and Asset Manager. Federated Hermes acquired full ownership of MEPC in 2020 and there is now an integrated management structure in place with the necessary expertise and funding arrangements to drive forward the delivery of the undeveloped parts of the Noma estate.
- 1.10 The current NOMA estate is made up of 23 assets, as shown in the page overleaf. Of these, 14 are under the ownership of BTPS and managed by MEPC and Federated Hermes of, with the remaining under the ownership of other parties including, Co-operative Group, Castlebrooke Investments and MODA Developments.

### Professional Team

- 1.11 This Update Report has been prepared by Deloitte Real Estate with input from Simpson Haugh for, and on behalf of, NOMA (GP) Ltd.

### Report Structure

- 1.12 This Report is structured as follows:
- Chapter 1 – Introduction: setting the scene for the SRF.
  - Chapter 2 – Planning Policy Context: setting out the Development Plan policies and other material planning

considerations within which the SRF has been designed to sit.

- Chapter 3 – Strategic Regeneration Context: explaining the economic and strategic context within which the vision and guidance for the SRF area has been formulated and refined.
- Chapter 4 – Progress to date: presenting a concise summary of the progress made since 2015.
- Chapter 5 – Overarching Development Objectives which set out the focus for NOMA.
- Chapter 6 – provides a review of the next phases of NOMA and key priorities to help continue to progress made to date.

### Document Status

- 1.13 The Update Report is not a planning policy document, but has been drafted in the context of supporting future development proposals that will deliver Manchester's strategic priorities – economic, social and environmental - as well as complementing the City's other regeneration initiatives.
- 1.14 The SRF update will initially be reported to Manchester City Council's Executive Committee for endorsement as a basis for consultation.
- 1.15 Once endorsed by Manchester City Council, the Update Report will act as a material consideration to be used by the Local Planning Authority in the determination of future planning applications; however, notwithstanding this point, where new development is proposed, it will continue to be necessary to determine such proposals through the statutory planning process, on the basis of a full and robust assessment in accordance with national and local

policy, as well as any other additional material considerations.

**KEY**

**BUILDING USES SCHEDULE**

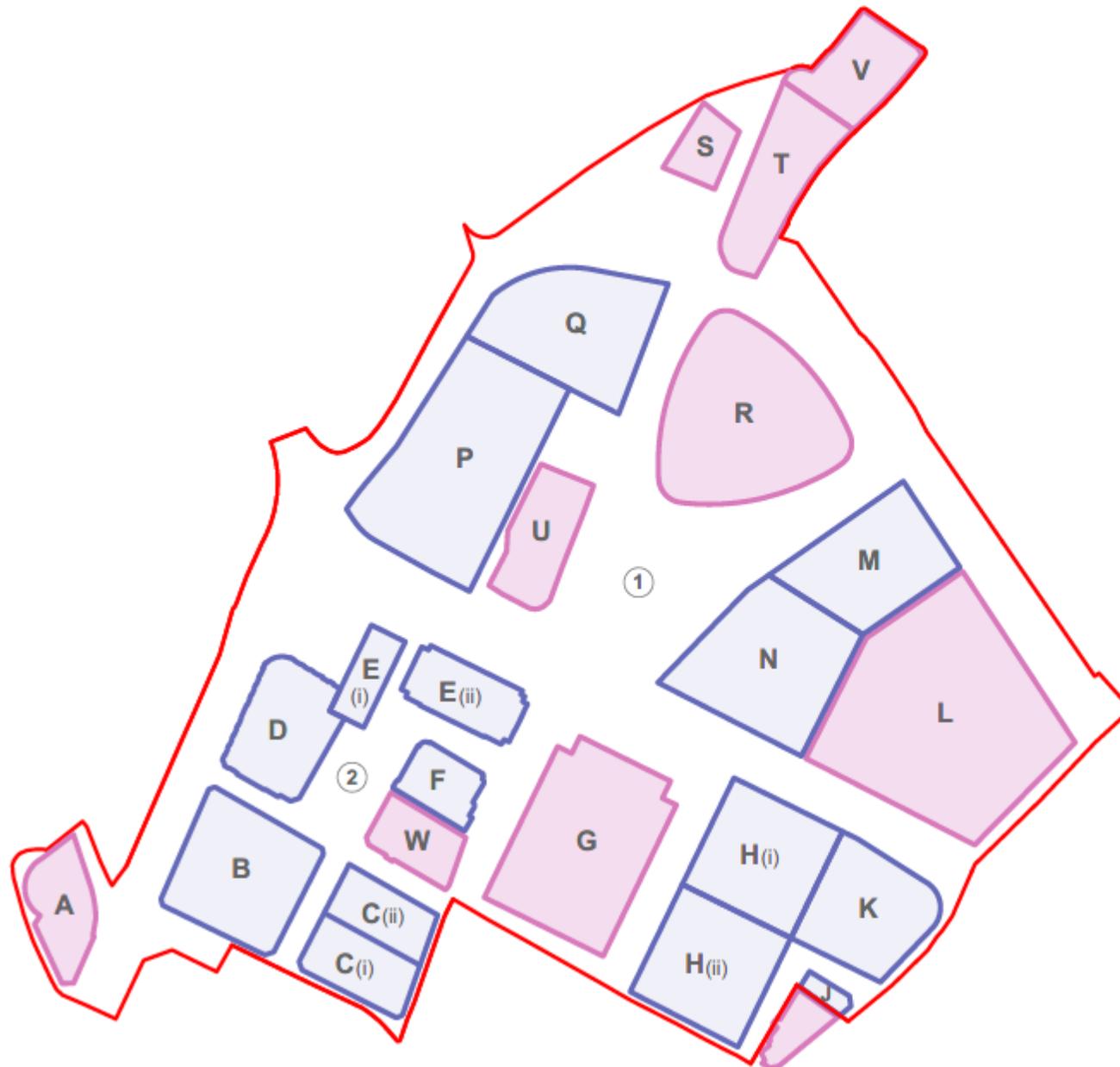
	BUILDING	USE*
A	CITY BUILDINGS	HOTEL
B	HANOVER	OFFICE
C(i)	FEDERATION	OFFICE
C(ii)	DANTZIC	OFFICE
D	OLD BANK	OFFICE
E(i)	NEW CENTURY HOUSE	OFFICE
E(ii)	NEW CENTURY HALL	LEISURE
F	REDFERN	OFFICE
G	CIS TOWER	OFFICE
H(i)	PLOT H (NORTH)	OFFICE
H(ii)	PLOT H (SOUTH)	OFFICE
J	97 SHUDEHULL	OFFICE/RESIDENTIAL
K	PLOT K	OFFICE/MSCP/HOTEL
L	ANGEL GARDENS	RESIDENTIAL
M	2 ANGEL SQUARE	OFFICE
N	3 ANGEL SQUARE	OFFICE
P	4 ANGEL SQUARE	OFFICE
Q	5 ANGEL SQUARE	OFFICE
R	1 ANGEL SQUARE	OFFICE
S	ANGEL MEADOW PLOT 1	RESIDENTIAL
T	ANGEL MEADOW PLOT 2	RESIDENTIAL
U	EURO CAR PARKS SITE	OFFICE
V	ANGEL MEADOW PLOT 3	RESIDENTIAL
W	HOLYOAKE	OFFICE

NOTE: \*EXCLUDES ANCILLARY USES

- DEVELOPMENT PLOT
- HISTORIC BUILDING
- EXISTING DEVELOPMENTS

**OWNERSHIP DIAGRAM KEY**

- NOMA (GP) LTD OWNERSHIP
- THIRD PARTY OWNERSHIP
- 1 ANGEL SQUARE
- 2 SADLERS YARD
- AREA COVERED BY NOMA STRATEGIC REGENERATION FRAMEWORK



## 2 Planning Policy Context

### Manchester's Development Plan Documents

- 2.1 Manchester adopted its Core Strategy in 2012 and it is the key Development Plan Document in the Local Development Framework (LDF). It replaces significant elements of the existing Unitary Development Plan as the document that sets out the long term strategic policies for Manchester's future development to 2026 and forms the framework that planning applications will be assessed against.
- 2.2 It is proposed to refresh the Core Strategy in light of the emerging draft GMSF; the first stage of consultation in this process (Issue and Options Paper) was opened by Manchester City Council on 7 February 2020. The review of the Core Strategy will be an opportunity to consider the most appropriate planning policy for the City.
- 2.3 NOMA is located within the Regional Centre and the area to the south of Miller Street is located within the defined City Centre. The remaining areas of the NOMA estate are located within the North Manchester area.
- 2.4 The following policies are material considerations when considering development in the NOMA regeneration area.

### Economic Development

- 2.5 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. Beyond these areas, the emphasis is on the creation of neighbourhoods of choice, providing high quality and diverse housing around district centres, which meet local needs, all in a distinct environment.

- 2.6 Policy EC1 Employment and Economic Growth: The key locations for major employment growth within the Regional Centre are Manchester City Centre, the City Centre Fringe and Central Park and Eastland.
- 2.7 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.
- 2.8 Policy CC1 Primary Economic Development Focus: The city centre and the city centre fringe are respectively expected to accommodate 33ha and 25ha of office or similar employment development.
- 2.9 Policy CC 1 Retail: The growth and improvement of retail provision in the City Centre will be promoted.
- 2.10 Policy CC 4 Visitors – Tourism, Culture and Leisure: The City Centre will be the focus for culture and leisure in the City Region. Proposals to improve the appearance, use and accessibility of all cultural and visitor attractions and associated facilities will be supported.

- 2.11 Policy CC 6 City Centre High Density Development: City centre development will generally be high-density. It is a location where land should be used to maximise its efficiency. The appropriate scale, massing and height of development in the city centre will significantly exceed what is appropriate elsewhere in the City.
- 2.12 Policy CC 7 Mixed Use Development: *The City Centre* presents the most viable opportunities for mixed-use development, and in general these will be promoted as a means of using land as efficiently as possible.

### Design and Development

- 2.13 Policy CC 8 Change and Renewal: Within areas identified for large-scale redevelopment, proposals will be expected to be prepared within an approved development framework. New development should fully exploit opportunities to contribute to the improvement of the City Centre in terms of character and function, taking account of other policies in the Core Strategy.
- 2.14 Policy CC 9 Design and Heritage: Design of new buildings will need to be of the highest standard in terms of appearance and function. The standards and guidance explained in other LDF policies should be the basis for the approach to design, with particular attention to be given to the city centre context and character.
- 2.15 Policy CC 10 A Place for Everyone: The City Centre will develop as a location which appeals to a wide range of residents and visitors.
- 2.16 Policy EC 4 North Manchester: North Manchester is expected to provide approximately 14ha of employment land. Development which connects major employment

opportunities to residential neighbourhoods within North Manchester will be promoted.

- 2.17 Policy EN 3 Heritage: development that complements and takes advantage of the distinct historic and heritage features of its districts and neighbourhoods, including those of the City Centre will be encouraged. New developments must be designed so as to support the Council in preserving or, where possible, enhancing the historic environment, the character, setting and accessibility of areas.

### Transport and Sustainability

- 2.18 Policy T 1 Sustainable Transport: New development should maximise the potential of the City's transport infrastructure, in particular promoting walking, cycling and use of the public transport.
- 2.19 Policy T 2 Accessible areas of opportunity and need: The pattern of development will be actively managed to ensure that new development is located to ensure good access to the City's main economic drivers and is easily accessible by walking, cycling and public transport.
- 2.20 Policy EN8 Adaptation to Climate Change: All new development will be expected to be adaptable to climate change in terms of design, layout, siting and function of both buildings and associated external spaces. Developers should have regard to minimisation of flood risk; reduction in urban heat island effect through use of green infrastructure; need to control overheating through passive design; and, the opportunity to provide linked and diverse green space to enhance natural habitats.
- 2.21 Policy EN9 Green Infrastructure: The Council will encourage developers to enhance the quality and quantity

of green infrastructure, improve the performance of its functions and create and improve linkages to and between areas of green infrastructure.

- 2.22 Policy EN16 Air Quality: The Council will seek to improve the air quality within Manchester, and particularly within Air Quality Management Areas. Developers will be expected to take measures to minimise and mitigate the local impact of emissions from traffic generated by development, as well as emissions created by the use of development.

### Other Material Considerations

#### National Planning Policy Framework (2019)

- 2.23 The National Planning Policy Framework (NPPF) is a material consideration in the determination of planning applications and sets out the Government's planning policies for England and how these are expected to be applied.
- 2.24 At the heart of the NPPF is a presumption in favour of sustainable development; the golden thread running through plan-making and decision taking. The NPPF notes that there are three dimensions to sustainable development:
- 2.25 An economic objective – to help build a strong, responsive and competitive economy, by ensuring that sufficient land of the right types is available in the right places and at the right time to support growth, innovation and improved productivity; and by identifying and coordinating the provision of infrastructure;
- 2.26 A social objective – to support strong, vibrant and healthy communities, by ensuring that a sufficient number and

range of homes can be provided to meet the needs of present and future generations; and by fostering a well-designed and safe built environment, with accessible services and open spaces that reflect current and future needs and support communities' health, social and cultural well-being; and,

- 2.27 An environmental objective – to contribute to protecting and enhancing our natural, built and historic environment; including making effective use of land, helping to improve biodiversity, using natural resources prudently, minimising waste and pollution.

#### Promoting Healthy and Safe Communities

- 2.28 Paragraph 91 of the NPPF identifies that planning policies and decisions should aim to achieve healthy, inclusive and safe places.
- 2.29 Policies should plan positively for provision and use of shared spaces, community facilities and other local services that enhance the sustainability of communities (Paragraph 92).

#### Making effective use of land

- 2.30 Paragraph 118 of the NPPF sets out that planning decisions should encourage multiple benefits from both urban and rural land, including through mixed use schemes and taking opportunities to achieve net environmental gains.
- 2.31 Paragraph 121 of the NPPF expects local planning authorities support proposals to make more effective use of sites that provide community services such as schools and hospitals, provided this maintains or improves the quality of service provision and access to open space.

## Local Policy and Guidance

### Guide to Development in Manchester Supplementary Planning Document (SPD) (2007)

- 2.32 The Guide to Development in Manchester was adopted in April 2007. The guide highlights the importance of well-designed and well maintained neighbourhoods in supporting sustainable development and neighbourliness.
- 2.33 The guide places significant importance on new development creating a 'sense of place' under seven key principles:
- character and context;
  - continuity and enclosure;
  - legibility;
  - ease of movement;
  - quality of the public realm;
  - diversity; and
  - adaptability
- 2.34 The SPD states that increased development density can be appropriate where it is necessary to reinforce community identity, promote a more economic use of land, increase demand for local facilities and contribute to safer streets.
- 2.35 Developments should be informed, both in terms of design and layout, by the wider context.

## The Greater Manchester Strategy (2017)

- 2.36 The Greater Manchester Strategy (GMS) is GM's overarching strategy which has set the strategic framework for policy development across GM since 2009. It was updated in July 2017. This is the third Greater Manchester Strategy and it builds on the substantial progress made since the first was published in 2009 and the most recent refresh in 2013. The strategy was refreshed to reflect the change in the economic and political climate, particularly:
- the substantial devolution that is now underway in GM;
  - the Mayoral election in May 2017 and the Mayor's manifesto commitments; and
  - the changing economic and political climate, particularly the vote to leave the EU.
- 2.37 The Greater Manchester Strategy sets out a very clear vision for the city region. It states that:
- "Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old: A place where all children are given the best start in life and young people grow up inspired to exceed expectations; A place where people are proud to live, with a decent home, a fulfilling job, and stress-free journeys the norm, but if you need a helping hand you'll get it; A place of ideas and invention, with a modern and productive economy that draws in investment, visitors and talent; A place where people live healthy lives and older people are valued; A place at the forefront of action on climate change with clean air and a flourishing natural environment; A place where all voices are heard and where, working together, we can shape our future.<sup>1</sup>"

---

<sup>1</sup> Greater Manchester Strategy, 2017

2.38 The strategy for achieving this vision is structured around 10 priorities, reflecting the life journey:

- Priority 1: Children starting school ready to learn;
- Priority 2: Young people equipped for life;
- Priority 3: Good jobs, with opportunities for people to progress and develop;
- Priority 4: A thriving and productive economy in all parts of GM;
- Priority 5: World-class connectivity that keeps GM moving;
- Priority 6: Safe, decent and affordable housing;
- Priority 7: A green city-region and a high quality culture and leisure offer for all;
- Priority 8: Safer and stronger communities;
- Priority 9: Healthy lives, with quality care available for those that need it; and
- Priority 10: An age-friendly city-region.

2.39 The GM approach to delivering these priorities is underpinned by five key enablers:

- Enabler 1: Communities in control;
- Enabler 2: People at the heart of everything we do;
- Enabler 3: An integrated approach to place-shaping;
- Enabler 4: Leadership and accountability; and
- Enabler 5: Taking control of our future.

2.40 The priorities set out within the updated GM Strategy continue to build on the twin themes of 'People and Place in GM' which formed the basis for previous versions of the

document. It sets out to achieve the vision contained within the document through new approaches which are shaped and driven by communities themselves.

2.41 By harnessing the strengths of GM's people and places, the GM Strategy aims to create a more inclusive and productive city-region where everyone, and every place, can succeed. It builds on the work that has been done in previous strategies around reforming public services and growing the economy, with an increased focus on ensuring that the people of GM can all benefit from economic growth and the opportunities it brings throughout their lives.

**The Draft Greater Manchester Spatial Framework (2019) (GMSF)**

2.42 The purpose of the GMSF is to enable GM to manage land supply across the City Region in the most effective way to achieve the vision set out in the GM Strategy, based on a clear understanding of the role of places and the connections between them.

2.43 Built on a robust analysis of projected employment growth, including a sectoral analysis of key growth sectors, and an assessment of demographic change and the housing requirements arising from such change, the GMSF will provide a clear perspective of land requirements, along with the critical infrastructure – transport, digital, energy, water and waste – required to support development.

**Transport 2040 (2019)**

2.44 Transport 2040 sets out a vision for "World class connections that support long-term, sustainable economic growth and access to opportunity for all" and seeks to address the four critical transport challenges of supporting

sustainable economic growth, improving quality of life, protecting the environment and developing an innovative city region.

- 2.45 Organised by spatial themes and supported by a five-year delivery plan, the strategy takes a long-term view of transport requirements across GM and the wider North and highlights the priority interventions needed to meet those requirements. A City Centre Transport Plan is being developed for consultation, and will sit below the 2040 strategy.

#### **Greater Manchester Cycling and Walking Infrastructure Proposal (2018)**

- 2.46 Greater Manchester Combined Authority have prepared a Cycling and Walking Infrastructure Proposal (June 2018), which outlines a vision for Greater Manchester. It proposes a 'Beelines Network', to become the very first city region in the UK to have a fully joined up cycling and walking network. The Infrastructure proposal outlines plans for over 75 miles of segregated cycling and walking routes, plus 1,400 new crossings that will connect every community in Greater Manchester.

#### **Greater Manchester Investment Strategy**

- 2.47 The Strategy supports the implementation of the GM Strategy through investment to create and safeguard jobs, primarily through loans to support the recycling of funding in order to maximise the impact of investment over several funding cycles.

#### **GM Internationalisation Strategy (2017 – 2020)**

- 2.48 The Internationalisation Strategy details how GM will elevate international trade and investment performance, attract and retain the international talent the economy needs, and make sure that GM maximizes its international potential as a gateway to the North and supports the whole of the UK in achieving its post-Brexit ambitions.

#### **GM Work and Skills Strategy (2016 – 2019)**

- 2.49 The Strategy details GM's approach to delivering a work and skills system that meets the needs of GM employers and residents.

#### **Northern Powerhouse Strategy (2016)**

- 2.50 Identifies skills and the development of a collaborative approach to promoting the Northern Powerhouse<sup>2</sup> to foreign investors as priorities for further work by Northern Cities and Government. This approach underpins MCC's aspiration to encourage the delivery of the highest quality range of residential development, which will contribute to sustainable growth and help establish Manchester as a world class city.

#### **Greater Manchester Growth Strategy (2018)**

- 2.51 Set within the context of the above plans, the Strategy demonstrates how the opportunities provided by HS2 and Northern Powerhouse Rail (NPR) will be maximised for the benefit of businesses and residents within the city and across GM.

---

<sup>2</sup> The Northern Powerhouse is "a proposal to boost economic growth in the North of England by the 2015-15 coalition government in the United Kingdom, particularly in the 'Core Cities' of Manchester, Liverpool, Leeds, Sheffield, Hull and Newcastle. The proposal is based on the benefits of agglomeration

and aims to reposition the British economy away from London and the South East." (Department for Transport, The Northern Powerhouse: One Agenda, One Economy, One North, March 2015).

2.52 The Growth Strategy emphasises the importance of HS2 and NPR to the city and the city region, highlighting the significant growth and jobs benefits that these programmes can bring, and demonstrating how the opportunities will be maximised for the benefit of businesses and residents within the city and across GM.

**Manchester’s Great Outdoors: a Green and Blue Infrastructure Strategy for Manchester (2015-25)**

2.53 Manchester City Council recognises that green and blue infrastructure is an essential part of creating a successful, liveable city. Parks, river valleys, gardens, street trees, green roofs, canals and many other components all form part of a rich network that is integrated with the built environment in the world’s most popular cities.

2.54 Manchester’s green and blue infrastructure has been part of the City’s success for a number of years. Five river valleys, three canals, over 160 parks, street trees, woodland, private gardens, and other areas of natural environment are familiar and well-used parts of the City’s landscape. As the City continues to grow over the next decade, existing and new high quality green and blue infrastructure will need to continue to be an integrated part of this growth, particularly in the City Centre which has a distinct lack of publicly accessible green space compared with other cities of a similar size.

2.55 Manchester’s Green and Blue Infrastructure (G&BI) Strategy, together with its Stakeholder Implementation Plan, was approved in July 2015. The strategy is founded on the basis that attractive, multi-functional green and blue infrastructure is a key component of shaping and delivering the quality of life people expect and enhancing the City’s global image as a place in which to live, work and invest. It also recognises the vital role it plays in

terms of sustaining a healthy and biodiverse City which is flood and climate resilient, has good air quality and accessible opportunities.

**Playing our full part in climate change**

2.56 There is increasing evidence of global temperature rises and the prospect therefore of increasing incidences of extreme weather as well as risk of water and food shortages and flooding, all causing increasing insecurity. Whilst Manchester may not feel these effects as severely as other areas globally, there is an identified urgent need for all cities to consider what they need to do to play their full part in addressing climate change.

2.57 In November 2018, MCC made a series of commitments, informed by the Manchester Climate Change Agency’s (MCCA) work with the world renowned Tyndall Centre for Climate Research based at University of Manchester.

2.58 The key commitments are as follows:

- To becoming zero carbon by 2038, significantly accelerated from the original target of 2050;
- To adopt a carbon budget and emit only a maximum of 15 million tonnes CO2 for the period 2018-2100. This has been transposed from a global carbon budget which has been calculated as “likely” to maintain global temperature change within 2°C as agreed in the Paris Agreement;
- To achieve a 13% year-on-year reduction in citywide CO2 emissions from 2018 to achieve this carbon budget.

2.59 A draft Manchester Zero Carbon Framework 2020 – 2038 (2019) has been developed which sets out the City’s

overarching approach to meeting its science-based climate change targets over the period 2020-38 and draft action plans for the period 2020-22 are being developed by the Council and other strategic organisations and sectors.

# 3 Strategic Regeneration Context

3.1 The investment and progress made to date at NOMA is reflective of the evolving regeneration and economic context of the city and wider city region. This Section sets out this regeneration and economic context that has underpinned proposals at NOMA and provides a backdrop for further investment in the NOMA estate.

## Manchester A Growing City

3.2 Over the last twenty years, Manchester City Council has driven the physical and economic renewal of the City Centre through the development and implementation of strategic frameworks for sustained regeneration, investment and service improvements to ensure that Manchester maintains its position as the nation's leading City Centre location. The success of this approach sees Manchester successfully compete as an international investment location and visitor destination today.

3.3 Given Manchester's economic growth, its universities and buoyant leisure and cultural sector, it is not surprising that the largest population increases are within the age bands that are typically considered to fuel economic growth. Across Greater

3.4 Manchester, the 2011 Census identified that the 20-24 age band experienced the greatest level of growth, with the

25-29 age band also witnessing a significant increase of just fewer than 30,000 over the same period.

3.5 Growth in this population cohort has resulted in demand for new lifestyle choices that offer access to City Centre employment, amenities and transport networks, together with well-managed accommodation built for that purpose.

3.6 Manchester is one of the fastest growing cities in Europe. By 2030, almost 600,000 people are expected to live in the City, representing an increase of 10.8% from 2016<sup>3</sup>. Employment growth of 11% is forecast in Manchester between 2014 and 2024 (and 16.1% in the period 2014 to 2034), exceeding Greater Manchester.

3.7 This growth rate is forecast to add 42,600 jobs to the Manchester economy, taking the total employment level towards 430,000. A significant proportion of forecast employment growth is expected to occur in sectors with higher than average GVA. GVA is expected to increase by 36% to 2024 with a 73% change forecast from 2014 to 2034<sup>4</sup>.

## Manchester – Encouraging the Growth of a Dynamic Private Sector

3.8 Manchester's enhanced economic performance has been underpinned by a move from its traditional manufacturing

<sup>3</sup> Office for National Statistics. 2016. Subnational population projections for England: 2016-based.

<sup>4</sup> GMCA Economic Forecast for Greater Manchester 2019- accessed April 2020

and industrial role towards a service-based, high growth economy. Importantly, it is this sector of the economy that provides a large proportion of the high skilled and high productivity jobs in the national economy. Manchester's economy is continuing to strengthen and diversify with strong high added value growth forecast in Science and Innovation, Creative and Digital, Advanced Manufacturing as well as Culture, Tourism, Sports and Leisure sectors.

- 3.9 Economic growth has also been supported by Manchester's expanding international connections, centres of excellence in research and higher education, and investment in transport infrastructure, which has deepened labour markets. With a thriving private sector, the City is a leading business location and remains a top place in Europe for foreign direct investment outside of London. Sixty-five FTSE 100 companies now have a presence in Greater Manchester, and around 40% of the North West's Top 500 companies are based in the City<sup>5</sup>.
- 3.10 Increasingly businesses are looking for benefits from agglomeration. Business sectors that are influenced by agglomeration (where entrepreneurs, companies, new start-ups and talented workers from disparate economic growth sectors are keen to cluster in locations which can provide business and networking opportunities) are attracted to locations where there are deep labour markets offering an exceptional range of highly qualified and skilled staff.
- 3.11 Manchester's existing business base ensures that it is in prime position to attract such companies that benefit from clustering. This is particularly prevalent in the digital and

creative industries, as well as life sciences and advanced manufacturing.

### Manchester - A Growing Office Market

- 3.12 Manchester has one of the largest office centres outside of London with slightly in excess of 20 million sq.ft of total built floorspace. This compares with 18 million sq.ft in Birmingham City Centre, and 12.4 million sq.ft in Leeds City Centre.
- 3.13 City Centre offices tend to attract higher numbers of skilled jobs and employers who pay the highest business rates. Businesses are attracted to the City due to the agglomeration benefits, a growing population and a readily available talent pool from the three higher education institutions, as well as the excellent national and international connectivity.
- 3.14 In 2018 there was a record number of take-ups in Manchester representing a 44% year on year increase and the fifth consecutive year that the City Centre take up was in excesses of 1.2million sq.ft<sup>6</sup>. Major deals included HPE at Circle Square, Booking.com at St Johns, HMRC at New Bailey and WeWork. There have also been notable deals within 2019, including Amazon taking space at NOMA, The Hut Group at Manchester Airport, and WPP at St. John's. In September 2019 total office supply in Manchester city centre was recorded at 1.8 million sq.ft. Whilst Manchester also witnessed the highest commercial office take up in the first half of a year on record in this same year<sup>7</sup>. It is evident that there is a strong demand for new high quality office, energy efficient, floorspace needed to replace

<sup>5</sup> Cordant Recruitment. Regional Profile North West England – accessed April 2020

<sup>6</sup> Savills. UK Commercial – Spring 2019 Manchester Offices.

<sup>7</sup> Savills. Market in Minutes: Manchester Offices 13 September 2019

historic office floorspace which is no longer fully fit for purpose.

3.15 The shortage of premium Grade A office floorspace has put upward pressure on headline rents and on prime yields. In addition to the pent-up Grade A office demand, there is also demand for smaller floorplates. These smaller floorplates appeal to smaller businesses and start-ups, typically in the Professional, Financial and Business Services and the Creative, Digital and Tech sectors.

3.16 The good quality refurbished office market has also seen frantic activity over the past 3 years, particularly in the sub 10,000 sq.ft size floorplate bracket in the traditional business core. There has also been increase in 'flexible' workspace within the City Centre. The rise in the demand for flexible workspace has been attributed to the arrival of millennials in the work place who have contributed to a shift in working culture and practices, including the increase in start-ups, freelancing, self-employment and small and medium enterprises (SME).

### Manchester - A Growing Digital and Creative Sector

3.17 The Digital and Creative economy is an increasingly important feature of the City's economy, with a significant core hub of businesses clustered in the City Centre. GVA in the cultural, creative and digital industries is forecast to increase by 40.5% between 2015 and 2025, making it the third fastest growing sector in the city. It is no surprise then that Greater Manchester has the largest regional creative and digital clusters in the UK, generating GVA of £3.1 billion each year and employing 63,500 people<sup>8</sup>.

3.18 Manchester's business growth in this sector can be seen in take-up figures during 2018, with the City continuing its strong performance with circa 1.75 million sq. ft. of workspace transacted<sup>9</sup>.

3.19 In 2017, 416,534 sq. ft. was let to Digital & Creative businesses; 25% of the total workspace take-up during 2017 was from the Digital sector; and 10% of the total workspace take-up during 2017 was from the Creative sector.

### Manchester – A Culture, Leisure and Tourism Destination

3.20 Manchester's cultural, leisure, and tourism offer plays a pivotal role in shaping the City's identity and supporting its international profile.<sup>10</sup> Its importance continues to rise and today Manchester increasingly attracts a wide range of regional, national, and international events. The City's major venues (including sports stadia, concert venues, galleries and exhibition spaces) have underpinned this offer. Driving major regeneration programmes, they ensure Manchester continues to attract people to live and work in the City, alongside attracting major investment.

3.21 The culture, leisure and tourism economy is increasing and its offer is diversifying, enhancing the significance of the City's asset base. In recent years, this has been further boosted by substantial investment in new globally recognised world class facilities and events, such as the Whitworth Art Gallery and the forthcoming Factory in St John's (which will become a permanent home for the Manchester International Festival).

<sup>8</sup> Savills. UK Commercial – Spring 2019 Manchester Offices.

<sup>9</sup> Savills. UK Commercial – Spring 2019 Manchester Offices.

3.22 Such investments have sustained and opened new domestic and overseas markets, giving Manchester its status as the third most visited city in the UK by international visitors (after London and Edinburgh) with 1.4million visitors in 2018. This is a 21% rise in the number of international visits since 2005. Today, The City also hosts an average of 2.6 million domestic staying visits and 30.6 million day visits per year, which generates £4.5 billion to Manchester’s economy and secures 50,440 jobs<sup>11</sup>. This growth in the visitor economy has been underpinned by, and acted as a catalyst for, a significant increase in the supply of visitor accommodation within the City Centre over the last decade.

### Wider Regeneration Context - Northern Gateway and Surrounds

- 3.23 The Northern Gateway is the single largest and most ambitious regeneration opportunity for Manchester and comprises of a 155 Hectare land area to the north of Manchester city centre, between Victoria Station and NOMA and the Northern Quarter in the southwest.
- 3.24 Extending from NOMA, on the northern edge of the City Centre, the area is bisected by the main arterial route of Rochdale Road and is bounded by Oldham Road and the trans-pennine rail line to the east, and the Redbank area to the west. Queens Park and the intermediate Ring Road (Queens Road) are located to the northeast. It is surrounded by the established neighbourhoods of Ancoats and New Islington, Miles Platting, Monsall, Cheetham Hill and the Strangeways commercial district.
- 3.25 The Northern Gateway is made up of the neighbourhoods of New Cross, the Lower Irk Valley and Collyhurst.

Alongside NOMA, these areas have the potential to play a transformational role in the future growth and development of Manchester.

- 3.26 The strategic importance of the Northern Gateway is highlighted within the Northern Gateway SRF, which was endorsed by MCC’s Executive on 13 February 2019. The SRF is a material consideration in the determination of all planning applications relevant to the study area. Whilst it does not form part of the Development Plan, the Northern Gateway SRF was prepared to be consistent with the policies of the Council’s adopted Development Plan. It supersedes the following non-statutory regeneration frameworks:
- 1) The Lower Irk Valley Neighbourhood Development Framework (2016);
  - 2) All elements of the New Cross Neighbourhood Development Framework Volumes 1 and 2 (2015) and New Cross Neighbourhood Development Framework Update (2016) save for the Framework Development & Urban Design Principles relating to Zone A and all elements of the New Cross Public Realm Strategy (2017), both of which will be retained;
  - 3) The Collyhurst Spatial Masterplan (2014).
- 3.27 The eight core objectives of the Northern Gateway SRF are:
- A unique and high quality residential led regeneration scheme.

<sup>11</sup> Manchester City Council. State of the City Report 2019 – accessed April 2020

- A varied network of high quality green streets and public open spaces.
  - Manchester’s unique city river park.
  - Build on the best of what is there.
  - Improve connectivity across the Northern Gateway and beyond.
  - Create new gateways to and from the city centre.
  - Promote truly sustainable places.
  - Foster the emergence of local retail and service hubs.
- 3.28 The area covered by The Northern Gateway SRF offers the opportunity to deliver a potential 15,000 new homes over a ten to fifteen year period which is provide the widest range of housing choice to meet the needs of a growing and changing population; and retaining and attracting people and families to revitalised neighbourhoods.
- 3.29 The opportunity exists to link the expanding northern boundary of the City Centre, brought about by the NOMA development which has already started to create an agglomeration effect with new developments and communities being created around NOMA such as New Cross, Greengate. It is evident that NOMA is no longer an isolated underutilised site but a key catalyst for connecting northern inner suburbs of the City and the wider Northern Gateway.
- 3.30 A key aim of Manchester City Centre’s Northern Gateway strategic regeneration area is to. create a series of distinctive and interconnected communities on the northern edge of the City Centre that are supported by high quality facilities and green spaces with excellent walking, cycling and public transport links into the city centre; utilising the Irk river valley and existing parks and open spaces.
- 3.31 To achieve the integrated regeneration objectives that MCC is seeking for the Northern Gateway and to avoid a fragmentation of delivery in April 2017 MCC appointed Far East Consortium International Limited ("FEC") as its selected investment and delivery partner to bring forward the regeneration.
- 3.32 The Joint Venture ("JV") between MCC and FEC sought to deliver the regeneration of the Northern Gateway, working closely with local stakeholders to ensure a comprehensive and co-ordinated approach to delivery, in accordance with the Northern Gateway SRF Vision and SRF Development Framework. The overall delivery of the Northern Gateway Vision and Core Objectives will be led by the City Council, in conjunction with a wide range of delivery partners – that include landowners, developers, and strategic partner agencies – as well as local stakeholders, residents, businesses and community organisations.
- 3.33 Whilst having been on the fringe of development in recent years, it has now become a focal point for investment and the next phase of regeneration in the city. There are a number of committed developments including Angel Meadows, which will deliver over 700 residential units to the regeneration area.
- 3.34 The Northern Gateway will expand the city centre physically and functionally in a northern direction establishing sustainable mixed use neighbourhoods. Although NOMA is not located within the Northern Gateway, it immediately adjoins it to the northern boundary and as such, forms an important role in supporting the delivery of the Northern Gateway. The

redevelopment of the 20-acre mixed use neighbourhood is synonymous with the strategic objectives of the Northern Gateway to extend the economic growth to the northern edge of the City. The vision for the Northern Gateway is fully aligned with NOMA’s regeneration strategy, with a significant amount of jobs created through the development and refurbishment of the listed estate.

3.35 The completion of NOMA is integral to allow the full agglomeration effects to be realised and for the area to act as a key link between the Northern Gateway and other parts of the city centre. Linking the communities in the north to the city centre, NOMA will support the wider vision for establishing a new dynamic neighbourhood, which contributes to the economic performance of Manchester.

3.36 Beyond NOMA, there are a number of other important projects within the wider area that are being brought forward by the City Council and its private sector partners to transform the Northern Gateway and create significant regeneration benefits to the fringe areas and communities of north Manchester.

3.37 Some of the other key major projects include:

- National Football Museum, which opened in the former Urbis Building in 2012. It has welcomed over 500,000 visitors since opening and maintains annual visitor numbers of around 500,000 every year. This major redevelopment is a generator of visitor traffic and footfall within the immediate vicinity of the Site.
- Corn Exchange and Exchange Square – Aviva Investors delivered the major refurbishment and revitalisation of the Corn Exchange as a food destination offering over 14 different bars and

restaurants, which has been operational since 2016 and attracted 40 million visitors annually . The new Roomzzz Aparthotel on the upper levels opened for business in 2018. The food destination together with the new hotel acts as a significant additional generator of visitor traffic and footfall within the vicinity.

- In tandem with this proposal, the City Council has established a Strategic Framework, which supports the reconfiguration of Exchange Square that completed in 2016 and provided improved accessibility and connections through to the northern sector of the city centre.
- The Medieval Quarter masterplan focuses on celebrating the pre-industrial heritage of the City and rejuvenating this urban quarter of the city centre. Development of the masterplan to date has included the new Greengate public realm and a planning permission was granted in 2019 for further public realm improvements in this area.

3.38 Together, these projects represent billions of pounds of public and private sector investment which will drive the regeneration of this part of the city centre. The delivery of the Northern Gateway and NOMA is key to supporting wider regeneration across the City.

### Transport and Connectivity

3.39 Manchester has continued to invest significantly in its transport infrastructure, delivering major improvements in terms of accessibility to and within the Regional Centre. This increases the City’s capacity of its travel to work area (and therefore its pool of labour), and enhances connectivity between businesses. It also makes the City Centre easier to get around and a better place to live.

- 3.40 NOMA is at the heart of a major transformation of connectivity in Manchester, bringing local, regional and even international connections closer than ever. Ensuring that there is both physical and digital connectivity is key to growing the district. NOMA's centrality, with Manchester Victoria Station and the Metrolink a five minute walk away, together with access to 1GPS Wi-Fi speeds and plans to roll out free Wi-Fi across areas of public realm, are key advantages in this respect.
- 3.41 Critical to ensuring strong economic performance and future capacity for economic, employment and population growth has been the investment in the transport network across Manchester and GM. To date, substantial phases of work to improve transport and connectivity have been completed.
- 3.42 This includes the £44 million overhaul of Victoria Station to include four new tram platforms and three new tracks, which completed in 2015. This major transport infrastructure intervention has acted to increase passenger numbers from 20,000 to 40,000 a day, ultimately widening the pool of people connected to the employment opportunities offered by Manchester City Centre.
- 3.43 The opening of Ordsall Chord in 2017 has also acted to improve connections across the City. The project provides a new viaduct to connect Manchester Victoria, Oxford Road Station and Piccadilly station, enabling faster and more efficient rail services within the city and across the north of England. This was further supported by the completion of the £165m extension to the Metrolink system connecting Victoria and Piccadilly train stations in 2017. The route runs along Cross Street and Corporation Street in close proximity to Redfern Building and the wider NOMA Listed Estate.

- 3.44 In addition, accessibility improvements in terms of enhanced infrastructure to promote walking and cycling, continue to be delivered as part of major regeneration programmes in the city. This enhances connectivity to jobs, education and recreational opportunities for the local workforce and residents.
- 3.45 Notably, Greater Manchester Combined Authority have prepared a Cycling and Walking Infrastructure Proposal (June 2018), which outlines a vision for Greater Manchester. It proposes a 'Beelines Network', to become the very first city region in the UK to have a fully joined up cycling and walking network. The Infrastructure proposal outlines plans for over 75 miles of segregated cycling and walking routes, plus 1,400 new crossings that will connect every community in Greater Manchester.
- 3.46 In addition, accessibility improvements in terms of enhanced infrastructure to promote walking and cycling, continue to be delivered as part of major regeneration programmes. This enhances connectivity to jobs, education and recreational opportunities for the local workforce and residents.

#### **International connections**

- 3.47 Manchester Airport flies direct to more than 200 destinations, placing the airport in the top 20 globally for total destinations served. Destinations include America, Canada, the Middle East and Europe, as well as domestic flights.

#### **National and Regional Rail Connections**

- 3.48 Manchester has a number of key rail stations, including Manchester Airport, Manchester Piccadilly, Manchester Victoria, Manchester Oxford Road and Salford Central.

- 3.49 The Northern Hub is a Network Rail plan to stimulate economic growth in the north of England through better connections between key towns and cities. It will allow hundreds more trains to run each day and provide space for millions more passengers a year. In doing so this will increase the amount of people able to reach the employment opportunities offered by Manchester City Centre and subsequently attract further companies to locate in Manchester. These improved northern connections will ultimately enhance the economic performance of the city-region.
- 3.50 HS2 Ltd is continuing to progress with plans for the Birmingham to Manchester route, which would include a station in Manchester city centre, in close proximity to the Site, and one at Manchester Airport. Completion was originally planned for 2032, but may now be delayed until 2040.

# 4 Regeneration Journey: Progress to Date

4.1 Following the endorsement of the NOMA framework and Masterplan in 2009, substantial phases of work have been completed acting as a catalyst for further inward investment. This Chapter summarises the progress to date at NOMA since 2009, with the main focus being post 2015 when the last NOMA Update Report was endorsed.

4.2 This progress since 2009 has not been without its challenges however, not least of which those presented by the economic crash. Earlier planned development was slow to commence and there were notable challenges along the way, e.g. a fire at Hanover building. Surrounding development has also not come to fruition as quickly as expected, however momentum is gathering now with work on the Fish Dock site to the west of NOMA commencing, and residential development at Angel Meadows well underway.

## 2009-2015

### Angel Square

4.3 The development of the Co-operative Group's new Head Office, 1 Angel Square represented the first phase of NOMA. The redevelopment of the site was the catalyst for the establishment of the NOMA regeneration programme. Completed in early 2013, the 350,000 sq.ft. building has achieved numerous regional and national awards, including recognition for its sustainability credential being BREEAM 'Outstanding.

### Public Realm

4.4 Public realm works at NOMA have largely been funded through a European Regional Development Fund (ERDF) grant, and are split into three phases. Phase 1 of the Public Realm works, Angel Square, was completed concurrently with the final stages of commissioning of the new Co-operative Group head office building. It was intended to draw the established green spaces of Angel Meadows and the Irk Valley deeper into NOMA and the city centre.

4.5 Although Angel Meadow Park sits outside the boundary of NOMA, it is an important green asset in the area, and a key contributor to creating a sense of place in NOMA and the surrounding areas. Enhancement works to the Park also attracted ERDF funding and included entrance improvements along Angel Street, boundary improvements, lighting and plant and tree works. The proposals to the park were developed with a range of stakeholders including Friends of Angel Meadow (FOAM).

4.6 Phases 2 and 3 included the creation of Sadler's Yard in the heart of the historic estate and works to surrounding streets, and enhancement of Angel Meadow Park. Planning Permission and Listed Building Consent was granted for the public realm works in June 2014, and Planning Permission for the enhancement works to the Park in January 2015. Phase 2 and 3 works completed in late 2015.

### **New Road Network**

- 4.7 Investment at NOMA has not solely focussed around buildings. There have been significant improvements to infrastructure, in particular the ring road improvements, which has helped to transform the area.
- 4.8 As part of the 1 Angel Square development, and supported by ERDF funding, significant improvements to the immediate road network completed in 2012. These works have had a significant effect in reposition NOMA as a newly transformed neighbourhood.
- 4.9 The impacts of re-routing of the ring-road, while introducing a single carriageway on Miller Street has significantly improved permeability and reduced traffic flows and congestion, helping to better connect the whole of the NOMA area with the City Centre and communities to the north of the City Centre. This has greatly improved the pedestrian experience within this part of the City Centre, as well as delivering wider place-making benefits.

### **Utilities**

- 4.10 The works for the altered road network required the relocation of various statutory utilities and telecommunications equipment. The opportunity was taken in 2015 to rationalise the infrastructure networks by placing them all within clearly defined, consolidated trenches. Enhancements were also installed to improve network capacity. Larger waste water and drainage pipes, additional ducts for telecommunications fibre, the first phase of a medium pressure gas network for the area were all installed as part of this work.

### **The Pilcrow**

- 4.11 To ensure the full animation of Sadler’s Yard, ‘The Pilcrow’ was created as a bespoke, temporary public house located on the former site of Redfern Annex, at the rear of Old Bank Building. The Pilcrow Project commenced in December 2015 and were completed in September 2016.
- 4.12 Over 600 people were involved in the creation of the pub, from architects and industrial surveyors, to upholsterers and graphic designers. These people continue to be ambassadors for both The Pilcrow and NOMA, sharing stories of their experiences and encouraging others to follow. The Pilcrow was designed to dismantled and relocated elsewhere within the NOMA estate, subject to further planning applications.
- 4.13 The Pilcrow has been a huge success for NOMA providing much needed activation within the historic estate and has been recognised in the wider community. In 2017, The Pilcrow was awarded a D&AD pencil for Spatial and Experiential Design, and the launch of the pub was featured on both BBC North West Tonight and BBC’s The One Show.
- 4.14 Since opening, The Pilcrow has had significant success generating revenue whilst attracting a significant number of visitors from the local neighbourhood and beyond. It has been integral to attracting people to NOMA and animating Sadler’s Yard. It has supported a wide range of key events and activities including music and wider city centre festivals and is a positive contributor to the local city centre economy.

## 2015-2020

4.15 Since 2015, much has been achieved and the priorities and focus of NOMA has been refined to reflect its changing context. Focus as originally envisaged has been on the historic estate and its immediate environment. A summary of progress for the historic estate, new build plots and infrastructure, is provided below.

### Historic Estate

4.16 The historic estate is a unique NOMA asset that sets it apart from other regeneration areas in Manchester providing varied architectural style and character which makes it highly attractive to visitors and businesses. The majority of the estate is Grade II listed and is partially sits with the Shudehill Conservation Area.

4.17 Since the refinement of the strategy for the historic estate in 2013, a series of consented and completed refurbishment proposals have progressed. These align with the endorsed principles of the SRF in 2015 whilst responding directly to the current economic and regeneration context of the City and wider city region. The backdrop to the progress made to date has largely been a shift in market demand for more high quality Grade A office space supported by a diverse retail and leisure provision in line with the endorsed 2015 Update Report.

4.18 Sadler's Yard in particular has influenced the type of uses coming forward, with it envisaged as the heart of entertainment and leisure within NOMA. This has therefore resulted in office use at the upper levels with food, drink and leisure at lower levels. This has been particularly true for consented schemes for Redfern, Old Bank and New Century Hall.

4.19 Alongside the shift toward a comprehensive retail and leisure offer at street level, permeability of the estate and key connections and linkages to the rest of NOMA has played a major role in further refinement of the masterplan. The cut through from Sadler's Yard between New Century House and Hall has now been completed, allowing the square to become even more attractive and permeable to passing trade.

4.20 Overall this area of NOMA is an exemplar of heritage led regeneration. The framework area includes 10 listed and historic buildings, of which 4 have already been refurbished.

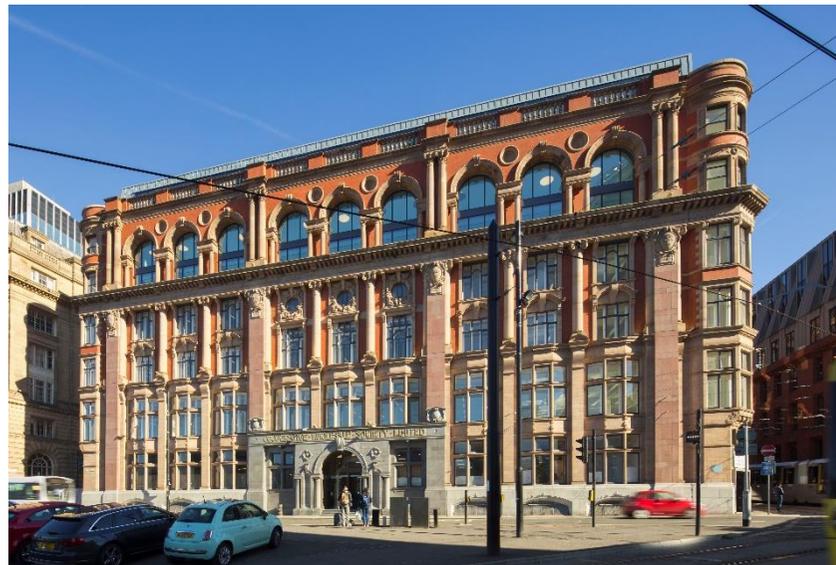


Image: Hanover Building

- 4.21 The renovation of Grade II listed buildings Hanover and E-Block is now complete, with the successful launch of the buildings taking place in late 2018. The redesigned and re-purposed space provides approximately 90,000 sq.ft of office space, along with ground floor mixed-uses and has been a catalyst for further investment in the historic estate.
- 4.22 The completion of the Hanover has been crucial to the success of NOMA, acting as a gateway building linking NOMA to the city centre as well as other regeneration projects in the area including Victoria Station, New Victoria and the Shudehill Interchange.
- 4.23 The confirmation of Amazon as the new long-term occupier at Hanover, supporting 600 new jobs within their software development, machine learning, and research and development teams has been a further catalyst and anchor for NOMA. The integration of Amazon alongside shared start-up space within Hanover aims to encourage collaboration and innovation, whilst strengthening Manchester's digital and creative sectors, which are growing in prominence in this area of the City Centre.

### **Federation**

- 4.24 Although not listed, Federation Building forms a part of The Co-operative Group's former historic estate. Refurbishment proposals were completed in 2016 providing 71,000 sq.ft of workspace for around 30 creative, tech and digital businesses, including small start-ups through to national and international businesses.
- 4.25 It has an 'open-community' ethos, with shared workspace, meetings rooms and space for events, as well as provision to accommodate ground floor retail space. This building is nearing full occupation, supporting c.500 jobs. Co-op

Digital has a long lease until 2027, employing around 200 people (40% of the overall jobs) within Federation.

- 4.26 The Federation Building and its collection of innovative digital businesses has been the cornerstone in NOMA building its reputation as an important tech cluster and innovation district. With the attraction of Amazon to the area, this agglomeration of creative and innovative business will be catalysed further.



**Image: Dantzig Building**

- 4.27 The refurbishment of Grade II listed Dantzig is now complete, following the grant of Planning and Listed

Building consent in 2018. Dantzig which provide 42,700 sq. ft of refurbished open plan office workspace. Adjoining Federation, the building has attracted significant tenant interest with occupation expected imminently. In the interim, meanwhile uses including the recent temporary pop-up department store at ground level has provided further activation to the area attracting residents from surrounding neighbourhoods and visitors to NOMA.

4.28 The proposed workspace will complement Federation and Hanover, providing flexible workspaces which appeal to the creative and tech industries. The redevelopment of Dantzig further underpins Hermes' ambition for NOMA to be a leading creative and innovation hub.



**Image: City Buildings**

4.29 Refurbishment has also been completed of the Grade II listed City Buildings alongside the development of an adjacent rotunda building, to form the 176-room boutique Hotel Indigo. This £26 million hotel opened in late 2018 and has helped to seamlessly link NOMA with the City Centre.



**Image: Redfern Building**

4.30 Redfern refurbishment proposals were consented in January 2019 and was completed in April 2020 providing 25,000 sq.ft of unique office floorspace together with 7,500 sq.ft of retail and leisure space at ground and first

floor level helping to further activate the public realm and contribute towards its role as a destination within the City.

- 4.31 The proposals for Grade II listed Redfern were driven by recent occupier interest generated through the successful refurbishments of Federation, Hanover and Dantzic. Redfern provides an opportunity to respond positively to a growing innovation, digital and technology hub within Manchester city centre and will support the wider regeneration strategy for NOMA.



**Image: New Century Hall**

- 4.32 The reopening of the Grade II listed Hall as a leisure venue, along with restaurant, bars and cafes is due to be realised following the refinement of the 2017 proposals for the scheme. Planning and Listed Building consent was granted in 2019 include the internal and external refurbishment of the building to facilitate a mixed use

development comprising the potential for a creative college; multi-purpose music hall, and active retail and leisure offer, together with new public realm. Additional F&B offer provided at ground level will form a modern day food-hall.

- 4.33 This represents an important step of the transformation of NOMA and will be an integral element to further emphasising Sadler's Yard as an important destination in the city.

#### **Old Bank Building**

- 4.34 Most recently, Planning Permission and Listed Building Consent has been granted January 2020 for the wholesale refurbishment of the Grade II listed Old Bank Building. The proposal sought to accommodate 85,000 sq.ft off office floorspace alongside ground floor retail uses facilitated through a seven-story extension to the rear building. The scheme has been priced up which has created challenges with the viability of the scheme.

- 4.35 Therefore an update to this planning permission to increase the office space to nearly 100,000 sq.ft is due to be submitted which will improve its financial viability It is envisaged that the Pilcrow building on Sadler's Yard will be relocated elsewhere within the NOMA framework area. The refurbishment of Old Bank will further reinforce NOMA as a strong commercial district offering a distinct historic character.



**Image: CIS Tower**

- 4.36 In 2017, the Grade II listed CIS Tower was sold to Castlebrooke Investments Ltd who identified a unique opportunity to refurbish this heritage asset and bring it into optimal and viable use. The sale of the CIS Tower enabled further reinvestment in the development of the NOMA estate. Castlebrooke have committed over £100 million to deliver the proposed refurbishment scheme that will deliver 336,500 sq.ft. of Grade A office floorspace alongside new active retail and leisure uses. The proposals will reposition the building as multi-tenanted and create a distinctive offering in high demand within the market.
- 4.37 Consent was granted in March 2020 for the wholesale refurbishment of the building. The refurbishment of the CIS Tower represents an important further step towards delivering the full regeneration potential of NOMA, and will

make a significant contribution to a range of strategic objectives.

### **New Build**



**Image: 4 Angel Square**

- 4.38 The continued demand for Grade A office space within Manchester city centre and success of projects within the historic estate has been a catalyst to unlock development within the new-build area of the NOMA Masterplan.
- 4.39 In July 2019, Planning Permission was granted for an 11-storey office building. 4 Angel Square represents a

significant milestone in the delivery of the northern part of the masterplan and has the potential to deliver 200,000 sq. ft of commercial floorspace as part of the next phase of new office development since the completion of 1 Angel Square in 2013. 4 Angel Square is expected to be completed in towards the latter part of 2022. The consented scheme will provide high quality office floorspace, together with active ground floor retail and leisure uses on a prominent site within the masterplan area. The site presents an opportunity to deliver a landmark development, providing a visual connection to the historic estate and Sadler's Yard.

- 4.40 Noma (GP) Ltd has committed to the construction of 4 Angel Square as a speculative development. A contractor has been appointed and physical construction works are due to start by Q4 2020.



**Image: 2 and 3 Angel Square**

- 4.41 Identified as a key location for office development within the endorsed NOMA Masterplan in 2013, consent was granted in 2015 for two office buildings of 9 and 11 storeys. Since then, office occupier demands have evolved. A revised scheme that responds to current market and viability requirements was approved by MCC in February 2020, providing 426,000 sq. ft of office space with 13,800 sq. ft of active ground floor retail uses across a 10 and 11 storey building.

### **Angel Gardens**



**Image: Angel Gardens**

- 4.42 The Co-operative Group found a development partner in MODA for this residential scheme in 2013. MODA Living Ltd is a joint venture company formed by Caddick Developments PLC and Generate Land Ltd, for the plot adjacent to Angel Street, Rochdale Road and Miller Street.
- 4.43 Planning Permission was subsequently granted in March 2015 on the site for the development of 458 PRS

residential apartments (known as Angel Gardens) together with amenity uses and basement car parking, ground floor commercial floorspace, as well as public realm and landscaping. Construction works for the residential units completed in late 2019 and retail units are expected to complete in Q3 2020. The development will help deliver the first phase of the Arkwright Shudehill Mill archaeological interpretation scheme Infrastructure.

### Public Realm



**Image: Public Realm Sadler's Yard**

- 4.44 With support from Manchester City Council and the European Regional Development Fund (ERDF), Phase 1, 2 and 3 public realm works are now almost complete.
- 4.45 Phase 1, Angel Square is now fully established as a key green link connecting to Angel Meadows and the Irk Valley

to the north. Angel Square functions as an intermediate zone between the city centre fringe and surrounding neighbourhoods. The refined proposals for 2 and 3 Angel Square which were approved earlier this year, combines Angel Square as a central focus to the NOMA masterplan and integrates well with the Angel Gardens residential development currently on site and due to complete this year.

- 4.46 The Mews area that sits between Angel Gardens and the new buildings will be further enhanced by the strong axis between 2 and 3 Angel Square. The Arkwright Shudehill Mill archaeological interpretation scheme will further add to the activation of the public realm. The scheme will provide a storytelling exercise through a series of routes presenting information throughout the physical landscaping, marking the Mill. The focus being the on the Mill and social history content.
- 4.47 Phases 2 and 3 of the public realm including the completion of Sadler's Yard in December 2015, has been an essential part of the strategy to revitalise the historic estate and create conditions that will allow the high quality re-use and reinvention of the late 19th and 20th century listed buildings.
- 4.48 Supported by a comprehensive events programme and extensive community engagement initiatives, the completed public realm works at Sadler's Yard has helped establish the vision for placemaking in NOMA and helped create conditions under which significant private sector investment can proceed, attracting new businesses and jobs to NOMA.
- 4.49 The pedestrian link between New Century House and Hall, consented as part of the Planning and Listed Building

consent in 2017 has been completed. The opening up of the link has improved the accessibility and legibility of this part of the city centre as well as improving connectivity between NOMA and surrounding neighbourhoods. The new pedestrian link significantly supports the progress of 1 Angel Square and recently consented schemes for 2, 3 and 4 Angel Square, creating the much needed visual and physical link between Sadler’s Yard and Miller Street and beyond.

- 4.50 The completion of phases 1, 2 and 3 public realm works have been integral to delivering:
- Improved connectivity between the City Centre and the communities to the north, including Lower Irk Valley and Collyhurst.
  - Enhancement works to Angel Meadows Park which has also attracted ERDF funding and include entrance improvements along Angel Street, boundary improvements, lighting and plant and tree works.
  - Creating a cohesive estate and remove existing barriers to connectivity and permeability.
  - Making NOMA permeable, welcoming and identifiable, while complementing the wider cityscape and public realm network.
  - Fully integrating the Listed Estate with 1 Angel Square and other new build elements planned for the other side of Miller Street.
  - Linking effectively with neighbouring areas, allowing more effective access to and between the City Centre, the major transport interchanges and the residential neighbourhoods adjoining the sites.

4.51 Consented refurbishment proposals for the CIS Tower will complement the completed public realm works at NOMA. The proposals will emphasise the pedestrian connection between the historic estate and new build plots, specifically through new public realm improvements along Miller and Dantzig Street. In addition, a new Pocket Square will be created as part of the consented proposals for 4 Angel Square adding to the existing public realm and placemaking on the northern area of Miller Street.

4.52 To support the investment made for infrastructure improvements to date, a further £5.5 million investment in a new primary substation on the site of 5 Angel Square, in order to fulfil capacity requirements now and in the future has been made.

4.53 The proposals for a new primary substation were approved in July 2019. A key part of responsible and considered development is to expand the capacity of the energy and electrical network to accommodate new people and buildings. The new primary substation will replace the need for a new energy centre identified in the 2013 and 2015 update reports.

4.54 The new substation has been designed as the permanent solution to facilitate the future development of NOMA; it is also designed to be capable of being incorporated into the future permanent redevelopment of the wider 5 Angel Square (Plot Q) site.

### Temporary Activation and Placemaking

4.55 There has been significant improvements to infrastructure and public realm improvements, such as at Sadler’s Yard, along with placemaking initiatives.

- 4.56 Over the last three years, an extensive events programme, diverse enough to pique the interest of all members of the community was developed, which has attracted around 20,000 visitors. The community events programme has made sure that not just members of the local community, but the wider Manchester community, has engaged with NOMA and contributed to its success.
- 4.57 The events programme at NOMA has also been designed to help complement and support the city's wider events programme, such as the Manchester International Festival (MIF) local craft markets, beer and food festivals. The Old Bank is now home to PLANT NOMA as part of their temporary occupation of the ground floor as a meanwhile use known as the 'Old Bank Residency' project. PLANT NOMA was previously located in Redfern but relocated in Autumn/winter 2018 as redevelopment works commenced. Temporary uses and programmes which have revitalised the building include The Village Hall Community space, Standard Pottery and MadLab workshop space amongst others.

# 5 Core Development Objectives

5.1 This Chapter summarises the guiding principles and core development objectives that have guided the progression of NOMA to date. These include placemaking, job creation and supporting communities. In light of the importance of climate change, a renewed focus on sustainability will be key. These priorities are central to achieving long-term sustainable development and are essential to ensuring that investment made in each project within NOMA also brings the widest benefits to the local communities.

## Job Creation

5.2 Attracting new business and new jobs in a diverse, mixed economy has been integral to the growth of NOMA. NOMA was originally identified as having a redevelopment potential to create around 15,000 jobs, with approximately another 1,000 Full Time Equivalent jobs projected for the retail and leisure elements of the scheme. This level of growth is projected to deliver in excess of £25 million to annual GVA for Manchester.

5.3 The new Head Office sought to retain the Co-op's 3,500 employees in the City Centre. Since completion, it has provided a £17m boost to the regional economy. More than 50% of the workforce used in its construction were based within Greater

5.4 Manchester. The construction of 1 Angel Square also supported over 30 apprenticeships. In addition, 108 of the contracts on site were awarded to Greater Manchester firms.

5.5 NOMA has supported approximately 2,250 construction workers over the eight-year build period. This equates to an average of 280 construction jobs per annum<sup>12</sup>.

5.6 Employment within NOMA is currently at just over a third of the original 15,000 jobs target as around 6,000 people now work at NOMA. Further progress towards achieving this target will be made in the next 1-2 years as 600 Amazon workers take up office space in Hanover.

5.7 Furthermore, other buildings in the historic estate (CIS Tower, Redfern, Dantzic, Old Bank and New Century House) are expected to deliver 4,000 jobs collectively. Consented schemes at 2, 3 and 4 Angel Square are expected to deliver 6,000 jobs combined. In total, equating to another 10,000 jobs across the estate. The redevelopment for Plots H, K including 5 Angel Square have the potential to deliver further employment opportunities which collectively would exceed the original 15,000 target.

5.8 To date 552 672 sq. ft. of office floorspace has been delivered with a further 2,262,779 sq. ft. once NOMA is complete. The total amount of new office floorspace is

<sup>12</sup> Hatch Regeneris, NOMA, The Economic and Social Story So Far, 2019 [https://www.noma-manchester.com/dl/NOMA\\_Economic\\_Social\\_Report.pdf](https://www.noma-manchester.com/dl/NOMA_Economic_Social_Report.pdf)

expected to exceed the original figure in 2010 SRF at 1.6 million against the initial 1million target demonstrating the demand for new Grade A office floorspace. In respect to the refurbishment proposals, over c.715,000 sq. ft. is expected to be delivered across the historic estate. The table below provides an update on the expected floorspace across the varying uses within NOMA.

5.9 2020 SRF revised broad range scale of land use is summarised below.

- Office (New Build) – 1.4- 1.6 million\* sq ft
- Office (Refurb) 652, 172 sq ft
- Residential – 520,00 sq ft
- Retail/ Leisure - 135,000 sq ft
- Hotel – 178 -378 (rooms)\*
- Total 2,925, 676

\* For the purposes of the above we have put a range to allow Plot K to be brought forward as either office, hotel or car park.

5.10 The total number of new office floorspace is expected to exceed the original figure in previous SRFs demonstrating the demand for new Grade A office floorspace.

5.11 In respect to the refurbishment proposals, over half of the office space is expected to be delivered across the historic estate. Whilst this is less than the previously envisaged scale, it is reflective of the complex challenges of successfully delivering refurbishment schemes within the historic estate and the level of investment needed to ensure the viability of office refurbishments.

5.12 Just over half a million sq. ft. of residential floorspace has already been delivered by MODA living at 1 Angel Gardens, which is below the figure previously envisaged. This is reflective of the changing nature of NOMA from a residential neighbourhood to one which is commercially led and already thriving as an important economic hub in the city.

5.13 178 hotel rooms have also been delivered at City Buildings, with the potential to deliver another 200 bed hotel on Plot K. Manchester has already seen an uptake of new hotels creating an agglomeration effect centred within the Northern Quarter. The demand for a significant amount of new hotel rooms at NOMA will be driven by the market context and ability to identify the right operator.

5.14 A significant level of retail and leisure space is expected to be delivered and is reflective of the shift toward a comprehensive retail and leisure offer at street level, helping to further activate the public realm and contribute towards its role as a destination within the City. This will also be supported by temporary retail and activation space which will be delivered as part of the wider public realm around NOMA.

5.15 Around 267 car parking spaces are consented at NOMA with a potential for a further 250 spaces. This falls short of the initial predicted 1,300 spaces. The reduced car parking spaces responds to the increasing lack of demand for car parking for commercial offices, and also reflects NOMA’s high levels of connectivity, particularly being situated next to Victoria Station.

### Placemaking

5.16 From the outset placemaking has been key to the NOMA vision and masterplan. For NOMA, placemaking plays an

integral part to delivering the overarching vision for a commercial district. In particular, helping to establish development during transitional phases.

- 5.17 Creating a vibrant destination requires a variety of interesting spaces, with the NOMA mix being made up of outdoor space (public realm), civic space (e.g. village hall), responsive space (e.g. covered streets/event space/creative meanwhile uses) and those led by the food, beverage and entertainment occupiers.
- 5.18 To date, the NOMA civic space offer has centred on the meanwhile use of existing building spaces. As development continues at pace, a long term approach will be adopted that allows NOMA to deliver on its people-led placemaking commitments and remain competitive in the market place.
- 5.19 The completion of Phases 1, 2 and 3 of the public realm including the creation of a new square (Sadler’s Yard) has had a particularly significant impact in terms of placemaking. Around 20,000 visitors have attended events at NOMA over the last 3 years centred on Sadler’s Yard.
- 5.20 NOMA has adopted a neighbourhood-led approach to placemaking that focuses on creating opportunities for people to participate and connect with the development. This began in 2015 with The Pilcrow, a community built pub project and continued with PLANTNOMA, a temporary village hall space in Redfern and The Old Bank Residency, a bookable civic space and activity programme managed by a specialist onsite team.
- 5.21 The civic spaces and events programme at NOMA have also been designed to help complement and support the city’s wider events programme, such as the Manchester International Festival (MIF) local craft markets, beer and food festivals

- 5.22 In 2019, NOMA commissioned an independent report to assess the wider economic and social impact of NOMA since its inception; NOMA The Economic and Social Story So Far, prepared by Hatch Regeneris. The report found that the new and additional public realm that has been developed at both 1 Angel Square and Sadler’s Yard, is estimated that the equivalent of £100,000 in ‘Willingness to Pay’ for public realm benefits have been generated.

### Supporting Communities

- 5.23 Community and the creation of place sits at the heart of the vision for NOMA. Supporting communities has been at the core of the growth of NOMA. The Regeneris report identified that investment of £1.28 million on community and educational projects, has led to a £4.5 million of social value generated through volunteering, training, apprenticeships and health and well-being initiatives at NOMA. More than 1,000 volunteers have also taken part in activities in NOMA.
- 5.24 During the construction of Hanover 47 apprenticeships were supported. Based on the average social value for an apprenticeship, it is estimated that over £100k has been generated in social value. In total, including 1 Angel Square, it is estimated than 80 apprenticeships have been delivered to date.
- 5.25 Throughout the construction of 1 Angel Square, Federation, Hanover and Dantzic over 1,000 construction workers have received formal training to improve their skills. Based on the average social value for receiving training, it is estimated that over £1.5m has been generated in social value.
- 5.26 In addition, over 1,000 people volunteered at events and projects at NOMA, including the design and construction of The Pilcrow and the programme at PLANT NOMA. Based on

the average social value for regular volunteering, it is estimated that over £3m has been generated in social value.

- 5.27 Community involvement has also been at the heart of the NOMA vision from the outset playing a pivotal role in the planning and decision-making process throughout.
- 5.28 In 2018, NOMA took part in a collaborative community engagement project through a partnership with Manchester Metropolitan University (MMU). Oubliette was a first for MMU's EdLab unit in seeking to engage a number of cross-faculty student disciplines—from art to 3D design, to interior design, to marketing, to engineering, to business to law—in the production of a maths-themed escape room, designed for secondary school children as an extra-curricular initiative to break traditional, classroom-based methods of learning.
- 5.29 Oubliette exceeded its targets and enabled 1,500 school children from 50 schools across the North West to experience a truly unique, interactive, and educational experience at NOMA. The success of the project has also led Oubliette winning The Guardian's Teaching Excellence Award in 2019.
- 5.30 The NOMA Community Fund has also welcomed applications from grassroots community groups working with children and young people aged 11–25 within five-mile radius of NOMA. Organisations with an income of less than £150,000 could apply for an award of up to £1,000. In 2017/18 a total of £25,000 was awarded to 23 successful and diverse applicants. This included sports clubs, mental health charities, youth clubs, and community centres, amongst others.
- 5.31 Taken together, these activities demonstrate the importance placed upon community involvement in shaping the regeneration of the area. Hermes is committed to ensuring

that this approach continues to be embedded as part of the regeneration process, as further development proposals come forward at NOMA. There is a commitment from NOMA in offering contractor engagement sessions to discuss construction management prior to construction works commencing on each plot that are located close to residential development.

### Sustainability

- 5.32 Environmental sustainability has been an overriding objective and ambition through the design and construction of buildings in NOMA. Notable environmental successes include the sustainable design of 1 Angel Square, heralded as one of the largest buildings in Europe classified as 'Outstanding' by BREEAM, while Hanover has achieved a 'very good' BREEAM accreditation.
- 5.33 In addition, despite the inherent constraints presented by heritage assets at NOMA, there has been a continued emphasis on the sympathetic and sustainable reuse of buildings with Old Bank, Redfern and Dantzic all designed to target BREEAM 'Very Good' accreditation. This involves energy efficiency being a key driver during design development, both in terms of layout and fabric. This focus is to improve upon Building Regulation requirements via a range of active and passive design measures incorporated within the design. Without the significant investment made within the historic estate, these heritage assets would have otherwise remained vacant. Investment into the historic estate represents the most significant contribution towards sustainability and responding to climate change issues.

- 5.34 The Federated Hermes Responsible Development and Refurbishment Guide has also been used to inform each of the redevelopment schemes. The Guide has been designed to help consultants understand how Federated Hermes' Responsible Property Investment (RPI) programme affects refurbishment and redevelopment. The Guide aims to ensure that development and refurbishment delivers an appropriate level of quality in design, flexibility and sustainability. During preparation of the Client Brief, Consultants' Design Proposals and Contractors' Design Proposals, particular emphasis is placed on the consideration of sustainability issues. This demonstrates the importance of environmental sustainability in the development of NOMA.
- 5.35 Through the environmental excellence achieved in the design and construction of buildings at NOMA and the sensitive preservation of existing heritage assets, such as Hanover, a precedent for future sustainable development has been set not only within the NOMA, but across the City Centre.

## 6 Next Phases and Challenges Ahead

- 6.1 A masterplan review has been undertaken by Simpson Haugh, guided by MEPC, to ensure NOMA reflects the changing economic and market context. Significant progress has been made to date to establish NOMA as a commercially led, mixed-use destination. To ensure continued progress and completion of the regeneration of the area, minor refinements to the masterplan are required.
- 6.2 This chapter sets out the analysis that underpins these masterplan updates, the key challenges ahead and the next phases of regeneration, which are illustrated in the accompanying plans in Appendix A.

### Analysis

- 6.3 NOMA is the key link between the City Centre and the strategic regeneration area of the Northern Gateway including areas of Angel Meadow, New Cross, the Lower Irk Valley. Strengthening links to these areas is now even more important than ever. Progress to date has improved pedestrian linkages by using the existing grid of the historic estate.
- 6.4 The changing nature of Dantzic Street is establishing itself as an important north-south pedestrian route between NOMA, and the Northern Gateway. Corporation Street and Miller Street are key thoroughfares, which will be anchored further by the delivery of consented schemes mentioned in chapter 4.

- 6.5 Updates to the masterplan have been underpinned by a continuous review of existing constraints and opportunities within the framework area. Drawing reference 10257-SHP-ZZ-XX-XP-A-G100-001 in Appendix A shows that whilst progress has been made, a number of challenges remain.
- 6.6 There is a lack of physical connection between the historic estate and new development plots north of Miller Street. East-west connections through Sadler's Yard also limits the full permeability through the historic estate. The underutilised Euro Car Park site continues to detract from the efforts made to revitalise the area. The two substations on Plot K, and the J C Decaux land are a poor usage of a prominent gateway site that should be fully optimised.
- 6.7 The refinement of the masterplan to address these challenges is key to realising the full potential of NOMA as an important commercial district in the City.

### Key Challenges

- 6.8 There has been clear momentum in the development of NOMA over the last 2-3 years, which has been a catalyst for further investment in the area. In order for NOMA to reach its full regeneration potential and become an economic anchor in the City, existing constraints as shown on drawing reference 10257-SHP-ZZ-XX-XP-A-G100-001 need to be addressed.

### Euro Car Park Site

6.9 The Euro Car Park site is located to the east of 4 Angel Square and lies outside of NOMA's ownership. Used as a car park for over a decade now, the site is underutilised, detracts from the existing streetscape and is the single biggest challenge for NOMA. The existing advertisement on site is also overly obtrusive.



**Image: The Euro Car Parks Site, demonstrating the obtrusive nature of the advertisement, and how it acts as a barrier between Angel Square to the right and proposed 4 Angel Square development plot to the left.**

6.10 The site acts as a barrier to fully achieving the placemaking objectives for NOMA, as proposals for a better-connected public realm cannot be fully realised. It is therefore essential

for development to come forward that aligns with the ambitions for NOMA as an important commercial district and supports the investment already made.

6.11 It is imperative that proposals for the site are brought forward in conjunction with 4 Angel Square and ahead of final proposals for 5 Angel Square. This is to ensure alignment with changes to the road network and infrastructure requirements associated with the delivery of 4 Angel Square, and ensure that the blighted site does not deter occupiers.

6.12 The current condition of the site together with inappropriate advertisement is a blight to the NOMA area. Given the prominence of the site, its transformation is integral to ensuring the success of NOMA as a commercial neighbourhood.

### New Century House

6.13 The recently consented scheme for New Century Hall will ensure a sustainable and viable reuse for the building, enabling it to function independently of the adjoining New Century House. This is to ensure that clear leasing arrangements can be drawn up for each building. This will give primacy of occupation without a lease being dependent on anything outside of the lease demise, enabling viable uses for New Century House to be examined in depth.

6.14 New Century House is currently a poor welcome to the western entrance into NOMA and prevents connectivity from Corporation Street into Sadler's Yard and the heart of the historic estate.

6.15 The poor net to gross area of the House, combined with the various technical issues revealed in condition surveys, and limited opportunity to provide an energy efficient building

mean that the building is not currently viable as office space, hence it remains vacant. Other uses for the building will need to be investigated in more detail to allow this key gateway site in NOMA to come forward.

### Miller Street Crossing

- 6.16 Miller Street lies in the centre of the NOMA framework area and provides a distinction and an unfortunate physical barrier between the historic estate and new development plots to the north. It does however serve as an important thoroughfare that will be anchored by the delivery of high quality office schemes and public realm at 2, 3 and 4 Angel Square and the refurbishment of the CIS Tower and New Century Hall.
- 6.17 Whilst changes made to the local road infrastructure as part of earlier phases of NOMA have been transformative, there remains a need to further link the historic estate and new development plots. This will be achieved by optimising the newly created pedestrian link between New Century Hall and House with an additional crossing on Miller Street.
- 6.18 Linking the two distinct parts of NOMA will contribute significantly to the existing pedestrian infrastructure and create a stronger connection through New Century Hall into Sadler's Yard.
- 6.19 It will be essential in the successful occupation of 4 and 5 Angel Square, creating improved access to the historic estate and beyond in to the city centre.
- 6.20 Delivering this crossing will also emphasise the north-south connections into the city centre through NOMA and into surrounding neighbourhoods to the north. Drawing 10257-SHP-ZZ-XX-PL-A-G100-002 demonstrates the opportunity for further connectivity that a new crossing will provide.

- 6.21 This crossing will allow NOMA's full regeneration impact to be realised, better connecting the city centre, Victoria Station and NOMA through to the Northern Gateway and New Cross; creating a seamless pedestrian transition from surrounding northern neighbourhoods into the city.

### 97 Shudehill

- 6.22 97 Shudehill is located towards the eastern edge of NOMA facing a prominent thoroughfare into the city. The building was used for commercial purposes however it is currently vacant. Whilst being a potential gateway site, the size and orientation of the building presents some challenges. The site turns its back to the rest of NOMA making it difficult to fully integrate it with the historic estate and new development plots. It is also limited in terms of pedestrian permeability.

### Placemaking

- 6.23 Recent proposals for advertisements along Shudehill (as applied for by JC Decaux UK Ltd), and the current advertisement on the Euro Car Parks site contravene with NOMA's estate wide approach and are overly obtrusive. It will be important to avoid blight through advertisements, which do not align with NOMA's estate wide approach and impede successful placemaking.
- 6.24 The advertisement consent regime enables the local planning authority to refuse consent on the grounds of amenity and/or public safety. Hoardings must be in keeping with the adopted planning policies of Manchester City Council.
- 6.25 The JC Decaux application for a digital display to replace the existing 48 sheet illuminated sign was dismissed at appeal June 2020 as it would cause harm to the amenity of the area, in particular harm to the visual amenity of an important

gateway into the city centre; and harm to the setting of the Shudehill Conservation Area.

- 6.26 The hoardings delivered by Federated Hermes within the listed estate at NOMA are of high quality and clearly help to tell the story of NOMA, acting as a placemaking tool in its own right. These hoardings should set the design aspirations for advertisements in the area. This means a holistic approach to design and placemaking quality is enshrined through all advertisements in the area.

#### **Substation on Plot K**

- 6.27 Two existing substations are located to the east of CIS Tower; one on Plot H fronting Miller Street and the other on Plot K along Shudehill. Accommodating infrastructure in this location is a poor usage of a prominent gateway site. Initial technical surveys have been undertaken which suggest the potential for a combined substation which would service Plots H and K together as show on drawing reference 10257-SHP-ZZ-00-PL-A-G100-001.
- 6.28 Incorporated into the forthcoming development on Plot K, a permanent design solution for a single local substation would facilitate the necessary infrastructure for this part of NOMA. In doing so, this would help unlock the site's contribution to the wider public realm strategy and connectivity with the remainder of the estate.

#### **Next Phases**

- 6.29 NOMA is successfully emerging as a district centred on the creative, technology and innovation sectors, emphasised by Amazon's decision to locate a new office in Manchester.
- 6.30 The momentum achieved in recent years at NOMA, particularly with the redevelopment of buildings in the

historic estate, has already had a positive impact in the City. The sensitive restoration of the historic estate will help fulfil the demand for office space, and provide spaces filled with character, which contribute to a diverse offering of high quality premises for new and existing businesses. In doing so, NOMA is well placed to support Manchester's future growth agenda, particularly in the priority sectors as described in Chapter 2.

- 6.31 Building on the progress of the NOMA estate to date, further development projects are currently on-going or in the pipeline. It is envisaged that the next phases of the masterplan will be focused on delivering the remaining development plots with a focus on maximising opportunities as shown on drawing 10257-SHP-ZZ-XX-PL-A-G100-002. The aim being to help attract office occupiers who align with the wider aspiration of NOMA as a creative, innovation and digital hub.

#### **Plot Q (5 Angel Square)**

- 6.32 Manchester's strong economic growth in recent years has inevitably led to increased demand for commercial and retail space within the City Centre. To support this going forward, Plot Q is best suited for delivering office space, replacing the previous multi-story car park use identified in previous Frameworks. This is reflective of a shift towards less reliance on motor vehicles and the increasing importance of climate change, reinforced by Manchester City Council's declaration of a climate change emergency and drive towards zero carbon.
- 6.33 In addition NOMA is well located in regards to sustainable transport modes including Shudehill Interchange and Victoria Station which are both within walking distance. Emphasis on smarter and more sustainable travel choices is therefore reducing the need for extensive car parking provision. It

should also be noted that there are already 5 existing car parks the immediate vicinity of NOMA which provides ample provision of over 2,800 spaces combined. All developments, however, will be served by ample disabled parking provision.

- 6.34 5 Angel Square has the potential to deliver c.211,190 sq.ft of office space as part of the next phase of NOMA. The recently consented scheme for a primary substation on this plot has been designed to accommodate future office development and is therefore futureproofed.

#### **Plots H**

- 6.35 Following the consented office schemes at 2, 3 and 4 Angel Square, NOMA will increasingly be a prime location to support the growth of Manchester's economy and priority sectors. It is envisaged that Plots H and K will continue to respond to city's demand for high quality office space.
- 6.36 Plot H has the potential to deliver in excess of 270,000 sq.ft of office space and 20,000 sq.ft of ground floor retail split across two new buildings (Plot H north and south) of up to 8 and 10 storeys. This indicative massing responds to the surrounding context. Plot H (south) at 8 storeys, considers the consented proposals for the CIS Tower and proposed three storey extension. Detailed proposals for the buildings will be supported by the necessary technical assessments relating to scale and massing. Key entrance areas and ground floor retail and leisure uses, as indicated on drawing reference 10257-RP-CP35, have been zoned to further activate key frontages along Miler Street and Hanover Street.
- 6.37 The masterplan has been rationalised to accommodate two buildings on Plot H. These will be framed by public realm proposals and a new pocket square forming east-west pedestrian connections. This will help strengthen links into Angel Square to the north.

- 6.38 Alongside improving connectivity within the estate, the new pocket square would be designed as a flexible space, which can accommodate pop-up events and activities. As with Sadler's Yard, there is an opportunity to develop a programme of activity. This will include events targeted at increasing engagement with the local community.

#### **Plot K**

- 6.39 As with Plot H, Plot K also has the potential to deliver 135,000 sq.ft of office space across 10 storeys, alongside active retail and leisure uses at ground floor. Given the prominence of the site, it could alternatively accommodate a hotel and / or multi-storey car park use. The most viable use for the site will be investigated in more detail to allow this prominent site to be delivered. The single local substation would need to be incorporated into any forthcoming use as discussed in previous paragraphs.

#### **97 Shudehill**

- 6.40 As described in paragraph 6.20, 97 Shudehill is currently underutilised, however it has the potential to be a gateway site and contribute positively to the wider NOMA estate. In this context, the masterplan has been refined to allow the retention of the building, a revision from the 2015 Update that indicated the demolition of the building.
- 6.41 97 Shudehill will remain in situ as part of the next phase of NOMA. Its unique character provides the opportunity to extend the historic context toward the eastern edge of NOMA and integrate with the Northern Quarter. In doing so, it has the potential to form a better connection with the wider regeneration area and key peripheral links, as well as becoming a positive contributor to the Shudehill Conservation Area.

### **Placemaking and Infrastructure**

- 6.42 MEPC and Federated Hermes has placed community and engagement at the heart of redevelopment, with a number of community campaigns and the development of an extensive events programme. It is envisaged that placemaking will continue to play an important part in the regeneration of NOMA and opportunities will be explored to integrate community space in a more permanent location within the masterplan.
- 6.43 NOMA benefits from 1Gbps Wi-Fi speeds and plans to roll out free Wi-Fi across areas of public realm, ensuring digital inclusion and connectivity across the neighbourhood.
- 6.44 As further development sites come forward in line with the NOMA masterplan, and economic and residential activity grows, so does the demand for amenity. NOMA will continue to develop and so it is important that a continued emphasis on placemaking which is accessible to all remains at the heart of these proposals. Forthcoming development will ensure accessibility for all users both within buildings and the public realm, incorporating disabled access and parking provision in suitable locations.

### **Activation of Dantzic-Federation Loading Bay**

- 6.45 The Dantzic-Federation loading bay has great potential as an animated space for NOMA, breaking down the urban grain, offering greater connectivity with the Northern Quarter to Sadler's Yard, and providing a dynamic covered, curated streetscape. Potential uses include a café.

### **Hoardings and Advertisements**

- 6.46 It is envisaged that any new advertisements will form part of the regeneration process for NOMA and will be in keeping with the adopted planning policies of Manchester City

Council. Promoting a consistent, estate-wide approach to advertisement will allow the decluttering of the NOMA area as a whole with the overall aim of there being a net reduction in the number of advertisements across the site.

# Appendix A: NOMA Masterplan Ownership Plan

**KEY**

**BUILDING USES SCHEDULE**

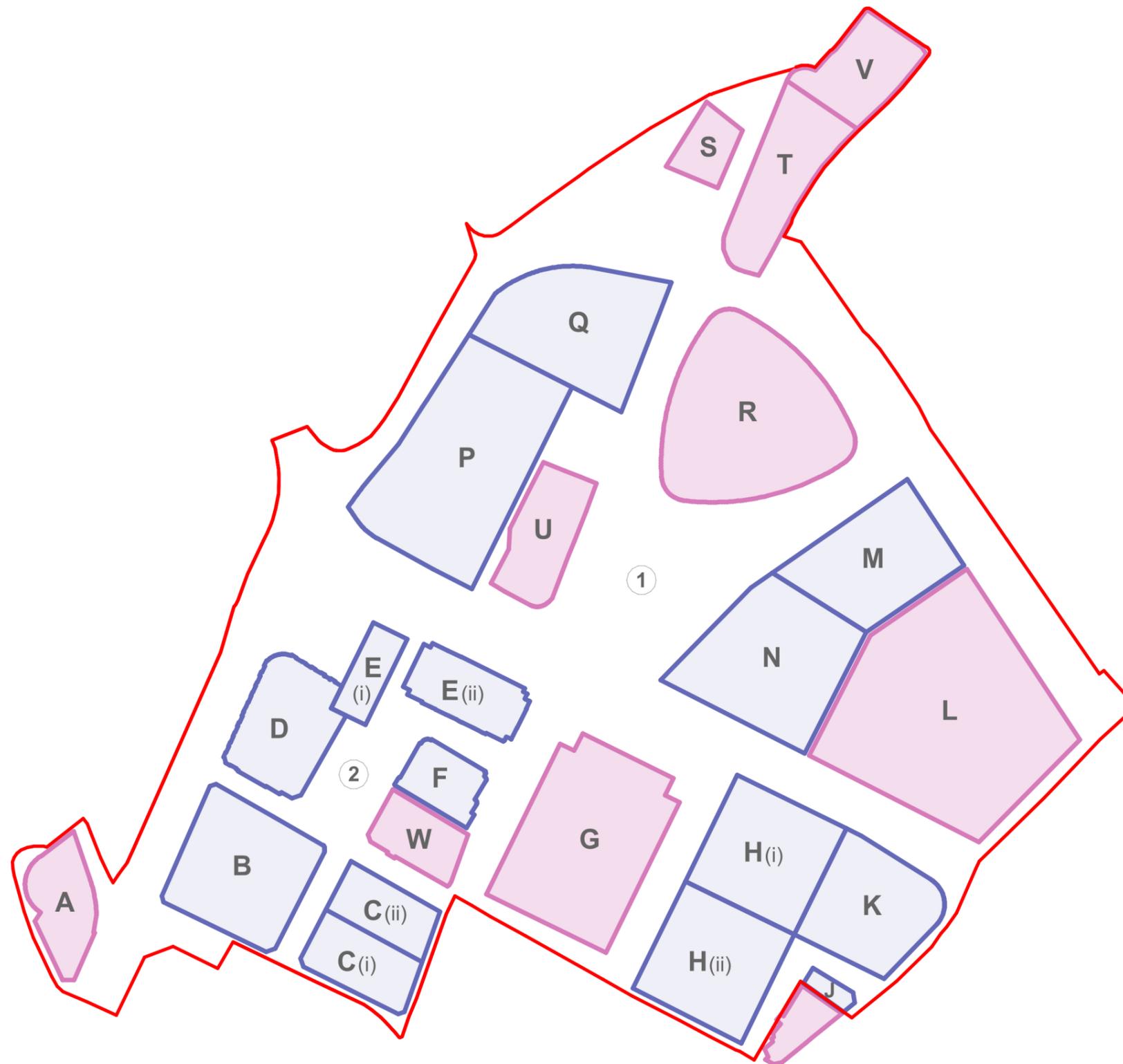
	BUILDING	USE*
A	CITY BUILDINGS	HOTEL
B	HANOVER	OFFICE
C(i)	FEDERATION	OFFICE
C(ii)	DANTZIC	OFFICE
D	OLD BANK	OFFICE
E(i)	NEW CENTURY HOUSE	OFFICE
E(ii)	NEW CENTURY HALL	LEISURE
F	REDFERN	OFFICE
G	CIS TOWER	OFFICE
H(i)	PLOT H (NORTH)	OFFICE
H(ii)	PLOT H (SOUTH)	OFFICE
J	97 SHUDEHULL	OFFICE/RESIDENTIAL
K	PLOT K	OFFICE/MSCP/HOTEL
L	ANGEL GARDENS	RESIDENTIAL
M	2 ANGEL SQUARE	OFFICE
N	3 ANGEL SQUARE	OFFICE
P	4 ANGEL SQUARE	OFFICE
Q	5 ANGEL SQUARE	OFFICE
R	1 ANGEL SQUARE	OFFICE
S	ANGEL MEADOW PLOT 1	RESIDENTIAL
T	ANGEL MEADOW PLOT 2	RESIDENTIAL
U	EURO CAR PARKS SITE	OFFICE
V	ANGEL MEADOW PLOT 3	RESIDENTIAL
W	HOLYOAKE	OFFICE

NOTE: \*EXCLUDES ANCILLARY USES

- DEVELOPMENT PLOT
- HISTORIC BUILDING
- EXISTING DEVELOPMENTS

**OWNERSHIP DIAGRAM KEY**

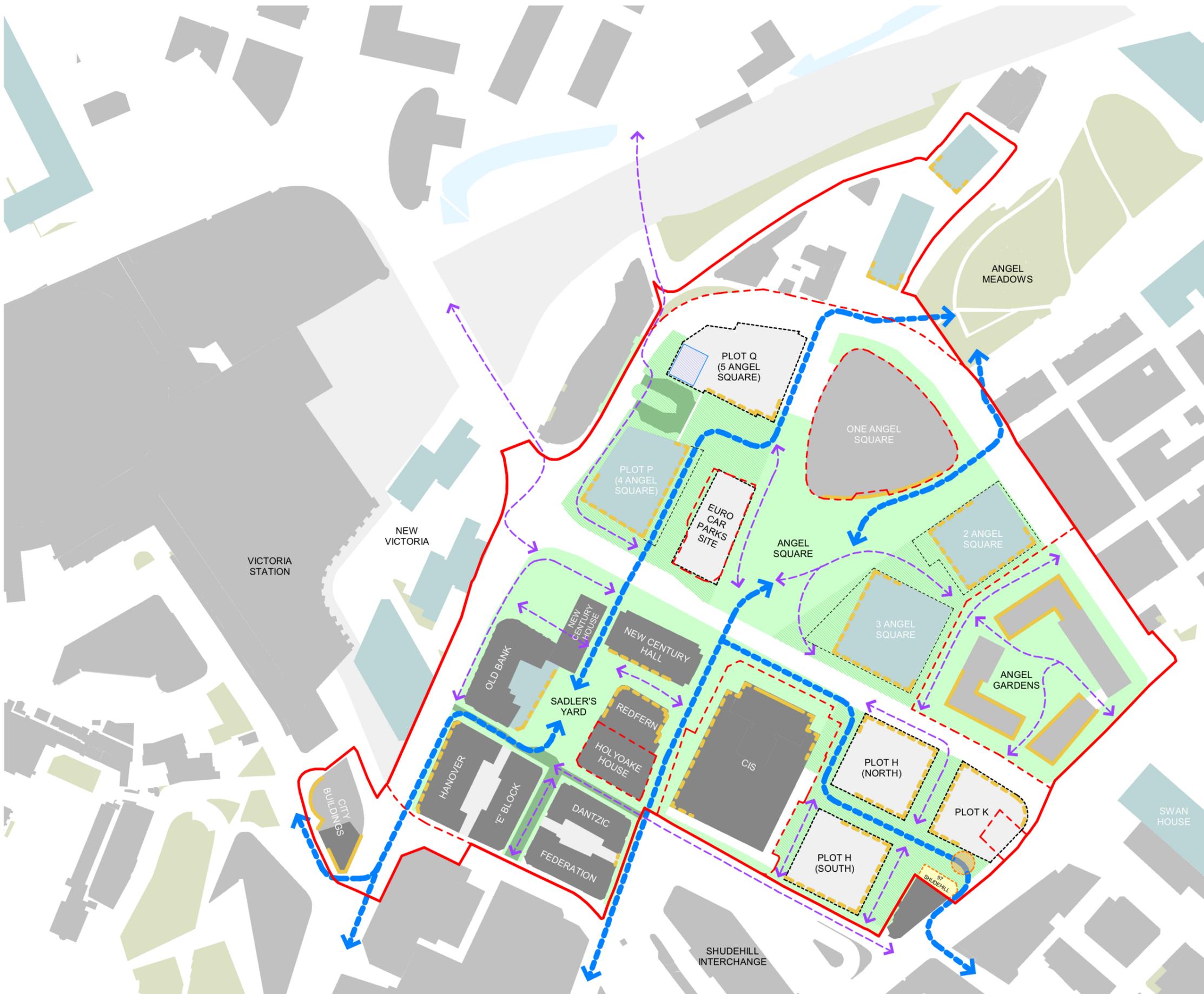
- NOMA (GP) LTD OWNERSHIP
- THIRD PARTY OWNERSHIP
- 1 ANGEL SQUARE
- 2 SADLER'S YARD
- AREA COVERED BY NOMA STRATEGIC REGENERATION FRAMEWORK



This drawing is copyright Do not scale off dimensions.		NORTH 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%;">Rev</th> <th style="width: 5%;">Date</th> <th style="width: 90%;">Description</th> </tr> </thead> <tbody> <tr> <td>P01</td> <td>Nov. 2020</td> <td>First Issue</td> </tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table>	Rev	Date	Description	P01	Nov. 2020	First Issue																												Project Title <b>NOMA Masterplan Manchester</b>	Drawing Title <b>Ownership Diagram</b>
Rev	Date	Description																																				
P01	Nov. 2020	First Issue																																				
				Job No <b>10257</b>	Scale <b>1:2000 @ A3</b>																																	
			Status <b>For Information</b>	RSI Drawing Code <b>10257-SHP-ZZ-XX-PL-A-F100-001</b>	Revision <b>P01</b>																																	



# Appendix B: NOMA Masterplan Key Opportunities



URBAN GRAIN



PEDESTRIAN CONNECTIONS



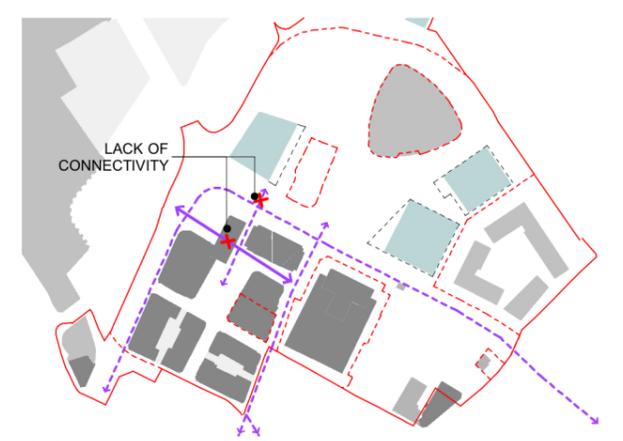
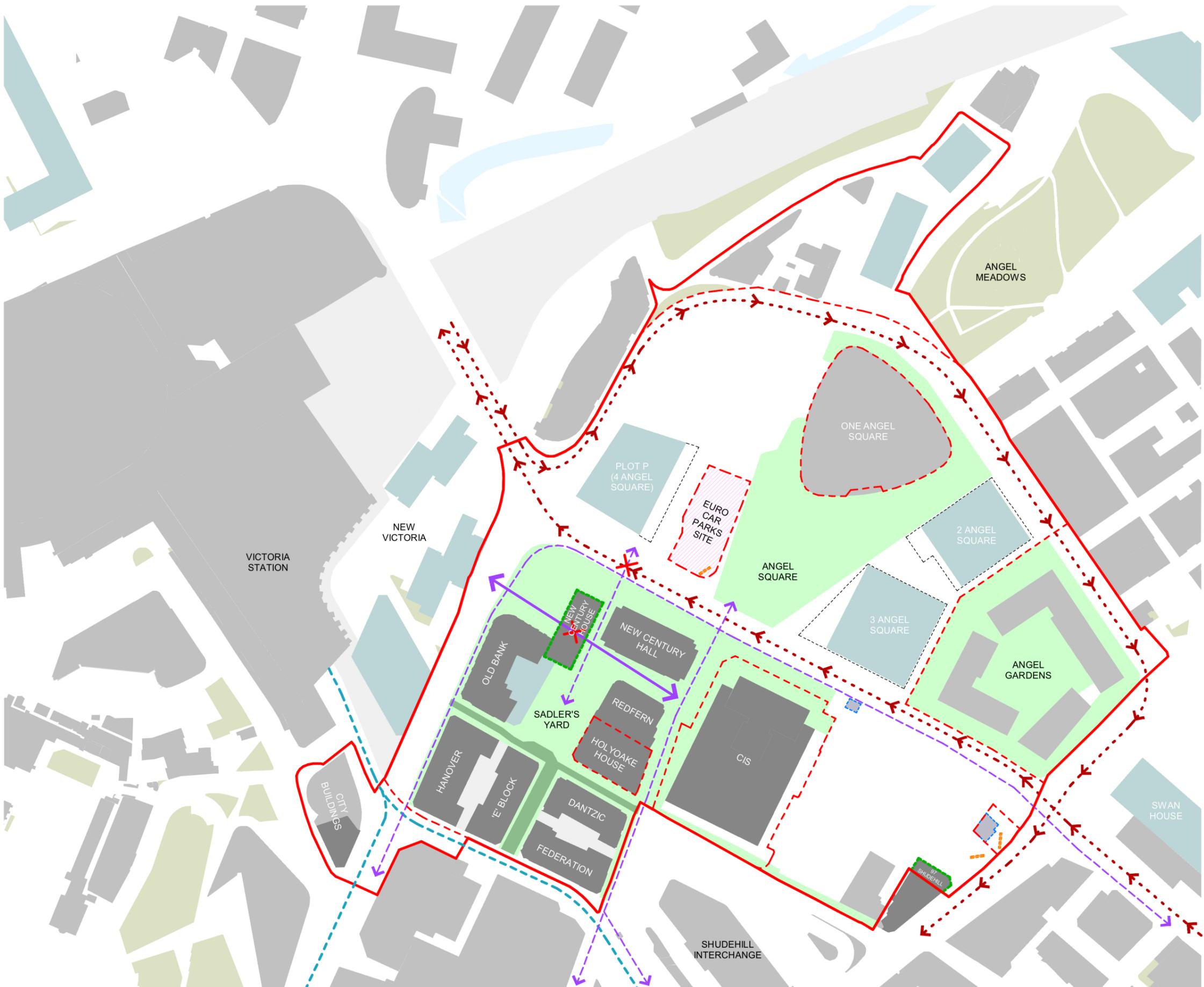
ACTIVE FRONTAGES



PROPOSED NEW PUBLIC REALM & NEW PEDESTRIAN CONNECTIONS

<p>This drawing is copyright Do not scale off dimensions.</p>		<p>Local Drawing No 10257-SHP-ZZ-XX-PL-A-G100-002</p>																															
<ul style="list-style-type: none"> <li>Primary Pedestrian Connections</li> <li>Secondary Pedestrian Connections</li> <li>Existing Active Frontages (Indicative Extents)</li> <li>Proposed Active Frontages (Indicative Extents)</li> <li>Committed Development</li> </ul>	<ul style="list-style-type: none"> <li>Public Realm</li> <li>Public Realm Vehicular Route</li> <li>Proposed New Public Realm</li> <li>Historic Buildings</li> <li>Proposed Primary Substation</li> </ul>	<ul style="list-style-type: none"> <li>Potential Plot Massing Footprint</li> <li>Historic Building Future Opportunity</li> <li>Potential Pop Up Retail/F&amp;B Unit Location</li> <li>Area covered by NOMA Strategic Regeneration Framework</li> <li>NOMA (GP) Ltd Boundary</li> </ul>	<p>NORTH</p>																														
<table border="1"> <thead> <tr> <th>Rev</th> <th>Date</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>P01</td> <td>Nov. 2020</td> <td>First Issue</td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Rev	Date	Description	P01	Nov. 2020	First Issue																									<p>Project Title <b>NOMA Masterplan Manchester</b></p> <p>Status For Information</p>	<p>Drawing Title <b>Key Opportunities</b></p> <p>Job No 10257</p> <p>Scale 1:2000 @ A3</p> <p>BSI Drawing Code 10257-SHP-ZZ-XX-PL-A-G100-002</p> <p>Revision P01</p>	<p><b>simpsonhaugh</b></p> <p>Manchester +44 (0)161 835 2345   London +44 (0)20 7549 4000</p> <p>© SimpsonHaugh and Partners 2020</p>
Rev	Date	Description																															
P01	Nov. 2020	First Issue																															

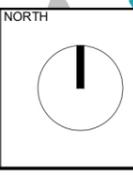
# Appendix C: Analysis and Key Constraints



This drawing is copyright  
Do not scale off dimensions.

Local Drawing No 10257-SHP-ZZ-XX-XP-A-G100-001

- A664/A665 Ring Road
- Pedestrian Connections
- Lack of Connectivity
- Metrolink
- Committed Development
- Public Realm
- Public Realm Vehicular Route
- Historic Buildings
- Billboard Constraint
- Substation Constraint
- Challenging Site
- Euro Car Parks Blight Site
- Area covered by NOMA Strategic Regeneration Framework
- NOMA (GP) Ltd Boundary



Rev	Date	Description
P01	Nov. 2020	First Issue

Project Title  
**NOMA Masterplan  
Manchester**

Status  
**For Information**

Drawing Title  
**Analysis & Key Constraints**

Job No  
**10257**

Scale  
**1:2000 @ A3**

RSI Drawing Code  
**10257-SHP-ZZ-XX-XP-A-G100-001**

Revision  
**P01**

Manchester  
+44 (0)161 835 2345

London  
+44 (0)20 7549 4000





This report and its appendices (the "Report") has been prepared by Deloitte LLP on behalf of Manchester City Council on the basis of the limitations set out below.

No party other than Manchester City Council is entitled to rely on the Report for any purpose whatsoever and Deloitte LLP accepts no liability to any other party who is shown or gains access to the Report. The Report makes use of a range of third party data sources. Whilst every reasonable care has been taken in compiling the Report, Deloitte cannot guarantee its accuracy.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London, EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

© 2021 Deloitte LLP. All rights reserved.