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**TRAFFORD
COUNCIL**

AGENDA PAPERS FOR EXECUTIVE MEETING

Date: Monday, 2 October 2017

Time: 6.00 p.m.

**Place: Committee Room 2 and 3,
Trafford Town Hall, Talbot Road, Stretford M32 0TH**

A G E N D A	PART I	Pages
1. ATTENDANCES		
To note attendances, including officers, and any apologies for absence.		
2. DECLARATIONS OF INTEREST		
Members to give notice of any interest and the nature of that interest relating to any item on the agenda in accordance with the adopted Code of Conduct.		
3. UNIVERSITY ACADEMY 92 (OLD TRAFFORD)		
To consider a report of the Executive Member for Investment.		1 - 60
4. STRETFORD REFRESHED MASTERPLAN		
To consider a report of the Executive Member for Housing and Strategic Planning.		61 - 124
5. PROPOSED STRETFORD COMPULSORY PURCHASE ORDER 2017		
To consider a report of the Executive Member for Housing and Strategic Planning.		125 - 136
PLEASE NOTE: A related report is to be considered in Part II of this agenda (Item 8 refers.)		

6. URGENT BUSINESS (IF ANY)

Any other item or items which by reason of:-

- (a) Regulation 11 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the meeting, with the agreement of the relevant Overview and Scrutiny Committee Chairman, is of the opinion should be considered at this meeting as a matter of urgency as it relates to a key decision; or
- (b) special circumstances (to be specified) the Chairman of the meeting is of the opinion should be considered at this meeting as a matter of urgency.

7. EXCLUSION RESOLUTION

Motion (Which may be amended as Members think fit):

That the public be excluded from this meeting during consideration of the remaining items on the agenda, because of the likelihood of disclosure of "exempt information" which falls within one or more descriptive category or categories of the Local Government Act 1972, Schedule 12A, as amended by The Local Government (Access to Information) (Variation) Order 2006, and specified on the agenda item or report relating to each such item respectively.

8. PROPOSED STRETFORD COMPULSORY PURCHASE ORDER 2017

To consider a report of the Executive Member for Para. 3 Housing and Strategic Planning.

137 - 142

PLEASE NOTE: A related report is to be considered in Part I of this agenda (Item 5 refers.)

THERESA GRANT
Chief Executive

COUNCILLOR SEAN ANSTEE
Leader of the Council

Membership of the Committee

Councillors S.B. Anstee (Chairman), A. Williams (Vice-Chairman), S.K. Anstee, Mrs. L. Evans, D. Hopps, J. Lamb, P. Myers, J.R. Reilly and M. Whetton.

Further Information

For help, advice and information about this meeting please contact:

Jo Maloney,
Email: joseph.maloney@trafford.gov.uk

This agenda was issued on **Date Not Specified** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall, Talbot Road, Stretford M32 0TH.

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TRAFFORD COUNCIL

Report to: Executive
Date: 2 October 2017
Report for: Decision
Report of: Executive Member for Investment

Report Title

University Academy 92 (Old Trafford)

Summary

The report sets out proposals for the establishment of a ground breaking new university in Trafford ("UA92"), delivered through a unique partnership between Trafford Council, Class of 92, Lancaster University, Microsoft, Bruntwood and Trafford College. UA92 will not only provide an innovative alternative to the traditional university degree course, it will also act as a catalyst for the regeneration of Stretford and Old Trafford.

The report provides an overview of the UA92 proposal, and the development of a new campus on the site of the current Kellogg's Headquarters on Talbot Road, which will be delivered by the Council in partnership with Bruntwood. The campus will also include a new leisure centre, which will replace the existing facility on Chester Road. It should be read alongside the other reports on this agenda which relate to the proposed Stretford CPO and the refreshed Stretford Masterplan.

Recommendation(s)

It is recommended that the Executive:

- a) Support the proposals to consult on the development of a new University in Trafford;
- b) Delegate authority to the Chief Executive, in consultation with the Executive Member for Investment, the Director of Legal and Democratic Services and Chief Finance Officer to agree terms for a joint venture with Bruntwood for the redevelopment and management of the Kellogg's site;
- c) Delegate authority to the Director of Legal and Democratic Services in consultation with the Chief Executive, the Executive Member for Investment and the Chief Finance Officer to agree terms for leases of the Kellogg's building to UA92 and Microsoft;
- d) Approve in principle the relocation of Stretford Leisure Centre to a new facility on the Kellogg's site, subject to consultation through the refreshed Stretford Masterplan and to finalisation and approval of a business plan.

Contact person for access to background papers and further information:

Name: Richard Roe, Director of Growth and Regulatory Services

Extension: x 4265

Background Papers:

Economic Impact Assessment (SQW Ltd, September 2017)

Implications:

Relationship to Policy Framework/Corporate Priorities	The delivery of the new University will contribute to the Council's vision for "no one held back, no one left behind" and the Corporate priorities for economic growth and development, excellence in education and low Council Tax and value for money.
Financial	<p>The approval to the acquisition of the Kellogg's site was given by Executive in June 2017, to be financed from the Investment Fund included in the Capital Programme.</p> <p>The business case around the development of the site to incorporate a new university campus is under development and the budgetary implications will be the subject to a further report, including the delivery vehicle following both legal and taxation advice.</p> <p>Further business cases for the leisure developments including Turn Moss and the new leisure centre will also be the subject of separate business cases and future reports to the Executive.</p>
Legal Implications:	It will be necessary to complete partnership agreements and leases to govern the management and occupation of the main campus building. Subject to the outcome of the public consultation on the Stretford Masterplan, the sites proposed for the student accommodation will be acquired under a compulsory purchase order if it has not been possible to acquire them voluntarily. It will also be necessary to enter into agreements in relation to the delivery and management of the proposed student accommodation and student hub and in relation to the proposed new leisure centre and new facilities at Turn Moss.
Equality/Diversity Implications	None as a direct consequence of this report.
Sustainability Implications	The Council has commissioned an independent Economic Impact assessment of the proposals set out in this report, and other reports on this agenda, and the outcomes are set out below
Resource Implications e.g. Staffing / ICT / Assets	Existing resources have been identified to support the delivery of the project and related activity across all the partners.
Risk Management Implications	The delivery of the project is supported by a risk plan setting out the key risks to delivery and proposed mitigation measures.
Health & Wellbeing Implications	The potential delivery of an enhanced Stretford Leisure Centre and provision of other facilities as part of the proposed development opportunities will support improved health and wellbeing.
Health and Safety Implications	None as a direct consequence of this report.

1.0 Background

- 1.1 University Academy 92 (UA92) is a ground breaking Higher Education initiative to establish a new model university which brings together the best of academia, business and sport. It will be delivered through a unique public, private and education sector partnership involving Trafford Council, Class of 92 (a group of former Manchester United players led by Gary Neville), Microsoft, Bruntwood and Trafford College. UA92 is also supported by Manchester United and Lancashire County Cricket Club. UA92 will be carrying out consultation on their proposals.
- 1.2 It is proposed that UA92 will be based at a new campus in Old Trafford, with the first students admitted to study degrees in the subjects of Business, Media and Sport in September 2019. The campus will be located on the site of the Kellogg's Headquarters, Talbot Road, Stretford. Trafford Council has recently secured the acquisition of this strategic site, specifically to deliver the UA92 campus, along with a complementary development which will further regenerate this part of the Borough and provide an investment return to the Council.
- 1.3 The acquisition of the Kellogg's site also provides the opportunity to develop a new leisure centre within the site. The new Leisure Centre will replace the existing facility on Chester Road and will provide leisure facilities for both residents and students.
- 1.4 New purpose build student accommodation will be developed in the centre of Stretford through the delivery of a refreshed Stretford Masterplan, which sets out the Council's ambition for the regeneration of Stretford and how this will be secured through the new university. Related reports on this agenda set out details of the masterplan and the delivery strategy.

2.0 Introduction to UA 92 and the key partners.

- 2.1 For the Class of 92, led by Gary Neville, the project offers the chance to put something back into Trafford, an area of Manchester which has played a major part in their lives. They are passionate about what it takes to be successful and how education, training and life skills contribute to individual and collective success and how the personal mentoring and development they experienced as sports people can be utilised in Higher Education.
- 2.2 Lancaster University is a top 10 UK university with campuses in the UK, China, Malaysia and Ghana. It is interested in developing new forms of degree programmes, contributing to economic and social regeneration and widening access to Higher Education. UA92 builds on Lancaster's proven strengths of research and teaching excellence, commitment to student welfare, high levels of recruitment of students from State schools and less privileged social backgrounds and strong employment outcomes.
- 2.3 Microsoft's innovative and creative approach supports all that UA92 wants to achieve, whilst supporting and growing the workforce of the future. The company will be a key strategic partner, with a technology hub based on the campus.
- 2.4 For Trafford Council, the project represents a fantastic opportunity to support the regeneration of the area around Stretford and Old Trafford which will revitalise and support local communities to maximise their potential. Universities are proven agents

of economic growth and UA92 aims to create jobs and attract 6,500 students by 2028.

- 2.5 A unique partnership will be created between Further Education and Higher Education in Trafford. By working closely with UA92, Trafford College students will have access to high quality technical and professional qualifications combined with an enhanced skills development programme. This will include sub-degree level qualifications in business, sport excellence and media. Students will be asked to produce an extended project determined by business partners and will also benefit from the development of a personal employability and digital skills plan, business masterclasses from partner organisations and high quality work placement opportunities. The students will also work with the UK's leading brands in sport, media and business and have a direct route into studying for a degree at UA92.
- 2.6 As a long term business committed to the region, Bruntwood recognise the critical importance that developing talent plays in retaining and attracting the best jobs to the City Region. As an adjacent landholder they can also recognise the fantastic opportunity that this site presents to deliver significant added value and in improving community facilities and creating a place that encourages talent and business to come together.
- 2.7 Collectively the partners have the vision, ambition and resources to deliver a unique opportunity for the benefit of future generations of prospective students, and also to be a catalyst for change and deliver the physical, economic and social regeneration of Stretford and Old Trafford.
- 2.8 The projected number of students attending UA92 is predicted to be 650 at year one (September 2019), increasing to a roll of 6,500 by 2028, which will be the maximum number.

3.0 Target Talent Curriculum

- 3.1 The philosophy for UA92 is to “unlock greatness” in its students by giving them the tools, challenges, network support and confidence to succeed. More than a degree UA92 will provide preparation for life, and a personal journey that will help students to develop the emotional, physical and social intelligence to really succeed. This will be delivered through the Target talent curriculum.
- 3.2 UA92 students will be offered secured placements with companies. They will have Preferred Graduate Status with UA92's employer network, which means that the relevant employers will guarantee to review their application on completing their degrees.
- 3.3 During the course of their studies, students will be taught the emotional, physical and social intelligence skills needed to succeed in the workplace. The degrees will be awarded by Lancaster University who will ensure the quality and standards of the degrees and that UA92 students will acquire the subject knowledge and skills to attain Bachelors or Masters level degrees in Business, Media or Sport.

4.0 Campus Proposals

- 4.1 The Council has recently exchanged contracts to acquire the site of the Kellogg's Headquarters on Talbot Road, and will secure vacant possession when Kellogg's relocate from the site in 2018. The current building will be fully refurbished and

modernised to provide the campus for UA92. The building will be leased to UA92 and Microsoft, and Agreements to Lease are being agreed with both organisations.

- 4.2 In order to provide additional expertise and to mitigate potential risk it is proposed to deliver the campus through a new joint venture arrangement (JV) between the Council and Bruntwood. The JV will be established on a 50:50 basis on commercial terms and will deliver not only the refurbishment of the existing building, but also the redevelopment of the wider site. An indicative masterplan is attached as Appendix A. This will also provide expansion space for UA92 as it grows over the next five to six years to reach maximum student numbers, in addition to the new leisure centre, and potentially residential development, a hotel and car parking.
- 4.3 The development of the Kellogg's site will potentially unlock the wider redevelopment of a campus quarter, delivered in partnership with Bruntwood, as a neighbouring landowner and Lancashire County Cricket Club. These proposals are at an early stage but have the potential to have a transformative effect on this part of the Borough, and further enhance Emirates Old Trafford as an iconic international sports stadium and concert arena.

5.0 Leisure Proposals

- 5.1 A report to the Council's Executive on the 15th November 2016 set out proposals to invest in the Council's leisure assets. In relation to Stretford Leisure Centre it was noted that proposals would be progressed once the Masterplan for Stretford was complete. The establishment of the UA92 campus provides an opportunity to bring forward proposals for a new purpose built Leisure Centre, which will be a centrepiece of the new campus. The Leisure Centre will be available to students attending UA92 in addition to any Trafford resident.
- 5.2 It is proposed that a new Leisure Centre is built alongside the refurbishment of the current Kellogg's building, with a target opening date of March 2020. The existing facility will remain open throughout this period to ensure continuing leisure provision in Stretford. It is proposed that the existing site will then be developed, with the receipt generated forming an element of the funding package for the new facility.
- 5.3 The site of the new leisure centre will be wholly owned by the Council and will be excluded from the JV with Bruntwood set out in section four above. The business plan for the leisure centre redevelopment is currently being finalised.
- 5.4 The enhanced leisure offer that will be delivered through the UA92 partnership also incorporates Turn Moss. The current facility at Turn Moss is popular and well utilised but suffers from poor drainage, which restricts usage, and needs investment so that facilities can be modernised and improved. The Council has developed proposals with UA92 and a local football club to invest in Turn Moss to provide new facilities that will be used by UA92 and the football club alongside the local community.
- 5.5 The proposals include new changing facilities and café, a new 3G pitch, improvements to drainage, multi-use games area (MUGA) and dedicated training pitches. An indicative masterplan is attached as appendix C.

6.0 Student Accommodation and the University Corridor

- 6.1 The UA92 campus will be the heart of connected proposals to develop a university corridor, incorporating purpose built student accommodation in the centre of Stretford

and the improved outdoor leisure facilities and playing pitches at Turn Moss as described above. Further details of these proposals and their delivery are set out in related reports on this agenda.

- 6.2 There is a need to appropriately manage the delivery of student housing both to ensure the provision of good quality accommodation and to minimise any potential adverse effects on the local market. A new population of students in the area will lead to opportunities for landlords to offer 'student house' type accommodation in Houses of Multiple Occupation (HMOs).
- 6.3 Normally, a change of use from a dwelling occupied by a single household to a small HMO (3-6 residents) does not require planning permission. However, in order to ensure that the Council retains an element of control, and to restrict the number of dwellings converted to use for student accommodation, it is proposed to introduce an 'Article 4 Direction' which removes this permitted development right. This approach has been taken in a number of university towns and cities.
- 6.4 Article 4 directions do not remove the right to carry out the development entirely, but mean that planning permission is required for such development. It would not be possible to prevent the creation of HMOs entirely as it is not a tool intended to restrict the market. It would however enable the Council to have control over concentrations of HMOs. An Article 4 Direction would need to be supported by specific local planning policies and guidance to be effective and therefore a Supplementary Planning Document will be developed and recommended for adoption with the Article 4.

7.0 Benefits for Trafford

- 7.1 In order to ensure that the Council maximises the benefits to the Borough of the investment in, and establishment of, UA92, the Council commissioned SQW to carry out an independent Economic Impact Assessment. The Executive summary of their report is attached as Appendix B, and the key benefits summarised below:
- Annual GVA of £21m - £26m p.a. and provide over 460 net additional jobs in the local economy.
 - 2,800 net construction years of employment will be supported through the construction phase, which is expected to involve investment of around £170m in Trafford's economy.
 - Benefits to the local community in terms of skills development, employment opportunities, and raising aspirations.
 - Supports the rejuvenation of Stretford Town Centre.
 - Benefits to the local community associated with engagement in sports and healthy living.
 - Growth of a local 'graduate economy',
 - Enhancing Greater Manchester's profile as a recognised leader in media and digital technologies, and its wider innovation ecosystem.

8.0 Consultation

- 8.1 The Council will undertake a formal public consultation on the draft refreshed Masterplan from 10 October 2017 for a period of eight weeks, as set out elsewhere on this agenda. Development proposals, as set out in this report, will be subject to planning permission, and will be consulted on in the usual way.
- 8.2 UA92 are proposing to conduct consultation in relation to the proposals with stakeholders.

Reasons for Recommendation

The proposal to establish a university in Old Trafford and Stretford provides opportunities for the regeneration of Stretford through the refreshed Stretford Masterplan and other significant economic and other benefits for the local community and the wider area.

Other options considered

The decision could be taken not to support the proposal but this would mean that the council would not be able to be able to secure the significant benefits which would arise as a result of the proposals

Key Decision No

If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance ...GB.....
 Legal Officer Clearance ...JLF.....

CORPORATE DIRECTOR'S SIGNATURE

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Appendix B – Economic Impact Assessment Executive Summary

Please see separate attachment / pages 13-19 of the agenda reports pack

Appendix C – Turn Moss illustrative masterplan

Turn Moss Academy
Illustrative Concept

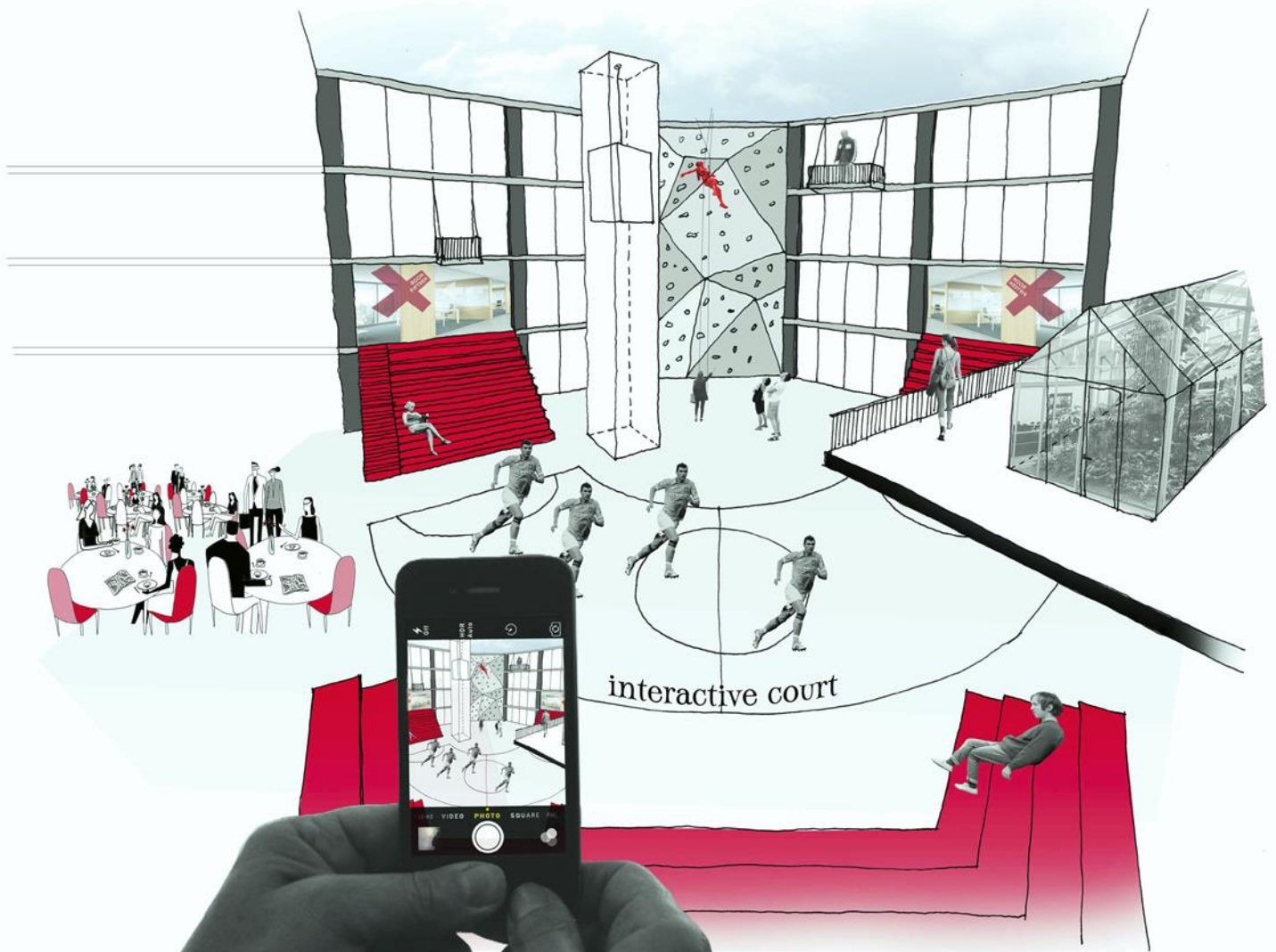


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Economic Impact Assessment of UA92 and related developments in Trafford

Executive Summary

6 September 2017



Executive Summary

Context

1. Revitalising Stretford Town Centre is one of the key priorities for Trafford Council. The Vision set out in the refreshed Town Centre Masterplan is:

‘To transform Stretford Town Centre into a prosperous, vibrant, attractive and safe destination with a strong identity that provides a wide range of facilities throughout the day and evening whilst maximising the opportunities for major investment and realising the full potential of existing assets’.

2. The Council, working with private developers and a leading research-intensive university, has developed plans to deliver two related schemes in Stretford to deliver against this intent:

- **UA92 Campus:** anchored by the creation of ‘UA92’ a new specialist sports, business and media university, which will offer degrees accredited by Lancaster University, and is expected to support around 6,000 students by 2025. The UA92 Campus will also include a Technology Hub for global technology and digital firm Microsoft, a new community leisure centre, and supporting retail and residential developments.
- **Student Campus:** new high-quality accommodation for around 1,250 students at UA92, via the construction of a cluster of buildings, including the potential for the creation of a landmark ‘Quad’ area, with the new buildings forming a semi-enclosed large open space. The Student Campus will also include a re-purposed ‘Essoldo’ an important landmark building for Trafford, but which has been vacant for 20 years, which will be converted into a student hub, including community uses.

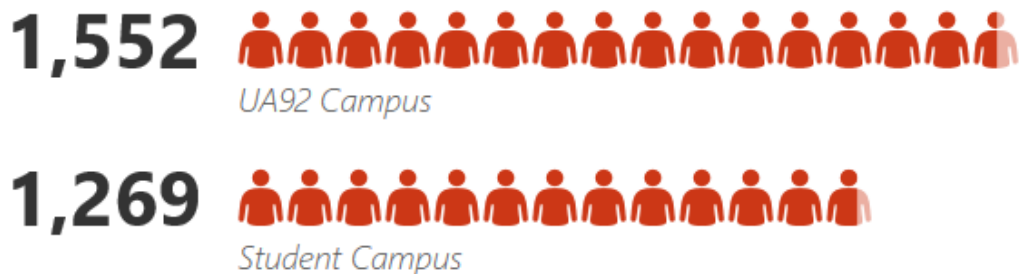
3. The UA92 Campus will be located on the site of the existing ‘Kellogg’s building’ on Brian Statham Way off Talbot Road, which will undergo a major redevelopment to create a modern, bespoke educational facility. With the Student Campus located to the south of the UA92 Campus, centred around Lacy Street and opposite Stretford Mall, the schemes will create a new ‘UA92 Campus Corridor’ in Stretford, **at the heart of the area’s cluster of internationally recognised sporting and visitor destinations**, including Manchester United, Lancashire County Cricket Club, and nearby MediaCityUK. The ‘UA92 Campus Corridor’ will also encompass Trafford College, and its Centre for Science and Technology on Talbot Road, who will be an important partner for UA92.
4. The plans have the potential to **re-position Stretford** – one of Trafford’s most deprived areas, but with significant potential given its assets and strategic location near Manchester city centre – as a key driver of Greater Manchester’s economy.
5. More than the development of a new education facility, the long-term aim for the Council is to use the plans to catalyse the development of an **education and innovation district in Stretford**, with Microsoft technologists and executives co-located with students, researchers and educators to share ideas and drive innovation, supported by new high quality leisure, commercial and residential developments that will help to revitalise the Town Centre, to benefit local communities.

Effects of the construction phase

6. Major construction projects have the potential to generate significant temporary employment effects, and opportunities for local people. The opportunity from construction employment is particularly important given the sector's ability to absorb unemployment amongst groups with a relatively low skill base, and the ability for individuals to gain invaluable experience/skills within the sector. Construction projects also provide a significant opportunity for local businesses in the supply-chain.
7. The employment effects from the construction phase of the UA92 Campus and Student Campus are potentially very significant, with the **plans involving construction investment of over £175m in the Stretford area.**
8. Applying recognised benchmarks from the Homes and Communities Agency (HCA) for the number of construction 'job years' of employment (the equivalent of a temporary job lasting one year) supported by the different development use-types, the impact analysis estimates that approximately **2,800 net 'job years' of employment will be supported through the construction phase.**

Figure 1: Construction employment effects

CONSTRUCTION JOB YEARS OF EMPLOYMENT



Source: SQW analysis, 2017

9. These figures may appear high. However, it must be noted they represent 'job years' of employment, *not* permanent jobs; at any one point in time there will be a smaller number of people actually employed on-site.
10. However, the scale of the employment to be supported by the construction provides a major opportunity to enhance access to employment for local residents, particularly if targeted interventions are put in place to help people in Stretford to gain the necessary skills to access employment. Partners could consider developing an 'Employment Action Plan', offering bespoke recruitment, apprenticeship, training and development support via appointed contractors. Measures to encourage contractors to use local labour, as well as purchasing goods and services from the local area, could also be considered. Such measures could bring **wider and longer-term benefits to local people in terms of employability, aspiration, and quality of life**, contributing to the broader regeneration of Stretford, and maximising the potential of the plans for the UA92 Campus and Student Campus.

Qualitative effects of the operational phase

11. The plans for the UA92 Campus and the Student Campus are expected to have a number of positive effects, including:
- **Benefits to the local community in terms of skills development, employment opportunities, and raising aspirations.** The presence of a university in the area – developed in partnership with one of the UK’s leading institutions – will provide a range of direct and indirect opportunities for local people, including via outreach events and activities, volunteering, work experience, and permanent employment including in management and administration activities, and entry-level positions.
 - **Supporting the rejuvenation of Stretford Town Centre.** The increase in the residential population, and the demands of students for leisure and retail offers, will lead to increased expenditure in the local economy, helping to improve the long-term viability of Stretford Mall, and drive the diversification of town centre uses. By improving the vitality of the town centre, and making for a more attractive and vibrant offer, the plans can help to reverse years of relative decline. Changing the image and profile of Stretford will also make it increasingly attractive to developers and businesses, leveraging-in additional investment.
 - **Benefits to the local community associated with engagement in sports and healthy living.** The new leisure centre, replacing the existing Stretford Leisure Village, can be expected to lead to higher levels of usage and participation, from which a range of positive effects may be realised including physical and mental health outcomes, quality of life, and positive crime and anti-social behaviour outcomes. Alongside the employment opportunities delivered by the plans, these positive effects for individuals may lead to a reduction in demand for Council services.
 - **Enhancing Greater Manchester’s profile as a recognised leader in media and digital technologies, and its wider innovation ecosystem.** UA92 will offer opportunities for collaboration across the city region’s research and innovation assets, and through the Technology Hub, contribute to business-led innovation. The presence of Microsoft in Stretford could be genuinely transformational, as many firms will want to collaborate and potentially co-locate with it. This provides an opportunity to build a digital cluster, complementing MediaCityUK and Manchester city centre.
 - **Growth of a local ‘graduate economy’,** as students at UA92 stay in the Trafford area post-graduation. Whilst many graduates may work in Manchester (or elsewhere across the city region), there is likely to be significant graduate retention in the immediate area, including where graduates work elsewhere, but continue to live in Trafford. This will add to the diversity of the population, raise skills levels in the local economy, and provide opportunities for local employers to recruit highly skilled individuals.
 - **Retaining the ‘Kellogg’s building’ as a flagship location for Trafford.** With Kellogg’s re-locating their HQ away from Trafford in early-2018, the plans ensure

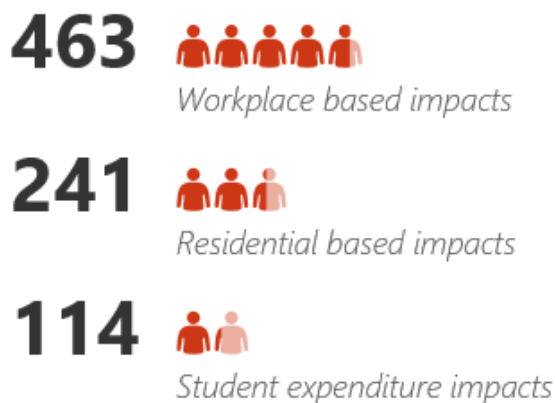
that this building remains an important contributor to the local economy, mitigating the loss of employment and economic activity associated with the Kellogg's decision.

Quantitative effects of the operational phase

12. Further to these benefits for the local area, the plans also have the potential to support significant employment and Gross Value Added (GVA) effects, based on three core 'routes to impact':
 - **Workplace based impacts:** the direct effects of UA92 and supporting commercial/service developments at the UA92 Campus as employers, plus the 'indirect' and 'induced' effects which flow through to local businesses via expenditure in supply chains by institutions and local services by employees (i.e. multiplier effects)
 - **Additional resident impacts:** the effects supported by the local expenditure from an increased residential population in Stretford, via the Student Campus and residential scheme within the UA92 Campus
 - **Student expenditure impacts:** the effects supported by the local expenditure of students at UA92 (excluding students living at the Student Campus).
13. For each 'route to impact', the 'gross' effects have been estimated (i.e. the scale of employment and GVA to be delivered directly by the plans), with adjustments made for displacement (the economic activity hosted by the plans that is diverted from other assets or businesses in the local area) and multiplier effects (where relevant).
14. The analysis suggests the plans have the potential to support over 800 jobs in Trafford. Student expenditure alone is expected to support over 100 jobs in the local economy, as summarised below.

Figure 2: Employment effects of the plans (before accounting for the reference case)

PERMANENT EMPLOYMENT EFFECTS



Source: SQW analysis, 2017

15. The plans also have the potential to generate an estimated annual GVA of around £33m for the Trafford economy, generated via UA92, the commercial activities on the UA92 Campus, and via the expenditure of residents and students leading to revenue generation for local businesses.
16. Consistent with Government guidance and good practice, **the employment and GVA estimates have been adjusted to consider the ‘reference case’** i.e. what would happen in the absence of the plans, to identify the ‘net effects’.
17. The key issue here is the nature and scale of activity that can be expected at the UA92 Campus site if the plans were not progressed. The site will be vacated by Kellogg’s, however, by the mid-2020s it is assumed that the building will be occupied, most likely for employment uses. The scale of this occupation is highly uncertain, and will be dependent on market demand. Two reference case scenarios have been developed to reflect this uncertainty:
- **Reference Case A:** it is assumed that demand will be strong, with 90% occupancy (c.9,200 sqm of floorspace); this would equate to c.390 jobs, in administrative and support service functions (after accounting for displacement and multipliers)
 - **Reference Case B:** it is assumed that demand will be modest, meaning the full quantum of space is not re-developed; for the modelling, we have assumed three floors will be lettable (6,710 sqm), with 70% occupancy; this would equate to c.200 jobs, in administrative and support service functions (again, after accounting for displacement and multipliers).
18. The estimates of the ‘net’ employment and GVA effects of the plans are set out in Table 2, for each reference case scenario. The data include the reference case for the Student Campus.¹

Table 1: Gross and net effects of the UA92 Campus and Student Campus plans

	Reference Case A	Reference Case B
<i>Employment effects</i>		
Gross employment	818	818
Reference case	439	248
Net employment	379	570
<i>GVA effects</i>		
Gross GVA (£m)	33.2	33.2
Reference case (£m)	12.0	7.0
Net GVA (£m)	21.2	26.2

Source: SQW analysis, 2017 Note: the reference case data include estimates for displacement and multipliers.

19. The analysis indicates that together the UA92 Campus and Student Campus have the potential to generate a net effect of between 380 to 570 net jobs for Trafford, with a **mid-**

¹ The Student Campus will re-develop an area currently covered by a surface car park, public sector offices, some commercial offices. For both reference case scenarios, it is assumed the current usage would continue unaltered, supporting 50 jobs (after accounting for displacement and multipliers)

point of 465 net jobs. The plans also have the potential to deliver annual net GVA of between £21m and £26m, with a **mid-point of £24m net GVA.**

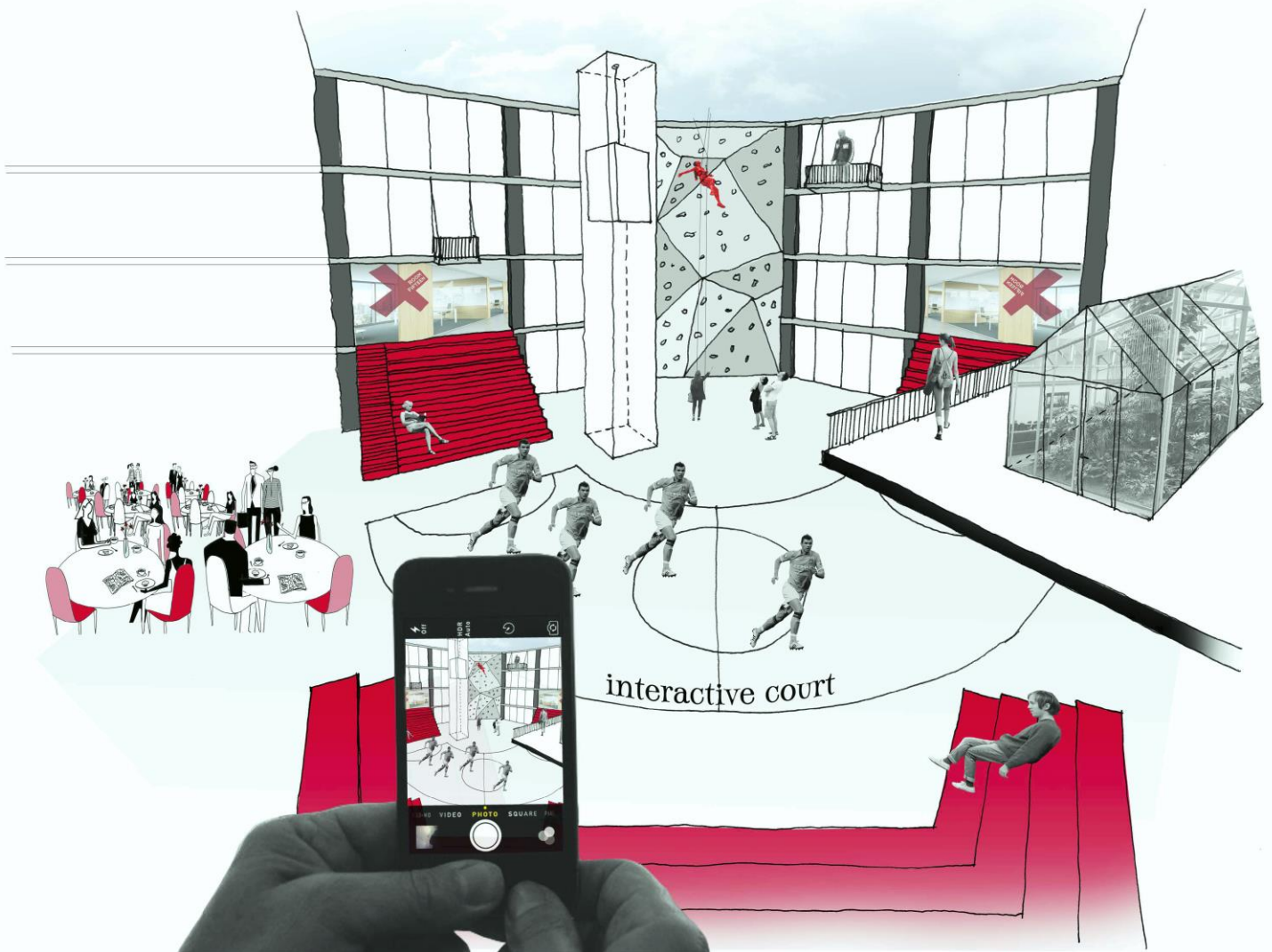
20. Importantly, **many of the jobs at UA92, and the Microsoft Technology Hub, will be knowledge-based and high-value, key to delivering productivity improvements.** Raising productivity is key to supporting higher wages and increased prosperity for local people across Trafford, and the plans will play an important role in delivering against this important strategic imperative.

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Economic Impact Assessment of UA92 and related developments in Trafford

A Report to Trafford Council

September 2017



Key findings

Context

1. Revitalising Stretford Town Centre is one of the key priorities for Trafford Council. The Council, working with private developers and a leading research-intensive university, has developed plans to deliver two related schemes in Stretford to deliver against this intent:
 - **UA92 Campus:** anchored by the creation of 'UA92' a new specialist sports, business and media university, which will offer degrees accredited by Lancaster University. The UA92 Campus will also include a Technology Hub for Microsoft, a new community leisure centre, and supporting retail and residential developments.
 - **Student Campus:** new high-quality accommodation for around 1,250 students at UA92.
2. The schemes will create a new 'UA92 Campus Corridor' in Stretford, **situated at the heart of the area's cluster of internationally recognised sporting and visitor destinations**, including Manchester United, Lancashire County Cricket Club, and nearby MediaCity UK, helping to better link and integrate these destinations to Stretford Town Centre.
3. The plans represent much more than a new educational facility: they have the potential to reposition Stretford – one of Trafford's more deprived areas, but with significant potential given its strategic location near Manchester city centre – as a key driver of Greater Manchester's economy. The long-term aim is to develop an **education and innovation district**, with technology businesses and entrepreneurs co-located with students and academics, plus leisure, commercial and residential developments, that will help to revitalise the town centre.

The effects of the plans on the local area ...

4. The plans for the UA92 Campus and the Student Campus are expected to have a number of positive effects, including:
 - **Benefits to the local community in terms of skills development, employment opportunities, and raising aspirations.** The presence of a university in the area – developed in partnership with one of the UK's leading institutions – will provide a range of direct and indirect opportunities for local people, including via outreach events and activities, volunteering, work experience, and permanent employment including in management and administration activities, and entry-level positions.
 - **Supporting the rejuvenation of Stretford Town Centre.** The increase in the residential population, and the demands of students for leisure and retail offers, will lead to increased expenditure in the local economy, helping to improve the long-term viability of Stretford Mall, and drive the diversification of town centre uses. By improving the vitality of the town centre, and making for a more attractive and vibrant offer, the plans can help to reverse years of relative decline in the town centre. Changing the image and profile of Stretford will also make it increasingly attractive to developers and businesses, bringing in additional investment.

- **Benefits to the local community associated with engagement in sports and healthy living.** The new leisure centre, replacing the existing Stretford Leisure Village, can be expected to lead to higher levels of usage and participation, from which a range of positive effects may be realised including physical and mental health outcomes, quality of life, and positive crime and anti-social behaviour outcomes.
- **Enhancing Greater Manchester's profile as a recognised leader in media and digital technologies, and its wider innovation ecosystem.** UA92 will offer opportunities for collaboration across the city region's research and innovation assets, and through the Microsoft Technology Hub, contribute to business-led innovation. The presence of a leading global technology firm in Stretford could be genuinely transformational for the area, as many digital firms will want to collaborate and potentially co-locate with it. This provides an opportunity to build a digital cluster, complementing MediaCity UK and Manchester city centre.
- **Growth of a local 'graduate economy',** as students at UA92 stay in the Trafford area post-graduation, reflecting social links. Whilst many of these students may find work in Manchester (or elsewhere across the city region), there is likely to be significant graduate retention in the immediate area, including where graduates work elsewhere, but to live in Trafford. This will add to skills levels in the local economy, and opportunities for local employers to recruit highly skilled individuals.
- **Retaining the 'Kellogg's building' as a flagship location for Trafford.** With Kellogg's re-locating their HQ away from Trafford in early-2018, the plans for UA92 to be based at the building ensures that this asset remains an important contributor to the local economy, thereby helping to mitigate fully the loss of employment and economic activity associated with the Kellogg's decision.

... and the quantitative benefits

5. Beyond these effects, we have modelled the quantifiable economic benefits of the plans for Trafford, in terms of the additional Gross Value Added (GVA) and employment that will be generated once they have been delivered, and UA92 is at full capacity, around the mid-2020s.
6. The analysis indicates that together the UA92 Campus and Student Campus have the potential to generate a net effect of between **380 to 570 net jobs for Trafford, with a mid-point of 465 net jobs**. The plans also have the potential to deliver **annual net GVA of between £21m and £26m, with a mid-point of £24m net GVA**. The effects will be realised directly from UA92 and supporting developments, through supply chain effects, and through the 'induced' effects of additional expenditure by the staff, students, and new residents in the area.
7. Many of the jobs will be high-value, notably in UA92 and at the Technology Hub, leading to productivity benefits for the Trafford economy. These effects are estimated to be substantially greater than the existing site use, demonstrating the positive 'net effects' of the plans.
8. The impact analysis also estimates that approximately **2,800 net construction years of employment will be supported through the construction phase**, which is expected to involve investment of over £175m in Trafford's economy. This provides a major opportunity to enhance access to employment for local residents.

1. Introduction

- 1.1 SQW Ltd (SQW) was commissioned by Trafford Council in July 2017 to undertake an economic impact assessment (EIA) of two major related developments set out in the refreshed Stretford Masterplan:
- the '**UA92 Campus**', anchored by the creation of 'UA92', a new specialist sports, business and media university on a campus also containing a Technology Hub for Microsoft, a new community leisure centre, and retail and residential developments
 - an associated '**Student Campus**', providing new high-quality accommodation for students at UA92.
- 1.2 This EIA report is the formal output of the study. The research that underpins the EIA has been desk-based and completed over an eight-week period; it has not included any engagement or consultation with local stakeholders, communities, or business groups.
- 1.3 The purpose of the EIA is to provide an indication of the potential economic contribution of the proposed developments to the Trafford economy once they have been completed. The study also considers the economic effects from the construction phase, and the wider qualitative benefits to Trafford – and the Stretford area specifically – that may be realised through the exciting plans for the UA92 Campus, and the associated Student Campus.

Background and context

- 1.4 The Stretford Town Centre Masterplan¹ was prepared in 2013 and approved by Trafford Council in January 2014. The Masterplan forms the strategy for securing the revitalisation of Stretford Town Centre over the next 15 years, and was prepared in response to a clearly recognised need to improve the offer of Stretford Town Centre; identified in the Trafford Core Strategy as a location for regeneration.
- 1.5 Progress has been made in delivering the Masterplan, including securing new openings in Stretford Mall, public realm improvements and a reduction in vacancy rates within the Town Centre. However, in order to capitalise on the potential of a number of major economic development opportunities, and to secure further interest from developers and investors in Stretford, the Council has undertaken a refresh of the Masterplan in 2017.
- 1.6 The Vision set out in the Refreshed Masterplan, is:
- 'To transform Stretford Town Centre into a prosperous, vibrant, attractive and safe destination with a strong identity that provides a wide range of facilities throughout the day and evening whilst maximising the opportunities for major investment and realising the full potential of existing assets.'*
- 1.7 The two schemes covered by this study are essential elements in delivering successfully against this ambitious Vision. They provide the potential for a very significant contribution to the regeneration of Stretford, and to deliver significant economic and wider benefits to the

¹ <http://www.trafford.gov.uk/residents/community/partnerships-and-communities/consultations/stretford-masterplan/docs/stretford-masterplan.pdf>

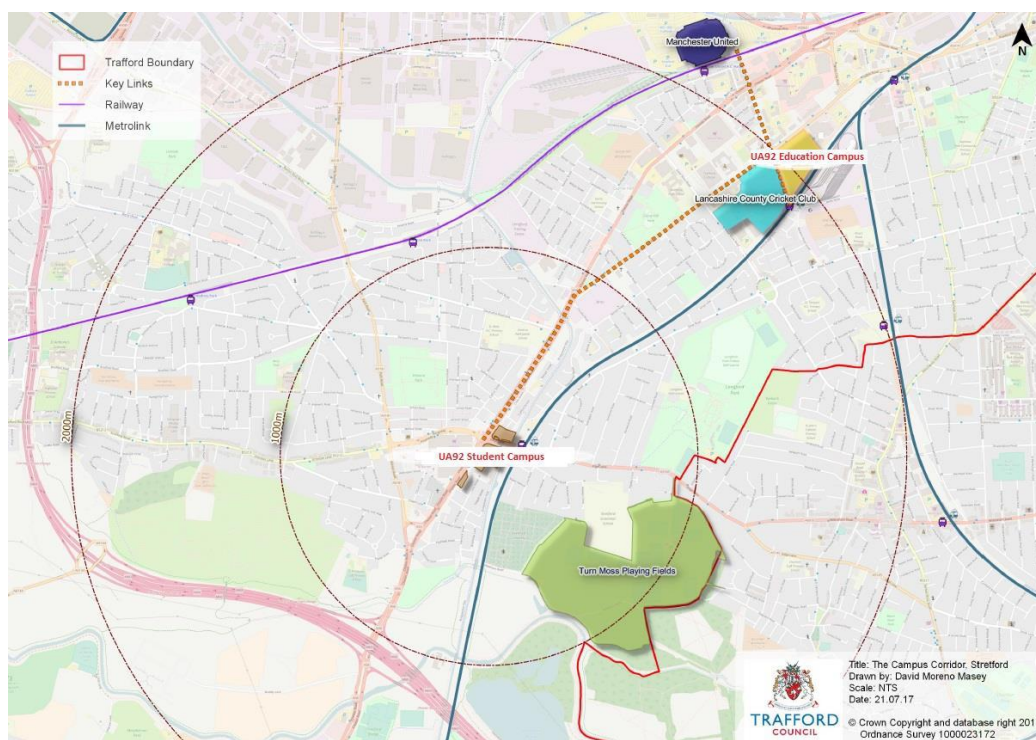
local community. The plans also have the potential to re-position Stretford, and Trafford more widely, as a key contributor to the knowledge-economy of Greater Manchester through the creation of a new high-profile research and educational facility in the area. However, the plans represent something of more significance than simply a new educational facility. The long-term aim is to develop an education and innovation district of regional significance, with technology-based businesses and entrepreneurs co-located, alongside supporting leisure, commercial and residential development, supported by a student campus that will help to revitalise the town centre.

The proposed developments

Locating the developments in Stretford

- 1.8 The two proposed developments will form a new 'UA92 Campus Corridor' in Stretford, adjacent to the A56 and Talbot Road. As shown in Figure 1-1, the UA92 Campus will be located on the site of the existing Kellogg's office block on Brian Statham Way adjacent to Old Trafford Metrolink Stop and Lancashire County Cricket Club. The Student Campus will be located to the south in the Town Centre, centred around Lacy Street, opposite Stretford Mall, connected to the UA92 Campus via the Stretford Metrolink stop.

Figure 1-1: 'UA92 Campus Corridor' and location of the development cover by the EIA



Source: Stretford Refreshed Masterplan (Draft July 2017): Confidential

- 1.9 The Student Campus includes the former Essoldo Cinema, an important landmark building for Trafford, but which has been vacant for 20 years, providing an unattractive frontage and failing to contribute positively to the Town Centre. The expectation is that the Essoldo will be converted into a student hub, including community uses. The specific usage has not yet been confirmed, meaning that the potential economic impact of the re-use of the Essoldo has *not* been included in the quantitative impact assessment (as this will vary dependent on the use-

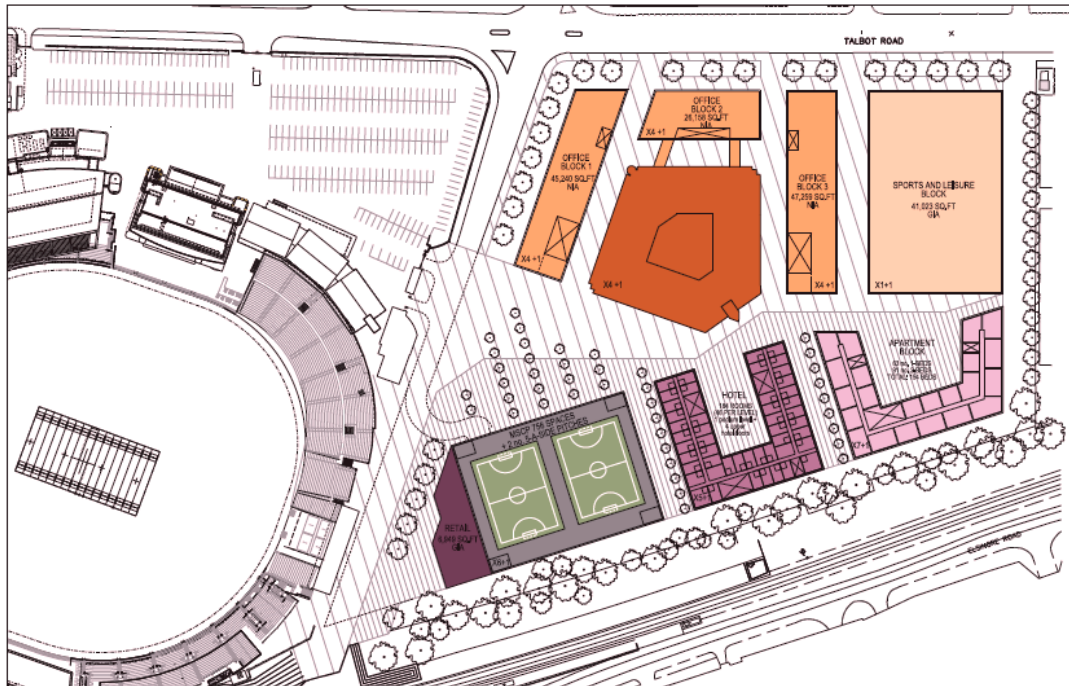
type). However, we do make comment on the potential role that the hub could play in supporting the regeneration of Trafford as part of the broader Student Campus plans.

The UA92 Campus

- 1.10 UA92 is a collaboration between Lancaster University and corporate partners to provide a high profile iconic higher education facility in Stretford. UA92 will offer a portfolio of undergraduate, post-graduate, Continuing Professional Development (CPD) and pathway degrees in sports, media and business. UA92 will therefore offer teaching delivered by one of the UK's leading universities, in the heart of Greater Manchester, one of the UK's leading student city-regions.
- 1.11 A significant development, at full capacity (by 2025), UA92 anticipates it will support around 6,000 students studying sports, media and business, and employ around 320 staff directly in academic, and academic support and management roles.
- 1.12 UA92 will re-purpose the existing Kellogg's building on Brian Statham Way, which will undergo a major redevelopment to create a modern, bespoke educational facility. The site will become available in 2018 when Kellogg's relocate their UK head office to MediaCity:UK. The plans for UA92 therefore ensure that this flagship business location remains an integral part of Stretford's, and Trafford's, economy.
- 1.13 Further to the teaching and learning uses, the main UA92 building will also include a bespoke Technology Hub for Microsoft, one of the world's leading digital and technology firms. The Technology Hub will be at the core of the building, ensuring that academics, entrepreneurs, students and technologists, will be able to interact, share knowledge and collaborate in an attractive open innovation environment. The aim is that UA92 will become a recognised hub for interaction and knowledge exchange in the increasingly integrated growth areas of sports, media and business.
- 1.14 The unique and compelling feature of the UA92 proposition is its location in Stretford at the intersection of a collection of globally-recognised assets in sports and media: Manchester United Football Club; Lancashire County Cricket Club; and Media City UK in The Quays. The aim is that UA92 will complement, add value to, and leverage these assets, enhancing their economic potential, and positioning Stretford and the wider city-regional economy as a recognised centre of learning, innovation, business development and excellence in sports and media.
- 1.15 The wider education campus on the site – utilising the currently underused land around the Kellogg's building – will complement UA92, and include:
- three additional new office developments (to house UA92 academic/management staff);
 - a new state of the art leisure centre, replacing the existing Stretford Leisure Village and providing a significantly enhanced facility;
 - a hotel;
 - around 150 apartments;

- some ancillary retail.
- 1.16 There will also be a multi-storey car park, with the upper-roof level housing two dedicated sports pitches.
- 1.17 The current site plans – on which this EIA is based – are set out in Figure 1-2.

Figure 1-2: UA92 Campus plans

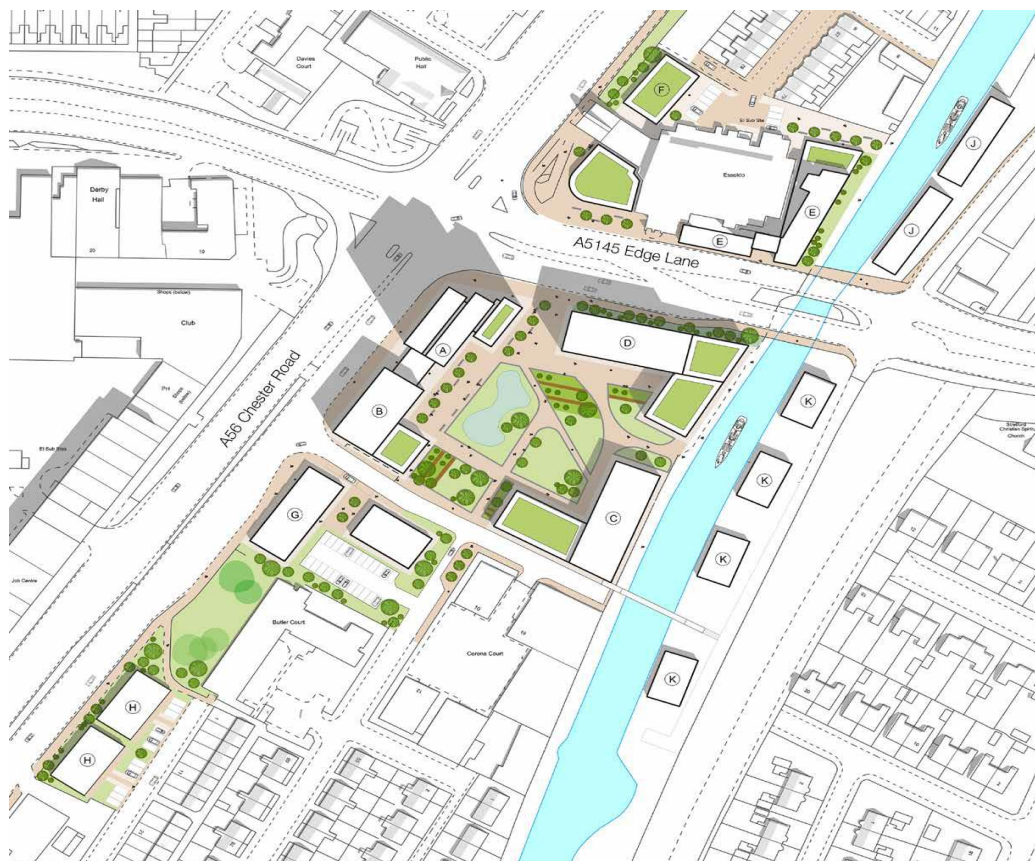


Source: Stretford Refreshed Masterplan (Draft July 2017): Confidential

The Student Campus

- 1.18 The Student Campus will re-develop an area of the Town Centre opposite Stretford Mall that currently comprises a Council-owned surface car park, a Post Office Sorting Depot, a Probation Service office, and some commercial offices. The proposal is to develop around 1,200 student accommodation units in a cluster of buildings, including the potential for the creation of a landmark 'Quad' area, with the new buildings forming a semi-enclosed large open space, as illustrated in Figure 1-3.
- 1.19 The plans for the Student Campus would provide an active frontage to the Bridgewater Canal, thus better integrating the Canal with, and opening the Canal to, the Town Centre.
- 1.20 Note that there is the potential for a mix of commercial space for retail and café/restaurant uses at ground floor level of the development, however this has not been confirmed. The EIA has been progressed on the basis that the Student Campus is a residential-only development at this stage. As noted above, future development phases may also include the re-development of the Essoldo (sited to the north of Edge lane on the map) as a social space for students and the local community, but this has not been included in the quantitative assessment of the impacts of the proposed Student Campus.

Figure 1-3: Student Campus plans



Source: 5plus Architects, Stretford Masterplan

Method

1.21 This desk-based EIA has involved three main tasks:

- a **review of data and documentation** – including the development plans, relevant local strategic documentation, and secondary socio-economic data on Stretford and Trafford economy
- a **qualitative assessment of the effects of the proposed schemes**, drawing on a review of evidence from similar developments elsewhere
- the development and population of an **economic impact model to identify the quantitative effects of the proposed developments** on Stretford and Trafford, complementing the qualitative assessment; this includes assessing the ‘gross’ effects of the different elements of the scheme, and then accounting for displacement, multiplier effects, and deadweight, to provide a robust assessment of the ‘net’ effects of the construction and operational stages.

1.22 Both the qualitative and quantitative elements are important to the impact consideration but, from the outset, it is important to recognise their different natures. The quantitative impacts are ‘countable’ in their form and as such can be denominated straightforwardly in value metrics, in terms of employment and Gross Value Added (GVA). By contrast, the qualitative effects tend to be of a more strategic nature in their form and contribution. As such, they cannot be quantified, and are based on a consideration of what the potential effects may be, drawing

on experience and evidence from elsewhere. They are, nonetheless, very important and significant in terms of contributing to the wider economic and innovation ecosystem in which UA92 will operate.

1.23 Three other points are noted in terms of the quantitative impact assessment:

- the focus is on the effects of the planned developments on **Trafford as a business and workplace location**; the assessment does not consider the effects from a residential perspective in terms of the residential location of staff employed at UA92/other developments, as this cannot be estimated with any degree of certainty at this time
- the impact area is defined spatially as the **Trafford Local Authority District area**, with multiplier effects and displacement considered at the Trafford level
- the focus of the operational phase impact is on the **potential annual economic contribution of the planned developments once they have been developed fully**; UA92 is expected to be at full capacity (on current plans), by the mid-2020s.

1.24 It is also important to be transparent on what the EIA does not do. Five points are noted:

- the assessment does not cover the future employment, earnings and wider personal or social benefits to individual students that study at UA92
- the assessment does not cover the taxation implications (be they local or national, business or person-based) of the proposals
- the assessment does not seek to test, appraise or comment on the plans for UA92 as an institution e.g. related to student demand and the viability of forecasts, subject content and focus, staffing levels etc.; put simply, this study is an assessment of the potential economic contribution of the plans for UA92 should they be realised, not an appraisal or market assessment of the appropriateness of those plans
- the assessment is not a development appraisal or viability assessment of the plans
- consistent with the spatial focus of the assessment, the EIA does not consider quantitatively the potential effects – positive or negative – on other higher education institutions across the Greater Manchester area.

Structure

1.25 The remainder of this report is structured as follows: Section 2 sets out the socio-economic and strategic context; Section 3 summarises the potential construction phase effects; Section 4 presents an analysis of the operational phase effects from a *qualitative* perspective; and Section 5 focuses on the operational phase effects from a *quantitative* perspective.

2. Socio-economic context

2.1 This section provides a summary of the socio-economic context for the proposed developments in Trafford, and the Stretford area specifically.

Trafford is a key driver of the GM economy ...

2.2 The attractive geographical location and concentration of major economic assets/opportunities for growth, coupled with the quality and scale of its economy, makes **Trafford one of the key drivers of the Greater Manchester and wider North of England economy**. The home of the UK's first canal, and first planned industrial estate at Trafford Park – which remains one of the largest in Europe – the area has recovered from the structural challenges of deindustrialisation during the 1970s and 1980s to become one of the strongest performing economies outside of London and the South East.

2.3 This position is reflected in the overall 'GVA per head' metric in Trafford, a key indicator of relative economic prosperity. **GVA per head in Trafford in 2015 stood at £32.6k, the highest of all areas in the North West** (and the North as a whole), and within the Top 40 (out of 390 local authority district areas) nationally.²

2.4 A set of headline indicators set out below further demonstrate the strength, scale and quality of the Trafford economy, from both a 'business' perspective – that is, Trafford's businesses and workplace economy – and a 'people' perspective – that is Trafford's residents.

Key indicators of the scale and quality of Trafford's offer economically...	
... from a 'business' perspective	... from a 'people' perspective
<ul style="list-style-type: none"> • 11,325 enterprises in Trafford, accounting for 12.3% of all enterprise across Greater Manchester • 91% of employees in the private sector, compared to 82% in Greater Manchester and GB • Jobs growth of 12% over 2009-2015, compared to 7% in GB; with 143,000 employees in Trafford in 2015 • Gross weekly workplace earnings of £517, compared to £503 across the North West 	<ul style="list-style-type: none"> • Economic activity rate of 81.6% in Trafford, compared to 78.0% in GB • 60.6% of employed residents working in managerial or professional occupations, compared to 45.5% in GB • 51.9% of residents with NVQ4+ qualifications (degree or above), compared to 38.2% in GB; with the proportion of residents with no qualifications 3.4 pp lower than nationally • Gross weekly residential earnings of £600, compared to £502 in the North West

2.5 Trafford is a significant and high-quality economy in its own right. However, it also shares important economic linkages with its neighbours, and **forms a crucial part of the functional economy of Greater Manchester**. Greater Manchester has a highly diversified and evolving economy, drawing on both traditional strengths in manufacturing and an increasingly knowledge-based economy, leveraging the area's important research, science and technology assets – including four universities and with over 60,000 people employed in science and technology industries. Strong transport links – including the A56 that runs through the heart

² Regional Gross Value Added (Income Approach) by Local Authority in the UK, ONS

of the Borough into Manchester City Centre, the Metrolink, and the M60, place Trafford at the heart of the Greater Manchester economy.

- 2.6 Further, many of the key assets in Trafford – from large-scale employment sites like Trafford Park and the Trafford Centre, to cultural and visitor attractions like Manchester United (arguably Greater Manchester’s biggest and most well-known international brand³), are genuinely Greater Manchester assets, benefiting from significant in-movement of workers, consumers and visitors from the wider functional economy and beyond.
- 2.7 Trafford, and its businesses and residents, also benefit from key assets in neighbouring economies – from Manchester city-centre and its growing knowledge-based economy and retail and cultural offer, to Media City UK and the wider ‘The Quays’ developments, both in Trafford and neighbouring Salford.’

... but within Stretford, a number of persistent challenges remain

- 2.8 Whilst there are challenges for Trafford as a whole – for example, manufacturing employment decreased by 18% over the 2009-15 period, with implications for productivity and access to employment for local residents - the overall economic narrative is a good one. However, **this positive story is not shared equally across the Borough, notably in Stretford, which suffers from a stubborn mix of socio-economic and environmental (in terms of the area’s physical fabric) weaknesses.**
- 2.9 Stretford, comprising the wards of Stretford, Longford and Gorse Hill has a residential population of around 35,000 (15% of the total across Trafford), and supports some 41,000 work-based employees (note 28,000 of these employees are in Gorse Hill ward, which includes Trafford Park).
- 2.10 Relative to the success in Trafford as a whole, Stretford’s economy has suffered in recent years, most notably through the decline of the town centre, traditionally one of Trafford’s key centres of employment and economic activity. The deterioration of the town centre has reflected competition from elsewhere, including within the Borough (the Trafford Centre), from Manchester City Centre, and the emergence of online retailing. This has been a long-term decline; as far back as 2007, the Trafford Retail and Leisure Study noted that Stretford Town Centre was “*in need of urgent improvements*”.
- 2.11 The decline of Stretford Mall – which dominates the core of the Town Centre – is particularly telling, with retail vacancy rates at approaching 30% in June 2017⁴, following the departure of major national firms including Wilko, TJ Hughes, Vodafone, B&M, HSBC, RBS, McDonalds, Subway and Argos. Recent openings of Aldi, JD Sports, Costa Coffee and PureGym have provided a boost and set the scene for future development, but the challenge is clear – despite a 10% growth in footfall over the last year, footfall at Stretford Mall fell from 6.1m to 3.7m between 2007 and 2016⁵. Plans submitted recently seek to downsize the shopping centre in favour of other uses, recognising the shrinking nature of the retail offer of the town centre.

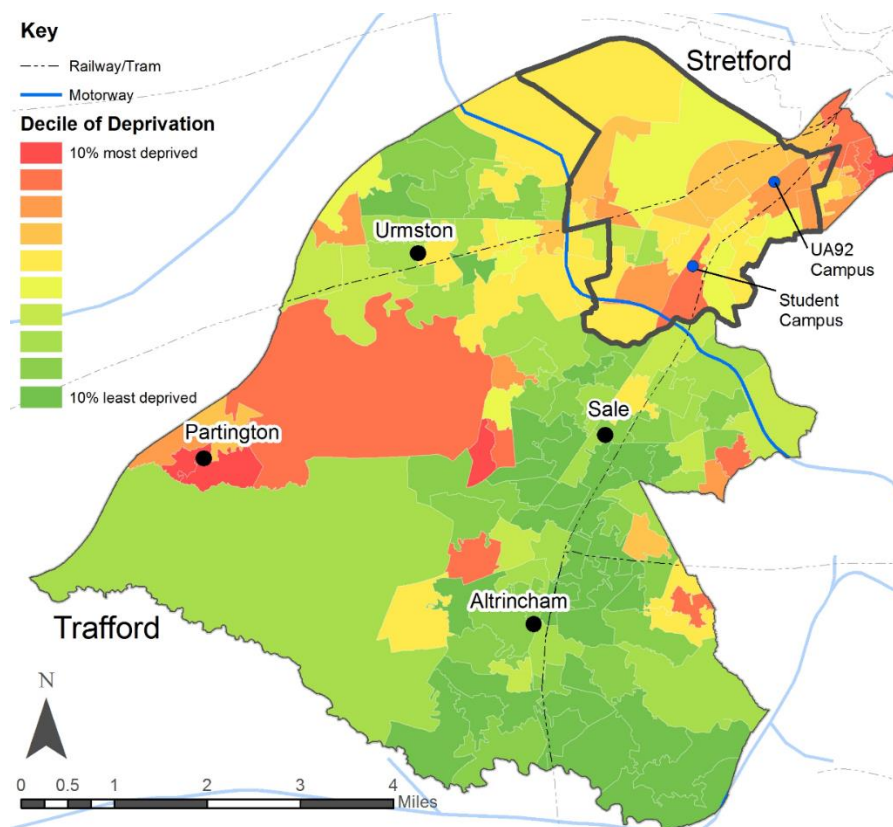
³ New Economy Greater Manchester Local Economic Assessment: Trafford

⁴ Trafford Council, June 2017

⁵ https://www.placenorthwest.co.uk/news/mm-to-cut-retail-space-at-stretford-mall/#utm_source=Place+North+West&utm_campaign=Place+Daily+Briefing+Monday+2+2017-08-21&utm_medium=email

2.12 Reflecting the socio-economic challenges of the area, overall levels of deprivation in Stretford are high, particularly when set against other parts of the Borough. Notably, three-quarters of the 'Lower Super Output Areas' (equivalent to neighbourhoods) in Stretford were within the 50% most deprived geographies across England compared to only one-quarter across the remainder of the Borough. Relative deprivation across the Borough – highlighting the challenge in Stretford – is set out in Figure 2-1, based on the 2015 Index of Multiple Deprivation.

Figure 2-1: Areas of deprivation within Trafford



Source: Produced by SQW 2017. Licence 100030994 and includes IMD data

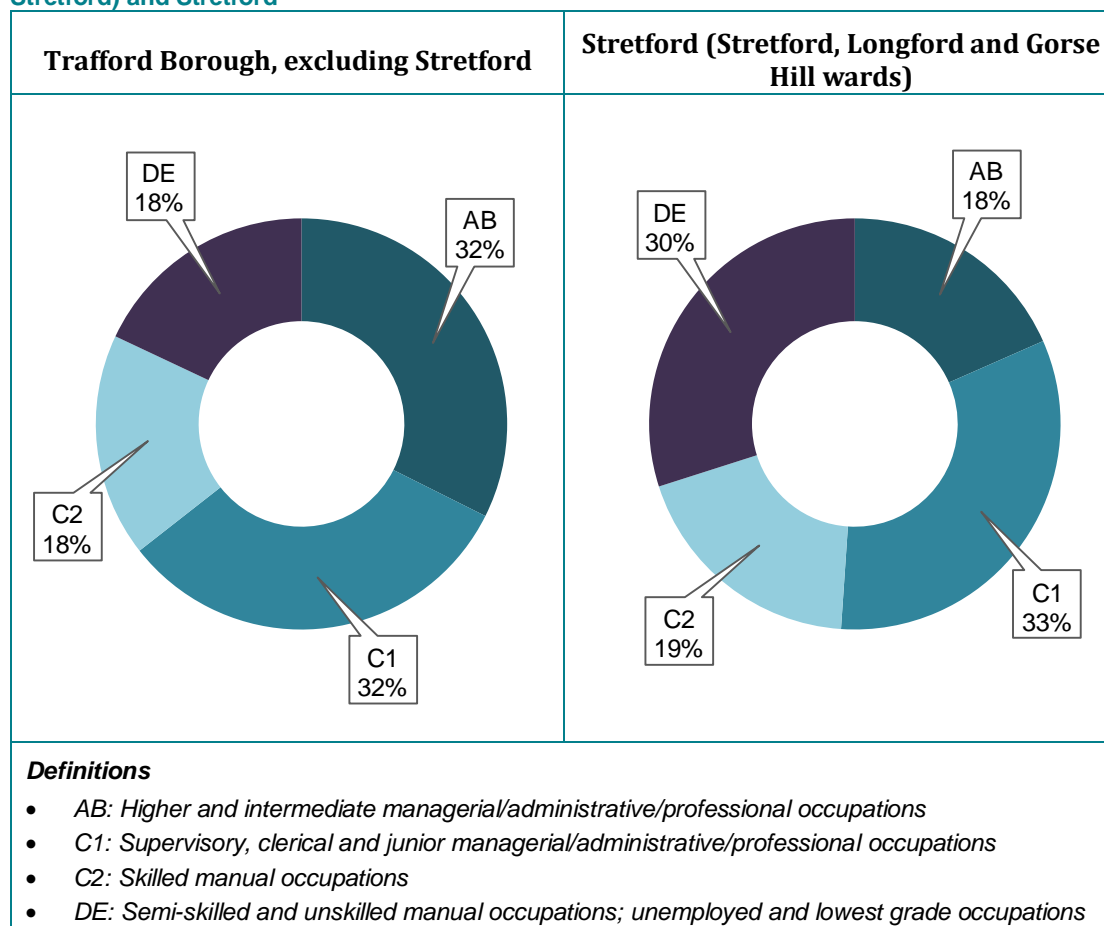
2.13 A wide range of factors influence overall deprivation. However, other data demonstrate the challenges facing Stretford, which has (based on the latest available data at this fine spatial scale), fewer residents with higher-level qualifications, and higher rates of unemployment and individuals claiming out of work benefits, relative to Trafford as a whole.

2.14 Although now somewhat dated, data from the census 2011 on 'Approximated social grade' of the working-age population⁶ provides a further indication on the divergence between the economic performance of Stretford and the rest of Trafford Borough. As shown in Figure 2-2, the structure of the working-age population in terms of approximated social grade in Stretford was substantially different to Trafford Borough as a whole, with a substantially higher proportion of residents in the 'DE' group, suggesting lower skilled employment or

⁶ 'Social Grade is the socio-economic classification used by the Market Research and Marketing Industries, most often in the analysis of spending habits and consumer attitudes. Although it is not possible to allocate Social Grade precisely from information collected by the 2011 Census, the Market Research Society has developed a method for using Census information to provide a good approximation of Social Grade. Each individual aged 16 or over is assigned the approximated social grade of their Household Reference Person, according to standard market research practice. The age range for this table has been restricted to 16 to 64. Source: <https://www.nomisweb.co.uk>

unemployment, and a lower proportion in the 'AB' group. This matters because it reflects the different levels of prosperity across the Borough, and the associated challenges in providing opportunities for residents in Stretford to access well-paid and secure employment.

Figure 2-2: 'Approximated social grade' of the resident population in Trafford (excluding Stretford) and Stretford



Source: Census 2011

Implications for the proposed development plans

- 2.15 This socio-economic context provides an important backdrop to the plans for UA92, and the supporting Student Campus. The context demonstrates the potential for **further developing and adding-value to Trafford as the best performing local economy in the North**. More specifically, there is an opportunity to leverage more fully the key assets and linkages to the Greater Manchester conurbation, and the potential for supporting significant 'agglomeration effects'. These are (broadly speaking) the benefits that can be derived from firms (and consumers) being close to one another, in the form of higher productivity and pay because of specialisation and knowledge spill-overs. These effects tend to be realised in larger cities, and particularly in city-based service industries.
- 2.16 At the same time, the socio-economic context and challenges in Stretford highlight the opportunity for the plans **to help address long-standing issues of socio-economic deprivation and access to employment opportunities** in an area that has not yet benefited fully from the growth elsewhere in the Borough or Greater Manchester. The nature and scale of these potentially transformational beneficial effects are discussed in the following sections.

3. Construction phase effects

- 3.1 This section presents an assessment of the potential employment and GVA effects of the construction phase. Although construction phase effects are by their nature temporary, for large schemes such as the UA92 Campus, and the Student Campus they can be sizeable and extend over several years, with the plans involving construction investment of over £175m in the Stretford area. Major construction projects also provide an opportunity to boost local employment and supply-chains.
- 3.2 It is worth noting that there may be additional employment and GVA effects from the infrastructure improvements required to realise the proposed schemes. For example, the Refreshed Masterplan for Stretford sets out plans for environmental improvements along the A56 and Talbot Road and the delivery of a processional route from Old Trafford Metrolink to Salford Quays, via Manchester United, and there may also be further work required including internal and external traffic enhancements. However, the focus of this EIA is on the construction effects associated with the UA92 Campus, and the Student Campus only.

Method

- 3.3 To model the construction effects, the SQW team has used recognised benchmarks from the Homes and Communities Agency (HCA) for the number of construction ‘job years’ of employment supported by the different development use-types. The benchmarks provide labour coefficients, where £1m of outputs equals ‘x’ person years of construction employment (the equivalent of a temporary job lasting one year). The coefficients used are set out in Table 3-1 below.

Table 3-1: Construction phase employment coefficients

Use type	Labour coefficient for construction (workers/£1m output p.a., 2011 prices)
Public non-housing (Including Schools and Universities, Health)	10.7
Private commercial (Including Offices & Entertainment, Garages & Shops)	16.6
New housing	19.9
Infrastructure	13.9

Source: HCA (2015) Calculating Cost Per Job, Table 3: Labour coefficients

- 3.4 To utilise these benchmarks, it is necessary to estimate the investment required for the construction activity. The EIA has used headline estimates of the cost of the construction provided by Trafford Council, and some estimates of costs where data was not available.
- 3.5 The assumptions used in the modelling are set out in Table 3-2. Given the assumptions, and the early-stage of the costing, the effects should be regarded as indicative. As further details become available on the tendered costs of different elements of the scheme as the plans progress and firm-up, these can be used to provide a more exact assessment of the potential construction-related effects.

Table 3-2: Assumed costs for UA92 Campus and Student Campus

Development	Use type	Assumed costs (£m)
UA92 Campus		
Main building, offices, sport/leisure block	Public non-housing	40.0
Hotel	Private commercial	30.0
Apartment block	New housing	30.0
Car park	Infrastructure	9.0
Retail	Private commercial	0.5
Student Campus		
Student accommodation	New housing	68

Source: SQW based on information provided by Trafford Council

Gross construction effects

- 3.6 Based on these costs, the estimated construction years of employment generated by the proposed developments are set out in Table 3-3. The analysis suggests that the UA92 Campus has the potential to support around 1,650 person years of construction employment, with around 1,350 person years of construction employment supported by the Student Campus.

Table 3-3: Person years of construction employment supported by the UA92 Campus and Student Campus

Development	Use type
UA92 Campus	
Main building, offices, sport/leisure block	428
Hotel	498
Apartment block	597
Car park	125
Retail	8
Student Campus	
Student accommodation	1,353
Totals	
UA92 Campus	1,656
Student Campus	1,353
Both developments	3,009

Source: SQW based on information provided by Trafford Council

- 3.7 To estimate the gross GVA effects of the construction phase, we have applied the annual GVA per job for the construction sector for the North West of England of c.£43,000 to the estimated person years of construction employment. This provides a gross contribution of the construction phase of £130m GVA to the Trafford economy.

Net construction effects

- 3.8 To estimate the net effects of the construction phase, the following assumptions were used:
- **leakage** (the proportion of outputs that benefit those outside of the intervention's target area or group) is assumed to be zero, as all construction jobs created will be based on-site in Stretford
 - **displacement** (the economic activity hosted by the plans that is diverted from other assets or businesses in the local area) is assumed to be 25%, based on guidance from the HCA Additionality Guide 2014⁷ that indicates a displacement figure of 25% should be used where the local displacement effect is anticipated to be low
 - a composite **multiplier** effect of 1.25 has been applied, based on HCA guidance on the average multiplier effect at the sub-regional level⁸; this covers both expected indirect effects (purchase of local goods and services as part of the construction activity, which may be significant across Trafford as a whole); and induced effects (expenditure by construction workers in the local economy over the course of the construction phase, generating revenue for local businesses).
 - the **reference case** for both the UA92 Campus and Student Campus is zero, given it is expected that no major construction activity would be progressed on either site in the absence of the proposed developments⁹.
- 3.9 Applying these assumptions to the gross effects, the net effects in terms of construction employment and GVA are set out below.

Table 3-4: Gross to net conversion of construction employment and GVA effects

	Gross effects	Net effects
UA92 Campus		
Employment effects (jobs)	1,656	1,552
GVA effects (£m)	71.6	67.1
Student Campus		
Employment effects (jobs)	1,353	1,269
GVA effects (£m)	58.5	54.9
Total		
Employment effects (jobs)	3,009	2,821
GVA effects (£m)	130.2	122.0

Source: SQW analysis

- 3.10 The analysis indicates that the construction phase of the UA92 Campus, and the Student Campus will support approximately 2,800 net construction years of employment, and generate a total net GVA for the Trafford economy of approximately £122m.

⁷ Homes and Communities Agency (2014), Additionality Guide 2014

⁸ *ibid*

⁹ Note that the reference case for the construction phase is different to the reference case for the operational phase; the former focuses specifically on whether any construction activity would be progressed if the plans were not taken forward.

- 3.11 These figures may appear high. However, it must be noted that the employment data are aggregate person years of construction employment, *not* permanent jobs. As a result, the impact is only present in the local economy over the period of build, and at any one point in time there will be a smaller number of people actually employed on-site. Further, some years will have a higher number of construction jobs on site than others, based on the phasing of the two developments. The GVA figure is also the total contribution over the construction-period. Assuming a five-year construction period, the annual GVA contribution would be around £20-25m; this effect would not persist following the completion of the construction phase.

Wider benefits of the construction phase

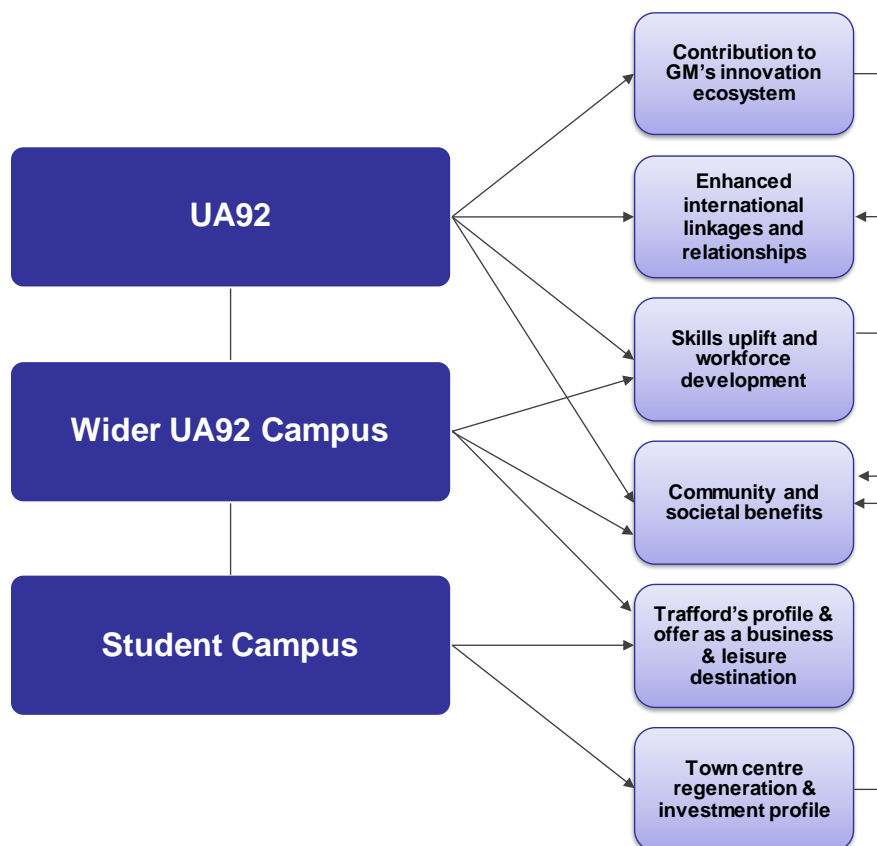
- 3.12 As indicated by the quantitative analysis above, the benefits to the Trafford economy during the construction phase of the UA92 Campus, and the Student Campus will be significant; consistent with the scale of proposed development.
- 3.13 This scale of construction employment in the Trafford economy over a prolonged period, will potentially provide a secure source of employment for local residents. The opportunity from construction employment is important given the sector's ability to absorb unemployment amongst groups with a relatively low skill base, and the ability for individuals to gain invaluable experience/skills within the sector.
- 3.14 Targeted labour market interventions could help local people in Stretford to gain the necessary skills to access these employment opportunities. For example, an on-site skills/job shop could be used to promote opportunities, with a physical presence to showcase current opportunities, provide information on the pipeline, offer training and provide a link between employers and potential employees. Partners could also consider developing an Employment Action Plan (EAP) to help local residents, particularly the unemployed, to obtain jobs created by the construction phase (and potentially, the operational phase), including through offering bespoke recruitment, training and development support via appointed contractors, including via apprenticeships, and encouraging contractors to use local labour (and purchase goods and services from the local area). This could be facilitated via seeking engagement of contractors in the 'Trafford Pledge', an established scheme in the area that matches local businesses with residents and supports residents of all ages to find employment. benefitting both the local community and the wider economy.¹⁰
- 3.15 Such measures could bring wider and longer-term benefits to this group of individuals in terms of employability, aspiration, and quality of life, contributing to the broader economic development and regeneration of Stretford, and Trafford more widely, and maximizing the potential of the plans for the UA92 Campus, and the Student Campus.

¹⁰ <http://www.investintrafford.com/TraffordPledge/trafford-pledge.aspx>

4. Operational phase effects – qualitative perspectives

- 4.1 This section sets out the potential qualitative effects of the UA92 Campus, and the associated Student Campus. These effects cannot be quantified, but they central to understanding the impacts of the plans, including the benefits for the immediate local community in Stretford. The ‘routes to impact’ covered by the qualitative assessment are summarised below.

Figure 4-1: Routes to qualitative impacts of UA92 Campus and Student Campus



Source: SQW 2017

UA92

- 4.2 A desk-based review of evidence and discussions with Trafford Council on the nature and focus of UA92 (including the Technology Hub) identified a range of potential qualitative benefits, which are summarised below.

Community and societal benefits

- 4.3 There are many ways through which universities can generate community/societal benefits, most of which are often overlooked given the difficulty to quantify the scale of such impacts. Moreover, when assessing the impacts through a qualitative perspective, the primary focus has typically been on the benefits associated with knowledge exchange and training, and less

so on community and societal impacts. Nevertheless, this section describes the type of activities UA92 could undertake to realise such benefits.

4.4 One important impact channel through which UA92 is likely to benefit the local community is through civic and public engagement activities. Universities across the UK are increasingly making efforts to engage with their local area, including:

- **Volunteer programmes** – through staff and student involvement in volunteer placements in community groups, charities and schools in the local region¹¹. Support is often targeted at disadvantaged areas, where volunteers help with a range of activities aimed at improving a variety of outcomes. Examples include staff and student volunteers spending time in local primary and secondary schools to improve the confidence and self-esteem of young people. For UA92, this could take the form of supporting activity in sports and media, and in the promotion of early-stage entrepreneurship programmes in local schools and colleges. The benefits of such schemes can be significant: one study estimated that such volunteer programmes can make a contribution to the local community of almost £1m¹², based on the opportunity costs of raising aspirations, developing skills among school children, and increasing cultural understanding and tolerance amongst university staff and students through mixing with the local population.
- **Widening participation programmes** – universities are increasingly engaging in outreach activities designed to build confidence in those young people least likely to go to university¹³. As part of this initiative, universities are inviting local school pupils of various ages to stay at their university and experience what it is like to participate in higher education. By delivering such outreach activities, including summer schools, day-visits, open events, and in-school activities, UA92 has the potential to raise the aspirations and achievement of young people in Stretford, and other areas across Trafford. Particularly through working in partnerships with local colleges and further education providers (including Trafford College, and potentially the University Technology College at Media City that is focused on education in the digital media sector), UA92 can provide an opportunity to enhance access to higher education for young people from the local area.
- **Collaborating with the LEP, Local Authorities and Greater Manchester Combined Authority** – universities are important assets in their local economies, and can play a significant role in informing local economic development strategies and priorities, for example via engagement with the LEP and local boards. This engagement can be important to ensure that the potential of the university is maximised to contribute to local economic, social and cultural development. Universities are often a major source of capacity and capability when it comes to policy formulation around economic development agendas.

¹¹ Examples of volunteer programmes at universities include the [Manchester Leadership Programme](#) at the University of Manchester and [Warwick Volunteers](#) at the University of Warwick.

¹² Degrees of value (2011)- <http://www.neweconomics.org/publications/degrees-of-value>

¹³ Examples of widening participation programmes include [Manchester Access Programme](#), [The Access to Leeds programme](#), and [Access to Birmingham](#)

- **Open access of facilities** – UA92 will include a wide range of state of the art facilities and assets, including sports facilities which could be made available for use by local community groups (e.g. schools, youth groups and disability groups etc.), UA92 may also play a role in hosting local community events; such events can help contribute to enhanced relationships and understanding between the university and the local community¹⁴. The re-development of the Essoldo will also create a new community facility, supporting local community groups, charities and associations with facilities for events and activities, and acting as a new focus for community engagement and out-reach activities.

Skills uplift and workforce development

4.5 Linked closely to the benefits from UA92 in raising the aspirations and achievement of young people, the development of a new university in Trafford, working in partnership with one of the UK's leading existing research intensive universities, also has the potential to lead to wider benefits in terms of skills uplifts and workforce development in the local area. Five main routes to impact are identified here:

- First, the UA92 plans will involve **attracting 250-300 high-quality and knowledge based jobs to Stretford**, leading to an overall uplift in the skills base of the local workforce, which will be reinforced over time as individuals move on to new roles, potentially also in the local area.
- Second, **many of the students at UA92 are likely to stay in the Trafford area following graduation**, reflecting social links and access to employment opportunities. Recent analysis indicates that a third of students that went to Manchester to study stayed in the city after graduation, and the overall graduate retention rate in Manchester is the second highest in the UK after London¹⁵. Trafford is likely to benefit from the scale of Manchester's graduate labour market, helping to retain students that studied at UA92 in the local and city-regional economy. Whilst many of these students may ultimately find work in Manchester (or elsewhere across the city-regional economy), there is also likely to be a significant level of graduate retention in the immediate area, including where recent graduates work in central Manchester, but continue to live in Trafford.
- Third, **UA92 will provide attractive job opportunities for local people**, including in management and administration activities, and entry-level positions, for example in the café/catering aspects of the facility.
- Fourth, **through training programmes and out-reach activity with local companies, UA92 can provide support to increasing the quality and productivity of local businesses**; given the focus of UA92 on business education, this may be a particular focus e.g. business training and mentoring courses which are focused on developing the skills and competencies of the local business base.
- Fifth, there is the potential for **significant work experience opportunities**, at all levels from work experience opportunities for young people at schools and colleges

¹⁴ See SQW (2013) University of Warwick Regional Impact Study

¹⁵ <http://www.centreforcities.org/wp-content/uploads/2016/11/16-11-18-The-Great-British-Brain-Drain.pdf>

through to post-doctoral research assistant positions. Such placements will be an opportunity to identify the best young talent in the area.

Enhanced international linkages and relationships

4.6 Research for the European Commission¹⁶ indicates that a **globally connected university can act as a 'window' on an area to the rest of the world**, contributing to an improved image and reputation, and attracting researchers who may contribute to the development of new technologies, resulting in new and innovative activities. Further, globally connected universities can act as **important lever for international investment**. An OECD report¹⁷ highlighted that the availability of world-class researchers at universities is arguably a more critical location driver for generating research-intensive foreign direct investment than financial incentives to foreign investors. UA92 has the potential to maximise these benefits, leveraging the existing international profile of the area's key sporting assets (notably, Manchester United), and Lancaster's University's international profile.

4.7 Practical ways in which UA92 may realise these effects, which will also lead to benefits for Trafford as a local economy include:

- **Study abroad programmes** – like many other universities, UA92 may engage in international exchange programmes, which involve students from overseas universities spending time in Trafford (and vice versa). Further to the benefits for the individual participants and the institution, this will bring overseas visitors to Trafford, generating both expenditure in the local economy, and enhancing the profile and reputation of the area internationally.
- **International conferences/events** – the specialised focus of UA92 – on sports, media and business – is likely to be conducive to the institution hosting international events and conferences in these disciplines which will again bring both expenditure and profile to Trafford, including generating demand from other local hotels, conference centres and providers of transport and personal services.

Contribution to Greater Manchester's innovation ecosystem

4.8 Greater Manchester is one of the UK's leading university city-regions, with four universities and approaching 100,000 students. Greater Manchester institutions are responsible for c.7% of UK's doctorates overall, and almost 8% of England's STEM doctorates, and have over a million alumni across the world, many of whom are in prominent positions in business, universities or governments.¹⁸ UA92 will add further capacity and strength to this highly impressive university base.

4.9 More broadly, the recent Science and Innovation Audit for Greater Manchester highlighted the existing strength and potential opportunities for the city-region in digital technologies, with the area recognised as the UK's second digital hub (after London), including through assets such as:

¹⁶ [Connecting Universities to Regional Growth: A Practical Guide \(2011\)](#)

¹⁷ [Government strategies to attract R&D-intensive FDI \(2008\)](#)

¹⁸ <http://www.neweconomymanchester.com/media/1790/science-audit-final.pdf>

- MediaCity UK, the largest purpose-built media location in Europe, including supporting 2,600 BBC staff (including the base of Connected Studios, the BBC's digital R&D arm); ITV; UoS, and a University Technical College (teaching DCI and Entrepreneurship) and over 250 businesses.
- Manchester Science Partnerships' central campus on Corridor Manchester with over 80 digital technology companies employing >1,500 people.
- The Sharp Project in East Manchester, which hosts over 60 digital entrepreneurs and production companies specialising in digital content production, digital media and TV and film production.
- The Space Project in Gorton that has facilities for large-scale TV and film production.

4.10 **Greater Manchester is clearly on a trajectory towards becoming a recognised global leader in media and digital technologies, and UA92 will contribute to furthering, strengthening and consolidating this intent.** It will offer opportunities for collaboration across the city-region's research and innovation assets, and through the Technology Hub, contribute to business-led innovation and enterprise. The presence of Microsoft, one of the leading global technology firms in Stretford could be transformational for the local economy, as many UK and foreign based digital firms will want to collaborate and potentially co-locate with the company. In short, this would represent a major opportunity to build a nationally significant digital cluster in and around Stretford, complementing the exciting developments at Media City and in Manchester City Centre. UA92 will also deepen and reinforce Greater Manchester's case for future investments in the science and innovation base in this area, with both the public sector and private sector increasingly seeking to invest where there is already a critical mass of excellence, and where there is the potential for competing on a world stage.

4.11 Three further potential sources of benefit are noted in relation to the innovation ecosystem:

- dependent on the exact nature of the academic focus of the institution – and the balance between 'teaching' and 'research' – UA92 can be expected to **support the city-region in further scaling-up the level of research income secured by the area**, via both Research Councils, and innovation funding, including from Innovate UK; the scale of this research income is not known at this point, however, there will be direct employment and GVA effects, and indirect supply chain effects that would add to the overall economic contribution of UA92
- there may be potential for **further inward investment and in-movements to the area by other digital, media, and sports-business firms** to benefit from access to UA92 itself – attracted by both access to academics, specialist equipment (such as the proposed 'simulated trading floor'), and the student population – and as a result of the Technology Hub, which will host an internationally significant digital and technology company
- there is the potential for **intellectual property (IP) to be generated through the research conducted at UA92**; whilst it is clearly impossible to be specific as to what new innovations and commercialisation opportunities might emerge in the future, this provides the potential for new firms to be started-up and/contribution of UA92.

Associated development at the Education Campus

4.12 The principal qualitative effects are expected to be generated by UA92, including the Technology Hub. However, there will also be a broader suite of benefits from the wider UA92 Campus. Three points are highlighted:

- The **leisure centre will support a range of positive outcomes associated with engagement in sports and healthy living**. By providing an enhanced facility relative to the existing Stretford Leisure Village, leading to raised levels of usage and participation, a broad range of positive effects may be realised including:
 - Physical and mental health outcomes – the presence of leisure facilities can potentially have an impact on the productivity of a workforce, where leisure centres can help support the health and wellbeing in the community. Moreover, a healthier society will reduce financial burden in key public services including the NHS.
 - Quality of life – the health benefits associated with sports can greatly enhance the quality of life. Economic evaluation studies that have tried to assess the value for money of sport interventions have often used the quality-adjusted life year (QALY) measure. The CASE (2010) report suggests the value of each QALY gained as a result of doing sport is £20,000¹⁹.
 - Crime and anti-social behaviour outcomes – studies have suggested that culture and sport interventions in local areas can be an effective way to reduce re-offending and anti-social behaviour²⁰. Leisure centres have the potential of keeping people positively engaged in their communities, bringing people together to address intergenerational fear and isolation, and help offenders to re-enter society.
 - Educational outcomes – research undertaken as part of the Culture and Sport Evidence (CASE) programme suggested that participation in structured sport activities improves young people’s cognitive abilities and transferable skills by almost 20 percent. This in turn can improve literacy and numeracy skills for pre- and primary-school aged children and increase academic attainment in secondary school aged students. Although the proposed leisure centre will primarily be aimed at students on campus, there is the possibility of allowing communal access of its facilities during off peak times in order to realise such benefits.
- **Access to entry-level employment opportunities**, via the hotel, retail and service elements of the UA92 Campus. As discussed in Section 2, Stretford has suffered from a lack of accessible employment opportunities for its community over the past decades, and the UA92 Campus provides the opportunity for significant levels of employment in secure and accessible positions; jobs will be created in the non-academic/management elements of the plans for the UA92 Campus, with further local employment opportunities via the increased local expenditure.

¹⁹ CASE (2010) - [Understanding the value of engagement in culture and sport report](#)

²⁰ London Councils (2013) - [Social and economic impacts of cultural and leisure services](#)

- The hotel will help to **further develop Trafford's offer as a destination for both leisure and business visitors**, adding to the concentration of hotels located in close proximity to the Old Trafford sporting assets – including the Hilton Garden Inn at Old Trafford (LCC), Hotel Football opposite Old Trafford (MU), and the Victoria Warehouse Hotel – and likely providing a complementary mid-market offer to these existing assets.

Student Campus

4.13 The development of student accommodation at the Student Campus, will deliver a substantial uplift in the number of residents living in Stretford town centre, with the plans playing an important role in relation to town centre regeneration, particularly with Stretford having struggled compared to Trafford as a whole in recent years, as noted in Section 2. Delivering the successful regeneration of Stretford Town Centre remains a key priority for the Council, and the Student Campus provides a significant opportunity to boost these efforts further:

- An increase in the number of town centre residents, given that much of the accommodation is being built on vacant or under-utilised land, should bring greater spend, and consequently jobs, to the area, as already noted. In the context of the struggling Stretford Mall close by, the development of this accommodation could help to **improve the long-term viability of the shopping centre**, through increased footfall.
- In addition, those living in the student accommodation may have additional, as well as complementary, demands to local residents for retail and leisure services, including in relation to the night time economy that is currently lacking in Stretford town centre. The increase in residents could therefore help to drive the **diversification of town centre uses, and improve the vitality of the town centre, making for a more attractive and vibrant offer**.
- The development of these modern residential buildings will comprise the largest development in Stretford town centre for many years, and will complement other developments locally, including efforts to bring the prominent Essoldo back into use as a student/community activity hub, improvements to public realm, and other smaller developments including a recent planning application for apartments overlooking the nearby Bridgewater Canal. Together, these developments show the **clear ambition to transform the fortunes of the town centre**, which in itself could bring a **sense of positivity about the future of the town centre**, after years of relative decline. Moreover, a rejuvenated town centre, to which the student accommodation will contribute, could also have **positive impacts on wellbeing and levels of anti-social behaviour**.
- Importantly, changing the image and profile of Stretford town centre could make it **increasingly attractive to developers and to businesses**, bringing additional investment and spurring on future regeneration activities. If the development of the student accommodation does have positive impacts on the viability and vitality of the town centre economy, and helps to support the development of a more appealing

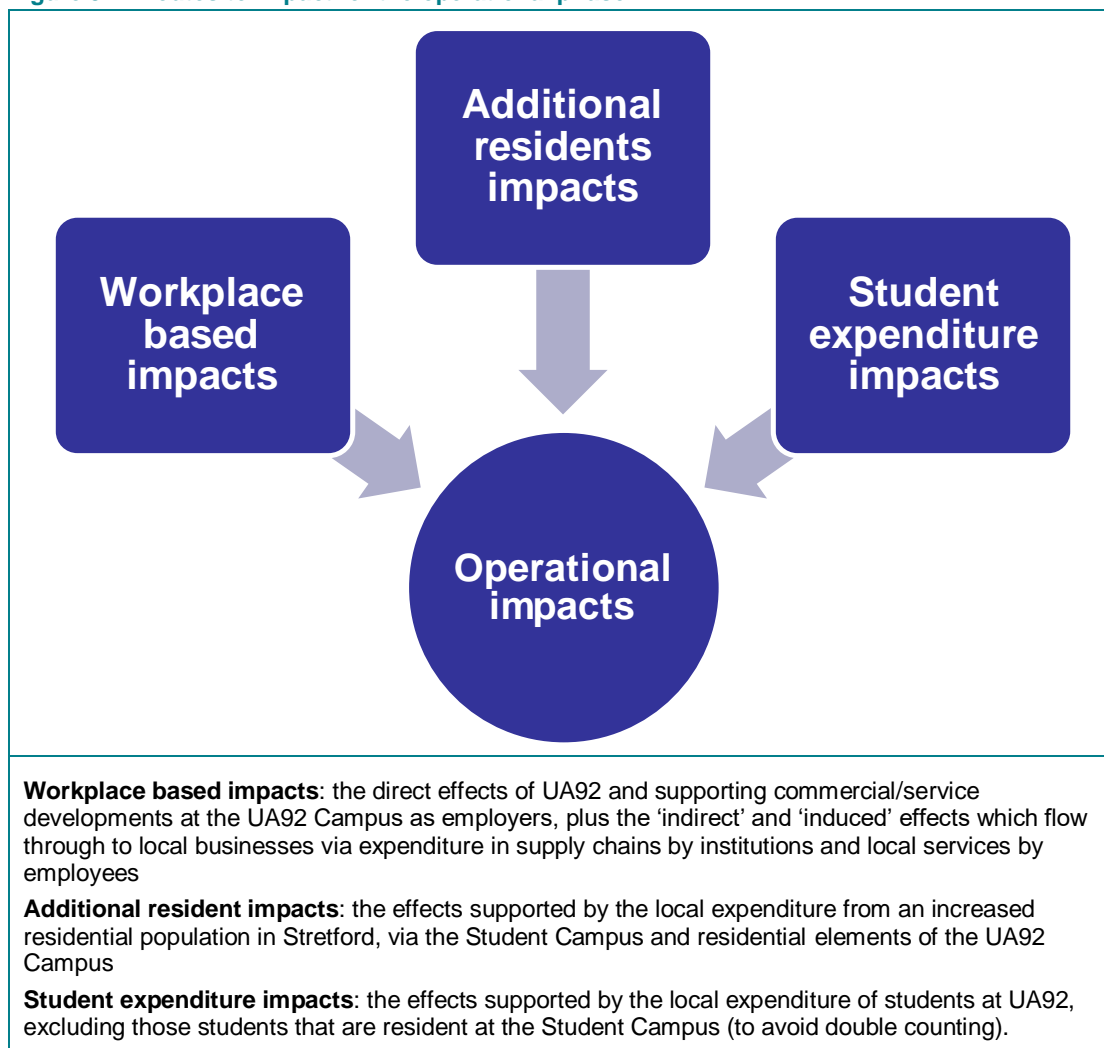
place to live, socialise and do business, this may lead to **further increases in commercial and residential property values.**

- 4.14 It is also important to note that the existing plans for the Student Campus will meet only a share of the potential demand for student accommodation from UA92, with the 1,250 spaces when fully developed accounting for under a quarter of the total expected study body. Not all of these students will require accommodation provision (with some students likely living at home whilst studying), however, there is likely to be demand for **additional provision of student housing**, which may lead to further investment in Trafford, generating additional construction and long-term economic benefits.
- 4.15 The plans will also have a range of quantitative effects, which are explored in more detail in the following section.

5. Operational phase effects – quantitative perspectives

5.1 This section presents an assessment of the quantitative effects of the operational phase of the UA92 Campus, and the Student Campus. The quantitative effects are based on three principal quantitative ‘routes to impact’, summarised in Figure 5-1.

Figure 5-1: Routes to impact for the operational phase



Source: SQW 2017

5.2 For each route to impact, the EIA estimates the ‘gross’ effects, and accounts for displacement and multiplier effects where relevant.²¹ These effects are then adjusted to consider the ‘reference case’ (i.e. what would have happened in the absence of the development), providing an aggregate assessment of the potential ‘net’ economic impact of the UA92 Campus, and the Student Campus proposals.

²¹ Note that leakage is not considered as the focus of the assessment is on Trafford as a workplace location

Work-place based impacts

Coverage and sources of effects

- 5.3 The direct employment and GVA effects are focused on the UA92 Campus, where new workplace based employment opportunities will be located. The main sources of direct employment, which has then been converted into GVA, from the UA92 Campus are as follows:
- the academic, management and professional services staff employed by UA92, which will be housed within the main building, and the three planned complementary office developments
 - other UA92 staff in the main building (but, which we have assumed are not included in the academic/management/professional services staffing) including staff in the library, on reception, and working in facilities management (e.g. security and maintenance etc.)
 - employment at the Technology Hub, housed within the main building
 - employment in the café/catering/retail facilities within the main building
 - employment at the hotel
 - employment at the sports and leisure block
 - employment in the retail developments.
- 5.4 There may also be a modest level of direct employment associated with the car park and accommodation developments at the UA92 Campus, (e.g. in security and maintenance). However, for the purposes of the modelling, we have assumed that this employment is included in the 'other UA92 Support Staff', also located on the Campus.

Estimates of gross employment

- 5.5 Employment effects have been estimated based on three sources of evidence:
- For the academic, management and support staff employed by UA92, information provided by Trafford Council indicates that at full capacity the expectation is that UA92 will support 320 employees, which will be based in the main building and associated office developments. This maximum employment figure has been used in the impact model for this element of the scheme. The SQW team has not tested formally the proposed staff number (as this is outside the scope of the EIA); however; staff/student ratios at similar sized institutions, suggest that the 320 is realistic.²²
 - For 'other UA92' staff in the main building (but not included in the above) including staff at the library, on reception, and in facilities management (e.g. security, maintenance), we have assumed 15 employees.

²² For example the student-to-staff ratio at St Mary's University, Twickenham of 17.9:1 suggests around 309 staff (from 5,535 students), and York St John University with 5,980 students has a ratio of 17.4:1, suggesting 344 staff. Data drawn from <https://www.thecompleteuniversityguide.co.uk/league-tables/rankings?o=Student-Staff%20Ratio>

- For the wider Campus (including the Technology Hub), employment has been estimated using assumptions on the density of employment that could be expected for the different components, based on floorspace estimates.

5.6 The job density assumptions used here are those provided in the third edition of the HCA's Employment Densities Guide (2015), with the relevant use-types set out in Table 5-1. In most cases, the assumptions are based on the scale of floorspace, with the exception of the hotel, where the estimated is based on the number of jobs per bed. The employment densities have been applied to the planned floorspace to generate the gross employment potential of each element of the Education Campus. The gross floorspace data have been converted where appropriate to net floorspace by applying standard conversion ratios.

Table 5-1: Employment densities used in the impact assessment

Scheme element	Use type assumption	Employment Density assumption
Technology Hub	B1a Offices - General Office - Technology, media and telecoms	11 sqm per job
Café/catering/retail	A3 - Restaurants & Cafes	20 sqm per job
Sports and leisure block	D2 - Fitness Centres - Family	100 sqm per job
Retail	A1 - Retail - High Street	20 sqm per job
Hotel	C1 - Hotels - Mid-scale	1 FTE per 3 beds

Source: Employment Densities, 3rd Edition, HCA, 2015

5.7 Applying the assumptions set out above, the gross estimated employment effects supported by the UA92 Campus are set out in Table 5-2. The analysis suggests that the plans have the potential to support 525 gross jobs, when developed at full capacity by the mid-2020s.

Table 5-2: Gross direct employment effects of the UA92 Campus

Scheme element	Gross employment
UA92	
Main UA92	320
Other UA92	15
Technology Hub	28
Café/catering/retail	15
Wider Campus	
Sports and leisure block	59
Retail	27
Hotel	61
Total	525

Source: SQW analysis

Estimates of gross GVA

- 5.8 The gross GVA effect of the UA92 Campus has been estimated by applying the most relevant sector-specific GVA per employee figure from ONS²³ to the employment for each element of the scheme. The findings are set out in Table 5-3, suggesting an annual direct gross GVA contribution of approximately £16.7m from the UA92 Campus.²⁴

Table 5-3: Gross direct GVA effects of the UA92 Campus

Scheme element	Gross employment	SIC code applied to activity	GVA per job (£)	Annual GVA (£m)
UA92				
Main UA92	320	Education	32,997	10.6
Other UA92	15	Other service activities	31,140	0.5
Technology Hub	28	Information & communication	64,583	1.8
Café/catering/retail	15	Accommodation & food service activities	20,215	0.3
Wider Campus				
Sports and leisure block	59	Arts, entertainment & recreation	23,211	1.4
Retail	27	Wholesale & retail trade; repair of motor vehicles and motorcycles	34,147	0.9
Hotel	61	Accommodation & food service activities	20,215	1.2
Total	525	-		16.7

Source: SQW analysis

Adjusting for displacement

- 5.9 Displacement is the economic activity hosted by the site that is diverted from other assets or businesses in the local area – in this case, Trafford. Displacement varies by the type of development and is generally higher at a large spatial scale. Assumptions for displacement for the UA92 Campus have been made on whether the levels of displacement are expected to be high (75%), medium (50%), low (25%), or very low (5%).
- 5.10 The ratios are based on ready-reckoners from the Additionality Guide, with the exception of the ‘very low’ category that has been included to account for the unique nature of the Technology Hub, and the lack of an existing university in Trafford. This means that displacement of employment is expected to be very low e.g. it is possible that some of the jobs at UA92 will be taken by staff that work in existing employment in Trafford (e.g. at Trafford College). However, given the very specialised nature of UA92, this is expected to be at a very small scale. Working in partnership with Trafford College will help to ensure that any potential displacement effects are minimised.²⁵

²³ Using data for the North West region

²⁴ Note that the data represent the GVA contribution based on current productivity levels, to provide an indication of what the contribution is expected to be in current prices. This may underestimate the effects by the mid-2020s, considering expected productivity improvements; however, the scale of these uplifts is highly uncertain.

²⁵ In this context, it is worth emphasising that the area of impact is Trafford, not Greater Manchester, meaning that potential displacement from other universities in Greater Manchester is not considered.

- 5.11 Estimates of displacement, and the effects on employment and GVA are set out in Table 5-4. It is worth noting that displacement for the Sports and Leisure Block is assumed to be high, reflecting that it will replace the existing Stretford Leisure Village, albeit providing a significantly enhanced facility for use by the local community, and the student population.

Table 5-4: Adjustments for displacement for the UA92 Campus

Scheme element	Displacement assumption	Displacement ratio	Displacement (jobs)	Jobs minus displacement	GVA minus displacement
UA92					
Main UA92	Very low	5%	16	304	10.0
Other UA92	Medium	50%	8	8	0.2
Technology Hub	Very low	5%	1	26	1.7
Café/catering/retail	Medium	50%	8	8	0.2
Wider Campus					
Sports and leisure block	High	75%	44	15	0.3
Retail	Medium	50%	14	14	0.5
Hotel	Low	25%	15	46	0.9
Total	-	-	106	420	13.8

Source: SQW analysis

Adjusting for multiplier effects

- 5.12 The UA92 Campus will create a critical mass of new economic activity in Stretford, with new businesses and institutions that will purchase goods and services from the local area generating beneficial ‘indirect effects’. Workers based at the campus will also spend money in the local area during the working week, resulting in positive ‘induced effects’ for local businesses.
- 5.13 To capture these effects, we have applied a ‘composite multiplier’, to the displacement adjusted employment and GVA estimates, covering both indirect and induced effects for each element of the scheme. This approach reflects the early-stage of the plans, with no available information, for example, on the scale of the expenditure by UA92 in the local area.
- 5.14 The multipliers applied are at a neighbourhood level, with the majority of effects expected to be in Stretford i.e. they exclude any effects on the wider Greater Manchester economy, and seek to capture simply the supply-chain and local expenditure effects in Stretford (note that the size of the multiplier effect is likely to be greater the larger the area over which the benefits of an intervention are being assessed). This represents a conservative assumption for the EIA; the multiplier effects could potentially be higher for Trafford as a whole.
- 5.15 The multiplier effects have been estimated for each component of the scheme (Table 5-5). The level of the multiplier effect reflects the potential level of local expenditure on goods and services, and the induced effects, based on the following assumptions²⁶:

²⁶ Homes and Communities Agency (2014), Additionality Guide 2014

- Low: limited local supply linkages and induced or income effects, at 1.05
- Medium: average linkages (the majority of interventions will be in this category), at 1.1
- High: strong local supply linkages and income or induced effects, at 1.15.

5.16 The data suggest that the multiplier effects from the non-residential element of the development will support a further 43 gross jobs in Trafford, and annual GVA of £1.4m.

Table 5-5: Assessment of multiplier effects for the non-residential elements of the developments

Scheme element	Multiplier effect (Stretford)	Multiplier ratio	Jobs via multipliers	GVA via multipliers (£m)
UA92 Campus				
Main UA92	Medium	1.1	30	1.00
Other UA92	Medium	1.1	1	0.02
Technology Hub	Medium	1.1	3	0.17
Café/catering/retail	High	1.15	1	0.02
Wider Campus				
Sports and leisure block	High	1.15	2	0.05
Retail	Medium	1.1	1	0.05
Hotel	Medium	1.1	5	0.09
Total			43	1.4

Source: SQW analysis. Multiplier assumptions drawn from Homes and Communities Agency (2014), *Additionality Guide 2014*

5.17 The total data, including multiplier effects, and after accounting for displacement (but before accounting for the reference case) are set out below.

Table 5-6: Workplace based employment and GVA effects (pre-deadweight)

Scheme element	Jobs (FTEs)	GVA (£m)
UA92 Campus		
Main UA92	334	11.0
Other UA92	8	0.3
Technology Hub	29	1.9
Café/catering/retail	9	0.2
Wider Education Campus		
Sports and leisure block	17	0.4
Retail	15	0.5
Hotel	51	1.0
Total	463	15.3

Source: SQW analysis.

Other potential quantitative effects via induced effects

- 5.18 There may also be other routes to quantitative impact via induced effects. Four are noted below:
- the expenditure in the local area of visitors to UA92; this may include visiting academics/researchers, and family members visiting relatives studying/working at UA92
 - the expenditure of visitors staying at the hotel on the UA92 Campus
 - the expenditure of individuals attending corporate events and activities that may be held at the UA92 Campus (e.g. via meeting room hire or event space hire for conferences etc.)
 - the potential impacts generated as a result of the facilities at the UA92 Campus encouraging more visitors to and spend at local attractions. For instance, the provision of an enhanced visitor 'offer' in Stretford may encourage visitors to Old Trafford football and cricket stadia (for sports and non-sports events) to stay for longer, and spend more money, in the Stretford area e.g. at the planned retail elements of the scheme. The hotel may also encourage more visitors to these attractions to stay in Trafford rather than elsewhere in Greater Manchester.
- 5.19 The scale of these effects is hard to capture with any certainty at this initial stage. There is also the risk of double-counting by seeking to quantify these effects, with visitors potentially spending money principally in the other elements of the development (e.g. visitors to the hotel spending money in the retail elements of the development, for which the employment effects have already been captured, or visiting academics staying at the hotel). However, these types of effects may help to increase the overall multiplier effects of the proposed developments, and should be considered in understanding fully the mechanisms through which the proposal will help to generate further economic activity in the Stretford, and wider Trafford, economy.

Additional residents impacts

- 5.20 For the residential elements of the schemes – that is the Student Campus, and the apartments located on the UA92 Campus – we have applied an estimate on the effects of an uplift in the population in a local area to the number of work-based jobs in that area. Practically, these effects work through via residents living in an area spending money in local shops, restaurants, and other providers of goods and services, resulting in an increase in local work-based employment opportunities. The effects also cover the potential modest level of employment required to service directly the accommodation e.g. security and facilities management etc.
- 5.21 Specifically, the effects have been derived based on evidence that increase in the residential population in an area of 1,000 residents leads to 150 permanent jobs in personal and other consumer services being created in the local area.²⁷
- 5.22 Note that in making this estimate, we have assumed:

²⁷ OffPAT and HCA (2010), *Employment Densities Guide: Second Edition*

- all of the increase in population on the Student Campus in the apartments on the UA92 Campus is 'net' to the area i.e. we have assumed that existing residents of Trafford will not re-locate to the Student Campus, or the apartments; the residents will therefore lead to an increase in the local population
- the Student Campus will be at full capacity once developed, with 1,295 bed spaces leading to an increased population in Stretford of 1,295 people; we have also assumed that the increase in population is consistent across the year. The exact terms of the Student Campus have yet to be determined. However, a headline desk-based review of other purpose-built student accommodation in Greater Manchester indicate that lettings are generally based on at least 45-51 week terms, suggesting that the increase in population is likely to be evident 'permanently' across the year once the Student Campus is fully developed²⁸
- the residential element of the UA92 Campus, with 63 one-bed apartments, and 91 two-bed apartments, will have a residential population of approximately 314; this includes an assumption of a modest vacancy rate²⁹, and based on an average of 1.5 residents per 1-bed apartment, and 2.5 residents per 2-bed apartments.³⁰

5.23 The uplift in the residential population, and the resulting employment and GVA effects³¹ is set out in Table 4-7. The analysis indicates that the residential elements of the proposed developments will support a further c.240 jobs in Trafford, and generate GVA of £12.2m (prior to adjusting for the reference case).³²

Table 5-7: Jobs and annual GVA effects of the residential elements of the schemes

	Increase in residential population	Jobs supported by increase in residential population	GVA supported by increase in residential population
Student Campus	1,295	194	9.8
UA92 Campus - residential	314	47	2.4
Total	1,609	241	12.2

Source: SQW analysis. Jobs uplift based OffPAT and HCA (2010), Employment Densities Guide: Second Edition

Student expenditure impacts

Assumptions

5.24 By the mid-2020s, UA92 forecasts approximately 6,000 students will be studying at the institution, generating potentially very significant levels of expenditure in the local economy. To estimate the effect of this student expenditure we have had to make a number of assumptions; these assumptions will be subject to further refinement as plans for the student

²⁸ The accommodation may also potentially be used as residence for short-term taught courses, which may help to address any reduction in the non-term time population.

²⁹ 2.4% has been used, based on the average vacancy rate for Trafford in 2016

³⁰ Note we have assumed that the apartments are not let to students, to avoid double-counting

³¹ Assuming a GVA per job of c,£50k per annum, the average across the North West

³² Note that displacement for Trafford is assumed to be zero i.e. the expenditure of additional residents, that supports additional employment in the area, does not displace economic activity from elsewhere in Trafford

mix develop over time – including origin and residential location, part-time/full-time status, and the precise nature of any accommodation provision.

- 5.25 For the purpose of the impact modelling, the SQW team has assumed the following:
- The total student population is 6,000, with 1,295 students living at the Student Campus; these students are removed to avoid double counting, leaving a student population of 4,705 for the student expenditure impacts
 - 30% of students (n=1,412) are assumed to be from Trafford or Greater Manchester, and living at home during the course of their studies. By way of comparison, 50% of students at Salford University in 2013/14 were from Greater Manchester³³; however, we have assumed that UA92 will have a lower proportion of ‘regional’ students owing to its highly specialised academic focus and the international “pull” of the corporate partners³⁴
 - 70% of students (n=3,294) are assumed to be from outside Greater Manchester (either elsewhere in the UK, or from overseas), and therefore living away from home. Of this group, we have assumed that half (n=1,647) will live in Trafford (to re-cap, this excludes those living in the Student Campus,) and half (n=1,647) will live elsewhere in Greater Manchester/elsewhere in the North West.
- 5.26 To estimate the level of expenditure of students in Trafford, evidence from the most recent Student Income and Expenditure Survey (from 2011/12) has been used. The survey found that full-time students spend on average £6,705 on living costs over the academic year covering: food; personal items such as clothes, toiletries and mobile phones; travel not associated with their course; entertainment; and household goods. The data also indicate a further average expenditure of £861 on ‘direct course costs’ (e.g. books and equipment) and ‘costs of facilitating participation’ (e.g. travel). This provides a total expenditure annually of £7,566, and using the Treasury’s GDP deflator (a measure of price inflation), this equates to £8,182 in 2016/17 prices.
- 5.27 This £8,182 annual expenditure has been used as the basis for the estimates of expenditure in the Trafford area, with the following core assumptions made:
- **For students living away from home in Trafford**, 75% of the costs are assumed to be spent in Trafford; note that food and personal items accounted for over half of the living costs, and these are likely to be mainly spent in the local area, alongside further expenditure on entertainment and other purposes (including travel and books and equipment). The 25% expenditure elsewhere takes into account the proximity of UA92 to the city centre in Manchester, which is likely to be the focus of a substantial element of student expenditure.
 - For the remainder of the students – that is, **students living away from home elsewhere in Greater Manchester**, and **students living at home in Trafford or Greater Manchester**, we have assumed that the majority of expenditure will be made

³³ http://www.salford.ac.uk/_data/assets/pdf_file/0010/913186/0411-Social-Impact-Report-WEB-05.10.16.pdf

³⁴ It is recognised that some students from elsewhere in Greater Manchester may choose to live in student accommodation in Trafford. However, given the indicative nature of the estimates at this stage, this has not been modelled separately. Similarly, the 30% should also be taken to include students from Cheshire and Warrington that may choose to live at home.

either outside of Trafford (for those living elsewhere in Greater Manchester), or be fully displacing (for those living in Trafford i.e. they would likely be spending money in Trafford in any case). We have therefore assumed a modest level of *additional* expenditure in Trafford for this group as a result of attending UA92, accounting for 15% of the total annual expenditure on living costs/direct course costs.

5.28 Two points are worth noting here.

- The costs used in the analysis *exclude* housing costs, and tuition fees, which are unlikely to provide a direct economic impact for Trafford. Childcare costs have also been excluded, given the proportion of students these will apply to being highly uncertain.
- Given the uncertainties in the student make-up, the cost estimates are based on full-time students only. Expenditure by full time and part time students will differ (with part-time students on average spending more on living costs than full-time students). However, the mix between full-time and part-time students for UA92 is not known at this stage. Using the full-time costs as the basis for the analysis provides a conservative estimate of the potential economic effects from student expenditure, which can be updated over time as plans become further developed and more fine grained.

Estimates of expenditure and conversion to employment and GVA

5.29 The table below sets out the results of the analysis described above. The data suggest that the additional annual expenditure in Trafford from students at UA92 (excluding those living at the Student Campus), has the potential to generate spend of around £13.9m in turnover for businesses based in Trafford.

Table 5-8: Estimates of additional student expenditure in Trafford

	Number of students	Assumed expenditure in Trafford p.a. per student (£)	Total expenditure in Trafford p.a. (£)
Students living at home	1,412	1,227	1,732,418
Students living away from home			
... of which in Trafford	1,647	6,137	10,105,774
... of which in GM	1,647	1,227	2,021,155
Total	4,705	8,592	13,859,347

Source: SQW analysis

5.30 This additional turnover to Trafford businesses has been converted into GVA using a ratio of 41%³⁵ (i.e. GVA accounts for 40% of turnover), providing an estimated GVA effect of student expenditure of £5.75m. Assuming the average GVA per job for the North West, this additional student expenditure could support c.114 jobs in the Trafford economy.

³⁵ Annual Business Survey Sections A-S (Part) 1 – UK Non-Financial Business Economy – Standard Error And Coefficient Of Variation By Country And Region, 2012-2015, Released: 20 July 2017. Average for 2015 in the North West

Summary of employment and GVA effects prior to adjusting for deadweight

- 5.31 The table below summarises the findings from the three main ‘routes to impact’ set out above. Prior to accounting for the reference case, the analysis indicates that the UA92 Campus, and the associated Student Campus, will support approximately 820 jobs in Trafford, and an annual GVA of £33.2m.

Table 5-9: Effects from the proposal, prior to accounting for the reference case

	Employment (FTEs)	GVA (£m)
Workplace based impacts	463	15.3
Residential based impacts	241	12.2
Student expenditure impacts	114	5.8
Total impacts	818	33.2

Source: SQW analysis

Net effects

Understanding the reference case

- 5.32 The final stage in the quantitative impact assessment is to account for the reference case i.e. what would happen in the absence of the development. This allows the EIA to estimate the ‘net’ effects of the proposed schemes.
- 5.33 The reference case has been identified at the level of the two developments, the UA92 Campus, and Student Campus respectively, not for individual elements of both schemes, given that they are each fully integrated packages with obvious synergies and inter-dependencies.

UA92 Campus

- 5.34 The key issue for the UA92 Campus is the most likely scenario for the utilisation and usage of the main building on the site in the absence of the proposed developments. Trafford Council recently purchased the Kellogg’s building, but by January 2018, the building will be vacant, with Kellogg’s relocating their UK HQ outside of Trafford, with the Council looking to secure tenants.
- 5.35 The scale of this occupation is highly uncertain, and will be dependent on market demand. Two reference case scenarios have been developed to reflect this uncertainty. The first, Reference Case A, recognises that the building can accommodate a higher number of jobs than are currently on the site. As such, this reference case assumes that the full building is open to occupation. We assume 90% occupancy by 2025, based on a conservative assumption that the building would not be at full occupancy over a consistent period. Employment within the building is assumed to be in administrative and support service functions, likely to be of a lower value (in terms of GVA per job) than the current usage, given that a relatively large proportion of staff within a headquarters (as present) are typically high value. We also assume that this displaces firms from other, lower quality, employment sites locally.

5.36 Reference Case B takes a more nuanced view of occupancy, based on understanding the local office market. There are four key points to note here:

- **Take-up of leasehold office space in Old Trafford has been limited in recent years.** From September 2014 to August 2017, 94k sq ft worth of leasehold deals were completed in Old Trafford.
- **There is a large supply of office space on the market.** As of 6 September 2017, there was some 201k sq ft of office space on the market in Old Trafford, the equivalent of over six years of office leasehold take-up.
- **Vacancy rates in Old Trafford are high.** The area around Kellogg's features Old Trafford Cricket Ground, Trafford Town Hall, the headquarters of British Gas's Home Move division (who recently renewed their lease on their site), and a large number of other ageing 1970s and 1980s-era office buildings. The ageing office space suffers from relatively high vacancy rates, including directly opposite the Kellogg's building, on Talbot Road. For instance:
 - almost a third of the large, 1970s-era Oakland House, currently lies empty, with over 50k sq ft of vacant office space
 - Warwick House, directly opposite the Kellogg's building, has a vacancy rate of around 40%, with 10k sq ft of vacant office space
 - Alexander House, comprising over 60k sq ft of office space, currently has a vacancy rate of almost 30%
 - the more recent 100 Talbot Road building, built in the early 2000s, has a vacancy rate of around a third, with over 6k sq ft of space unoccupied³⁶.
 - these high vacancy rates compare unfavourably to Manchester, where vacancy rates were around 6% in 2016³⁷.
- **High vacancy rates in Stretford persist despite the stock of office space around Old Trafford having declined in the face of permitted development rights and high demand for residential accommodation.** Several older office buildings in the area have come forward for conversion to residential accommodation in recent years, including:
 - the 100,000 sq ft Westpoint office building was recently acquired by Beech Holdings, to convert to apartments
 - Grove House, behind Bruntwood's Paragon House, was converted by Pinnacle Alliance, from redundant offices into apartments
 - whilst Bruntwood continue to operate three large office buildings in the immediate vicinity – Trafford House, Lancastrian Office Centre, and Paragon House – their Trafford Plaza building on nearby Seymour Grove was acquired

³⁶ EGi data (August 2017)

³⁷ http://www.jll.co.uk/united-kingdom/en-gb/Research/ILL_UK%20Office%20Market%20Outlook_H2_2016_Hi-Res%5B2%5D.pdf?179b7159-d612-4d20-bd89-bfa2603353d8

by MCR Property Group, who have since launched plans to convert the building to residential use

- the former office building at 84 Talbot Road, opposite the UA92 site, has also recently been converted into residential apartments.

5.37 With high vacancy levels, combined with low take-up of space locally in recent years, and the fact that the building requires substantial investment (£10.5m) to bring it up to modern standards for multiple occupancy³⁸, this reference case considers it unlikely that the full building would be refurbished and open to occupiers by 2025. For this reference case, we therefore assume that, by 2025, the ground floor, floor 1 and floor 2 would be refurbished, enabling total lettable floorspace of 72k sq ft.

5.38 Even under these circumstances, we expect that it will be challenging to achieve full occupancy of the elements that are refurbished, given vacancy rates of around a third locally. As such, we assume an occupancy rate of 70%, slightly higher than for office space elsewhere locally, recognising that the facility is a headquarters building and is therefore likely to be more attractive than office space elsewhere locally. However, we also assume that this displaces firms from other, lower quality, employment sites locally. Again, we assume that jobs would be in administrative and support service functions.

5.39 The two reference cases bring somewhat different results in terms of the employment supported in the building³⁹:

- **Reference Case A** equates to c.390 jobs, in administrative and support service functions (after accounting for displacement and multipliers), generating an annual GVA of £10.1m
- **Reference Case B** equates to c.200 jobs, in administrative and support service functions (again, after accounting for displacement and multipliers), generating an annual GVA of £5.1m.

The Student Campus

5.40 The Student Campus will re-develop an area currently covered by a Council-owned surface car park, a Post Office Sorting Depot, Probation Service office, and some commercial offices. We have assumed that if the proposed developments are not taken forward, this site usage would continue unaltered.

5.41 Exact data on the employment in the Post Office Sorting Depot, Probation Service office, and commercial offices, have not been made available to the SQW team. However, we have assumed a reference case of 60 employees. Taking into account displacement and multipliers, provides a final reference case of 50 jobs and £1.9m GVA for the Student Campus⁴⁰.

³⁸ JLL (2017) Valuation Advisory

³⁹ Both reference cases are based on a GVA per job of £25,970 for 'Administrative & support service activities'

⁴⁰ Applying GVA per job of £38,325, based on an average of 'Wholesale & retail trade; repair of motor vehicles and motorcycles' and 'Public admin & defence; compulsory social security'

Applying the reference case

- 5.42 The reference case assumptions are applied to the quantitative estimates of the effects of the proposed development in Table 5-10:
- the reference case for the UA92 Campus has been applied to the ‘Workplace based impacts’ and ‘Student Expenditure Impacts’, and the ‘Additional residence impacts’ derived from the apartments on the UA92 Campus
 - the reference case for the Student Campus has been applied to the ‘Additional residence impacts’ derived from the effects of the Student Campus.

Table 5-10: Estimate of the net effects of the UA92 Campus and Student Campus

	Reference Case A	Reference Case B
<i>Employment effects</i>		
Gross employment: UA92 Campus & Student Campus	818	818
Reference case	439	248
Net employment: UA92 Campus & Student Campus	379	570
<i>GVA effects</i>		
Gross GVA: UA92 Campus & Student Campus (£m)	33.2	33.2
Reference case (£m)	12.0	7.0
Net GVA: UA92 Campus & Student Campus (£m)	21.2	26.2

Source: SQW analysis

- 5.43 The analysis indicates that together the UA92 Campus and Student Campus have the potential to generate a net effect of between 380 to 570 net jobs for Trafford, with a **mid-point of 465 net jobs**. The plans also have the potential to deliver annual net GVA of between £21m and £26m, with a **mid-point of £24m net GVA**.
- 5.44 These data should be treated as indicative only, given the uncertainty around the reference case. Further, if UA92 takes longer to reach full capacity than expected the effects may not be realised by the mid-2020s. This said, the data potentially under-estimate the GVA potential of the scheme as they apply existing productivity levels (which are likely to increase by the mid-2020s at which point the plans will have been developed to full capacity).

In summary ...

- 5.45 The EIA indicates the **significant scale of the potential economic contribution of the plans for Trafford**. The plans will increase substantially the value generated for the local economy by the two sites, alongside ensuring that the Kellogg’s site continues to play an important role in the economic performance of the area.
- 5.46 Importantly, **many of the jobs at UA92 and the Microsoft Technology Hub, will be knowledge-based and high-value, key to delivering productivity improvements**. Raising productivity is key to supporting higher wages and increased prosperity for local people across Trafford, and the plans will play an important role in delivering against this important strategic imperative.

TRAFFORD COUNCIL

Report to: Executive
Date: 2 October 2017
Report for: Decision
Report of: Executive Member for Housing and Strategic Planning

Report Title

Stretford Refreshed Masterplan

Summary

Securing the successful regeneration of Stretford is a key priority for Trafford Council. The Stretford Town Centre Masterplan was approved by the Executive in January 2014 and provides a bold vision for delivering transformational change and securing a sustainable economic future for Stretford. Whilst good progress has been made since 2013 it is recognised that more needs to be done if Stretford is to achieve its full potential and meet the aspirations of the community.

It is now considered an opportune time to refresh the Masterplan and take full advantage of emerging opportunities in Stretford, in particular the proposed UA92 development, building on the work completed to date and helping to secure significant new development and investment.

It is proposed that the draft Stretford Refreshed Masterplan will be subject to public consultation for a period of eight weeks, following which a revised version will be prepared for final approval.

Recommendation(s)

The Executive is recommended to:

- a) Note the actions taken to implement the Stretford Masterplan following its adoption in 2014;
- b) Note the changes made to refresh the Masterplan in light of the UA92 proposals and other emerging opportunities;
- c) Approve the draft Refreshed Stretford Masterplan for the purposes of consultation; and
- d) Request that a further report be brought back to the Executive setting out the results of the consultation and with a final version of the Stretford Refreshed Masterplan for approval.

Contact person for access to background papers and further information:

Name: Mike Reed (Strategic Growth Manager)
Extension: x 4924

Appendix One: Refreshed Stretford Masterplan (Consultation Draft)

Background Papers:
None

Implications:

Relationship to Policy Framework/Corporate Priorities	The successful implementation of the Stretford Refreshed Masterplan will support the corporate priority for economic growth and development and the delivery of the adopted Trafford Local Plan: Core Strategy which identifies Stretford Town Centre as a location for regeneration and change over the plan period.
Financial	The financial implications of the UA92 scheme and development of student accommodation will be the subject to a future report to the Executive.
Legal Implications:	None as a direct consequence of this report
Equality/Diversity Implications	None as a consequence of this report.
Sustainability Implications	The refreshed Masterplan sets a number of sustainability principles that future development proposals should be in accordance with.
Resource Implications e.g. Staffing / ICT / Assets	Existing resources have been identified to support the delivery of the refreshed Masterplan. Information will be made available online with documents accessible through the Council's web pages. The refreshed Masterplan will provide a framework for the Council to realise the full potential of its assets within the area.
Risk Management Implications	The delivery of the refreshed Masterplan is supported by a risk plan setting out the key risks to delivery and proposed mitigation measures.
Health & Wellbeing Implications	The potential delivery of an enhanced Stretford Leisure Centre and provision of other facilities as part of the proposed development opportunities will support improved health and wellbeing.
Health and Safety Implications	None as a consequence of this report.

1.0 Background

- 1.1 The Stretford Town Centre Masterplan was prepared in 2013 and approved by Trafford Council in January 2014 as the strategy for securing the revitalisation of Stretford Town Centre over the next 15 years. The original Stretford Masterplan was prepared in response to the significant challenges facing the Town Centre. Many town centres nationally have suffered in recent years due to the pressures of out of town retail, internet shopping, limited investment and the lack of a distinctive offer; Stretford has not been immune from these pressures. Whilst good progress has been made since 2013 it is recognised that more needs to be done if Stretford is to achieve its full potential and take advantage of emerging opportunities to provide a unique and attractive destination that meets the aspirations of the community.
- 1.2 The delivery of the Masterplan is currently supported by an annual Action Plan. To support the delivery of regeneration in the Town Centre the Stretford Masterplan Working Group, a Council Member and Officer body, was established in 2015. The Working Group is responsible for overseeing the delivery of the Masterplan, co-ordinating activity and supporting the delivery of the Action Plan. The Stretford Masterplan Panel, a business and community representative body, was also established in 2015 to act as a consultative body for the Working Group. The Council Executive is the relevant decision making body for proposals to implement the actions identified in the Masterplan and the annual Action Plans.
- 1.3 As part of the strategy to secure new development and investment the Council has progressed detailed discussions with University Academy 92 (UA92) regarding the potential for a new higher educational facility in the Stretford area, as set out elsewhere on this agenda. This would comprise the provision of new facilities and living accommodation in the Town Centre as part of a student campus, and the development of an education campus on Talbot Road. The UA92 proposals, a collaboration between Lancaster University and corporate partners, will provide a high profile and iconic facility in Stretford offering a portfolio of undergraduate, post-graduate, CPD and pathway degrees in sports, media and business.

2.0 Progress to Date

- 2.1 Delivering the successful regeneration of Stretford Town Centre remains a key priority for the Council. Significant progress has been made in the delivery of the Masterplan with new openings in Stretford Mall including the development of a new Aldi foodstore, the disposal of Stretford Public Hall to the Friends of Stretford Public Hall group to secure community use of the building, delivery of the phase one public realm improvements, a reduction in vacancy rates within the Town Centre, and house price growth in the area above the local and national averages. The Mall has also experienced a 10% growth in footfall over the last 12 months equating to nearly 500,000 extra visits per year.
- 2.2 The work delivered to date has helped to reposition Stretford as a more attractive destination for further investment and development. However, the vacancy rate within the Town Centre remains high and the redevelopment of a number of important sites has not progressed. Therefore it is considered that the continued delivery of the transformation of Stretford will require significant investment and new development that can act as a catalyst for further change.

2.3 It is now considered an opportune time to refresh the Masterplan and take full advantage of emerging opportunities in Stretford, in particular the UA92 proposed development. The Stretford Refreshed Masterplan will build on the work completed to date and help to secure the transformation of the Town Centre and the wider Stretford area.

3.0 The Refreshed Masterplan

3.1 The approach to the regeneration of Stretford through the refreshed Masterplan is focused primarily on introducing a wider mix of uses into the Town Centre, delivery of the UA92 student and education campus', reusing historic buildings, developing an enhanced evening economy and improving the linkages between assets such as the Bridgewater Canal, surrounding commercial, leisure and international visitor destinations, the Mersey Valley and Stretford's parks.

3.2 In order to maximise the potential of emerging opportunities the refreshed Masterplan will cover a wider area and incorporate sites on the approach to the Town Centre from the north and south. Furthermore the refreshed Masterplan will take account of new development opportunities in the wider area, including sites surrounding the Old Trafford Metrolink Stop, Lancashire County Cricket Club (LCCC), and Manchester United Football Club (MUFC), the corridor to the Town Centre along Talbot Road and the A56, and Turn Moss Playing Fields. The development proposed in the wider Stretford area will significantly enhance the gateways into Stretford and help to strengthen the connections between the Town Centre and existing major commercial, tourist and leisure destinations.

3.3 The delivery of the UA92 development will form the centrepiece of the refreshed Masterplan to transform Stretford, bringing significant additional activity and expenditure to the Town Centre, supporting the evening economy, providing additional direct and indirect job opportunities, bringing vacant buildings back into use, accelerating the delivery of other sites and acting as catalyst for further investment. The proposed UA92 student campus in the Town Centre will provide a student hub alongside other facilities at the Essoldo building. The Lacy Street site will provide student accommodation with retail and café/restaurant uses at ground floor level.

3.4 In addition to delivering the transformation of the Town Centre the proposals will also secure the development of a new educational campus adjacent to the Old Trafford Metrolink Stop and LCCC, helping to strengthen the connections between the Town Centre and the major commercial, tourist and leisure destinations in the wider area. This will be supported by further environmental improvements along the A56 and Talbot Road as part of 'The Corridor' and the delivery of a processional route from Old Trafford Metrolink to The Quays / MediaCityUk via MUFC. A new green route will be delivered along Edge Lane from the Town Centre linking to Longford Park and improved sporting facilities at Turn Moss Playing Fields.

3.5 There are a number of other emerging opportunities in Stretford that will be taken forward as part of the refreshed Masterplan. The operators of Stretford Mall have emerging proposals to radically redesign their facility with a planning application submitted in July 2017 for the demolition of the southern portion of the existing Mall. This will provide opportunities for major new development in the context of the wider plans for Stretford and support the delivery of a wider mix of town centre uses, including the development of a functioning evening economy. The Friends of

Stretford Public Hall are continuing to progress their proposals to bring the whole of the Public Hall back into use for a range of community, social and commercial uses as a strong focal point at the heart of Stretford. A full planning application for the Royal Canal Works site was received by the Council in August 2017 for the delivery of 47 high quality apartments and town houses along the Bridgewater Canal, which would bring an important vacant site back into active use. The completion of the phase 1 public realm improvement works at the A56/Edge Lane junction will enable the delivery of future improvements along the A56, Kingsway, Edge Lane and at the A56 gyratory, which will also release additional development land.

- 3.6 Building on progress made to date the refreshed Masterplan represents a significant acceleration in the regeneration of Stretford. It will provide the strategic framework for the delivery of the emerging opportunities for the Town Centre and wider Stretford area, supporting its transformation.

4.0 Consultation

- 4.1 The Council will undertake a formal public consultation on the draft refreshed Masterplan from 10 October 2017 for a period of eight weeks. The consultation process will provide an opportunity to involve local people and stakeholders in the further development of the proposals and establish the views of the community and other key stakeholders, reconcile conflicting objectives where possible, and identify any sensitive issues.

- 4.2 As part of the formal consultation process the Council will make the draft refreshed Masterplan document available for inspection and comment at a variety of places including, Stretford Mall and Trafford Town Hall with summary information provided along with opportunities to give feedback. An electronic copy of the draft refreshed Masterplan and summary information, together with details of where hard copies have been made available, will be placed on a specific page on the Council's website along with online copies of a feedback questionnaire. Two specific consultation events will also be held to enable people to hear about and ask questions relating to the refreshed Masterplan and its specific proposals.

- 4.3 The Council will consider all comments and representations made and use them to inform necessary changes to the refreshed Masterplan prior to its final approval.

5.0 Delivery Strategy

- 5.1 The refreshed Masterplan provides a clear strategy for the continued regeneration of the Town Centre and represents a significant acceleration in its delivery.

- 5.2 The delivery of the refreshed Masterplan will continue to be dependent on effective partnership working with the community, businesses, landowners, developers, investors, and operators. The Council will seek to work collaboratively with partners to deliver the refreshed Masterplan, including through the development of joint ventures and the direct delivery of development. The Council will act proactively to assemble land to ensure the delivery of the identified opportunities and use its CPO powers where necessary, subject to appropriate approval.

- 5.3 The successful delivery of this activity will build effectively on the work completed to date and act as a major catalyst to accelerate the long term transformation of Stretford.

Reasons for Recommendation

The Executive is asked to approve the draft Stretford Refreshed Masterplan for the purposes of consultation.

Key Decision No

If Key Decision, has 28-day notice been given? N/A

Finance Officer Clearance ...GB.....
Legal Officer Clearance ...JLF.....

DIRECTOR'S SIGNATURE



To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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TRAFFORD
COUNCIL

Stretford

Refreshed Masterplan

Consultation Draft (September 2017)



September 2017

Stretford Refreshed Masterplan

1. Introduction

The Stretford Town Centre Masterplan was prepared in 2013 and approved by Trafford Council in January 2014 as the strategy for securing the revitalisation of Stretford Town Centre over the next 15 years. The original Stretford Masterplan was prepared in response to the significant challenges facing the Town Centre. Many town centres nationally have suffered in recent years due to the pressures of out of town retail, internet shopping, limited investment and the lack of a distinctive offer; Stretford has not been immune from these pressures. Whilst good progress has been made since 2013 it is recognised that more needs to be done if Stretford is to achieve its full potential and provide a unique and attractive destination that meets the aspirations of the community.

Purpose of the Stretford Refreshed Masterplan



The original Masterplan was prepared in 2013 in response to a clearly recognised need to improve the offer of Stretford Town Centre; which was identified in the Trafford Core Strategy as a location for regeneration and change. The Trafford Retail and Leisure Study noted in 2007 that Stretford Town Centre was “*in need of urgent*

improvements”. In order to deliver the regeneration and development required, the original Masterplan set out a strategy for Stretford to maximise the opportunities of its key assets, link key spaces together and create a strong and attractive destination of choice. It is now considered an opportune time to refresh the Masterplan and take full advantage of emerging opportunities in Stretford. The refreshed Masterplan will build on the work completed to date and help to secure significant new development and investment.

Progress to Date

Delivering the successful regeneration of Stretford Town Centre remains a key priority for the Council. Significant progress has been made in the delivery of the Masterplan with new openings in Stretford Mall including the development of a new Aldi foodstore; the disposal of Stretford Public Hall to the Friends of Stretford Public Hall group to secure community use of the building; delivery of the phase one public realm improvements; a reduction in vacancy rates within the Town Centre; and house price growth in the area above the local and national averages. The Mall has also experienced a 10% growth in footfall over the last 12 months, compared to a national decline of 2%, equating to nearly 500,000 extra visits per year.



The work delivered to date has helped to reposition Stretford as a more attractive destination for further investment and development. However, the vacancy rate within the Town Centre remains high and the redevelopment of a number of important sites has not progressed. Therefore it is considered that the transformation of Stretford will require significant investment and new development that can act as a catalyst for further change.

University Academy 92 Opportunity

Since 2016 the Council has progressed detailed discussions with University Academy 92 (UA92) and Lancaster University regarding the potential for a new higher education facility in the Stretford area, with a focus on the provision of new facilities and living accommodation in Stretford Town Centre as part of a student campus. UA92 is a collaboration between Lancaster University and corporate partners to provide a high profile and iconic facility in Stretford offering a portfolio of undergraduate, post-graduate, CPD and pathway degrees in sports, media and business. This will build on the success of Lancaster University which in 2017 was ranked in the UK top ten universities and number one in the North West.



The delivery of the UA92 proposed development will form the centrepiece of the refreshed Masterplan to transform Stretford, bring significant additional activity and expenditure to the Town Centre, support the evening economy, provide additional direct and indirect job opportunities, bring vacant buildings back into use, accelerate the delivery of other sites and act as catalyst for further investment.

In addition to delivering the transformation of the Town Centre the proposals will also secure the development of a new education campus quarter adjacent to Old Trafford Metrolink Stop and Lancashire County Cricket Club (LCCC), helping to strengthen the connections between the Town Centre and the major commercial, tourist and leisure destinations in the wider area. This will be supported by further development and environmental improvements along the A56 and Talbot Road between Stretford and Manchester City Centre to create an 'innovation corridor'. A strategic processional route, comprising new public realm and landscaping, will also be delivered from Old Trafford Metrolink to The Quays / MediaCity:UK via Manchester United Football Club (MUFC).

The delivery of the UA92 opportunity will secure significant investment and act a major catalyst for further development in the area.

Other Emerging Opportunities

In addition to the UA92 proposals there are a number of other emerging opportunities in Stretford. The operators of Stretford Mall have proposals to radically redesign their facility with a planning application submitted in July 2017 for the

Stretford Refreshed Masterplan (Consultation Draft September 2017)

demolition of the southern portion of the existing Mall, providing opportunities for major new development in the context of the wider plans for Stretford. This will support the delivery of a wider mix of town centre uses, including the development of a functioning evening economy. The Friends of Stretford Public Hall are continuing to progress their proposals to bring the whole of the Public Hall back into use for a range of community, social and commercial uses as a strong community focal point at the heart of Stretford. A full planning application for the Royal Canal Works site was received by the Council in August 2017 for the delivery of 47 high quality apartments and town houses along the Bridgewater Canal, which would bring an important vacant site back into active use. The completion of the phase 1 public realm improvement works at the A56/Edge Lane junction will enable the delivery of future improvements along the A56, Kingsway, Edge Lane and at the A56 gyratory.

The refreshed Masterplan will provide the strategic framework for the delivery of the emerging opportunities for the Town Centre and wider Stretford area. It seeks to build on the progress made to date, identify areas for future development and set out the key actions required to deliver major regeneration and development. The delivery of the refreshed Masterplan will continue to be dependent on effective partnership working with the community, businesses, landowners, developers, investors, and operators.

The refreshed Masterplan is structured as follows:

- Stretford in Context
- Refreshed Masterplan Area
- Vision and Objectives
- Policy Framework
- Stretford's Assets
- Challenges and Opportunities
- Illustrative Refreshed Masterplan
- Public Realm and Movement
- Development Opportunities
- Design Guidance and Sustainability
- Continuing to Deliver the Refreshed Masterplan

2. Stretford in Context

Stretford is one of Trafford's town centres and an important driver in the economic growth of the Borough. Stretford is a densely populated area with a diverse social mix and the Town Centre is located in a prominent position along the A56 corridor at the northern end of Trafford, benefiting from good links to the M60, excellent public transport connections and access to the Bridgewater Canal. The Victoria, Longford, Moss and Gorse Hill parks, alongside Stretford Meadows, Turn Moss and the wider Mersey Valley, are all located within walking distance of the Town Centre and provide access to recreational facilities and areas of attractive green space.

Until the 1960s the Town Centre contained a wide range of retail, leisure and entertainment facilities within a conventional suburban neighbourhood. In the late 1960s and early 1970s significant development took place in the area with the widening of the A56 to six lanes and the completion of the Arndale Centre, now known as Stretford Mall, which dominates the core of the Town Centre. The mix of leisure and family entertainment uses has diminished over the years and there is no functioning evening economy or life and vitality in the centre outside traditional retail hours. A number of important community facilities are located in the area, including Stretford Public Hall and Stretford Library.



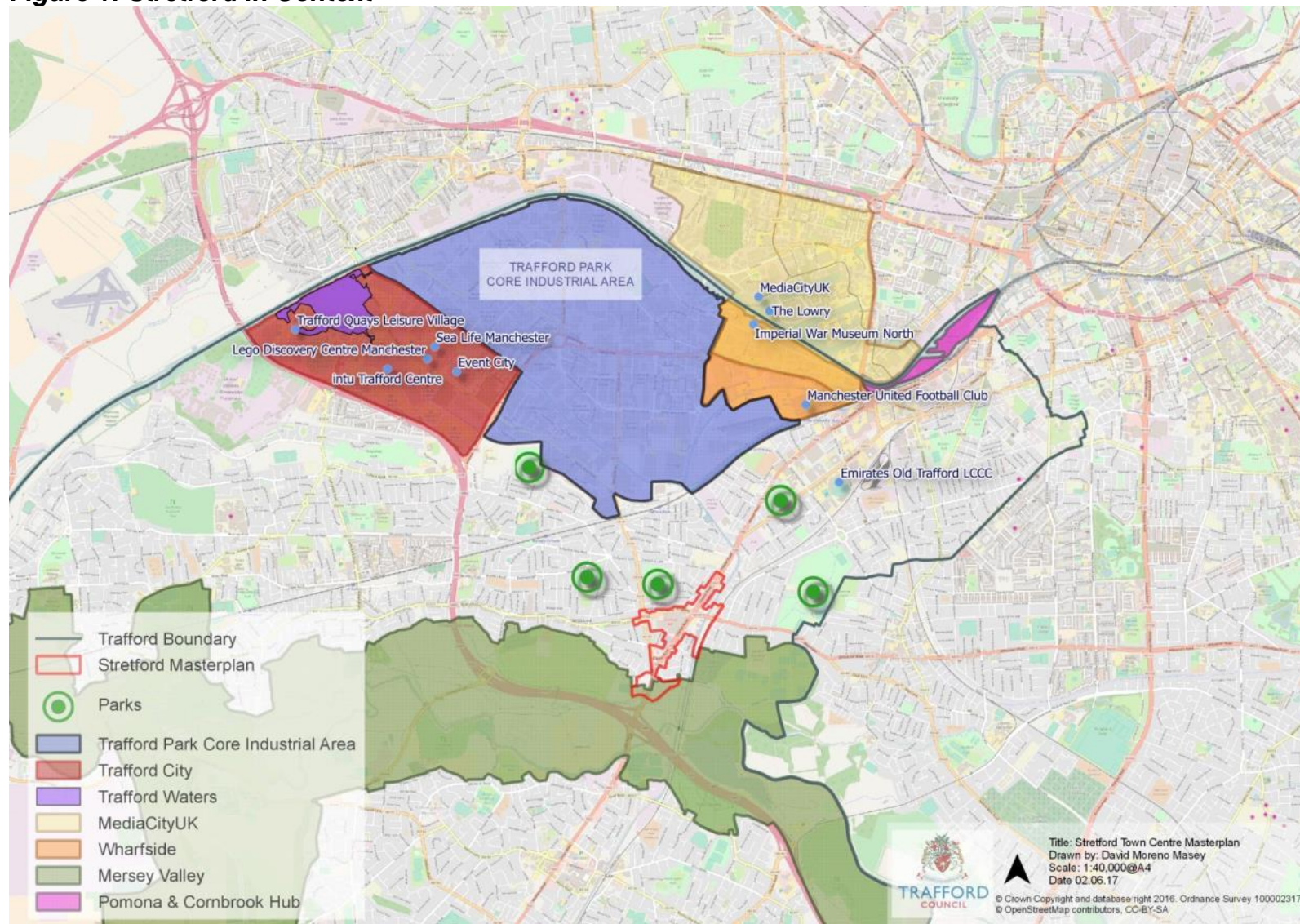
The area and its immediate surrounds contain a number of major tourist destinations including MUFC, LCCC, the Imperial War Museum North, Trafford Quays Lesiure Village, intu Trafford Centre and MediaCity:UK. Trafford Park, located to the north of Stretford, is a major employment destination and home to over 1,300 businesses. To the south of Stretford the Mersey Valley provides an area of countryside that connects the north to the south of Trafford; this area has the potential to build on its current status and become a more significant facility for the local community and a major visitor attraction.



Figure 1 below shows Stretford in the context of its proximity to key commercial, tourist, and leisure destinations and position as a major gateway into the Manchester City Region. Stretford therefore has an important role in delivering both Trafford's and Greater Manchester's growth and development aspirations.

Stretford Refreshed Masterplan (Consultation Draft September 2017)

Figure 1: Stretford in Context



Source: Trafford Council (August 2017)

Stretford Refreshed Masterplan (Consultation Draft September 2017)

The Stretford Community

The Stretford area comprises the wards of Stretford, Longford and Gorse Hill and is home to a diverse community of around 36,000 people. The age profile shows relatively higher numbers of children and adults between 25 and 44 years. The population is ethnically diverse with representation from a range of broad ethnic groups above the national average¹.

Stretford, Longford and Gorse Hill are among the five most deprived wards in Trafford in the 2015 Indices of Multiple Deprivation. Of the 19 Lower Super Output Areas (LSOAs) that fall within the Stretford area, 9 are in the bottom 40% nationally and one, covering the area around Lacy Street, is within the bottom 20%².

The housing stock is primarily semi-detached properties, which make up 50% of the total, with the remainder split between terraced (24%), flats (22%) and detached (4%). Owner occupation at 61% is lower than the average for Trafford and England, with 23% of homes comprising social housing and 16% falling within the private rented sector³.

Of the labour supply in Stretford 71% are in employment, 6% are unemployed and 22% economically inactive, this is broadly equivalent to the national average, although Trafford as a whole has slightly higher employment and lower levels of unemployment and economic inactivity⁴.

Consultation with the community through the development of the original Masterplan and the works undertaken to date to deliver it have highlighted a range of issues and concerns that they would like to see addressed. There is a strong desire for an improved range of facilities within the Town Centre, the development of an evening economy and increased cultural and community facilities. Other issues that have been raised include the need to bring vacant buildings back into use (particularly the Essoldo) open up improved access onto the Bridgewater Canal, deliver more facilities for young people, relocate the existing Islamic Centre to a more suitable location, mitigate the impact of traffic along the A56 and improve pedestrian and cycle links.

In meeting the needs and aspirations of the community it will be important to create a distinctive place that reflects the cultural mix of the area and complements other provision in Trafford, ensuring a long term sustainable future for Stretford and the Town Centre. The proposals set out in the refreshed Masterplan will provide investment of the scale required to deliver this effectively.

¹ InfoTrafford (July 2017)

² InfoTrafford (July 2017)

³ InfoTrafford (July 2017)

⁴ InfoTrafford (July 2017)

3. The Refreshed Masterplan Area

Town Centre Area Boundary

The original Masterplan area boundary comprised Stretford Mall, a section of the Bridgewater Canal, the Stretford Metrolink Stop, the former Essoldo Cinema, Stretford Public Hall, Lacy Street Car Park and adjoining employment uses, The Drum Public House, St Matthew's Church, Stretford Library and Mitford Street Clinic and a section of Barton Road.



The rationale for this boundary was to include the main gateways into the Town Centre, landmark buildings, community facilities and the Bridgewater Canal, whilst ensuring the concentration of future development around a strong town centre core.

It is now proposed to expand the Masterplan area to take account of future

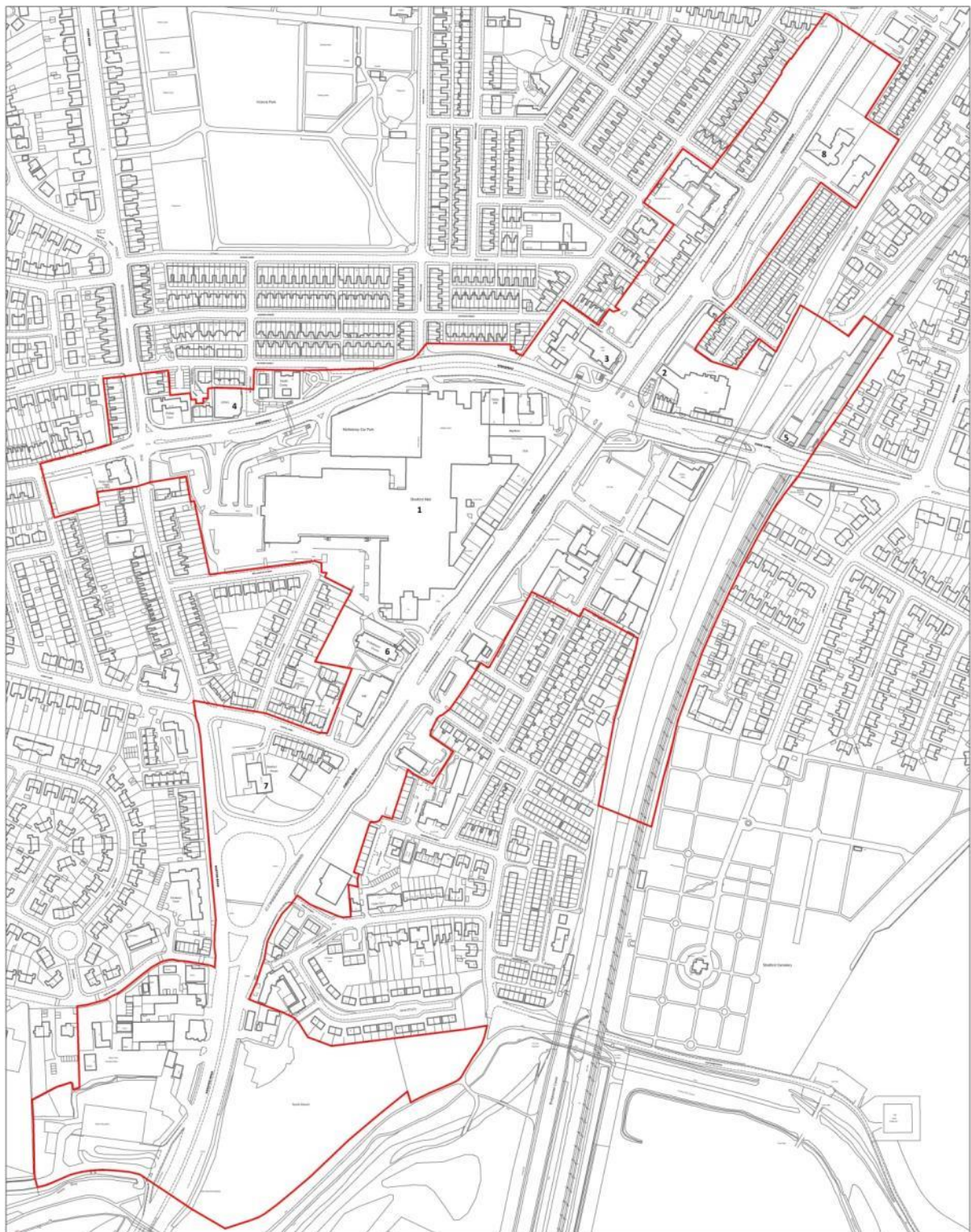


opportunities that have been identified to further transform the Town Centre. These areas include the A56 gyratory, sites along Chester Road, and the Manor Farm Industrial Estate. The refreshed Masterplan Town Centre area boundary is shown in Figure 2 below and will support the delivery of the emerging opportunities for the transformation of Stretford.

Wider Stretford Area

The UA92 proposals provide further opportunities for significant new development in the wider Stretford area surrounding Old Trafford Metrolink stop, LCCC, MUFC, the corridor to the Town Centre along Talbot Road and the A56 and Turn Moss Playing Fields. This area will comprise the UA92 campus quarter and the innovation corridor as shown in Figure 3 below. The development proposed in the wider Stretford area will provide new employment, housing and other facilities, while helping to strengthen the connections between the Town Centre and existing major commercial, tourist and leisure destinations.

Figure 2: Refreshed Masterplan Town Centre Area Boundary



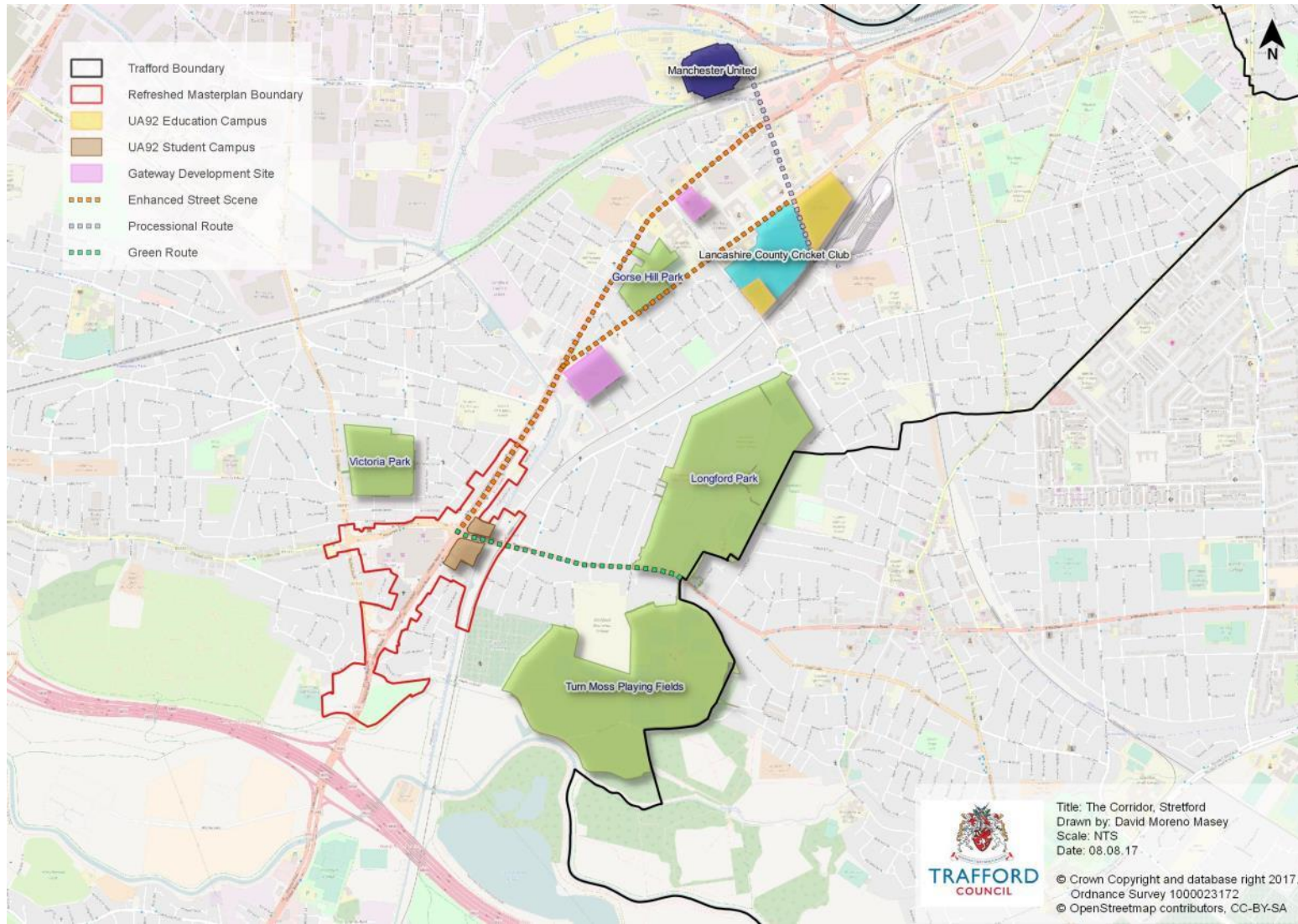
- Masterplan Boundary
- 1 - Stretford Mall
- 2 - Former Essoldo Cinema
- 3 - Stretford Public Hall
- 4 - Stretford Library
- 5 - Stretford Metrolink Stop
- 6 - St Matthew's Church
- 7 - Stretford House
- 8 - St Ann's Church



Stretford Town Centre Masterplan Boundary
 Scale: Not To Scale
 Author: A.T
 Spatial Data Team
 Date: 17/05/2017
 © Crown Copyright and database right 2016
 Ordnance Survey 100023172.

Source: Trafford Council (August 2017)

Figure 3: UA92 Innovation Corridor



Source: Trafford Council (August 2017)

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Prominent Buildings

The refreshed Masterplan area contains a number of prominent buildings, the locations of which are identified in Figure 2 above. If Stretford is to maximise the potential of these important physical assets then further intervention will be required in respect of a number of buildings.

Stretford Mall



Stretford Mall was opened in 1969 as the Arndale Centre and provides the retail core of the town centre containing around 100 businesses. At the time of opening the Mall was one of the largest covered shopping centres in the country, providing modern retail facilities in the heart of the community. However, historically Stretford Mall has suffered from a lack of investment, competition from other centres and the loss of several major occupiers.

Trafford Council is the freeholder of the Mall site. Apollo Global / M&M have a long leasehold interest in the site, which they acquired in 2014. Since their acquisition of the Mall they have made significant investment, including c£2m in 2016 to deliver an Aldi foodstore, renewal of the multi-storey car park and new technology to provide three hours free car parking. In addition to Aldi significant new occupiers attracted include Costa Coffee, Pure Gym, JD Sports, Pep & Co and Select. Further private sector investment in initiatives to bring new tenants and uses to the Mall continues to be made.

Essoldo Cinema

The Essoldo Cinema is a Grade II listed building designed in the art deco style. Its distinctive frontage and location at a gateway into the Town Centre makes it an important landmark building. Originally known as the Longford Theatre, the building opened in 1936 and was renamed the Essoldo in 1950 and from the mid-1960s was used as a bingo hall until its closure in 1995. The building is currently in private ownership and has remained vacant for over 20 years providing an unattractive frontage and failing to contribute positively to the Town Centre.



Adjacent to the Essoldo Cinema along Edge Lane there are several units with commercial space on the ground floor with residential uses above. The majority of the commercial units are vacant and provide a poor streetscape along Edge Lane, which links the Town Centre with the Metrolink Stop and residential area to the east.

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To secure the effective regeneration of Stretford there is a need to ensure the buildings in this area are brought back into full use and maximise their potential at an important gateway and link effectively to the Bridgewater Canal and Metrolink stop.

Stretford Public Hall

Stretford Public Hall is a Grade II listed building and a significant part of the architectural and historic fabric of Stretford. The Council vacated the building in 2014 and completed its disposal to the Friends of Stretford Public Hall in March 2015. The Hall is currently being utilised to provide space for artists' studios and office space. The Friends Group are continuing to progress proposals to bring the remainder of the building back into use for a mix of community, commercial and social uses.



Stretford Library



The Stretford Library building opened in 1940 and is located opposite Stretford Mall on Kingsway. Stretford Library is recognised as an important building locally and provides a range of services including, computer facilities, Wi-Fi and printing and scanning facilities.

Stretford Metrolink Station



Stretford is situated on the Altrincham to Bury Metrolink line and the station is an important public transport gateway into the town centre. The station originally served the Manchester South Junction and Altrincham Railway. The former street level booking hall building on Edge Lane currently contains retail and service uses.

Stretford House

Stretford House is a 25 storey residential block containing c120 apartments. The building was completed in 1965 and is owned by Trafford Housing Trust. It forms a highly prominent landmark and is situated adjacent to the A56 gyratory on the approach to the Town Centre from the south. Stretford House was subject to significant internal improvements several years ago.





St Matthew's Church

St Matthew's Church is a Grade II listed building constructed in the Gothic Revival style and is located on the A56 adjacent to the southern side of Stretford Mall. The building was completed in 1842 to replace the original Stretford Chapel built by the de Trafford family in the 15th Century. The church building is

surrounded by an attractive area of greenspace and adjacent to the St Matthew's Community Hall.

St Ann's Church

St Ann's Church is a Grade II listed building completed in 1863 on the east side of the A56 on the approach to the Town Centre from the north. It was designed by E W Pugin in the Gothic Revival style for the de Trafford family. The St Ann's Social Club / Parish Centre is situated off Cross Street between the Bridgewater Canal and the rear of the Church



New development in the Town Centre should be mindful of the setting of important historic buildings and heritage assets.

4. Vision and Objectives

Vision

The vision for the refreshed Stretford Masterplan is as follows:

'To transform Stretford Town Centre and the surrounding area into a prosperous, vibrant, attractive and safe destination with a strong identity that provides a wide range of facilities throughout the day and evening whilst maximising the opportunities for major investment and realising the full potential of existing assets'.

The proposed UA92 development, providing a high profile iconic higher education facility, has the potential to bring significant regeneration benefits to Stretford and transform the Town Centre through the provision of campus facilities attracting a diverse mix of students from across the UK and internationally. The proposed student campus would support significant additional activity and expenditure to the Town Centre, including support for the further development of a much needed evening economy, and provision of additional direct and indirect job opportunities. An education campus quarter adjacent to Emirates Old Trafford and the Old Trafford Metrolink stop will support existing and expanded facilities and deliver improved connections between the Town Centre and assets in the wider Stretford area.

The UA92 development will provide the context for further development at Stretford Mall helping support the large scale redevelopment of the southern portion of the existing building and the attraction of a range of new retail and leisure uses. The refreshed Masterplan and UA92 development will provide a catalyst for the delivery of other sites within the Town Centre and support the active reuse of vacant buildings such as the Essoldo.

The attraction of significant investment to Stretford will support the full delivery of future public realm improvements in the Town Centre following the completion of the phase one works.

The delivery of the refreshed Masterplan will help to meet community aspirations for the Stretford area and deliver a wide range of benefits. There will be a significant number of new jobs created through the development proposed that will be accessible to local residents and provide opportunities for upskilling. In relation to UA92 there are potential synergies with existing education providers including local schools, Trafford College and other academic facilities in GM and at MediaCity:UK. The delivery of the UA92 proposals would also support further investment into other leisure facilities in Stretford and the surrounding area.

To achieve the Vision identified for Stretford:

'The Masterplan will deliver a strong sense of place within Stretford Town Centre with a thriving retail and leisure offer for the local community alongside new commercial and residential development.'

Identified sites in Stretford will be developed to provide a range of new facilities and housing. New accommodation and facilities will be provided to support the development of the UA92 student campus, including the provision of purpose build student accommodation and amenities to significantly increase footfall, employment and expenditure in the Town Centre. Stretford Mall will be improved further with the opportunity for some demolition and redevelopment.

There will be a clear and distinctive identity for Stretford taking advantage of its heritage assets, existing town centre facilities and access to environmental assets including Stretford's parks, the Bridgewater Canal and the opportunity to create new landmark buildings. The Town Centre will be highly accessible with excellent public transport links and attractive pedestrian and cycle routes.

There will be a balance of independent operators alongside national chains in an attractive town centre environment. The Town Centre will include a range of retailers, new food and drink uses, commercial development, education facilities, leisure and entertainment uses, and a vibrant evening economy. There will be opportunities for those attending major cultural and leisure attractions in the surrounding area to visit and stay within Stretford. The area will contain a range of high quality community facilities that meet the needs of local residents and support activity within the Town Centre.

The UA92 campus quarter will support the further development of this area as an important destination and deliver improved connections with the Town Centre via an enhanced route along the A56 and Talbot Road forming a new innovation corridor'.

Objectives

The primary objective of the refreshed Masterplan is to secure the successful regeneration of Stretford Town Centre and bring forward sustainable development that realises its full potential and that of the surrounding Stretford area. The specific objectives that will help achieve this are:

- MO1: Bringing forward identified development sites to:
 - improve town centre gateways
 - develop unused, under-used or derelict land for a mix of uses
 - promote the full refurbishment, enhancement and reuse of historic buildings such as the former Essoldo Cinema and Stretford Public Hall
- MO2: Changing perceptions of Stretford and significantly enhancing the Town Centre offer by delivering:
 - enhanced retail, food and drink, service, and leisure uses
 - facilities to attract visitors and associated expenditure using major cultural and leisure attractions in the surrounding area
 - a Town Centre that can act as a vibrant social hub for the whole community
- MO3: Encouraging greater footfall throughout the Town Centre in the day and the evening with the delivery of:
 - a new higher education facility in Stretford

- a wider range of town centre facilities, particularly a functioning evening economy
- additional employment activity
- new residential development and a range of housing types
- MO4: Delivering improved public realm across the Town Centre to:
 - provide a strong sense of place
 - address poor air quality and congestion along the A56
 - provide enhanced pedestrian and cycle routes
 - improve connections to recreational assets and green spaces
 - deliver clear signage throughout the Town Centre
 - create a safe and secure Town Centre

5. Current Policy Framework

The refreshed Masterplan will support the delivery of national and local planning policy. This section provides a brief summary of the main planning policy documents and how they relate to the refreshed Masterplan.

National Planning Policy Framework

At the heart of the National Planning Policy Framework (NPPF) is the presumption in favour of sustainable development. Town centres are recognised by the NPPF as being at the heart of communities and planning policies should support their viability and vitality, promote competitive town centres, and provide customer choice and a diverse retail offer reflecting the individuality of town centres.

The NPPF requires that local planning authorities 'positively seek opportunities to meet the development needs of their area' and develop positive planning policies to promote competitive town centre environments. Where town centres are identified as being in decline, local planning authorities should plan positively for their future to encourage economic activity.

Greater Manchester Spatial Framework

The Greater Manchester Spatial Framework (GMSF) is a joint plan being prepared by the GM authorities. It will provide a framework to manage supply of land for new homes and jobs up to 2035. Within the draft GMSF there is an emphasis on delivering regeneration, new infrastructure, and reductions in carbon emissions. For Trafford the draft GMSF requires the delivery of 23,000 new homes, 120,000 sq.m new office floorspace and 1million sq.m industry and warehousing floorspace over the period up to 2035.

The draft GMSF was subject to public consultation in October 2016, where over 20,000 responses were received. The next iteration of the GMSF is currently being prepared to respond to the consultation; this may include revisions to provide an increased emphasis on development in town centres across GM, particularly for residential use.

Trafford Core Strategy

The successful implementation of the refreshed Masterplan will support the delivery of the adopted Trafford Local Plan: Core Strategy (2012). The Core Strategy sets eight Strategic Objectives for the Borough as a whole and 23 specific Place Objectives for Stretford. Stretford Town Centre is identified in the Core Strategy as a location for regeneration and change over the plan period.

Core Strategy Policy W2.4 states that Stretford Town Centre will be a focus for the consolidation and improvement of the convenience and comparison retail offer, as well as diversification to other uses such as offices, services, leisure, cultural and residential, as appropriate. Core Strategy Policy W2.6 identified the following actions for the successful delivery of regeneration in Stretford Town Centre:

- *New/improved retail floorspace to enhance the offer of the town centre, in particular within Stretford Mall and its immediate vicinity;*
- *New/updated commercial office accommodation and family oriented leisure facilities;*
- *New residential (apartment and family) accommodation (minimum of 250 units);*
- *Public realm enhancements and accessibility improvements around the A56 Chester Road – A5145 Edge Lane / Kingsway junction and between the town centre and the Metrolink station; and*
- *Securing the active reuse and preservation of the Essoldo building.*

The Core Strategy identifies the LCCC Quarter as one of its five Strategic Locations for new development. Policy SL3 states that *‘a major mixed-use development will be delivered in this Location to provide a high quality experience for visitors balanced with a new, high quality residential neighbourhood centred around an improved stadium at Lancashire County Cricket Club’.*

SPD2: A56 Corridor Development Guidelines

The A56 Supplementary Planning Document (SPD) sets out how the Council will promote improvements and reduce congestion along this important sub-regional transportation corridor through the provision of guidance to landowners, developers, architects, engineers, planners and other stakeholders. The SPD also provides guidance on how improvements will be implemented through such measures as planning applications, planning enforcement, development briefs and developer contributions.

The SPD identifies opportunity areas including Chester Road, Stretford, which are in need of improvement either through cleaning, landscaping or redevelopment. The Essoldo Cinema is specifically identified as one of the major opportunity sites for intervention. The SPD also includes general guidance for new development to ensure it enhances the townscape along the A56 and identifies measures to improve road safety and accessibility for pedestrians, cyclists, public transport users and the disabled. The Chester Road and Edge Lane junction is specifically identified as one of the gateways along the A56. Further guidance is provided on making the use of the A56 more environmentally sustainable including improving air quality, tree planting, and the linkage of greenspaces.

Trafford 2031

The Trafford Vision 2031 is part of a whole borough approach to creating place plans for Trafford for the next 15 years. The Vision 2031 will recognise the distinct places that make up Trafford, whilst shaping a Trafford identity and addressing inequalities. There are opportunities to invest in Trafford's towns and neighbourhoods, invest to save, make savings, reduce demand on services, build individual and community resilience, change culture and improve outcomes. The draft Vision 2031 sets out seven overarching Interventions:

1. Mersey Valley becomes a significant visitor attraction that connects the North to the South of the Borough.
2. Creating a national beacon for sports, leisure and activity for all, making Trafford a Destination of Choice.
3. Accelerate housing and economic growth so everybody benefits.
4. Co-designing and co-producing services to enable people, communities and businesses to work together, help themselves and each other.
5. One Trafford - Behaviour change and building stronger communities.
6. Developing a wider education and skills offer to better connect people to jobs.
7. Optimising technology to improve lives and productivity.

6. Building on Stretford's Assets

There are a number of important assets in Stretford which provide the basis for creating a successful and distinctive place. However many of these assets are currently under-exploited and fail to support the Town Centre effectively. Stretford's assets include:

- A strong local community
- Presence of historic buildings
- Proximity to environmental assets
- Accessibility by road, public transport, bike and foot
- Proximity to major destinations

Local Community

As set out previously there is a strong local community within Stretford and a desire to deliver a significant enhancement in facilities, develop a functioning evening economy and bring vacant sites and buildings back into active use. The area benefits from a diverse culture and a broad mixed population; the Town Centre should therefore have an offer that is capable of providing an appropriate range of facilities.

There are a large number of active community groups within Stretford and it will be important to continue to work with these groups to deliver the refreshed Masterplan. This will help ensure they can help to meet their needs and aspirations, whilst delivering the scale of change that is required to transform Stretford.

Heritage Assets

The refreshed Masterplan area contains four Grade II listed buildings, namely, Stretford Public Hall, the former Essoldo Cinema, St Ann's Church and St Matthew's Church. St Matthew's Church also contains the Grade II former base of Stretford Cross, which was previously sited at the junction of King Street and Chester Road. The former Post Office building on King Street and Stretford Library on Kingsway are also buildings of historic interest and provide a link to Stretford's past. Collectively these assets provide an important contribution to Stretford's identity and character.



Environmental Assets

Stretford is located in close proximity to the Mersey Valley which provides access to the countryside. Victoria Park, Longford Park, Moss Park and Gorse Hill Park all provide attractive areas of public open space within walking distance of the Town Centre. Longford Park is the largest municipal park in Trafford and is home to a wide range of sporting and community facilities including, the Longford Athletics Stadium, Firwood Community Centre, football pitches, tennis and basketball courts,

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pets corner and a café. Turn Moss Playing Fields provides the largest area for outdoor sports facilities in Trafford. A section of the Bridgewater Canal runs through the Town Centre whilst existing development currently provides poor and inactive frontages there is potential to develop an attractive waterside setting. Stretford also benefits from access to the Trans Pennine Trail, which is a national coast to coast route that provides a largely traffic free environment for walking and cycling.



Accessibility

Stretford benefits from excellent accessibility by both road and public transport. The Town Centre sits at the junction of the Manchester to Altrincham and the Stockport to Urmston bus corridors providing regular connections from destinations across GM. The Stretford Metrolink stop provides regular connections from destinations across Trafford and GM. However the stop and the physical environment surrounding it does not currently function as an effective gateway to the Town Centre.



Stretford benefits from good road connectivity via the A56 corridor and proximity to junction 7 of the M60, however current routes for both pedestrians and cyclists are poor. Three of the pedestrian subways at the A56 junction have now been removed as part of the phase 1 public realm improvements with new surface level crossing points provided on all four arms delivering more accessible and fully DDA compliant routes. As part of future public realm works there are opportunities for further improvements to accessibility for pedestrians and cyclists, particularly along Kingsway, Edge Lane and Talbot Road.

Proximity to Major Destinations

Stretford Town Centre is located in close proximity to a number of major destinations including MUFC, LCCC, Imperial War Museum North, Trafford Quays Lesiure Village, intu Trafford Centre and MediaCity:UK. Whilst these bring large numbers of people into the local area there is currently little to attract them to spend additional time in the Town Centre or the wider Stretford area and capture the resulting expenditure. Furthermore Stretford is a major gateway into the Mancheste City Region and its assoicated facilities. The delivery of the refreshed Masterplan will provide additional facilities attracting visitors in the wider area to spend more time and money in Stretford and the Town Centre.



7. Challenges and Opportunities

National Economy

Town centres nationally have faced significant challenges over recent years as a consequence of fundamental changes to the retail sector following the economic downturn, shifting socio-demographics and market trends; including the growth of out of town shopping and online retail. More recently the national economy has recovered somewhat with improved consumer confidence, wage growth, and low interest rates and inflation. This has resulted in growth in consumer spending and reductions in town centre vacancy rates, although the potential impact of Brexit is yet to be fully known.

Not all sectors of the retail market have benefited from growth and the market remains fragmented with secondary town centres comprised of smaller format national multiples continuing to struggle; those town centres with a strong local independent offer have proved to be more resilient. Overall significant challenges remain in attracting major investment to non-prime locations.

The residential property market suffered a significant change in the aftermath of the economic downturn, declining from a peak in 2007. Whilst the UK experienced a return to a stronger housing market in from c2010 onwards, growth nationally has slowed in 2017 with slow or negative house price growth and subdued transaction levels in some areas.

Ensuring sufficient housing supply to meet demographic trends has become an increasing issue, particularly in light of the low number of residential units delivered over the last 10 years. New ways of ensuring sufficient housing supply is becoming an increasing priority with renewed focus on town centre living.

Town Centre Performance

Within Stretford Mall and the immediately adjoining units, 157 retail/service units were recorded in June 2017. Of these, 29 percent were identified as being vacant. This is significantly higher than the Trafford average of 10 percent.

There are 36 retail/service units in Stretford Town Centre outside the Stretford Mall boundary. These are situated along Chester Road, Barton Road and along Edge Lane. Of these units, 28 percent (10 units) were recorded as being vacant in June 2017. There is a particular cluster of vacant units along Edge Lane, and one on Chester Road. Comparing the Town Centre vacancy rates across previous years shows that vacancy rates peaked in September 2014 at 43 percent. Since 2014 there has been a 14 percentage point reduction in the vacancy rates and footfall has increased by 10 percent over the last year. However the high vacancy rate is an ongoing concern and in August 2017 Tesco announced the intention to close their existing store at the Mall by January 2018 which would result in a large vacant anchor unit.

Within the Town Centre there is an increasing trend for previously vacant retail units being utilised for non-retail uses, including a dance studio (Topaz Dance) on King

Stretford Refreshed Masterplan (Consultation Draft September 2017)

Street, Pure Gym and the playgroup/crèche Flexi-Minder at Stretford Mall, Stretford Sip Club on Barton Road and a pop up restaurant on Chester Road, all contributing to increased footfall throughout the day and the development of an evening economy. It will be particularly important that the further development of the retail offer and evening economy in Stretford is sufficiently innovative and distinctive from the existing offer in the wider catchment area.

Universities Sector

The UK is currently home over 160 higher education providers and around two million students. It is estimated by Universities UK that the sector accounts for 2.8% of UK GDP (£73bn) and 2.7% of all employment (over 757,000 FTE jobs). The Higher Education White Paper (2016) recognised the importance of universities in economic growth through their role in generating *“the know-how and skills that fuel our growth and provide the basis for our nation’s intellectual and cultural success”*.

As primarily non-profit making organisations, universities spend the majority of their income, which supports direct employment, the provision of goods and services and collaboration with businesses, particularly SMEs. Universities can also support economic growth through their role in regards to civic identity, skills and education, research and innovation, attracting of businesses and researchers and outreach. Furthermore university staff and students have personal expenditure which supports a significant number of indirect jobs and the provision of facilities.

The student accommodation sector is a growing and established market with over 568,000 purpose built student bed spaces in the UK in 2017. Recent evidence suggests that students increasingly wish to live in modern, high quality, purpose-built developments.

Residential Market

Trafford has a resilient housing market and is widely considered an attractive place to live and develop new homes. The residential property market in Trafford has seen significant growth in house prices above the GM and UK averages over the last 5 years. Whilst the housing market in Stretford has been weaker than Trafford as a whole over the last 5 years, Land



Registry data on sold house prices demonstrates that there has been a 17% growth in Stretford over the last 2 years. The Stretford housing market has strengthened further over the last 12 months with the increase in house prices now above the Trafford, GM and UK averages. It is anticipated that this level of growth in house prices, relative to national trends, can be maintained given the area’s underlying strengths including, excellent transport connections, high performing schools, proximity to the Regional Centre, and the Council’s strategy for further growth and development in Stretford.

Within the draft GMSF there is a requirement for Trafford to deliver around 23,000 new homes over the period up to 2035. It will be important to ensure that sufficient housing or the right mix is delivered in the right locations to support Trafford's economic growth ambitions. New residential development in Stretford will not only meet the identified need for new homes in Trafford but also support the development of the Town Centre offer by providing additional footfall and expenditure and bring vacant sites back into active use. The delivery of new residential development will be supported by new community facilities within the area, including additional school provision as required.

Land Ownership

There are a number of Council land holdings within the refreshed Masterplan area. The Council owns the Lacy Street Car Park, Stretford Library, several parcels of land along Chester Road and Kingsway and the Manor Farm Industrial Estate. Whilst the Council owns the freehold interest for the Stretford Mall site the majority is currently on a long lease to Apollo Global. Privately owned sites include the Essoldo, properties along Edge Lane, the Royal Canal Works, the former Boatyard, Royal Mail Delivery Office, Probation Service office, Atlas Heating and Bathrooms, Corona Court Industrial Estate and Mitford Lodge.

Where the land interests required for delivery of identified development sites are not in the ownership of the delivery parties and they cannot be acquired by negotiation it may be necessary for the Council to use their compulsory purchase order (CPO) powers to realise the regeneration benefits of the refreshed Masterplan.

Movement and Highways

The A56 is a major arterial route thorough Trafford. It cuts through the heart of the Town Centre and severs Stretford Mall from the local population and assets such as the Bridgewater Canal, Metrolink stop and landmark buildings, including the Stretford Public Hall and the Essoldo Cinema. The layout and physical environment along Kingsway and Edge Lane further acts as a barrier to effective pedestrian and cycle movement. As a consequence the highways infrastructure and associated traffic dominates the Town Centre environment.



Stretford Refreshed Masterplan (Consultation Draft September 2017)

Townscape and Public Spaces

The townscape throughout the Town Centre is generally considered poor and uninspiring in appearance which contributes to negative perceptions of the area as a destination. Furthermore landscaping is dated and of poor quality. There is a lack of high quality and functional public open spaces within the Town Centre and linkages to existing environmental assets are poor. Whilst the phase one public realm improvements provide new landscaped areas around the A56 junction and at the King Street entrance to the Mall, significant additional improvements are required.



The built form within the Town Centre is particularly dominated by Stretford Mall and adjoining units. There are a number of blank and inactive frontages at various locations; in some areas the rear of retail units or service yards front onto the street. The vacant Essoldo Cinema and adjacent properties along Edge Lane provide a particularly poor streetscape at an important gateway location.

There are attractive recreational areas and high quality public open spaces located within walking distance of the Town Centre at the Victoria, Longford, Moss and Gorse Hill parks and at Turn Moss, Stretford Meadows and the Mersey Valley.

8. Illustrative Refreshed Masterplan

Stretford currently lacks a diverse retail offer, an evening economy, an appropriate range of leisure and entertainment uses, and development that maximises the impact of assets such as its historic buildings and the Bridgewater Canal. The absence of these has an adverse impact on the performance of the Town Centre and wider Stretford area, and its ability to provide a prosperous, vibrant, attractive and safe destination.

To achieve the vision of transforming Stretford it will be necessary to provide a wide range of new and enhanced facilities, maximising the opportunities for major investment and realising the full potential of existing assets.

Stretford Town Centre

The refreshed illustrative Masterplan for the Town Centre is shown in Figure 4 below and seeks to define the role and function of different areas. This builds on the original Masterplan in setting out how major regeneration will be delivered in Stretford.

Land uses at important gateways should provide a sense of arrival with scale, massing and design particularly important in defining these spaces. Leisure and residential uses will be promoted on both sides of the Bridgewater Canal with more attractive routes provided throughout the Town Centre. The UA92 student campus will provide a student hub alongside other facilities at the Essoldo building. The Lacy Street site will provide student accommodation with retail and café/restaurant uses at ground floor level.

Stretford Public Hall will provide a continued focus for community uses with improved connectivity with the Mall, Essoldo, Metrolink Stop and the Bridgewater Canal. Improved linkages will be provided between the Mall and development on the north side of Kingsway and the existing retail and commercial uses along Barton Road. The Manor Farm Industrial Estate will be redeveloped to deliver new homes integrating with the existing residential community. The delivery of new development at the A56 Gyratory and at other sites along the A56 will significantly improve the gateways to Stretford Town Centre and address the fragmented urban grain.

The delivery of public realm improvements and new development will provide a significantly enhanced gateway to the Town Centre, help to alleviate the severance caused by the A56 and Kingsway, and deliver an improved physical environment.

UA92 Campus Quarter and The Innovation Corridor

The LCCC Quarter area contains a major international sporting attraction in the Cricket Club and is adjacent to the iconic MUFC Old Trafford Football Stadium. It also contains a number of important community facilities such as Trafford Town Hall, Trafford College, Stretford Police Station and Stretford Leisure Village. There is a significant opportunity to improve the visitor experience in this area and deliver new development. This will promote improved linkages with the wider Stretford area.

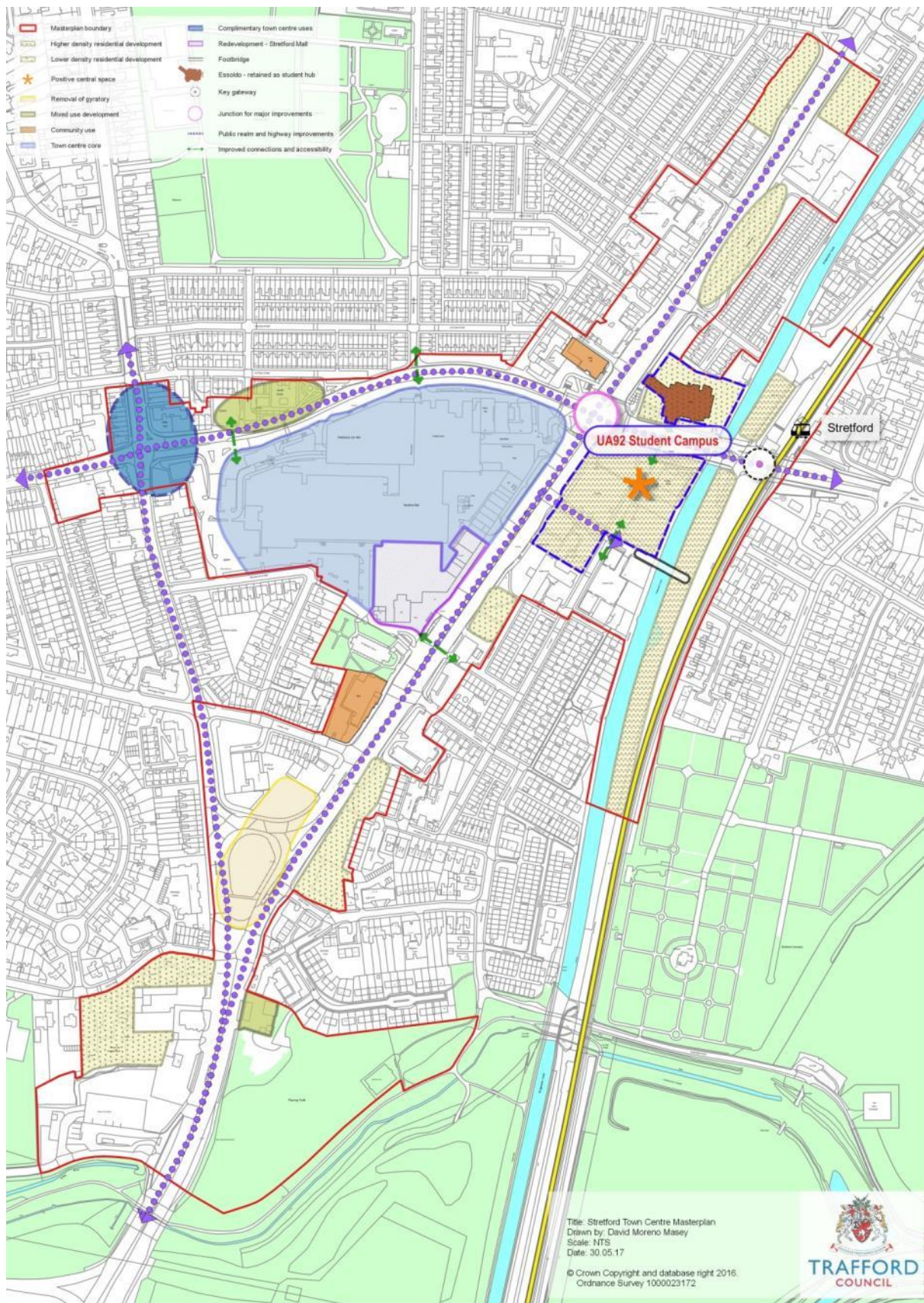
The UA92 campus quarter will be established on the site of the Kellogg's office block on Brian Statham Way adjacent to Old Trafford Metrolink Stop and LCCC. This area will comprise teaching and learning accommodation alongside other facilities and employment space.

A Processional Route will be created with a distinctive and iconic piece of linear public realm stretching from the Old Trafford Metrolink stop along Brian Statham Way, Warwick Road, Sir Matt Busby Way and Sir Alex Ferguson Way to The Quays / MediaCity:UK area. The route will comprise high quality surfacing, enhanced green infrastructure and appropriate provision for walking, cycling and vehicles.

The delivery of an enhanced street scene along Talbot Road and the A56 from the UA92 campus quarter to Stretford Town Centre will significantly improve the connectivity of these areas and their role as an important gateways between Stretford and both Manchester City Centre and The Quays / MediaCity:UK. It will be particularly important to ensure effective signposting and improved pedestrian and cycle routes are delivered along the A56 / Talbot Road corridor to facilitate connectivity. This will form the innovation corridor linking the campus quarter with the student campus and the Town Centre. It will help to maximise the regeneration benefits for Stretford from the UA92 proposals and support further opportunities for investment and growth.

A new green route will be delivered along Edge Lane from the A56/Edge Lane junction to Turn Moss Road. This will provide enhanced connections from the Town Centre to Longford Park (including the area surrounding the Longford Athletics Stadium), and improved sporting facilities at Turn Moss Playing Fields. It will also provide an enhanced gateway into Stretford and Trafford from Chorlton and the South Manchester area.

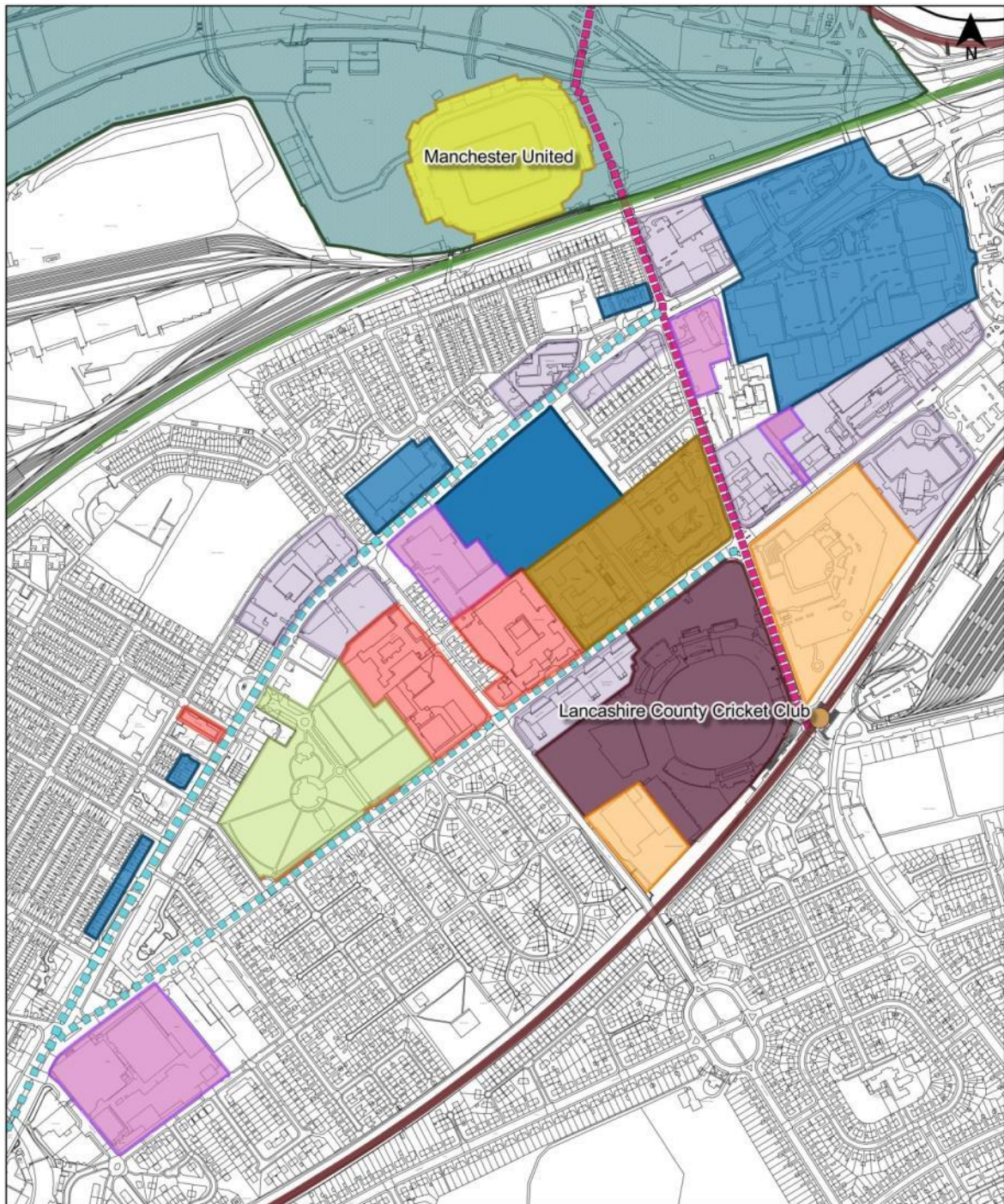
Figure 4: Stretford Town Centre, Illustrative Masterplan



Source: Trafford Council (August 2017)

Stretford Refreshed Masterplan (Consultation Draft September 2017)

Figure 5: UA92 Campus Quarter and Innovation Corridor, Illustrative Masterplan



- | | | | |
|-----------------------|-------------------------|-----------------------|-------------------|
| Trafford Boundary | Existing Employment | Gorse Hill Park | Metrolink Station |
| UA92 Education Campus | Existing Education | Enhanced Street Scene | Metrolink |
| Civic | Residential Opportunity | Processional Route | |
| Existing Retail | Trafford Wharfside | Railway | |



Title: UA92 Education Campus
 Drawn by: David Moreno Masey
 Scale: NTS
 Date: 25.08.17

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 Ordnance Survey 1000023172

Source: Trafford Council (August 2017)

Stretford Refreshed Masterplan (Consultation Draft September 2017)

9. Town Centre Public Realm and Movement

Successful town centres require good quality streets and spaces that provide an attractive physical environment. The original Masterplan recognised that the public realm in Stretford Town Centre was tired and dated with poor linkages between important areas, a lack of any sense of arrival at town centre gateways, poor animation along the A56, Kingsway and Edge Lane, and limited activity in the evenings resulting in a town centre that feels sterile and lifeless.



The regeneration of Stretford will require the provision of significant improvements to the physical environment, enhanced gateways to the Town Centre, and safe and attractive routes for pedestrians and cyclists. This will support the further development of the evening economy and support activity outside core retail hours. More active building frontages throughout the area will provide a more attractive environment in which people want to spend time. Improved signage and public realm improvements will deliver enhanced linkages between the Town Centre, environmental assets including the Bridgewater Canal and Stretford's parks which offer attractive areas of formal green space, and existing major commercial, tourist and leisure destinations in the wider Stretford area.

Public Realm and Movement Strategy

To facilitate the change required a Public Realm and Movement Strategy was commissioned in 2014. The key principles that informed the development of the Strategy were the creation of high quality public realm reflecting local character; mitigation of the negative impact of traffic flows along the A56; provision of more attractive pedestrian and cycle routes; development of new compact spaces where people can gather to meet and socialise; a level of consistency and quality for the public realm across the Town Centre; and a flexible approach to delivery and phasing.

The Council carried out a six week public consultation on the public realm and movement proposals for the Town Centre between September and October 2015. *Stretford Refreshed Masterplan (Consultation Draft September 2017)*

Over 300 representations were received during the consultation period which informed the development of the overall themes and the vision for specific project areas. The main points raised during the consultation were:

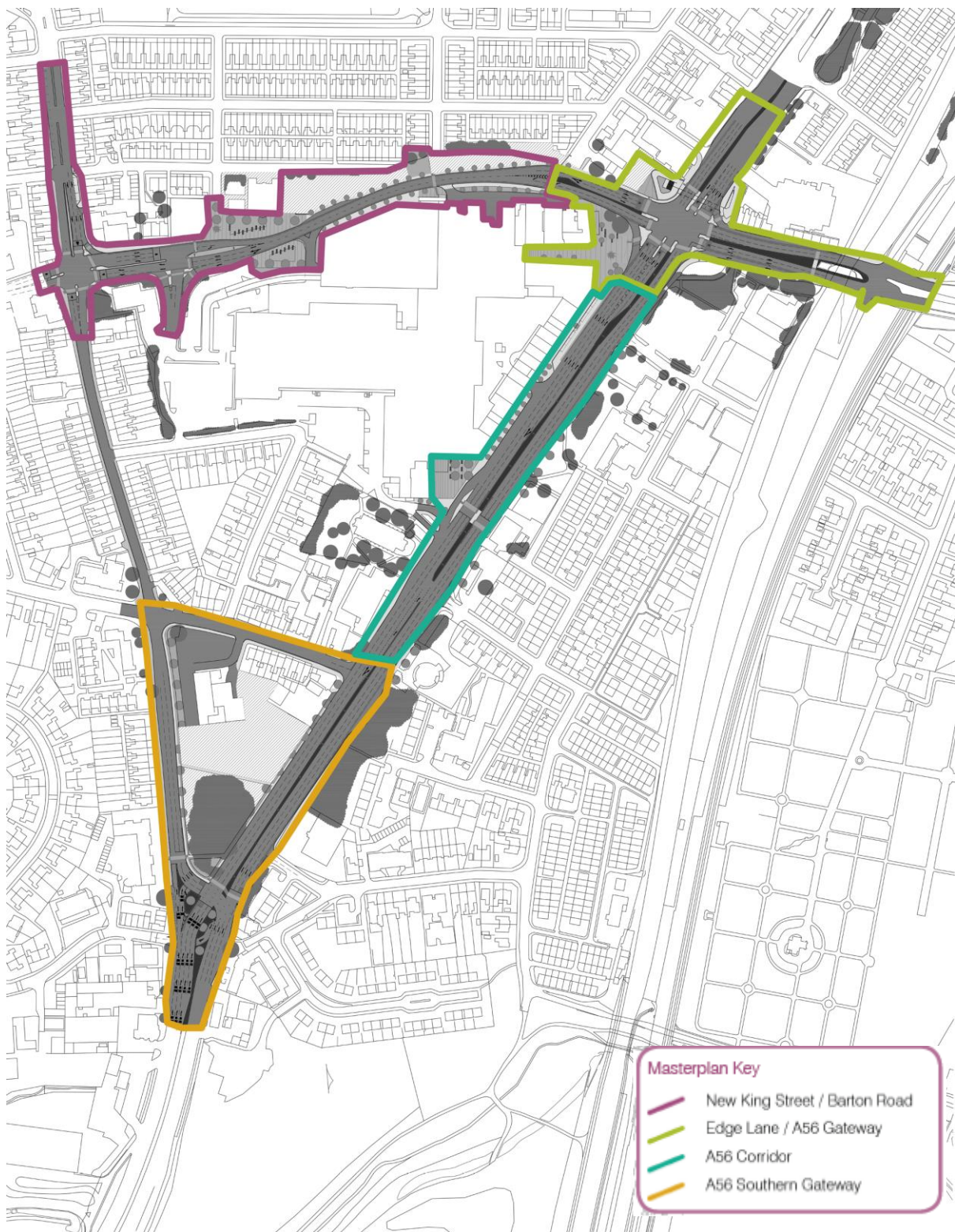
- Almost 3/4 of respondents supported the proposed removal of the subways.
- A strong desire was expressed to develop an enhanced evening economy within the Town Centre.
- Addressing the poor quality of the physical environment and vacant buildings along the Edge Lane corridor was identified as a particular priority.
- A perception was expressed that Stretford has not received the same attention as other town centres within Trafford and that previous proposals have not come forward.

The final Stretford Public Realm and Movement Strategy was completed in December 2015 and proposed a series of integrated improvement projects for the Town Centre that will encourage inward investment, stimulate community pride and rejuvenate failing areas. The identified projects, shown in Figure 6, are broken down into the following areas of opportunity:

- **A56/Edge Lane Gateway:** Removal of three of the existing subways and provision of surface level pedestrian crossings across all four arms of the junction. The subway between the Essoldo and Stretford Public Hall is retained to provide a choice of crossing method. The removal of the subway infrastructure will release land for new development and public space.
- **A56 Corridor:** Structural tree planting to define the road corridor and provision of signature lighting columns with higher quality paving to signal to motorists that they are entering the Town Centre. The opening up of the external frontages of Stretford Mall to provide greater street animation and land made available for further public realm improvements around the Mall entrance.
- **New King Street and Barton Road:** Recreation of a street environment along Kingsway, which is redefined as 'New King Street', with a section of road narrowing to one lane of traffic in each direction. The provision of improved connections across 'New King Street' with new development and public space utilising land from the removal of the subway and partial road narrowing. Improvement works at the Barton Road junction with Kingsway will improve integration with the rest of the Town Centre.
- **A56 Southern Gateway:** Enhancement of the gateway/arrival point into Stretford from the south by removing the existing gyratory and realignment of the highway. This will release land for new landmark development defining the gateway into the Town Centre and enable the improvement of crossing facilities for pedestrians and cyclists.

The A56 through Stretford Town Centre falls within the GM Air Quality Management Area (AQMA). Projects should be developed further in the context of the GM 2040 Transport Strategy, Low-Emissions Study for GM and the National and GM Air Quality Action Plans, seeking to improve air quality throughout Stretford. This will include consideration of improvements to tackle congestion, improve the efficiency of the highway network, promote sustainable modes of travel, better integration of transport and new developments alongside increased and replacement tree planting.

Figure 7: Proposed Public Realm Projects



Source: Gillespies (December 2015)

Phase One Public Realm Improvements

Following completion of the Public Realm and Movement Strategy the detailed design work for a phase one public realm improvement scheme at the A56/Edge Lane Gateway was undertaken in 2016. The detailed designs were subject to public consultation in Summer 2016 after which a final scheme, shown in Figure 7, was prepared incorporating:

- Provision of new pedestrian crossing facilities at A56/Edge Lane Junction and closing three of the existing subways.
- Retention of the existing subway between the Essoldo and Stretford Public Realm.
- Improvements to the King Street entrance to Stretford Mall.
- Delivery of an additional right turn lane from the A56 onto Edge Lane.
- Creation of an improved sense of place upon arrival to Stretford Town Centre.
- Introduction of a distinctive palette of paving materials and street furniture (including lighting columns) to strengthen local character.
- Reduction of the speed limit from 40mph to 30mph on the A56 through Stretford Town Centre.

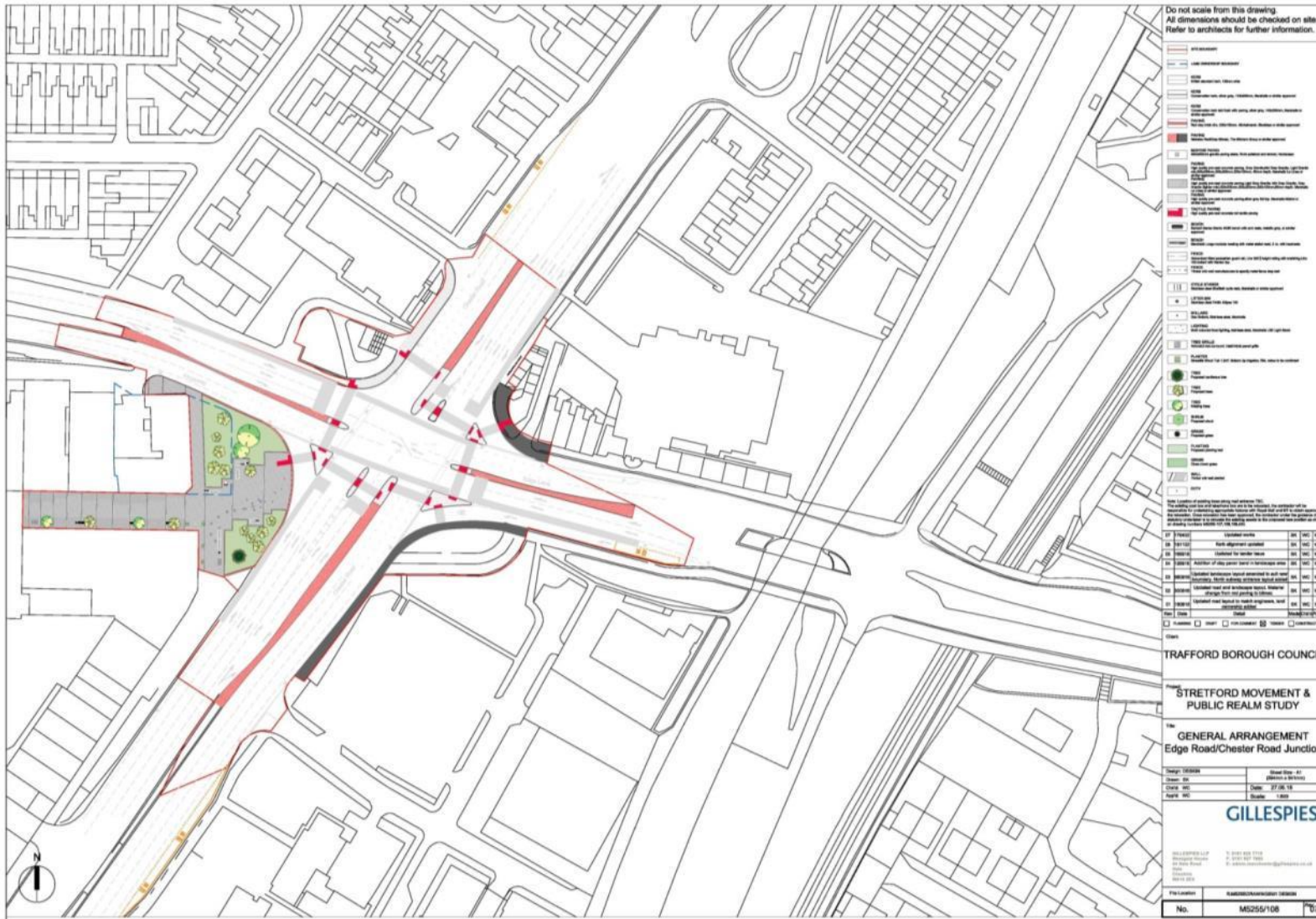
The phase one works started in site in April 2017 and completed in October 2017. The 40mph speed limit was revoked in March 2017 and a 30mph speed limit is now in place through the Town Centre on the A56 from just north of the M60 (junction 7).

Future Public Realm Improvements

Future phases of public realm works will seek to deliver further improvements to the physical environment in the Town Centre, pedestrian and cycle movement, open spaces and town centre gateways, whilst reducing the severance caused by the existing highways arrangements. These works will incorporate the A56 Corridor, Edge Lane, Kingsway, Barton Road and the A56 gyratory. The detailed design works and implementation of these future phases of public realm improvements will be progressed as further funding becomes available.

The successful implementation of the phase one works and further improvements will help support the Town Centre in maximising the benefits from public and private sector investment and attracting further end user interests.

Figure 8: Phase One Public Realm Project



Source: Gillespies (June 2016)

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10. Development Opportunities

There are a number of development opportunities within the Town Centre and the wider Stretford area that will deliver the vision for the refreshed Stretford Masterplan. The Masterplan does not formally 'allocate' land for development but will provide a framework for the delivery of major regeneration, maximise the impact of current opportunities and help to avoid piecemeal development.

The UA92 development has the potential to bring significant regeneration benefits to Stretford and transform the Town Centre and wider area through the provision of high profile and iconic campus facilities incorporating new teaching and learning space, student accommodation and supporting facilities, attracting a diverse mix of students from across the UK and internationally. The proposed student campus will support significant additional activity and expenditure to the Town Centre, including support for the further development of a much needed evening economy, and provide additional direct and indirect jobs. Led by partners benefiting from a strong reputation and existing brand the UA92 development will act as the centrepiece of the refreshed Masterplan and a catalyst for significant further investment, bringing vacant sites and buildings back into use, improving connections to existing major destinations in the surrounding area and accelerating the delivery of development.

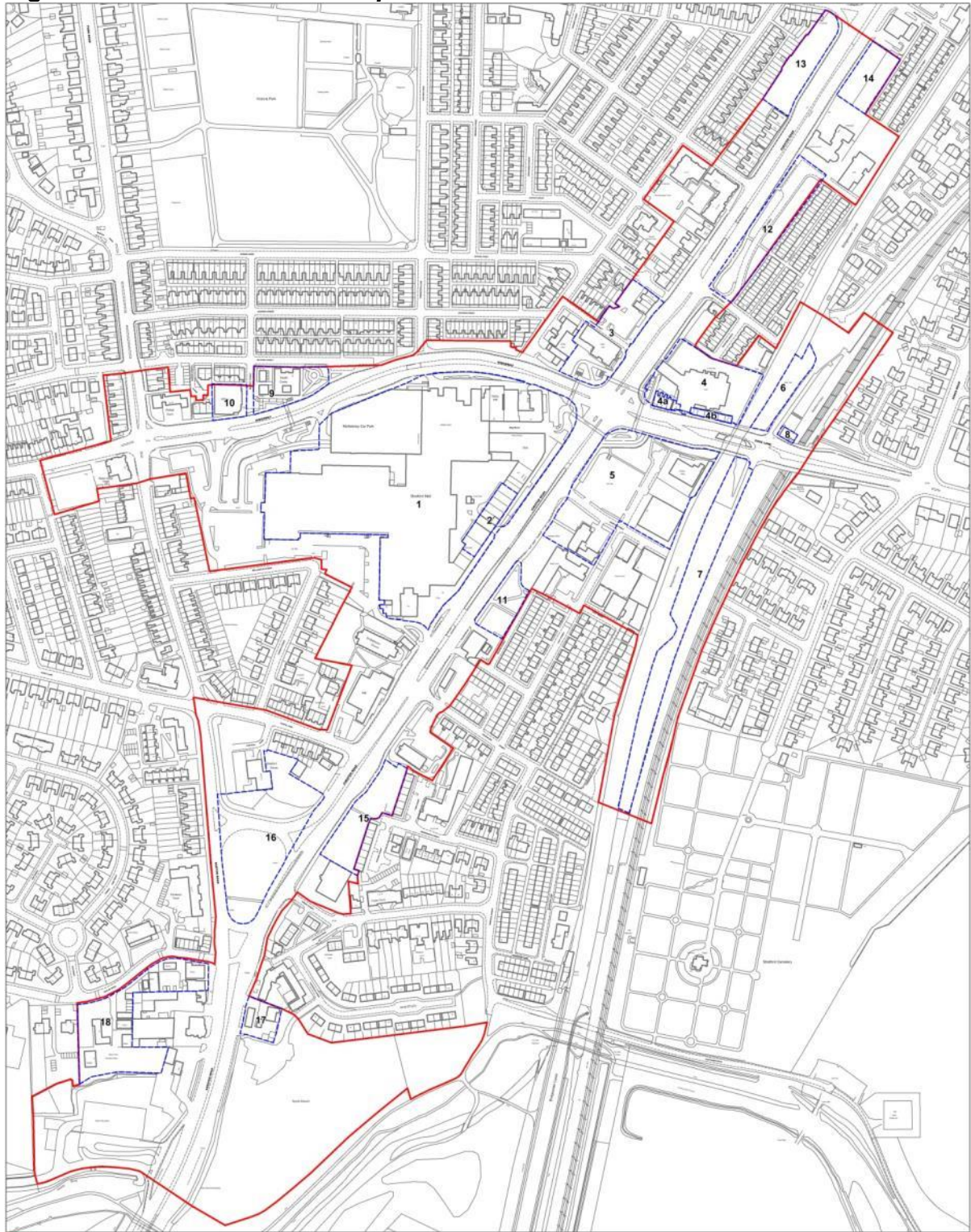


The approach to the regeneration of Stretford through the refreshed Masterplan is focused primarily on delivery of the UA92 student campus and campus quarter, introducing a wider mix of uses into the Town Centre, reusing historic buildings, developing an enhanced evening economy and improving the linkages between assets such as the Bridgewater Canal, surrounding commercial, leisure and international visitor destinations, the Mersey Valley and Stretford's parks.

Town Centre Development Sites

There are 18 development sites, shown in Figure 8 below, that have been identified within the refreshed Masterplan Town Centre area where there is potential for intervention or new development to accommodate identified opportunities. The delivery of these sites will address the challenges faced by the Town Centre and collectively deliver the vision and objectives of the refreshed Masterplan bringing life and vitality to the area and securing the transformation of Stretford.

Figure 8: Town Centre Development Sites



Masterplan Boundary

Project Sites

- | | | | |
|---------------------------|---------------------------------|---------------------------------|-----------------------------------|
| 1 - Stretford Mall | 4b - Edge Lane Shops (2) | 9 - Mitford Lodge & The Surgery | 14 - Land off Raleigh Street |
| 2 - Arndale House | 5 - Lacy Street Car Park | 10 - Stretford Library | 15 - Land off Brunswick Street |
| 3 - Stretford Public Hall | 6 - Former Boatyard | 11 - Land off Nelson Street | 16 - A56 Gyrotory |
| 4 - Essoldo Cinema | 7 - Royal Canal Works | 12 - Land off Cross Street | 17 - 1299 Chester Road |
| 4a - Edge Lane Shops (1) | 8 - Stretford Metrolink Station | 13 - Land off Derbyshire Lane | 18 - Manor Farm Industrial Estate |

Plan of Stretford Town Centre Including Project Sites

Scale: Not To Scale

Author: A.T

Spatial Data Team

Date: 20/01/2017

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Ordnance Survey 100023172.

Source: Trafford Council (August 2017)

Site 1: Stretford Mall

Stretford Mall is recognised as being central to the economic health of the Town Centre. Whilst the Mall has benefited from recent investment, the vacancy rate remains high and further intervention is required. There are opportunities to attract further significant investment through reconfiguration and redevelopment, a consolidation of retail space, the creation of more attractive and outward facing frontages and the introduction of a wider mix of uses, potentially including residential.



There is a specific opportunity for the partial redevelopment of the Mall and a planning application was submitted to the Council in July 2017 for the demolition of its southern portion and some of the frontage onto Chester Road. Ensuring that this site maximises its potential with a suitable landmark development will be critical in positioning Stretford as a modern and competitive destination. Development at this site should be outward facing and support the delivery of a wider mix of town centre uses.

The continued development of the Stretford Mall site will provide:

- a balance of national retailers and independent stores;
- new restaurant, bar and café uses;
- leisure and family orientated activities;
- professional services;
- community facilities; and
- residential accommodation.



Site 2: Arndale House

Arndale House is an office block located above Stretford Mall. The future of this site will need to be considered alongside the plans for Stretford Mall as a whole, including potential for its demolition as part of a comprehensive redevelopment scheme. If the unit is to be retained it could be refurbished to offer higher quality commercial premises or be converted for residential use.



An internal and external refurbishment would improve the physical appearance of this landmark building with the ground floor entrance on Chester Road improved to provide a more attractive frontage.

Site 3: Stretford Public Hall

In order to ensure its active use by the community, the Council disposed of the Grade II listed Stretford Public Hall to the Friends of Stretford Public Hall group in March 2015.

The Friends Group are currently bringing the whole building back into active use for a range of community, social and commercial uses. In April 2017 the Friends Group secured funding of over £250,000 via a co-ownership shares offer with £100,000 match funding from Power to Change. The secured funding will finance essential urgent repairs to the building and bring the ballroom back into full use creating the largest cultural space in Stretford. This will make a significant contribution to the vitality of the Town Centre, supporting activity throughout the day and evening, while providing a strong community focal point for Stretford.



The Council will continue to work with the Friends Group to support the successful delivery of their aspirations and ensure they link effectively with proposals for the rest of the Town Centre, including improvements to the public realm.

Site 4: Essoldo Cinema

The Grade II listed Essoldo Cinema has been vacant since 1995. The Council has proactively engaged with the owner of the building over several years in order to bring the building back into active use. Whilst a number of proposals have been explored with the owner, to date these have not come to fruition and the building remains vacant. Adjacent to the Essoldo are several buildings with commercial ground floor units with residential uses above; these two areas are identified as sites 4a and 4b.



There is a specific opportunity to bring the former Essoldo back into active use as part of the UA92 student campus. New development of low scale buildings could be provided sensitively around the Essoldo building to provide a mixture of student residential types within single sided buildings, mews and townhouses. The former Essoldo building itself will provide opportunities for the provision of student amenities and other uses accessible to the whole community, including the potential for a relocated and significantly enhanced library facility. The provision of new development will protect and enhance the original entrances to the Essoldo and effectively screen the buildings blank elevations. There is potential to create a shared surface at the north side of the Essoldo with front doors from low rise town house student accommodation to activate this area. A new pedestrian link would be provided through to the canal opening up access to this important asset.



Source: 5Plus (July 2017)

The effective reuse of the former Essoldo and development of the adjoining land and buildings will bring a long term vacant landmark building back into active use, secure the future of this listed building and help to strengthen the linkage between the Stretford Metrolink stop and the Town Centre whilst improving access to the Bridgewater Canal and taking full advantage of the proximity to this waterside setting.

Site 5: Lacy Street

The Lacy Street site forms a prominent gateway into the Town Centre and is situated between some of the its main landmarks including Stretford Mall, the Essoldo Cinema and Stretford Public Hall. As such it provides a major opportunity to enhance perceptions and raise the profile of Stretford, improve connections between destinations and open up the area to the Bridgewater Canal.



The site currently provides an area of Council owned surface car parking, the Post Office Sorting Depot, the Probation Service office and premises for Atlas Bathroom and Heating. The removal of the subways and associated infrastructure adjacent to the site provides additional development land. The site was identified in the original Masterplan as having potential for the

delivery of mixed use development taking full advantage of its gateway location and contributing to an attractive route between the core of the Town Centre, the Metrolink Stop and Bridgewater Canal. Given that a significant portion of the site is already under the control of the Council it represents an important opportunity to be a catalyst for wider regeneration.

There is a specific opportunity as part of the UA92 student campus for the creation of a main 'Quad' at the Lacy Street site. This would provide a major focal point and landmark building to the A56 / Edge Lane gateway. The development would create a strong frontage to the site with an opportunity for significant commercial exposure. The site would form an integral part of the student campus in the Town Centre and include a mix of commercial space for retail and café/restaurant uses at ground floor level with the remainder utilised for student accommodation of ultimately c1,700 bedspaces and amenity uses.



Source: 5Plus (July 2017)

The delivery of a building of significant scale at this location will provide a strong identity as part of the transformation of Stretford. The landmark building would be complemented by a cluster of buildings forming a semi enclosed large open space with the landscaped area activated by local residents and students. The development would provide an active frontage to the Bridgewater Canal integrating this asset with the Town Centre. Enhanced connections would be made between the Bridgewater Canal, Chester Road, Stretford Mall, Edge Lane and the Metrolink Stop, with the proposed inclusion of a pedestrian bridge from the Lacy Street site to the Royal Canal Works site further enhancing connectivity.



Source: 5Plus (July 2017)

Site 6: Former Boatyard Site, Edge Lane

An outline planning application has been approved for the development of 26 residential apartments along the Bridgewater Canal at the former Boatyard site, adjacent to the Metrolink stop. The development of this site for new residential accommodation will take advantage of its waterside location and bring an area of brownfield land back into active use. This canalside development offers the potential to open up access from the Town Centre to this key environmental asset as part of a new ‘Stretford Wharf’ area and contribute to an improved gateway from the Metrolink Stop.



Its waterside location and bring an area of brownfield land back into active use. This canalside development offers the potential to open up access from the Town Centre to this key environmental asset as part of a new ‘Stretford Wharf’ area and contribute to an improved gateway from the Metrolink Stop.

Site 7: Royal Canal Works Site, Edge Lane

As with development at the former boatyard site, this site offers the potential to open up access from the Town Centre to the Bridgewater Canal as part of a new ‘Stretford Wharf’ area. Outline planning consent for the construction of 31 residential units on the Royal Canal Works site was granted in 2014. A revised planning application for 47 units was received by the Council in August 2017. The site offers potential to deliver new residential accommodation taking advantage of its waterside location with the potential for a new pedestrian bridge from the Lacy Street site integrating this development more effectively with the wider area.



Source: Elevate Architects (July 2017)

Site 8: Stretford Metrolink Stop

The Stretford Metrolink stop forms a major public transport gateway into the Town Centre and is sited at a prominent location along Edge Lane. A key issue at this site is the lack of an attractive route to the Town Centre and the absence of any sense of arrival.



The Public Realm and Movement Strategy recognised the need for the Metrolink stop to function as a more effective gateway. Proposed environmental improvement works include new wayfinding signage to key destinations such as the Town Centre, Longford Park and Turn Moss Playing Fields, and ensuring the existing station buildings provide an attractive street frontage.

Site 9: Mitford Lodge

The former Mitford Street Clinic building has been converted to a 10 bed house of multiple occupation and two commercial units known as Mitford Lodge. Planning consent for the conversion works was granted on appeal in November 2015. The Public Realm and Movement Strategy identified options to improve connectivity with the wider Town Centre across a remodelled Kingsway that will be known as 'New King Street'. This will involve closing the existing subway and introducing a new surface level pedestrian crossing. There is potential for comprehensive redevelopment of the site that could incorporate land that would be released by the removal of the subway, the adjacent area of Council owned landscaping and the former surgery building on Bennett Street.



Site 10: Stretford Library



The existing Stretford library is located on Kingsway and housed within the oldest operational library building in Trafford. The original Masterplan proposed the retention of the library at its current location. However the UA92 proposals could provide the opportunity for relocation to alternative premises offering a significantly enhanced facility providing

modern high quality public services. This could be delivered at the Essoldo alongside the provision of other community facilities at the UA92 student campus. This would release the existing library site for a potential comprehensive redevelopment alongside the Mitford Lodge site.

Site 11: Land off Nelson Street

There is an opportunity to develop the land off Nelson Street that fronts onto Chester Road for new residential development that addresses the existing terraced housing along Nelson Street. The redevelopment of this site would help to reinforce the street, provide active frontages and mend the fragmented urban grain through the Town Centre along the A56.



Site 12: Land off Cross Street

A portion of the land off Cross Street that fronts onto Chester Road could be developed for new residential development that addresses the existing terraced housing along Cross Street. The redevelopment of this site would help to reinforce the street, provide active frontages and mend the fragmented urban grain through the Town Centre along the A56. Specific consideration will have to be given to any impact on the Grade II listed St Ann's Church, existing landscaping and car parking provision along Cross Street.

Site 13: Land off Derbyshire Lane

There is an area of land off Derbyshire Lane that fronts onto Chester Road and provides the opportunity for a portion of the site to accommodate new residential development. This would help to reinforce the approach to the Town Centre, deliver active frontages and mend the fragmented urban grain along the A56. Specific consideration will have to be given to any impact on the Grade II listed St Ann's Church opposite and existing landscaping.

Site 14: Land off Raleigh Street

The land off Raleigh Street that fronts onto Chester Road provides an opportunity for a portion of the site to accommodate new residential development that helps to reinforce the approach to the Town Centre, provide active frontages and mend the fragmented urban grain along the A56. Specific consideration will have to be given to any impact on the adjacent Grade II listed St Ann's Church and existing landscaping.

Site 15: Land off Brunswick Street

There is an opportunity to develop some of the land off Brunswick Street that fronts onto Chester Road for new residential development that helps to reinforce the approach to the Town Centre, provide active frontages and mend the fragmented urban grain along the A56, with consideration given to the existing landscaping. The site could be developed alongside the adjoining Harrop Motors garage, located off Green Street, if this site were to become available for redevelopment.

Site 16: A56 Gyratory

The Stretford Public Realm and Movement Strategy proposed the remodelling of the existing A56 gyratory replacing it with a simpler three arm signal junction that improves traffic flows and routes for pedestrians and cyclists. The removal of the gyratory will provide the opportunity for a landmark development that can give scale to the existing Stretford House and act as a clear visual indicator of the entrance to Stretford.



Site 17: 1299 Chester Road



The 1299 Chester Road site currently comprises a car wash operation and various ancillary buildings. There is an opportunity for new development on the site that helps to reinforce the southern gateway into the Town Centre along the A56. Development at this site should also contribute to improved connections to the south east that includes the Highfield Close Playing Fields, and access to the Mersey Valley, Bridgewater Way and Trans Pennine Trail.

Site 18: Manor Farm Industrial Estate

The Manor Farm Industrial Estate is owned by the Council and comprises a mix of small industrial units accessed off Poplar Road close to the junction with the A56. There is an opportunity for the redevelopment of this site for residential use that integrates with the adjoining residential community.



Sites Outside the Town Centre

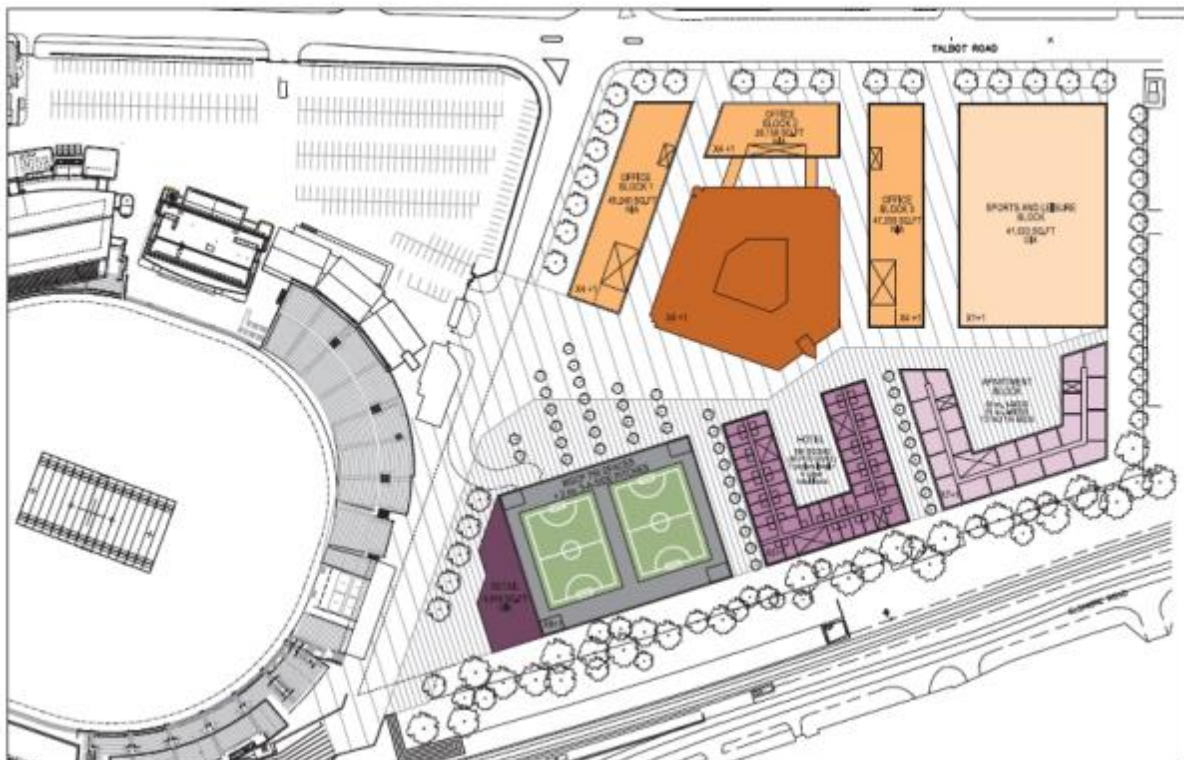
There are 12 development sites, shown in Figure 9 below, that have been identified within the wider Stretford area where there is potential for intervention or new development to accommodate new opportunities. The delivery of these sites will improve the linkages between existing major commercial, leisure and tourist destinations and the Town Centre and help to support the transformation of Stretford.

Site 1: Kellogg's Office



The Kellogg's office site is situated on the junction of Brian Statham Way and Talbot Road, adjacent to the Old Trafford Metrolink stop forming an important gateway into the Stretford area. The site will become available in 2018 when Kellogg's relocate their head office to MediaCity:UK. This will enable the redevelopment of this site to form the heart of the UA92 campus quarter. The development on the site will comprise

teaching and learning accommodation making use of the existing office building with potential for further expansion. The site will also incorporate a new state of the art leisure centre to replace the existing Stretford Leisure Village and provide a significantly enhanced facility. Further development on the site will include a multi-storey car park, playing pitches, office space, residential accommodation, ancillary retail and a hotel.



Source: BDP (June 2017)

Stretford Refreshed Masterplan (Consultation Draft September 2017)

Site 2: Lancashire County Cricket Club / Emirates Old Trafford

Emirates Old Trafford is the home of LCCC and the focal point of the LCCC Quarter. Since 2009 the Emirates Old Trafford cricket ground has undergone a process of significant redevelopment with the aim of securing more international cricket matches and generating year round funding streams for the Club, for example through the events facilities provided within The Point. The development of a new 150-bedroom, 4 star hotel within the ground that will be operated by Hilton Garden Inn opened in September 2017. The continued development of the site will support the UA92 campus quarter and strengthen further its position as a nationally significant, sports-based visitor destination.



Site 3: Former B&Q Site

The former B&Q warehouse is bounded by LCCC to the north and east, the Metrolink line to the south and fronts onto Great Stone Road. Prior to its use by B&Q the building was occupied by a bowling alley and then the 3,000 capacity Hardrock Concert Theatre. The B&Q store closed in 2016 and in 2017 a planning application was submitted for its demolition. Further proposals for the redevelopment of this site should form part of the UA92 campus quarter offer with the opportunity for new development linked to LCCC site, including the provision of shared sporting facilities.



Site 4: 86 Talbot Road

86 Talbot Road is a vacant site that was previously occupied by an office block. The site has planning consent for the development of a 90 unit apartment building of 10 storeys. There is a narrow frontage onto Talbot Road which then opens up to a wider site to the rear of adjacent office and residential buildings. The delivery of new development on this site should make a positive contribution to the street scape along Talbot Road.



Site 5: Former MKM House



The former MKH House site has planning consent for an 89 unit 12 storey apartment building. Delivery of the scheme commenced in 2016 when site preparation works were completed. However the development has stalled and construction works have not progressed in 2017.

The redevelopment of the site with a high quality landmark residential development will address the fragmented urban grain, support the delivery of the Processional Route and provide a more attractive streetscape.

Site 6: Former Anderton House

The former Anderton House site on Warwick Road lies adjacent to the former MKM House site. The site has previously benefited from planning consent for a 70 unit apartment building of 12 storeys and a separate consent for a 226 bed hotel of up to 13 storeys; both have now expired. The redevelopment of the site for a high quality landmark building will bring a prominent vacant unit back into active use, address the fragmented urban grain and support the delivery of the Processional Route and providing a more attractive streetscape.





Site 7: Charlton House

Charlton House is a vacant 8 storey office block that fronts onto Chester Road. Bringing this prominent site back into an active use for residential or commercial development will make a positive contribution to the A56 street scape.

There is a potential opportunity for the site to be redeveloped as part of a comprehensive scheme that could incorporate the surface car park associated with the site, the adjacent former MKH House and Anderton House sites and The Trafford public house.

Site 8: Former PC World Site

The retail warehouse building at 750 Chester Road has been vacant since 2016 when PC World relocated to White City Retail Park. The site has an existing planning consent for retail use (with restrictions). The site provides opportunities for continuation of its previous retail use or redevelopment for residential. It will be important to bring this prominent site back into an active use that makes a positive contribution to the A56 street scape.



Site 9: Stretford Leisure Village

Stretford Leisure Village is situated at a prominent location on the junction of the A56 and Great Stone Road. The proposed redevelopment of the Kellogg's site will incorporate a new state of the art leisure centre replacing the existing facility at Stretford Leisure Village. This would enable the redevelopment of the site for residential use or student accommodation. It will be important that development on the site makes a positive contribution to the A56 street scape and provides good connectivity to other development sites.





Site 10: Itron

Itron is a former industrial site in a highly prominent location on Talbot Road at the junction with the A56. The site provides the opportunity for a significant residential development comprising a mix of houses and apartments. The design and landscaping of any future

redevelopment on this site should reflect its prominent location and make a positive contribution to the A56 and Talbot Road street scape.

Site 11: Building Adjacent to Joseph Gleave

Joseph Gleave occupy a modern commercial building on the A56 opposite the junction with Davyhulme Road East. Adjacent to the Joseph Gleave office is a vacant three storey commercial building. This is a prominent site and the delivery of an active use, either commercial or residential, at this location would make a more positive contribution to the A56 street scape.



Site 12: Turn Moss Playing Fields

There is an opportunity to provide enhanced outdoor sport facilities at Turn Moss Playing Fields. This will include potential new training facilities on this site alongside delivery of a range of improvements to existing facilities that are accessible to the local community. A new green route will provide improved connectivity to the Town Centre and deliver a more attractive gateway into Stretford.

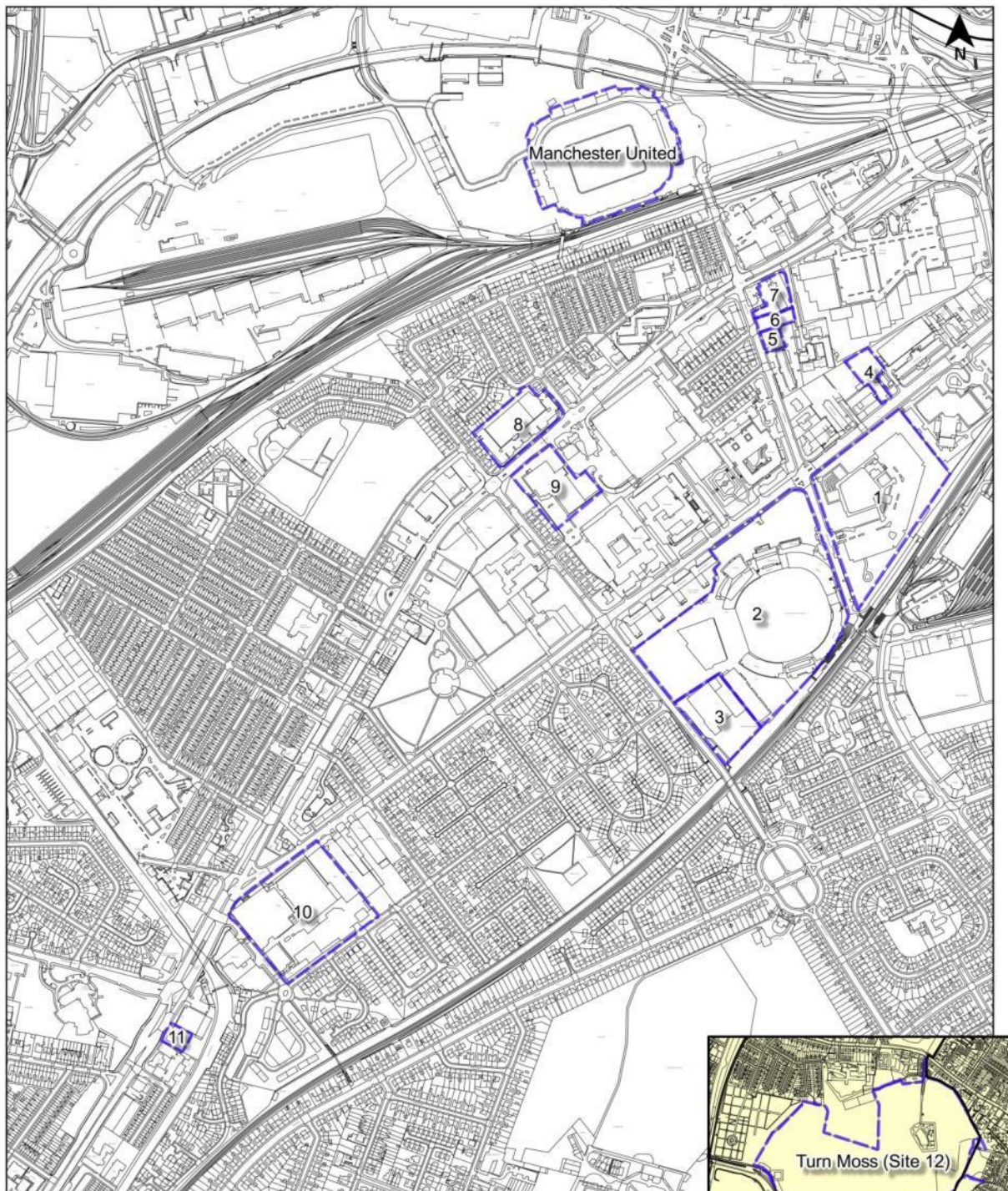


Manchester United Football Club / Old Trafford Football Stadium

MUFC's Old Trafford Football Stadium is an iconic international visitor destination. MUFC have a significant land holding in the area that could provide opportunities sites for a mix of uses including sporting, residential and commercial development. The proposed Processional Route will deliver a high quality linear piece of public realm with improved connections with the UA92 campus quarter, development opportunities along Warwick Road and the wider area. More detailed proposals for the future of this area will be developed through a specific study assessing the opportunities in the wider Trafford Wharfside area.

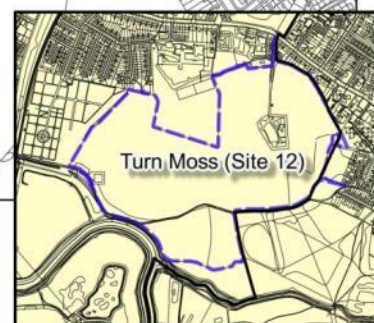


Figure 9: Development Sites Outside the Town Centre



Project Sites

- | | | | |
|---|--------------------------------|---|--|
|  | 1. Kellogg's Office |  | 7. Charlton House |
|  | 2. LCCC/ Emirates Old Trafford |  | 8. Former PC World Site |
|  | 3. Former B&Q Site |  | 9. Stretford Leisure Village |
|  | 4. 86 Talbot Road |  | 10. Itron |
|  | 5. Former MKM House |  | 11. Building Adjacent to Joseph Gleave |
|  | 6. Former Anderton House |  | 12. Turn Moss Playing Fields |



Title: Development Sites Outside the Town Centre
 Drawn by: David Moreno Masey
 Scale: NTS
 Date: 21.08.17

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 Ordnance Survey 1000023172

Source: Trafford Council (August 2017)

Stretford Refreshed Masterplan (Consultation Draft September 2017)

11. Design Guidance and Sustainability

Stretford should offer a safe, attractive and distinctive environment if it is to be a successful destination of choice. The delivery of specific sites in the refreshed Masterplan will be subject to detailed design as they are brought forward. To ensure new development delivers the vision and objectives of the refreshed Masterplan a consistent urban design approach within Stretford should:

- enhance the existing character of Stretford;
- create a centre with a unique identity;
- provide variety in the urban environment;
- create attractive outdoor spaces;
- ensure a safe and secure environment;
- enable ease of pedestrian and cycle movement;
- create a space that is easily understood;
- provide adaptability for future change;
- minimise the environmental impact; and
- protect and enhance Stretford's heritage assets.

The existing scale and massing of buildings varies throughout Stretford and the development of new buildings should be mindful of this. Where larger scale of development is appropriate, such as at gateway sites into the Stretford area and within the Town Centre core, careful consideration should be given to the scale, massing and design to ensure they appropriately define the townscape. Taller buildings should be located in areas that emphasise major landmarks. Where taller buildings are appropriate then consideration should be given to ensuring the design allows sufficient sunlight and daylight for different uses and protects the historic environment. Variation in building heights and elevation detailing can create a more interesting townscape and distinctive skyline.

New development should contribute to the development of a high quality mixed use environment with a strong sense of place within the Town Centre. There should be well designed and active frontages, particularly at entry points. Good quality materials and appropriate detailing should be used and where appropriate reflect the status of listed buildings. The physical environment should be enhanced through the use of good quality paving and landscaped edges, distinctive street furniture and clear and well positioned signage.

Sustainability Principles

Development within the refreshed Masterplan area will be required to meet current planning policy in relation to energy and sustainable design. Future development proposals should also be in accordance with the following sustainability principles:

- SP1: Sustainability should be a primary consideration within the development process and lead to energy efficient design that reduces energy consumption and carbon emissions.
- SP2: New development should seek to make use of renewable energy sources where possible.

- SP3: There should be a focus on reducing the need to travel by privately owned vehicles and improving linkages with public transport infrastructure, cycle networks and pedestrian routes. A range of facilities should be provided to allow people to work, live and socialise in the local area.
- SP4: New development should aim to exceed building control minimum requirements such as those relating to reductions in CO2 emissions and climate change mitigation at the time of development.
- SP5: Modern methods of construction and sustainable materials should be utilised in new development, where appropriate.
- SP6: The use of green roofs and living walls on new and existing buildings should, where appropriate, be encouraged to enhance the green environment and help create unique identity.
- SP7: Sustainable waste management and recycling strategies should be developed.
- SP8: New development should manage surface water run-off and make use of Sustainable Urban Drainage Systems (SUDS).
- SP9: The positive impact of biodiversity should be maximised and the greening of the urban environment supported.

12. Continuing to Deliver the Masterplan

Governance

The delivery of the refreshed Masterplan will continue to be supported by an annual Action Plan. To support the delivery of regeneration in the Town Centre the Stretford Masterplan Working Group, a Council Member and Officer body, was established in 2015. The Working Group will continue to oversee the delivery of the Masterplan, co-ordinate activity and support the delivery of the Action Plan. The Stretford Masterplan Panel, a business and community representative body, was also established in 2015 to act as a consultative body for the Working Group. The Panel will continue to provide support in the delivery of the refreshed Masterplan and act as a consultative body to the Working Group. The Council Executive will remain the relevant decision making body for proposals to implement the actions identified in the refreshed Masterplan and the annual Action Plans.

Key Actions for 2017-2022

The refreshed Masterplan provides a strategic framework for the transformation of Stretford Town Centre, building on the progress made to date and representing a significant acceleration in its delivery. The following key actions have been identified for the next five years to progress the delivery of the refreshed Masterplan.

- Signing of a legal agreement between the Council and UA92
- Preparation of a delivery strategy for development of land within Council ownership, including land potentially released by public realm improvements.
- Completion of the phase one public realm improvements.
- Implementation of a delivery and land assembly strategy to support the development of privately owned sites, including the potential for CPO.
- Planning permission determined for the UA92 student campus and campus quarter developments.
- Planning permission determined for the Royal Canal Works site.
- Planning permission determined for the partial demolition of Stretford Mall.
- Completion of the first phases of the UA92 campus developments.
- Delivery of the Royal Canal Works site.
- Supporting the Friends of Stretford Public Hall group with the continued delivery of their proposals.
- Securing the reuse of the Essoldo building and vacant units along Edge Lane
- Securing funding and detailed design for future phases of public realm improvements and the processional route.
- Delivery of further improvements to Stretford Mall, including partial redevelopment.
- Delivery of future phases of public realm improvements.

The refreshed Masterplan provides a clear strategy for the continued regeneration of the Town Centre and wider Stretford area, representing a significant acceleration in the delivery of its regeneration. The successful delivery of this refreshed Masterplan will build effectively on the work completed to date and act as a major catalyst to accelerate the long term transformation of Stretford.

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TRAFFORD COUNCIL

Report to: Executive
Date: 2 October 2017
Report for: Decision
Report of: Executive Member for Housing and Strategic Planning

Report Title

Proposed Streford Compulsory Purchase Order 2017

Summary

The report sets out proposals for the delivery of student accommodation and a student hub, which form an integral part of the proposals to establish a new University in Stretford. The report seeks approval to the potential use of compulsory purchase powers to support the delivery of the proposals.

Recommendation(s)

It is recommended that the Executive:

- 1.1 Provides in principle support for the making of a compulsory purchase order under section 226 of the Town and Country Planning Act 1990 and section 13 of the Local Government (Miscellaneous Provisions) Act 1976 to enable the redevelopment and regeneration of the site shown edged red on the plans in Appendix A and B.
- 1.2 Delegates authority to the Director of Growth and Regulatory Services in consultation with the Director of Legal and Democratic Services to take all steps necessary to enable a compulsory purchase order to be made including but not limited to:
 - (a) the carrying out of land referencing including without limitation the service of notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 and/or section 5A of the Acquisition of Land Act 1981
 - (b) the entry onto the Land and other land for the purpose of carrying out surveys pursuant to section 15 of the Local Government (Miscellaneous Provisions) Act 1976
 - (c) the preparation of a draft statement of reasons

- (d) the preparation of a draft Order and Order Schedule
- (e) the preparation of notices to owners, lessees and occupiers, site notices and any other notices required to be served and/or advertised in accordance with the Acquisition of Land Act 1981 should the Executive authorise the making of a compulsory purchase order

1.3 Delegates authority to the Director of Growth and Regulatory Services to negotiate for the voluntary acquisition of land and rights over land needed to enable the Scheme to be delivered in advance of confirmation of a CPO, as if such CPO had been confirmed

1.4 Delegates authority to the Director of Growth and Regulatory Services in consultation with the Director of Legal and Democratic Services to consider alternatives to the use of compulsory purchase powers

1.5 Notes that before a compulsory purchase order is made a further detailed report will be drafted seeking authority for the making of an Order and that such a report will need to address a number of issues including:

- (a) that the compulsory acquisition is necessary to facilitate the carrying out of development, redevelopment or improvement on, or in relation to, the land being acquired;
- (b) that the Scheme complies with planning policy and the revised Stretford Masterplan
- (c) that there is a compelling case in the public interest for the land to be acquired which outweighs the interference with the human rights of those with an interest in the land affected;
- (d) that the Scheme will contribute to the promotion or improvement of the economic and/or social and/or environmental well-being of the local area;
- (e) that the Scheme is viable and that there is a reasonable prospect that the Scheme can be implemented within a reasonable timescale;
- (f) that agreements have been entered into with a private sector partner that provides for the delivery of the Scheme and indemnifies the Council in respect of its costs of making the order, seeking its confirmation and compensation payments to affected owners, lessees, occupiers and any other potential claimants;
- (g) that there are no physical or legal impediments to the Scheme proceeding;

- (h) that all reasonable steps have been taken to acquire land and rights over land needed to deliver the Scheme by negotiation and voluntary agreement;
- (i) that alternatives to the use of compulsory purchase powers have been considered;
- (j) that the compulsory acquisition would not infringe the Council's equality duty

Contact person for access to background papers and further information:

Name: Richard Roe, Director of Growth and Regulatory Services

Extension: x 4265

Background Papers:
None

Implications:

Relationship to Policy Framework/Corporate Priorities	The delivery of the new University will contribute to the Council's vision for "no one held back, no one left behind" and the Corporate priorities for economic growth and development, excellence in education and low Council Tax and value for money.
Financial	<p>The cost of land acquisition, stamp duty land tax and associated fees will be incorporated into the developing business plan for the delivery of student accommodation which will be the subject of a further report to the Executive.</p> <p>Any voluntary acquisitions will be financed from the Investment Fund budget within the existing capital programme and subject to an appropriate business case to be agreed with the Chief Finance Officer.</p>
Legal Implications:	It will be necessary to complete the various documents referred to within the body of the report.
Equality/Diversity Implications	None as a consequence of this report.
Sustainability Implications	The Council has commissioned an independent Economic Impact assessment of the proposals set out in this report, and other reports on this agenda, and the outcomes are set out below
Resource Implications e.g. Staffing / ICT / Assets	Existing resources have been identified to support the delivery of the project and related activity across all the partners.
Risk Management Implications	The delivery of the project is supported by a risk plan setting out the key risks to delivery and proposed mitigation measures.
Health & Wellbeing Implications	The potential delivery of an enhanced Stretford Leisure Centre and provision of other facilities as part of the proposed development opportunities will support improved health and wellbeing.
Health and Safety Implications	None as a consequence of this report.

1.0 Background

1.1 The Council's refreshed Stretford Masterplan sets a bold vision for the town:

'To transform Stretford Town Centre and the surrounding area into a prosperous, vibrant, attractive and safe destination with a strong identity that provides a wide range of facilities throughout the day and evening whilst maximising the opportunities for major investment and realising the full potential of existing assets'.

- 1.2 A key driver for the delivery of this vision is the establishment of a new University ("UA92") in the heart of Stretford, the campus for which will be provided on the site of the Kellogg's building, and which will provide a step change in access to education for local residents as well as direct and indirect economic benefits..
- 1.3 Integral to the vision for UA92 and regeneration of Stretford is the development of new, high quality, purpose built student accommodation in Stretford town centre, as described elsewhere on this agenda. It is essential to the success of UA92, as it forms an essential part of the student offer, and will also play an important in role in minimising any potential implications for the local housing market.
- 1.4 The redevelopment of Stretford to deliver UA92 requires comprehensive large scale development and land assembly to regenerate the area and deliver the step change required to ensure it becomes a successful new higher education facility. The regeneration of Stretford will also enable the delivery of other development opportunities, identified in the Stretford Masterplan, creating further economic and housing growth.
- 1.5 The significant economic, social and community benefits that will be delivered through these regeneration proposals are set out in the related reports on this agenda. There will be public consultation in relation to the refreshed Stretford Masterplan and consultation on the UA92 proposals. This report is not seeking to pre-empt or to assume the outcome of those consultations. However, given the time pressures which would apply if the proposals are to be progressed, given a proposed opening date for UA92 in September 2019, it is necessary to carry on with matters such as this CPO proposal and the planning applications, but on the basis that such steps are ultimately subject to a positive outcome from those consultations.
- 1.6 This report sets out the proposals for student accommodation, how this will be delivered, and seeks approval for the potential use of compulsory purchase powers if land cannot be acquired through agreement.

2.0 Student accommodation scheme

- 2.1 The projected number of students attending UA92 is predicted to be 650 at year one (September 2019), increasing to a roll of 6,500 by 2028, which will be the maximum number. The Council is committed to ensuring that a minimum of a third of students are accommodated in new, purpose built accommodation.
- 2.2 The accommodation will be developed in the centre of Stretford, on and around the Lacy Street car park. This location is less than 1.5 miles (and a single tram stop) from the new campus at the Kellogg's site. The location has been specifically identified in order to maximise the regeneration benefits for Stretford and to support the town centre. The development will not only generate jobs during the construction

period, but will also support local employment directly in the new facilities and generate additional spend in the local area.

- 2.3 The proposed scheme subject to this report will deliver circa 1,700 beds of student accommodation, representing over 75% of the minimum number of beds required. The development will be brought forward in phases, aligned with the growth in student numbers attending UA92, with a phase 1 of 360 beds opening for the first intake in September 2019, and a phase 2 of 378 units opening in September 2020.
- 2.4 The development will maximise the opportunity provided by underutilised land, bring the empty Essoldo building back into beneficial use, create new public realm and open up frontage onto the Bridgewater Canal. Pre-application discussions have commenced on a hybrid planning application (see site plan attached at appendix A), and public consultation will commence on the planning application on the 10th October, in parallel with consultation on the refreshed Stretford Masterplan. A second planning application will follow for the Essoldo and Edge Lane shops (see site plan at Appendix B).

3.0 Existing uses on the site and negotiations to date

- 3.1 The student accommodation development site encompasses nine plots of land in different ownerships, including the Council owned Lacy Street car park, probation office, Royal Mail sorting office, a bathroom supply company, retail units with flats above and the Essoldo. The wider UA92 campus also incorporates the Kellogg's site, which the Council is acquiring, and Council owned land at Turn Moss. The attached plan (at appendix B) sets out the land ownerships for the student accommodation site, and these are summarised below

Lacy Street Car Park

The Council owned Lacy Street car park provides 95 surface car parking spaces in Stretford Town Centre opposite Stretford Mall and fronting onto Chester Road. The site was identified in the Stretford Masterplan for redevelopment as it will provide an attractive gateway to the Town Centre. The removal of the existing subway as part of the phase 1 public realm works creates further potential in this regard and will increase the size of the development opportunity.

Land off Nelson Street

There is an opportunity to develop the Council owned land off Nelson Street that fronts onto Chester Road for new residential development that addresses the existing terraced housing along Nelson Street. The redevelopment of this site would help to reinforce the street, provide active frontages and mend the fragmented urban grain through the Town Centre along the A56

Probation Office

The Probation Office is a two storey building immediately to the south of the Lacy Street car park. The Council own the freehold of this site which is on a 99 year lease to the Probation Service running from 1975. The lease of the Probation Office is with the Ministry of Justice and therefore cannot be subject to a CPO.

Royal Mail Sorting Office

The Stretford Sorting Office is located adjacent to the Bridgewater Canal and opposite the Lacy Street car park. The office covers Stretford and parts of Trafford Park.

Atlas Heating and Bathrooms

Atlas Bathrooms and Heating premises on Lacy Street comprises a public showroom and the head office of the business. The business owns the freehold of the site

Essoldo

The former Essoldo Cinema is a Grade II listed building that has stood vacant since 1995. The building's listed status means that it must be fully retained as part of any development proposals on this site and it is proposed that it will be redesigned and refurbished to provide a student and community hub. There is also scope for two apartment blocks to be constructed within the car parking area of the Essoldo site. One of these would front the Bridgewater Canal with the other fronting onto Chester Road.

Edge Lane Shops

There are six commercial units on Edge Lane adjacent to the former Essoldo Cinema numbered 19-41 Edge Lane; five of these are currently vacant, with six apartments above. These units are in a single private ownership and are currently being marketed for sale.

There are a further five shop units numbered 7-15 Edge Lane under separate ownership.

It is proposed that both shop units will be redeveloped for either all student accommodation, or retail on the ground floor with accommodation above.

- 3.2 Lacy Street car park and the land off Nelson Street are both owned by the Council. Approval will be required in due course to declare these sites surplus and therefore suitable for development. The Council has previously engaged, either directly or indirectly, with each of the land owners of the third party sites to seek to acquire these by agreement. The Council have now appointed Axis to act on the Council's behalf and open formal negotiations for acquisition by agreement in advance of any potential CPO.

4.0 Development Programme

- 4.1 The Council has entered into a Memorandum of Understanding with Relentless Investment Limited ("Relentless") and is working in partnership with them to bring forward the development of the student accommodation. A full business case is being independently developed by CBRE, who are experts in this field.

- 4.2 The Council and Relentless propose to bring forward a hybrid planning application, comprising a full application for blocks on land at Lacy Street and Nelson Street, and an outline application for the remainder of the site. Full applications will be brought forward for other plots on a phased basis to deliver accommodation in line with the student number profile. Subject to the outcome of the consultation on the UA92 proposal and on the Stretford Masterplan, the indicative timetable is for the first application to be made in November 2017, and to be taken to Planning Committee in April 2018. Subject to planning, construction will commence in May 2018 with completion of phase 1a in September 2019 and phase 1b in September 2020. Construction of subsequent phases will follow on to achieve 1,716 units by 2024.

5.0 Relevant Planning Policy

- 5.1 Core Strategy Policy W2.4 states that Stretford Town Centre will be a focus for the consolidation and improvement of the convenience and comparison retail offer, as well as diversification to other uses such as offices, services, leisure, cultural and residential, as appropriate. Core Strategy Policy W2.6 identified the following actions for the successful delivery of regeneration in Stretford Town Centre:

- New/improved retail floorspace to enhance the offer of the town centre, in particular within Stretford Mall and its immediate vicinity;
- New/updated commercial office accommodation and family oriented leisure facilities;
- New residential (apartment and family) accommodation (minimum of 250 units);
- Public realm enhancements and accessibility improvements around the A56 Chester Road – A5145 Edge Lane / Kingsway junction and between the town centre and the Metrolink station; and
- Securing the active reuse and preservation of the Essoldo building.

- 5.2 The Lacy Street car park site is specifically identified as an important gateway and Major Opportunity Site in the adopted A56 Supplementary Planning Document (SPD) (March 2007), which sets out how Trafford Council will enable improvements on this important sub-regional route that runs the full length of the Borough, and passes immediately in front of the Lacy Street site. The SPD states that new development on such sites should consider:

- Views and vistas: development should seek to protect and frame existing views and landmark features should be created on corner sites along the A56.
- Gateways: development at identified 'gateways' should provide higher quality and more distinctive architecture. Higher density and taller buildings may be appropriate.
- Scale and massing: within town centre boundaries and at identified gateway sites buildings of a larger scale and mass may be appropriate.

- 5.3 Whilst not adopted for planning purposes, the Executive approved the Stretford Masterplan which identified the Lacy Street site for mixed use development in 2014. The refreshed Stretford Masterplan identifies the Lacy Street development site for student accommodation, with the Essoldo providing a student hub and associated community facilities. The masterplan is considered elsewhere on this agenda.

6.0 CPO Indemnity Agreement

6.1 The Council is intending to develop the student accommodation through a partnership with Relentless. Where the Council is pursuing a CPO on behalf of a developer, the Council would seek an Indemnity Agreement to cover any costs incurred in securing the CPO. In this case the Council is the developer and will be self-indemnifying, jointly with Relentless.

6.2 The projected land acquisition costs are set out in the associated Part B report.

7.0 Indicative timeline for the CPO process

7.1 The table below provides indicative timescales in relation to the CPO process:

Report to Executive	2 October 2017
Commence land referencing	October 2017
Prepare drafting Statement of Reasons (SoR)	October 2017
Questionnaire to be sent out	November 2017
Report to Executive seeking formal authority to promote a CPO	January 2018
Submit Order, advertise and send out formal notices to interested parties within Order lands	February 2018

7.2 It is considered that Section 226 (1) of the Town and Country Planning Act 1990 would be the most appropriate power to be used to compulsorily acquire the remaining interests in the site.

8.0 Conclusion

8.1 The proposed development must be of the highest quality in order to match the aspirations of the Council, its partners and the community of Stretford, and be a catalyst for change. The sustainability and long term success of the development is intrinsically linked with the success of UA92, but also to its integration into Stretford. The development must be open to the community and support the integration of the student body with the existing community, and the lifting of aspirations and opportunity.

8.2 The full regeneration benefits of the development of UA92 for Stretford can only be achieved if there is certainty about the delivery of a comprehensive, well designed scheme that enhances the town. The refreshed Stretford Masterplan provides a framework for regeneration and UA92 is the catalyst that provides a step change in delivery.

9.0 Other Options

9.1 The Council could choose not to use CPO powers to deliver the regeneration of this site, requiring land to be assembled through agreement. This could significantly delay development of the area if agreement cannot be reached, preventing the

delivery of student accommodation or leading to piecemeal development which is not able to meet the aspirations of partners and the community.

10.0 Consultation

- 10.1 The Council will undertake a formal public consultation on the draft refreshed Masterplan from 10 October 2017 for a period of eight weeks, as set out elsewhere on this agenda. Development proposals, as set out in this report, will be subject to planning permission, and will be consulted on in the usual way.

Reasons for Recommendation

The Executive is asked to approve in principle the use of CPO powers to enable the development of new student accommodation associated with UA92 and to deliver regeneration in Stretford.

Key Decision Yes

If Key Decision, has 28-day notice been given? Yes

Finance Officer Clearance ...GB.....

Legal Officer Clearance ...JLF.....

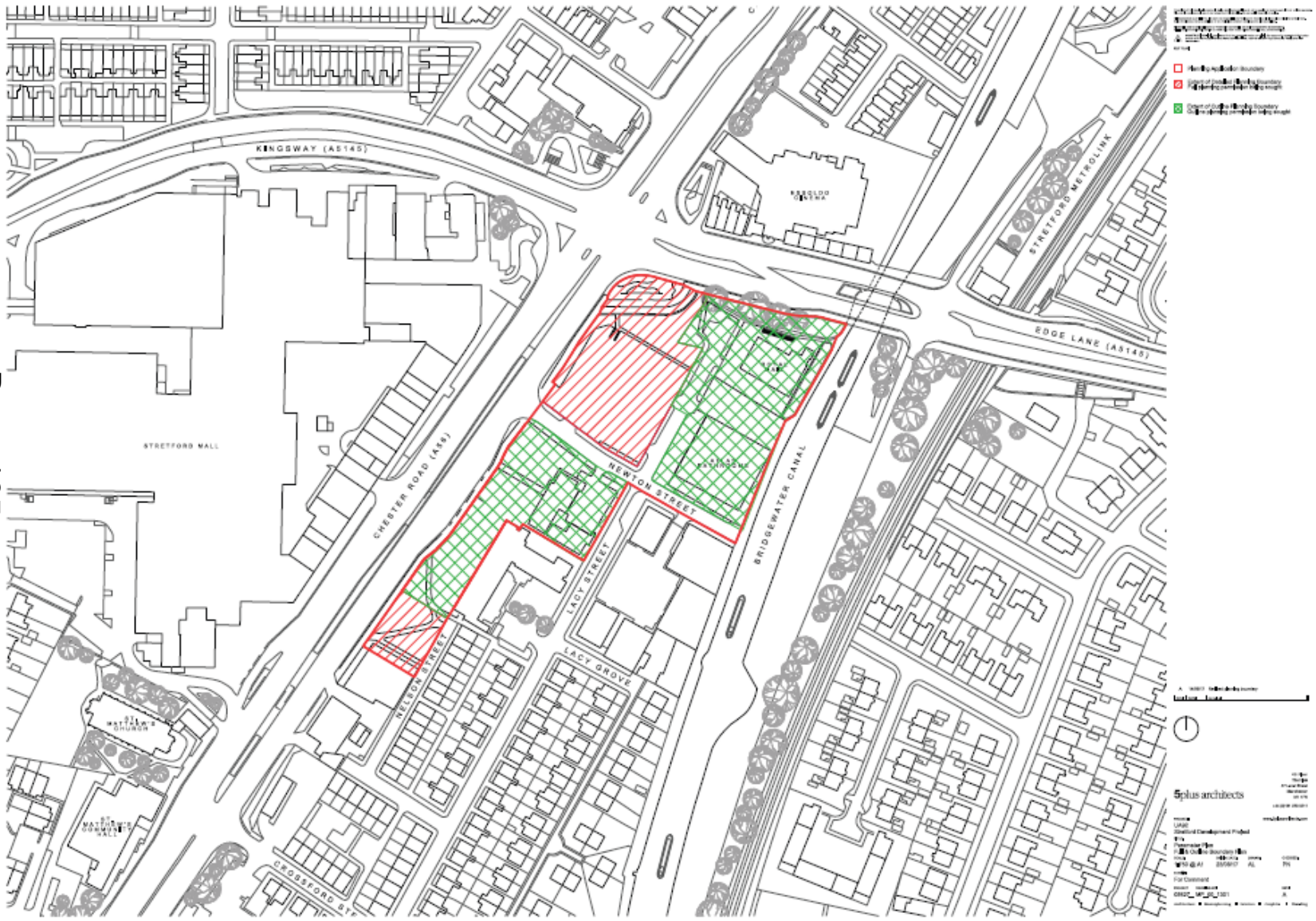
DIRECTOR'S SIGNATURE



To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

Appendix A – Phase 1 planning application area

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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