

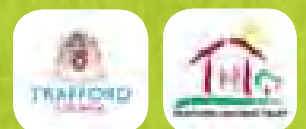


OLD TRAFFORD

Masterplanning Report

Prepared for Trafford Council, Trafford Housing Trust and
Old Trafford Neighbourhood Partnership
by URBED and EKOS

October 2009





Empress Court

Princess Court

Hullard

The Rivers Estate

Trafford & Rylands

St Alphonsus School

St. Brides Field

Old Trafford Library



Stretford Road

Chorlton Road

Hulme

Hulme Park

Grafton Court

Clifford Court

Pickford Court

Tamworth Park

Falcon Court

Raven Court

Eagle Court

Osprey Court

Loreto College

Old Trafford Priority Regeneration Area
Courtesy of Web Aviation



Panorama of Trafford 1728



Stretford Tramcar 1900's

Old Trafford Aerial 1928

Executive summary

Old Trafford is located to the south-west of Manchester City Centre. The area occupies a strategic location within Greater Manchester, falling within the Manchester City Region. The area of Old Trafford is home to the famous Old Trafford Football Club, and Old Trafford Cricket Ground and lies adjacent to strategic locations such as Exchange Quay financial quarter, Trafford Park and the emerging Media City which will be home to the BBC from 2011. The area is well connected in a national and international context. Manchester Airport is around 20 minutes away, and the area is well connected to the conurbation core by metrolink and bus routes and the A56 Corridor.

Despite its strategic location Old Trafford is ranked one of the most deprived areas nationally. There is a high proportion of economically inactive persons of working age, high levels of free school meals take-up, housing overcrowding, and an adverse ratio of income levels to average house prices which hinders local peoples ability to enter into home ownership. There are also higher incidences of crime.

Old Trafford's identity - Not just the home of Man United

The name Old Trafford usually conjures up images of Old Trafford Football Club. But what is the true identity of Old Trafford? The neighbourhood 'Old Trafford' is forgotten about within the context of the famous football club 'Old Trafford'. It is the place where fans park, where Stretford Road crosses through as you head towards 'the theatre of dreams'. So with such an inspirational football club on its door step what does Old Trafford Neighbourhood have to offer?

Lots of people from a variety of cultures and backgrounds have settled here. Old Trafford has approximately 13,000 residents with 5385 living within the Old Trafford Priority Regeneration Area. Cultural diversity has been a feature of the area for over a century, with influxes of Irish, Polish, East Europeans, Afro-Caribbean, Pakistani and Indian residents over time. Trafford represents the eclectic mix of urban life in the UK. It is a place where the world comes together, where there are people with cultures and traditions from all over the world. This gives the area a heart, and this is reflected in the food, clothing and music which all comes together to create a mix of 21 century Urban living.

Within the boundary of the study area there are a number of local businesses. The number of local independent businesses within the study area is a clear indication of the entrepreneurial spirit of the local people. Within this area of Trafford local traders have managed to provide valuable and much needed services for the local community. Ayres road is a beehive of local enterprise and there are shops on almost every corner. From Shrewsbury Streets famous Trafford Bakery employing local people selling Jamaican Bun and fresh Patties (the best in town!) to the Cool Running's Mobile van, these are the people whom have remained committed and loyal to the area.

And within the community of Old Trafford there are hundreds of individuals and organizations committed to tapping the potential of the community for they see the energy and the enthusiasm and the thinking outside the box that has evolved



Pickford Court, & Pickford Street 1967

Pickford Court 2009

Ayres Road 2009

a diverse neighbourhood where many have settled in search of a better life, whom where not afraid of change.

Historically Old Trafford has expanded and become an urban area serving a number of employment sites after the building of the Manchester Ship Canal in the 1890s, and the subsequent development of nearby Trafford Park Industrial Estate, in the early 20th century. Local employment was also provided by Duerrs Jams, Vimto, Arkady Soya Mill and Ludwig Oppenheimer Mosaics. Employment within Old Trafford had declined over the years however the Trafford Park area is one of the largest employment areas in the region with over 10,300 firms based there. Traditionally the Old Trafford area housed the many workers in Trafford. Slum clearances during the 1960s and early 1970s saw some of the worst condition Victorian housing stock demolished and replaced with medium sized council estates and tower blocks built by Trafford Council. Highly sought after at the time, a majority of the housing estates have remained.

Following on from stock transfer approximately 1259 of the social housing stock in the area is largely managed by Trafford Housing Trust.

Old Trafford is faced with a number of challenges summarized as:

- The challenge of moving onward and upward during an economic downturn
- Meeting the Decent Homes Standard by 2010
- Housing growth and supporting growth through

improvements in infrastructure and services to support growth

- Continuing to serve as an area of diversity and choice
- Diversifying the housing choices
- Encouraging tenure types and supporting people into stepping into property ownership
- Improving connectivity and increasing opportunities for the community to access existing jobs and training opportunities in the conurbation
- Improving the range of community services available in Old Trafford
- Improving the quality of the environment

We have seen the commitment from local organisations and residents to remain optimistic and are confident that Old Trafford will continue to progress as a neighbourhood. Throughout the process of developing this masterplan the local community and key stakeholders have been involved in helping to steer decisions on the future of their neighbourhood, and some have been directly involved in the design process.

We would like to thank Trafford Housing Trust, Trafford Council and Old Trafford Neighbourhood Management Board for giving us the opportunity to steer the regeneration of Old Trafford through the Community Design Process. Most of all we would like to thank all the residents of Old Trafford whom have got involved in the process.

Shropshire Way

Cherwell Road

City Road

Stretford Road

Stretford Road

Stretford Road

Cherwell Road

Cherwell Road

Ayers Road

Moss Lane West

Lower Chesham Road



CONTENTS

INTRODUCTION	1		
PART 1: Policy Drivers	3	PART 5: The Masterplan	57
National policy	5	Masterplan	59
Growth Point	7	The illustrative plan	61
A decent home for all	9	The 9 Projects	63
Local policy	11	Project 1: Tamworth Neighborhood	65
Housing need	13	Project 2: Chorlton Road Gateway	71
		Project 3: Hullard Neighborhood	73
PART 2: The Area	15	Project 4 : The Rivers	75
8 Communities	17	Projects 5 and 6: The Clifton's and Shrewsbury Street	79
The People	19	Project 7: Stretford Road	81
Community facilities	21	Project 8: Fahey's Depot	83
History	23	Project 9: St. George's Gate	85
Urban form	25	PART 6: Implementation	89
Connections	27	Implementation strategy	90
Open Space	29	Planning framework	91
		Masterdeveloper	92
PART 3: The Vision	31	Joint ventures	93
Diagnosis	33	Affordable housing	94
Consultations	35	PART 7: Appendices	97
Vision for the area	37	Appendix 1: Community Land Trust	
Achieving the vision	39	Appendix 2: Appraisals	
		Appendix 3: Community Space Study (to follow)	
PART 4: Developing Options	41		
Opportunity for Change	43		
The design charrettes	45		
Hullard and Rivers options	47		
Shrewsbury Street and School Walk options	49		
Tamworth Options	51		
Resident views	53		
Options appraisal	55		



OLD TRAFFORD WELCOMES YOU

INTRODUCTION

This study was commissioned in 2008 to develop a masterplan and vision for the Old Trafford Neighbourhood. The plan has been developed in partnership both with the client group and with the people of the area. It forms, we believe, the basis for the transformation of the neighbourhood over the coming years.

This masterplan was commissioned by Trafford Housing Trust, Trafford Metropolitan Borough Council and Old Trafford Neighbourhood Management Board. The process began in May 2007 when concerns were identified over long-term demand for some housing in the area, particularly the tower blocks, walk-up flats and sheltered schemes owned by Trafford Housing Trust. The area was also displaying social and environmental problems, issues that Old Trafford Neighbourhood Management Partnership were seeking to address. These housing and neighbourhood issues led to the area being designated as a Priority Regeneration Area in the Trafford UDP. In addition to this the area was identified as a Growth Point in 2008 with opportunity for significant housing development with good access to Manchester City Centre and the employment areas of Trafford Park. The masterplan has therefore sought to bring together the social issues and growth opportunities to create a plan that can form the basis for the area's transformation.

This report starts with an assessment of the area based on the baseline report that we prepared in Summer 2008. It paints a picture of a relatively impoverished but largely stable community that has avoided many of the problems that have historically affected the neighbouring areas in Manchester such as Hulme and Moss Side. The physical structure of the area is however very poor and there is an opportunity to use the Growth Point to completely restructure

the area, integrate it with its surroundings and turn it back into the sort of lively urban neighbourhood that it was in the past. This is what we seek to do in this report.

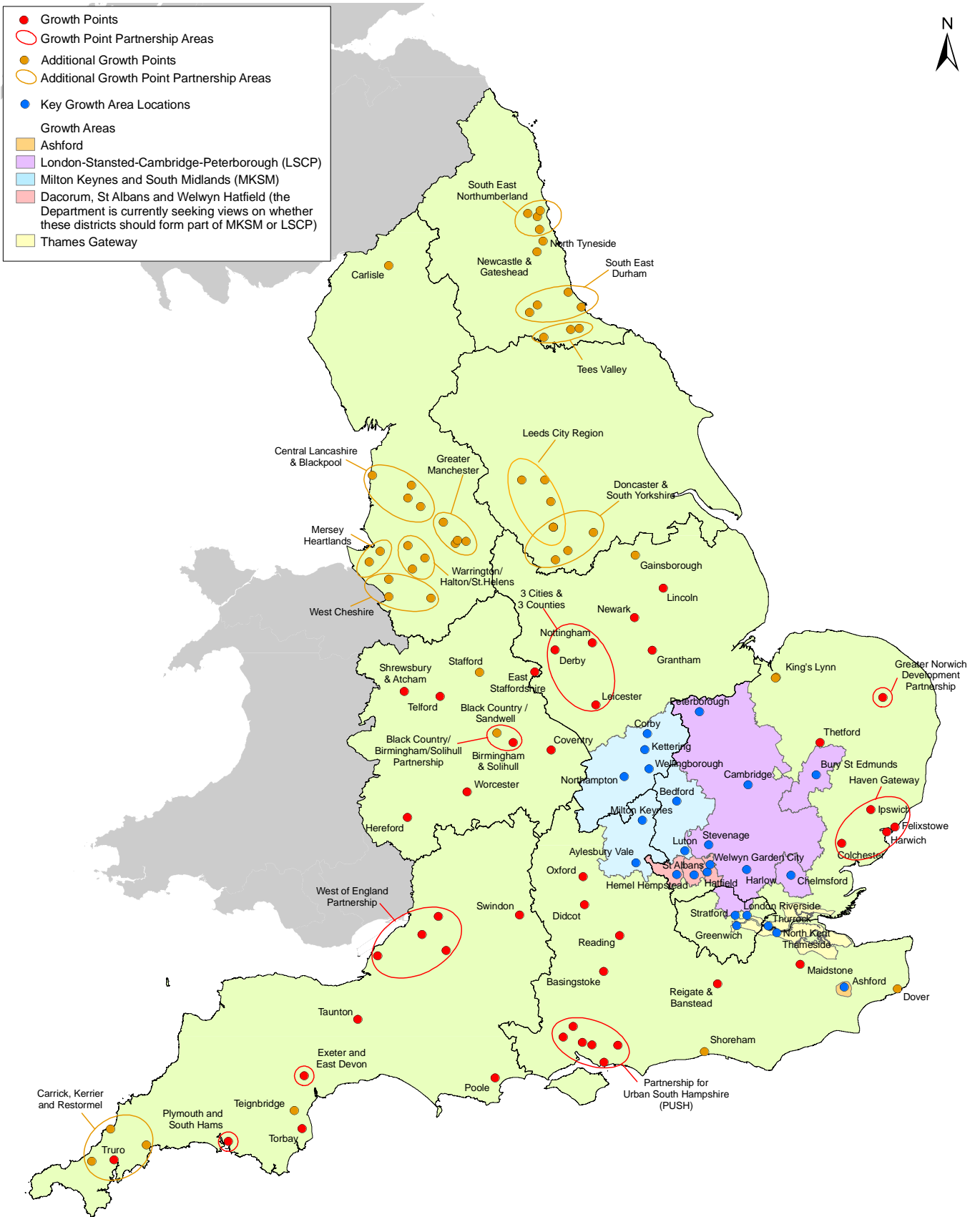
URBED's approach to this type of work is to undertake it with the local community. This was very much part of our brief and has been central to the study. The process started with a workshop in May 2008 and the masterplans were drawn up through a series of hands-on community workshops in June 2008 which resulted in plasticine models for each part of the area. As part of this we organised a bus tour for local people to take them to see other redevelopment areas in Greater Manchester. The models were developed into a series of options that were used as part of an exhibition and drop in sessions in September 2008. We also presented the options to the area partnership and to other local groups. Based on the findings of this work we arrived at the preferred option that is described in this report. This has been developed and appraised in detail and forms, we believe, a firm foundation for the transformation of the area over the coming years.

The work has been undertaken by URBED and EKOS and has included a separate study to look at the need for community facilities in the area. The process has been steered by a group made up of Trafford Council, the Trafford Housing Trust and the Old Trafford Neighbourhood Management Partnership for who's input we are grateful.



PART 1: Policy Drivers

This chapter positions the masterplan area in terms of regeneration and planning policies and strategies and explores some of the neighbourhood issues of deprivation, service provision and housing market characteristics.



National Policy

Government policy since the late 1990's has been focused on accommodating housing growth within urban areas, with higher quality design, greater choice and higher standards. This policy agenda is designed to prioritise development in areas like Old Trafford.

Government Policy since the late 1990's has aimed to increase the proportion of homes in urban areas like Old Trafford and to improve the quality and choice of housing provision. The *Urban Task Force Report* published in 1999 fed into an *Urban White Paper* in 2002 and to the *Sustainable Communities Plan* of 2003. The latter included provision for the support of housing areas in the north through *Housing Market Renewal* as well as the *Northern Way* that proposed using the city regions as economic stimuli to improve the GDP of northern England. The Communities Plan was rolled forward in 2005 through *Homes for all* and *People Places and Prosperity* to improve the provision of affordable housing.

This policy agenda has been rolled out through a series of Planning Policy Guidance Notes and Guidance from government and CABE (such as By-Design). This agenda aims to improve the design of housing and urban areas through street-based layouts and higher densities.

In terms of social housing the government's aim to improve the quality of the stock has been expressed through the Decent Homes programme. A target was set in 2000 that all social housing in the UK should meet its decent homes standard by 2010. Local authorities were required to set out a programme for achieving this through Arms Length Management Organisations or Stock Transfer Associations.

In recent years a concern about housing numbers has been added to this agenda. In 2004 the Barker Review highlighted

the shortfall in housing provision and its impact on the market. As a result the Government announced the Growth Point initiative in December 2005. The first round of Growth Points were announced in the following year and in 2008 a second round were announced including Greater Manchester.

These strands of government policy are reflected in regional policy:

Regional Housing Strategy seeks to improve housing supply in areas of high demand and to address low demand areas. Its four themes are; Urban renaissance and regeneration, affordable homes and balanced communities, decent homes and specialist and supported housing. This strategy would support the Old Trafford area under all of these headings.

Regional Economic Strategy which as part of the Northern Way seeks to use the city regions as engines of economic growth. Old Trafford is surrounded by a range of opportunities identified in the strategy including the Universities, The Regional Centre and Trafford Park. Rather than become an economic centre in its own right. Old Trafford should provide an urban neighbourhood for people working in these employment areas.

Regional Spatial Strategy focuses growth on Manchester, Liverpool and the Central Lancashire City Region. Housing growth is to be concentrated in these cities to reinforce their economies.



Growth Point

Old Trafford is part of the Greater Manchester Growth Point designated in 2008. The current neighbourhood regeneration of Old Trafford provides an opportunity to explore the possibility of promoting housing growth in the area to the benefit both of the study area and the region. The role of this masterplan, in addition to addressing the housing issues in the area, is therefore also to look at the potential for regional housing growth.

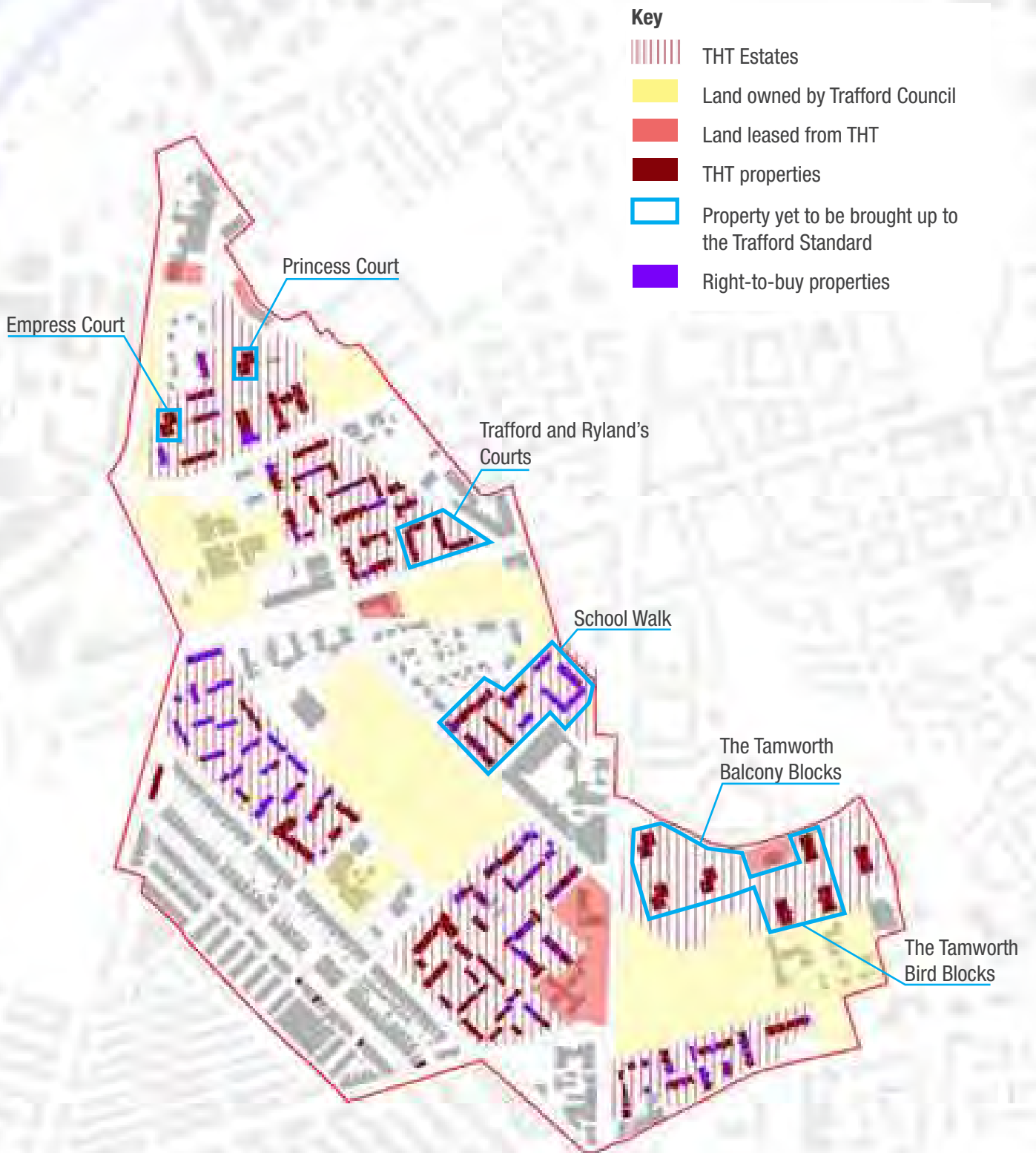
In 2007 the government announced the intention of extending the Growth Point Initiative to areas in the north of England. Twenty one local authorities and partnerships were announced in 2008 as second-round Growth Points including Greater Manchester. In total these Growth Points have the potential to contribute 180,000 additional dwellings by 2016. This will both help the government meet its housing supply targets as well as contributing to the economy of these areas.

The Greater Manchester Growth Point was approved in July 2008. The strategy is to bring forward an additional 10,000 homes by 2017 bringing the total new homes in the area during that period to 87,000. The aim is to support the development of high quality affordable homes and balanced communities. With Growth Point status comes access to funding to facilitate development including infrastructure provision ground conditions and flood risk. £12 million has been allocated to Greater Manchester by 2011.

The first phase of Growth Points covers the whole of Greater Manchester but the intention is to focus growth in

Manchester, Salford, Trafford and Bolton. In East Manchester it includes 4,600 new homes over 10 years in Holt Town and a further 1,000 units in Miles Platting. Also included are the Lower Kersal and Broughton areas of Salford and an Urban Village in the heart of Bolton.

In Trafford sites have been identified in Partington, Trafford Quays, Pomona Dock and sites around Lancashire County Cricket Club. In total it is estimated that Trafford will accommodate more than 7,000 new homes. The area covered by this masterplan is identified in the Growth point bid. It is potentially an important opportunity because of its proximity to the regional centre, its good public transport links, access to employment and the opportunities for infill and replacement of housing in the area at the present time. An initial capacity exercise identified the potential for 500 new homes in the area. As part of this masterplanning exercise we are suggesting that the net gain in the area could be double this. These units may also be easier to achieve than other Growth Point sites.



A Decent Home for All

The Trafford Housing Trust (THT) business plan agreed in 2005 made provision for all of its property to be brought up to the Trafford Standard (above the Decent Homes Standard). Much of the stock has been improved however in the case of the remaining blocks it may be that the condition of the blocks and low demand for the property may make redevelopment a more sensible option.

The government set a target in 2000 that all social housing in the UK should meet its Decent Homes standard by 2010. Local authorities were required to set out a programme for achieving this through Arms Length Management Organisations or Stock Transfer Associations. Any property not likely to meet the target will require a waiver from the HCA and TSA.

Trafford Housing Trust was established as a Stock Transfer Association and took over the management of 10,000 council homes from Trafford Council in 2005. As part of this the Trust pledged to exceed the Decent Homes Standard by putting in place the Trafford Standard and made provision for £132 Million in its business plan to achieve this. This is sufficient to get all homes under THT management to the Trafford Standard by 2010 through the Blue Ribbon Programme of works.

Much of the property within the study area has been brought up to the Trafford Standard. The properties that remain are as follows:

- **Princess and Empress Court:** The two towers on the Hullard Estate, like those on the Tamworth Estate have not been included on any programme of works relating to the Trafford Standard however it is proposed as part of this strategy that they should be retained so that the Trafford Standard works will need to be programmed.
- **Trafford and Ryland's Courts:** These two walk-up blocks on Stretford Road on the edge of the Rivers Estate are in a poor condition and are not popular with residents. Their future was in question and was put to residents during the Design Charettes. A view has been

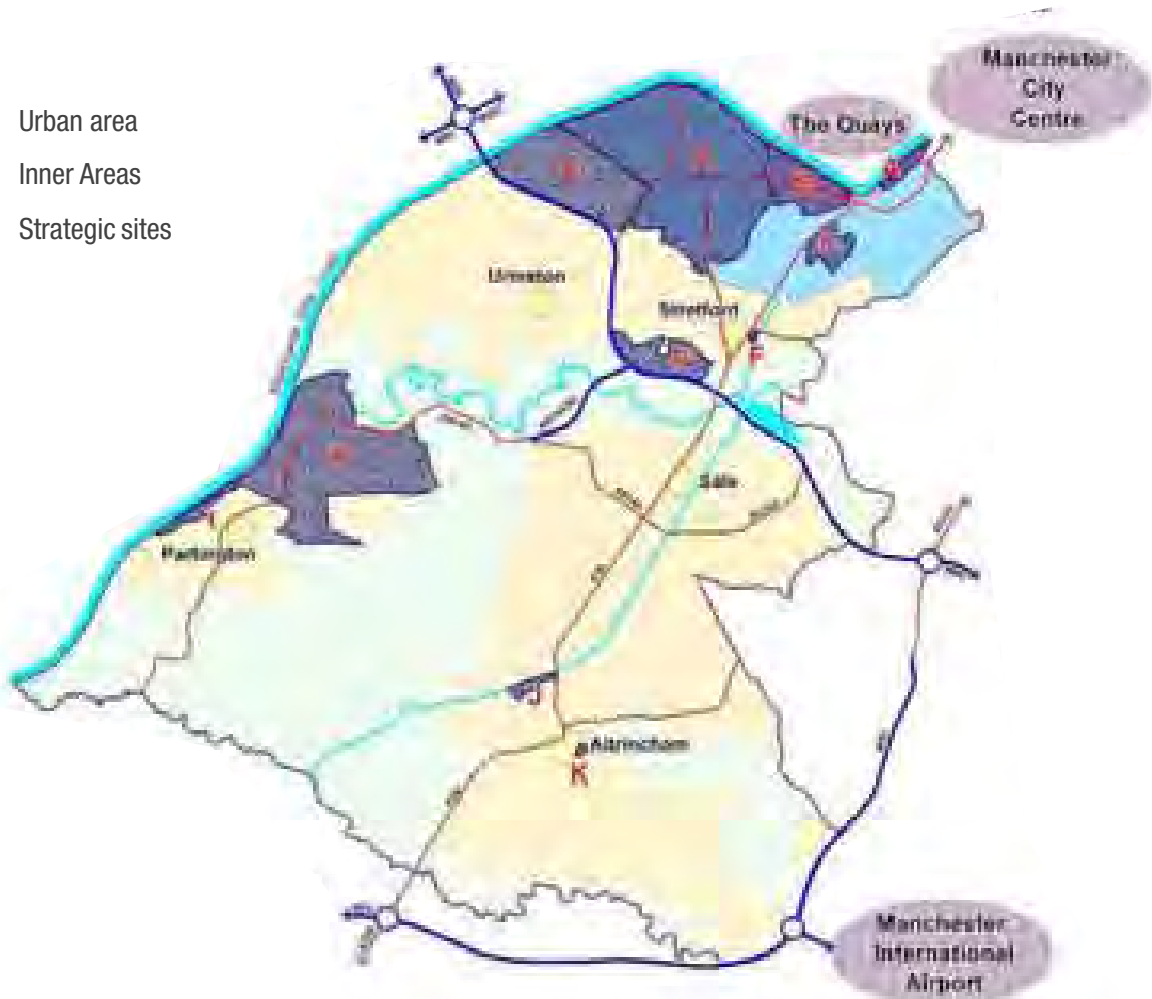
taken that they should be replaced with better quality housing.

- **School Walk:** A programme of internal Blue Ribbon works (kitchens, bathrooms, boilers, central heating systems and rewiring) was completed in late 2008. External Blue Ribbon works to replace windows and doors is scheduled for 2009/2010.
- **The Tamworth Estate:** None of the tower blocks have had work done to bring them up to the Trafford Standard. There are two types of blocks the 'Balcony Blocks' on Chorlton Road and the 'Bird Blocks' to the east. Both have had improvements to lifts and security including CCTV. However there are structural issues with services and risers that have led to questions about whether the full decent homes package is value for money. Trafford Housing Trust are seeking a waiver on the 2010 deadline and have sought advice from this study as to whether investment should be made to upgrade the blocks. The conclusion that we come to is that the Balcony Blocks should be refurbished and the Bird Blocks demolished.
- **Maher Gardens:** The low-rise properties on Moss Lane West have had full internal and external Blue Ribbon works and are now up to the Trafford Standard for decent homes.

Trafford Housing Trust will need to be clear as to whether properties not up to the Decent Homes Standard will be replaced or whether they are scheduled for work prior to 2010. It will be possible to apply for a temporary waiver on the properties that will be replaced and discussions are underway with the HCA and TSA.

Key

- Urban area
- Inner Areas
- Strategic sites



Local Policy

Old Trafford sits at a strategic point in the conurbation and is surrounded by regeneration initiatives. It is identified as a regeneration area within Trafford and the priorities are skills and access to work, the quality of the environment and the range and quality of the housing stock.

Old Trafford sits within a strategic part of greater Manchester just south of the point where Trafford, Manchester and Salford meet. The local policy context is therefore only partly about what is happening in Trafford. The key initiatives in this wider area are the development of the Regional Centre, the University Knowledge Corridor and the ongoing regeneration of Hulme, Salford Quays, Media City and the regeneration of the Ordsall Estate.

Trafford has developed a series of economic strategies including the Economic Development Plan, The Trafford Economic Assessment and the Trafford 2021 Blueprint. These seek to exploit the advantages of the borough in terms of location, infrastructure and skills. The main employment growth areas are Trafford Park and the corridor along the Ship Canal into Pomona and the Cornbrook area.

The central part of Old Trafford is not seen as an employment growth area. The nearest employment areas are the Cornbrook and Wharfedale strategic employment areas to the west and the Hadfield Street area across Chester Road which is identified as an industrial improvement area.

The main relevance of these strategies is the skills and access to work agenda. While Trafford as a whole is the 8th highest achieving borough in the country with regard to educational attainment, Old Trafford is very much the exception to this and the priority is to help local people access employment in the surrounding areas.

The Trafford Housing Strategy published in 2005 focuses on the creation of healthy, secure and safe communities. This is

related partly to the programme to improve the quality of the housing stock, partly to increase choice and access to home ownership and partly to the need to create diverse, tolerant communities. The main objectives of the strategy are;

- the provision of affordable homes,
- celebrating diversity and promoting community cohesion,
- improving the quality of life
- reducing homelessness,
- improving the stock condition.

The Old Trafford area is identified as a Priority Regeneration Area in the UDP adopted in June 2006. The Old Trafford Strategy and Action Plan aims are;

- Improving the quality and diversity of the housing stock
- Improving the quality, appearance and safety of the environment
- Providing facilities for pedestrians cyclists and public transport users and reducing the impact of traffic
- Promoting the development of under used land for residential business or commercial use
- Improving the quality and diversity of recreational provision.

The strategy proposes that the Stretford Road corridor should be developed as a strategic gateway. It also proposes the development of a multi-purpose community facility in the area alongside support for local shops and improvements to local parks and open space. Planning policy is being rolled forward into the Local Development Framework which is in preparation and is scheduled for adoption in 2009.



Housing Need

Housing need in Old Trafford remains high because the price of new private housing for rent and sale in the area has outstripped local incomes. This has led to concerns about gentrification, as has happened in neighbouring Hulme. The strategy needs to include sufficient affordable housing along with measures to assist local people to gain access to new private homes.

The Trafford Housing Strategy 2009-2011 (GVA Grimley) was released as a Draft document in April 2009.

Overall the future projections for the borough where;

- increasingly elderly and diverse population.
- growing population and household numbers
- more single households
- growth of older person households

In Section 3 the document highlighted that housing need in the borough has been exacerbated by a decline in the number of social units (despite increased development in 2008). This was predicted in the Trafford HMA affordable housing needs assessment in 2006 which concluded that there was an annual affordable shortfall across the Borough of 541 units. This breaks down into 371 for the Southern sub-market and 169 in the Northern sub-market including Old Trafford.

There has in recent years been a surplus of accommodation for older people (both single pensioners and larger pensioner households) and Trafford Housing Trust has vacant elderly persons accommodation at Isobel Baillie Lodge and at Cornbrook Court. However the projections point to an increased demand from older households. This low demand is therefore likely to be a result of the type of accommodation available (old people's homes) being unpopular.

Demographic groups most likely to fall into housing need category are:

- single non-pensioner households
- lone parent households
- other households with children
- with regards homelessness there was a greater proportion of BME persons registered.

Affordability

Concerns have been raised by local residents and stakeholders about the sort of gentrification that has taken place in Hulme where housing is now unaffordable to most local people. When the housing in Hulme was being built there was very little support or information on how local people could purchase properties. The demand for affordable homes is driven by high price of private homes for rent and sale in the area and the strategy for Old Trafford will need to address affordability issues. This is likely to include:

- an adequate number of affordable homes
- information on other housing options such as supported private renting with support from the Local Housing Allowance (LHA)
- support for home ownership
- limits the level of properties sold to investors

Trafford Housing Trust and the library already provide a point of contact however the level of information required to support regeneration in the area will be crucial. More vulnerable areas like Old Trafford could see an increase in housing need as fewer jobs become available however measures still need to be taken to ensure that Old Trafford remains somewhere that people will find an affordable and desirable place to live.



PART 2: The Area

In Summer 2008 URBED and EKOS prepared a baseline report on the Old Trafford area in order to understand the area. This is available on www.urbed.coop and is summarised on the following pages.



8 Communities

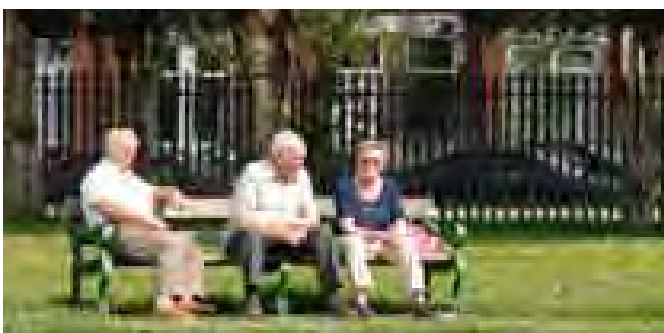
The masterplanning study area, shown on the plan to the left is far from being homogeneous. In order to understand the anatomy of the area and how to relate to its communities we have identified eight distinct communities which are described below. Many of these relate more to communities in Manchester and in other parts of Old Trafford than they do to each other:

The Hullard Estate: This area is a mix including two tower blocks, walk-up flats and modern semi-detached housing (all social rented other than right-to-buys). The area is also mixed in terms of population with the more transitory community of the towers contrasting with the more stable community in the low rise property. Given Hullard's location the estate feels cut-off and isolated from the rest of Old Trafford and Hulme.

Rivers Estate: This is a predominantly low rise former council estate between City Road and Stretford Road. It is laid out on Radburn principles so that traffic and pedestrian routes are separated. It does however have a stable well-established community and is much more successful than similar estates in Manchester. There are only 11 voids, mostly in the walk-up flats known as Trafford and Ryland's Court where most of the problems tend to be found.

Hamilton Grove: A small area of houses on Stretford Road outside THT ownership.

Cornbrook Grove: An enclave of semi-detached private housing off Stretford Road. This looks to date from the 1990's and while it feels isolated, internally it is stable and reasonably successful.



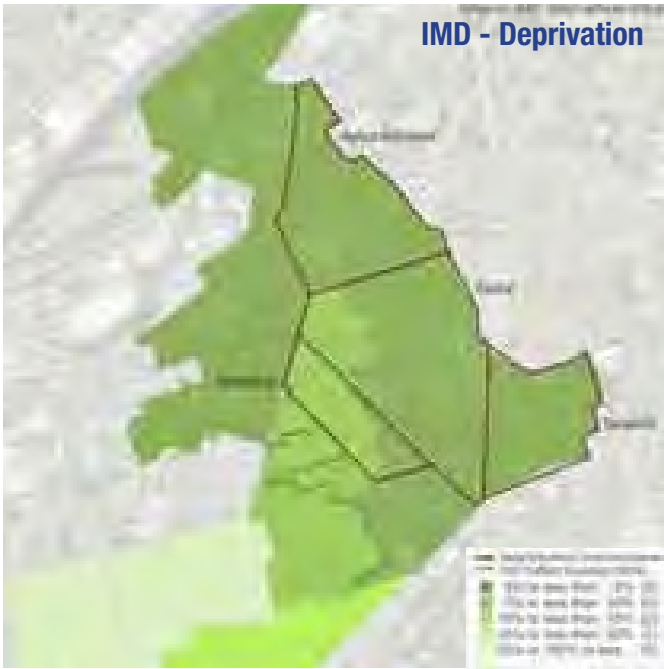
School Walk: Another former council estate, now owned by the Trust to the rear of the Fahey's depot. This has had problems in the past but has a strong community who have fought for improvements. Environmental works have recently been completed together with the demolition of a problematic block of walk up flats. This has resulted in significant improvements and demand is high.

Shrewsbury Street: The area to the west of Shrewsbury Street consists of Victorian Terraces and has a large Asian Community around the Mosque. There are two low rise social housing estates and two old people's homes, only one of which remains in operation.

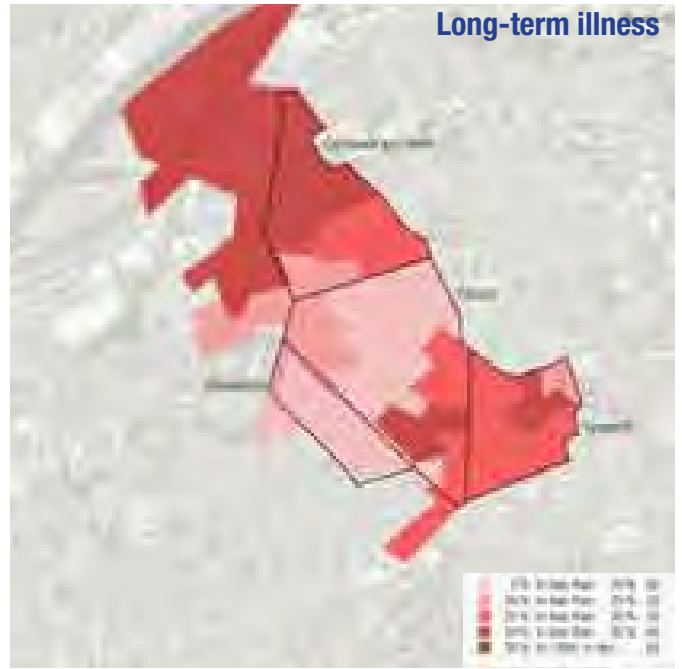
Clifton's: The Clifton's is a THT managed estate just off City Road that has experienced problems in the recent past. It is made up of a combination of low rise housing and two storey walk up flats of a good standard, however the Radburn layout of the estate is confusing and isolating.

Tamworth Estate: Also known as the Seven Sisters, this estate is surrounded on three sides by Manchester and hardly feels part of Trafford. The seven towers are made up of 3 'Balcony Blocks' and 4 'Bird Blocks'. Although there are some long term tenants, many people do not like living in the towers and the estate has a high turnover. As a result, along side a core community live a transitory population and the turnover is equivalent to one tower block a year. Along Moss Lane West is an estate of low rise housing with a more stable community.

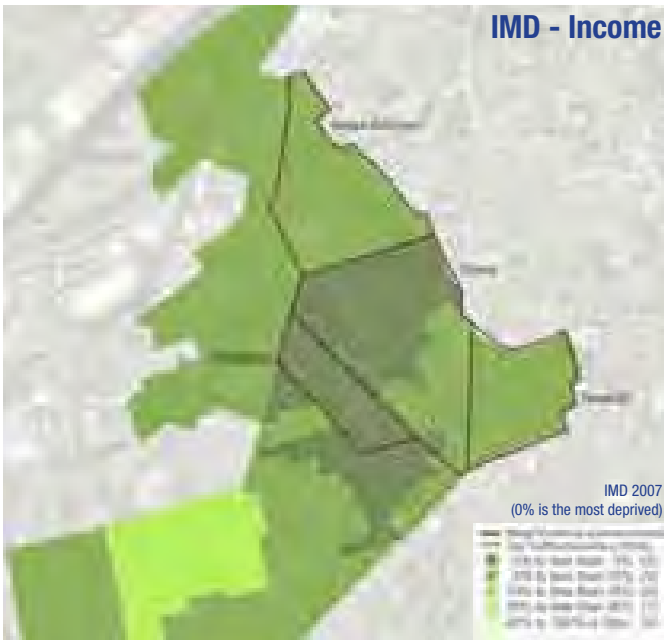
IMD - Deprivation



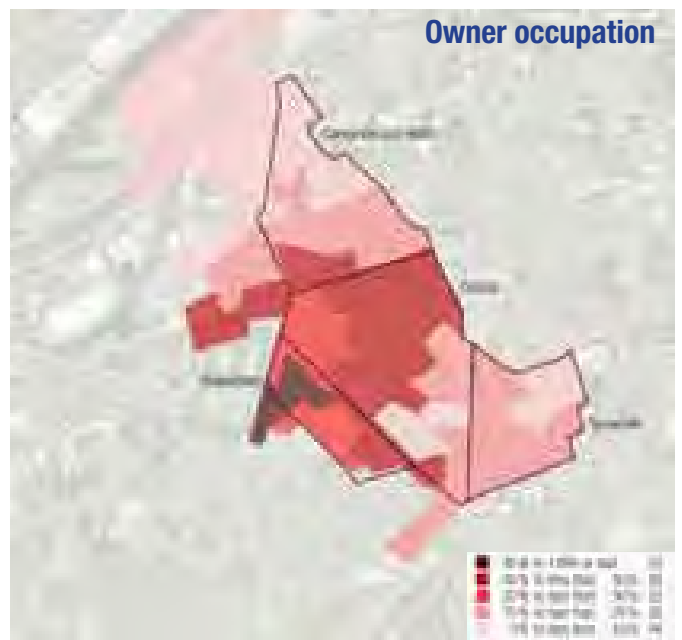
Long-term illness



IMD - Income

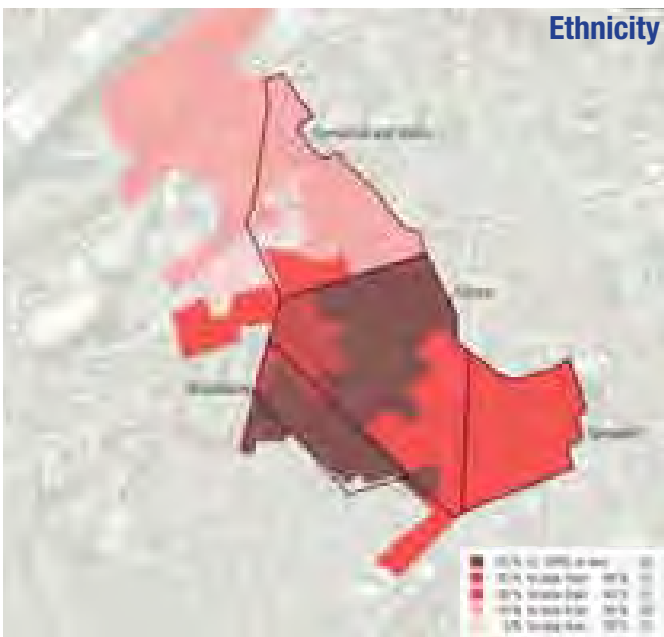


Owner occupation

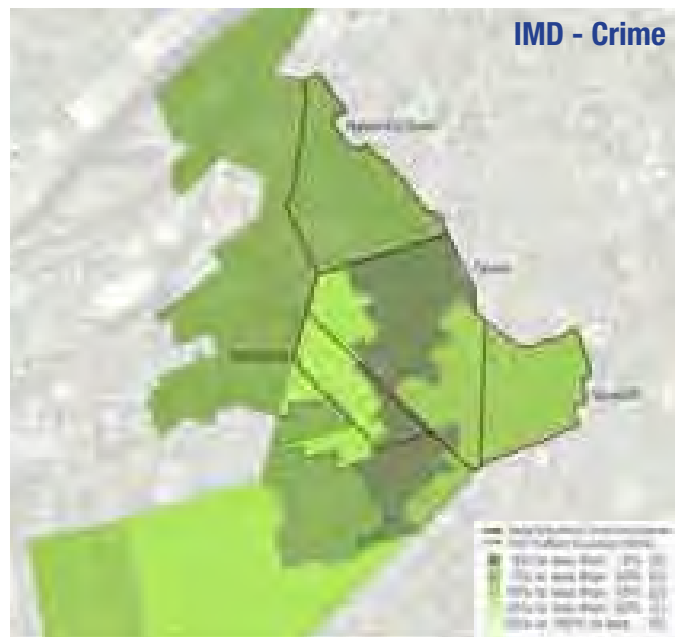


IMD 2007
(0% is the most deprived)

Ethnicity



IMD - Crime



The People

Old Trafford is more typical of some parts of inner Manchester than it is of the Trafford Borough. Its people are younger, more ethnically diverse and more deprived than the rest of Trafford. There are problems of crime, health and poor education, however much of the area is stable and characterised by strong communities.

Population: There are 5385 people living within the study area boundary in 2074 households. Half of all households are single person and the age profile shows relatively high numbers of young adults and children.

Diversity: The area is ethnically diverse and Hullard and Rivers Estates are made up of 48% of people from Black and Minority Ethnic groups (BME). The central area and Shrewsbury Street areas are made up of 60% BME groups and Tamworth is made up of 44% BME people. Careful consideration needs to be given to the diverse mix of the local population to reflect the housing needs and culturally sensitive service provision.

Deprivation: Most of the area falls within the 10% most deprived nationally. Only a small area at the northern end of Shrewsbury Street falls outside this.

Employment: In terms of levels of employment the Hullard, Rivers and Tamworth Estates are in the bottom 5% nationally although the Tamworth Estate did show a significant improvement (over 5%) between 2004 and 2007.

Income: In terms of income the worst area stretches from School Walk to Shrewsbury Street despite this area having higher levels of employment. This reflects low wage levels particularly within the BME community.

Health: Most of the area falls within the bottom 5% in terms of health, the exception being Shrewsbury Street that has also shown the greatest improvement since 2004.

Education: In terms of Education the area does slightly better. The central area and Tamworth Estate fall in the bottom 10-30% band and the Hullard and Rivers Estate in the 30-50% band. The Tamworth Estate in particular has improved by more than 5% since 2004.

Crime: The worst performing area for crime statistics is a central band running from School Walk through the Shrewsbury Street Community Centre. Most of the area falls within the 10-20% worst band and the eastern part of the area has seen significant improvements.

Housing: Owner occupation across the area is 42% compared to the Trafford average of 72%. However much of this is in the terraced streets to the south and the majority of the study area is overwhelmingly social housing (except for right-to-buys). There are 1,259 THT homes in the area of which 79% are flats - including 758 flats in high-rise blocks. Most of the housing is relatively good quality. Trafford Standard decent homes works have been completed across most of the area, the exception being the tower blocks.

- Red**
 - 1 Di-Edmond St
 - 2 The Royal Milestone Building
 - 3 Di-A House
 - 4 St. Andrew's Grove Health Centre/ The Old Market (Historic Community Asset Strategy)
 - 5 The Church
 - 6 The Library (Large Sports Projects)
 - 7 Royal Star Medical Centre & Sports Centre
 - 8 Main Access Centre
 - 9 New Health and Community Centre
 - 10 St. Joseph's Church
 - 11 St. Andrew's Memorial Hospital
- Orange**
 - 12 Community Sports Community Primary School
 - 13 St. Andrew's RC Primary School
 - 14 Old Trafford Community School
 - 15 St. Joseph's RC Primary School
 - 16 Early Years (extension of Old Trafford)
 - 17 Adult High School for Arts
 - 18 Bright Futures of Future Primary School
 - 19 Drop-in space of Future - After School Club
 - 20 Adult Day Provision Day Nursery
 - 21 Home Care Provision Nursery
 - 22 Allotment (3 Many Club/Football Clubs)
 - 23 St. Andrew's Club & School
 - 24 Future College
- Green**
 - 25 Main (with) Leisure Centre
 - 26 Old Trafford Sports, Leisure, Youth Centre
 - 27 The PMA (redevelopment)
 - 28 Old Trafford Primary Hall
- Blue**
 - 29 Brook Street Market
 - 30 Old Trafford Library & Community Centre
 - 31 Sports Youth Association
 - 32 Football Training Programme Centre
 - 33 Sports and Leisure Club - Future Home
 - 34 Old Trafford Rugby Centre
 - 35 Old Trafford Youth Centre
- Purple**
 - 36 Future Library and Adult Education Centre
 - 37 Zone City
 - 38 Football - Society for the Blind
 - 39 Youth and Social Association
 - 40 City Learning - Community Centre - (redevelopment) Local Project Development Plans
 - 41 Old Trafford - Events House
 - 42 Future Hub (Creative - Events - Museum) (1)
 - 43 Other (201) for Old Trafford



Community facilities

The study area is generally well served with community facilities and residents have access to some facilities in Manchester such as the Zion Centre. The main deficiencies are in youth provision and the quality of local shops.

Childcare: This is considered to be relatively good in the study area, with 5 nurseries identified either within or close to the study area. The local SureStart coordinator's view is that provision is sufficient to meet current demand. There is an established nursery in the Old Trafford Community Centre currently using the community hall. This means that the use of the hall is limited for other activities. There is a need to develop a purpose built nursery facility as part of the community centre for use by the nursery and also to provide childcare for the community using both the Old Trafford Library and community centre.

Youth Facilities: There is a youth worker covering the Old Trafford area funded by THT. However the main youth facilities are associated with churches and are not adequate for the population. The Old Trafford Youth Club in Seymour Park is some way from the area. There is a need for new youth facilities which has been explored as part of the community facilities study undertaken in parallel with this masterplan.

Education: The main primary schools serving the area are Old Trafford Community School (OTCPS), St. Alphonsus and Seymour Park School. All are rated as Good overall with St Alphonsus and OTCPS rated as Good or Outstanding overall. There are the three available secondary schools, Trinity CE High School in Hulme, Stretford Grammar School and Stretford High School. Stretford High School is rated one of the top 100 high schools in the country and is rated by Ofsted as Outstanding. Aififah High School is independent and has a satisfactory record of educational attainment. Stretford Grammar School has recently been taken into special measures due to a drop in attainment levels. College provision includes Trafford College and Loreto 6th Form College in Manchester which boards with the Tamworth Estate.

Healthcare: There are seven GP surgeries or health centres available to the people of the study area. The Stretford

Memorial Hospital and the Kath Locke and Zion Centres in Hulme area also accessible, however provision for Trafford residents is restricted as priority is given to Manchester residents. The Trafford PCT are proposing to develop a hub for GP services at Stretford Memorial Hospital on Seymour Grove which will reduce the accessibility of services but would improve the range of services available to the Old Trafford area.

Community Facilities: The main community facility within the area is on Shrewsbury Street. This includes a library and a community hall. A Community Feasibility study was commissioned to review existing community facilities in the area and to explore the need for a New Community Facility in Old Trafford. The first stage of the Community Feasibility Study identified the need for an improved community centre with better services, more sustainable design and a more flexible approach to the use of the building. As part of the second stage of the Community feasibility study the development of a new facility on an alternative site will be explored.

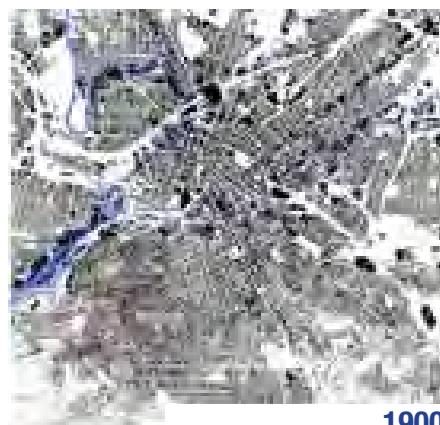
Sports and leisure: The main sports facility is the Trafford Sports Barn in Seymour Park which provides a good range of services in a new facility. The nearest sports centre is in Moss Side and the Stretford Leisure Centre is a bus ride away.

Employment: Access to employment services are provided through the Old Trafford Job Shop which forms part of the Old Trafford Community Centre. The nearest Job Centre is on Moss Lane. Adult education and training services are delivered by Lets go Global, and St John's Centre and Lets Go Global as well as through many other community organisations based in the area.

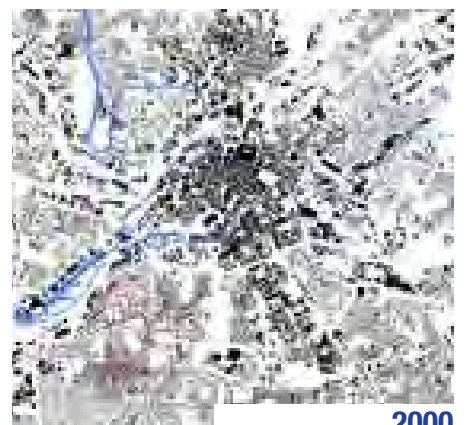
Shops: There is a limited range of shops in the area. Many residents shop at supermarkets outside the area such as ASDA in Hulme. There are local shopping areas on Seymour Grove, Ayres Road and Shrewsbury Street, the latter doing poorly.



1842



1900



2000

History

Old Trafford remained fields until the mid 19th century and then developed rapidly with by-law housing like much of inner Manchester. It was once a lively, dense neighbourhood integrated with the wider city. The re-developments of the 1960's and 70's may have addressed the poor quality of the housing but they have broken these connections creating a series of isolated estates.

The Old Trafford area grew up as a series of neighbourhoods of Victorian Terraces in the mid to late 19th century. As the three plans show (bottom left) the area was still mostly fields in 1842. White City had developed as pleasure grounds to the west and Whalley Range as Manchester's first suburb to the south. Brooks Bar is so called because it was where Samuel Brooks who built Whalley Range placed his toll bar.

The land of Old Trafford and indeed much of Hulme and Moss Side remained boggy fields. However as industry developed in Trafford Park and the Docks and around the southern edge of the city centre all of these fields were developed very quickly for bylaw housing as can be seen from the 1900 plan. The quality of this varied - Hulme having the poorest quality, most densely built housing while parts of Moss Side and Old Trafford were built to a higher standards. The quality of the housing in the central part of the study area was generally good and south of Shrewsbury Street the housing remains. The housing in the Tamworth and Hullard estate areas was much poorer. The main streets through the area then as now were Stretford Road, City Road, Chorlton Road and Moss Lane to the South. Stretford

Road in particular was a major route into the city and was lined with hundreds of shops between Chester Road in the west and Oxford Road in the East. The major secondary streets were Shrewsbury Street that still exists and Cornbrook Street which ran between Stretford Road and Moss Lane which only partly remains.

The majority of the area was cleared in the 1960's and 70's. The Tamworth Estate (pictured below) replaced the tightly packed terraces with a series of high rise blocks. Later re-developments used two storey housing mostly based on 'Radburn' layouts. As the main plan to the left shows the result is a) that the density of development in the area has decreased massively b) that its urban form and structure has become much less coherent and c) that each of the estates has become isolated from each other and the rest of the city. Old Trafford was once an integral part of inner city Manchester and has become an isolated series of estates. The aim of the masterplan must be to address the damage done by the re-developments of the past.





Urban form

Tamworth, Hullard and the Rivers- built in the 1960's and 70's demonstrate a loose urban grain, denoting areas dominated by wide highways, and poorly stewarded open areas. This is in contrast to the area around Shrewsbury Street and Ayres Road which has a finer grain.

The figure ground plan for 2008 on the opposite page gives a very important insight to the 'urban grain' and density of the area, the pattern of building footprints, streets and spaces. The historic figure grounds begun to touch on the concept of grain, describing 'tight' or 'loose', 'fine' or 'coarse' grains, depending on the pattern.

Places with a tight grain are usually made up of streets on a human scale that offer a sense of enclosure. They allow overlooking and animation of public areas from nearby buildings. This is demonstrated most clearly by the Victorian areas of Old Trafford that have survived. The triangular area bound by Ayres Road, Shrewsbury Street and Henrietta Street consists of a fine urban grain, where individual buildings and blocks have clear structure in relation to each other and to public areas. This provides a clear grid pattern that makes them areas that are easy to find one's way around and promote more community connection through the use of streets as social spaces.

The earlier tight grain has an even dispersal of density that allows for and maintains a rich mix of uses and ownerships. It also provides continuous frontages with strong definition of streets and open spaces. Hullard Park is an example which is very well overlooked with lots of houses fronting onto the park.

Estates such as Tamworth, Hullard and the Rivers built in the 1960's and 70's demonstrate a loose urban grain, denoting areas dominated by wide highways, and poorly stewarded open areas, places where people may feel exposed and feel unsafe. Such places can feel confusing to be in and lack a strong identity. The Tamworth Estate feels very isolated from the rest of Old Trafford and Hulme. The issue of permeability is further highlighted by the new development of Hulme where the streets are well connected to the rest of the neighbourhood and where the streets are defined and overlooked by buildings with windows and front doors promoting the feeling of neighbourhood and safety.



Worthington Street



Bird Blocks and Maher Gardens



Connections

A great number of tertiary streets are cul-de-sacs or severed secondary streets which undermine permeability and movement. One of the key issues to be addressed by the masterplan will be to improve permeability in the Old Trafford area and to increase connections to other areas.

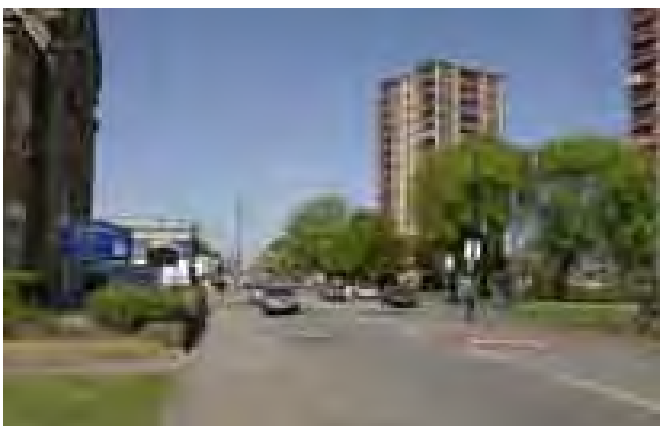
The road hierarchy opposite helps us understand movement dynamics and linkages, in and through an area. Cities and places are often thought of as “movement economies” where movement and connectivity are the single most important variables. The greater number of connections; the more democratic and the better dispersed activity is.

Old Trafford benefits from very good wider connectivity with three A-roads: Stretford Road, Chorlton Road and Chester Road running through the study area connecting to Manchester City centre and the wider area. Secondary routes are strong in the south west of the study boundary. Streets such as Shrewsbury, Henrietta and Ayres Road all provide a clear secondary network. However, with the exception of City Road, the remainder of the study area lacks strategic secondary streets. In places, vital routes such as Cornbrook Street and Marple Street have been severed. This places a level of dependence on neighbouring roads that is unnecessary. A great number of tertiary streets are cul-de-sacs and / or severed secondary streets which undermine permeability and movement between the neighbourhoods of Old Trafford.

The current Metrolink skirts the northern boundary of the

study area with Cornbrook as the closest tram stops. This station is not popular with residents due to its location and poor quality environment. The confirmed Metrolink extension (orange) runs south from the Altrincham line with new stops at Firswood and Chorlton. However the majority of the study area will not fall within 400 meters (10 minute walk) of a tram stop. The proposed extension, to the Trafford Centre, via Trafford Park, would be a very positive introduction- making important links to these two employment hubs. Should this extension materialise, it is unlikely to happen until 2013.

A Quality Bus Corridor (QBC) programme has been implemented in the area. This has included new priority bus lanes along Upper Chorlton Road and the alteration of traffic light phasing along the A56 to improve efficiency of bus flow. However, bus coverage is patchy, it is well-served by services into the city centre but less so with cross town routes (The 250, 253 and 258 being the only available choices; to be found along Stretford Road). Stretford and Chester Road are the best served, with several day and night services. However Chorlton Road, King’s Road and City Road, which all have a single day bus service and no night service, and there are several potential routes such as Ayres Road, Northumberland Road and Victoria Street which have no service at all.












Primary Route - Chorlton Road



Secondary Route - Shrewsbury Street



Key

-  Future playing fields
-  Provision for a new stadium and terraces
-  Accessibility of streetspace
-  Parks and gardens
-  Public and semi-public urban green spaces
-  Core Sports
-  Boundaries
-  Trees
-  Goods use zones

Open Space

The open space plan highlights the large quantity of space which is best described as passive amenity space and has little, or sometimes no, functional or amenity value.

One of the most immediate observations that jumps out of the plan is the number, volume and distribution of parks, gardens and childrens play facilities in the area. The most notable in terms of quality and feel are the Victorian Parks- Hullard and Seymour. Tamworth Park provides valuable open space for the area but is not an official park. This space is well maintained, with good paths, diverse and mature vegetation, play and sports facilities. This space however, largely because of its size and undulating topography, lacks natural surveillance from the neighbouring buildings and despite modern lighting, does not feel safe at night.

In 2007, Groundwork completed an Open Space Feasibility Study on behalf of Trafford Housing Trust. This work covered four estates: Hullard, Rivers, School Walks and Clifton Close, evaluating open space within the estates and their potential for improvement. The plan opposite includes designations given by Groundwork's audit.

The open space plan highlights the very large quantity of space which is best described as passive amenity space and has little, or sometimes no, functional or amenity value. Although many of these space are well maintained with grass that is cut regularly in the summer and vegetation that is pruned, they very often feel like 'left-over' scraps of land that collect litter and are not well overlooked or used.

Brown areas within the study boundary represent St Alphonsus school playing fields, St Brides Field and Old Trafford Community School play area. The recent development of an Astroturf football pitch at Old Trafford Community School is currently condemned for use due to flooding and further investment will be needed to bring it back to use. St. Brides Field is currently used for football and cricket and is currently managed by a dedicated team including Youth Workers for the area whom run mentoring and football coaching sessions. They are keen to develop a Community Resource Centre in conjunction with St Alphonsus School.

Passive amenity space in the Clifton's area



Maheer/ Tamworth Gardens- childrens play



OLD T
YOUTH



TRAFFORD

PART 3: The Vision

The Round Table Workshop brought together key stakeholders all committed to the progress of Old Trafford, as well as members of the community whom understand better than anyone what needs to change in order for Old Trafford to prosper. The workshop established some key objectives for the development of Old Trafford.



Diagnosis

The picture of Old Trafford painted in Part 2 of this report is of a series of relatively strong communities in a physically fragmented and disconnected part of the city. The twin drivers of Decent Homes and Growth Point Status offers the opportunity to restructure the area and repair its urban form for the benefit of the existing community and to attract newcomers into the area.

The population of the area is more similar to the adjacent districts in Manchester than the rest of Trafford. In terms of deprivation and issues such as long-term illness the Tamworth and Hullard/Rivers estates are the most deprived. In contrast the central Shrewsbury Street area has higher levels of employment and owner occupation, yet also the highest crime levels and the lowest income levels.

The different housing types in the area attract different types of people. The nine high-rise blocks fulfil an important housing need in Trafford. The residents tend to be childless and generally younger while the turnover of flats is high (around 15% a year with higher turnover on the Tamworth Estate). The low-rise social housing estates have traditionally housed families but, as well-established areas, they accommodate a significant number of older people alongside families. The central part of the area has more private housing, mainly traditional terraces. This area is characterised by larger families and a large Asian community centred around the local Mosque. Many of these areas are within the IMD's most deprived 5% of areas nationally. However despite this and the poor layout of the social housing estates, most remain stable and are exhibiting far less signs of stress than similar neighbourhoods in Manchester and Salford.

In physical terms the area lacks coherence. As the historic plans illustrate, the neighbourhood was once part of a seamless stretch of terraced housing running from the edge of the city centre to White City. Much of this was redeveloped in the 1960's and 1970s as a series of council estates that

face inwards and relate poorly to each other. The worst connections are those over the boundary with Manchester. It is as if the estates were planned by Trafford and Manchester councils almost as if the legislative boundary was the end of the earth!

Because of its fragmented structure, its lack of linkages and the low density of some estates, much of the masterplanning area feels isolated, belying its central location. The area does not operate as one community – we have identified up to eight communities often with very few links to each other. This means, for example, that people from the Tamworth or Hullard estates are unlikely to use the Shrewsbury Street community facilities. One reason for this is the decline of the high streets. In the past Stretford Road, City Road, Cornbrook Road and Chorlton Road would have been high streets providing a community hub to unite the adjacent communities. Today the streets are dominated by fast moving traffic, are hostile, and most of their shops and pubs are gone. The estates turn their backs on the roads.

The masterplanning area therefore has significant structural weaknesses in its design and layout and yet remains home to strong and relatively stable communities. The twin drivers of Decent Homes requirement and Growth Point status offer an important opportunity to address these structural weaknesses by redeveloping or restructuring parts of the area, increasing the density of housing, repairing its urban structure and turning it once more into a thriving urban neighbourhood.



Consultations

The masterplan has been undertaken in partnership with local people through an extensive programme of consultations. The design Charrettes are described in Part 4 of this report. However the consultation started with a round table workshop on 30th June 2008 at St. Brides Church on Shrewsbury Street.

The initial workshop was aimed at stakeholders and residents of Old Trafford to set the agenda for the masterplanning exercise. The workshop included a presentation of URBED's initial findings and two interactive sessions:

- **A sustainable community:** The first session identified the elements of a sustainable community against which Old Trafford could be measured.
- **Mapping of the issues:** The second session focused upon identifying which parts of the area were most affected by these issues and what needed to change.

The feedback on each of the areas was as follows:

Hullard: This area was seen as overcrowded, with the tower blocks making it feel like people were living on top of each other. There was conflict between young people and the more established community and the lack of play facilities meant that children were seen as 'out of control'. The area was seen as having been 'thrown' together with no sense of identity and only one way in and out. There were problems with litter and too many parked cars.

The Rivers: People disliked the layout of the estate which 'may have worked thirty years ago doesn't work today'. The houses are back-to-front making it confusing and preventing people from parking near their home. The communal space is fenced-off and unusable. There is a feeling that the area is too dense and that it is surrounded by busy roads.

The Central Area: The open space was seen as inaccessible, underused and dangerous to cross. The Shrewsbury Street area had problems because streets were blocked so that the alleyways were used as rat runs. The area has also suffered gang related problems. The more recent estates were described as islands. The Community Centre was seen as a good facility but was not used by people in other parts of the area.

The Tamworth Estate: This area had the worst problems. The tower blocks were intimidating and detached from Old Trafford. The play area was very good and well-used but the open space generally was uninviting. The area had drug and alcohol issues, with high unemployment, a refugee population with language barriers, a high turnover of flats and levels of apathy. The balcony blocks were felt to have improved and had a better sense of community.

The main points raised in the second session were:

- There was a need for redevelopment of the tower blocks.
- Stretford Road and Chorlton Road were barriers preventing the integration of the area.
- There was a need for better connections between neighbourhoods
- There needs to be a much stronger community hub and focal point for the area possibly based around a new community facility.
- There was a need for improved shopping facilities, on Stretford Road, City Road and Chorlton Road.



Vision for the area

The aim of the masterplan is to address the issues described in the first part of this report. However the masterplan has the potential to be more than just a repair job. The aim should be to create a series of thriving, sustainable neighbourhoods that can integrate with each other as well as with the neighbouring areas of Hulme and Stretford.

The question is therefore what we mean by a sustainable community. The main objective for the masterplan for Old Trafford outlined by Trafford Housing Trust, Trafford MBC and Old Trafford Neighbourhood Management Partnership is to create a:

'vibrant, sustainable community, with quality housing, excellent environment, and good connections to employment opportunities together with improved retail and community facilities'

The key principles that should underlie the masterplan are:

1. Preserving what we have: We do not start with a blank sheet of paper. The area is populated by strong and stable communities and we must build on their success rather than sweep them away as has happened in some other regeneration areas.

2. Improving the quality of the environment: One of the greatest weaknesses of the area is the quality of public spaces. A focus must therefore be the transformation of the public realm, both within estates and in the large public open spaces. This will make the area feel more inviting and safer.

3. Connecting things together: One of the aims of the public realm works should be to connect the estates together, to Hulme and Stretford and to training and employment opportunities. We need to establish an integrated and permeable network of streets so that the estates no longer feel like isolated enclaves.

4. Strengthening local identity: The Old Trafford area is the most culturally diverse part of Trafford. This is a strength and is reflected in the diversity of local business. We should

capture this cultural capital to boost further business growth to revive Stretford Road and Chorlton Road as local centres and community hubs for the area.

5. A decent home for everyone: Everyone in the area should have a decent home including all of the homes that have not yet had decent homes work undertaken. The amount, affordability and quality of homes in the area needs to be improved to meet the needs of local residents.

6. A mixed and balanced community: Redevelopment and infill opportunities should be used as an opportunity to diversify the local community. The overall amount of social housing should be maintained whilst additional new housing should diversify the mix and tenure of the area with more family homes and low cost home ownership.

7. Opportunities for all: The redevelopment of the area and the mix of community facilities accessible to residents is crucial. Facilities and services should be aimed at helping local people improve their skills and qualifications and gain access to employment in the conurbation. The Old Trafford Neighbourhood Management Board will play a key role in ensuring that opportunities are linked to residents and that training and education remain at the forefront of service provision in the area.

8. A range of local facilities: There is a need to create a balanced range of local facilities accessible to the whole of the area. The main identified needs are for Youth Facilities, Training Facilities and local shopping parades. These should be focused on the Stretford Road and Chorlton Road high streets to be accessible to all of the community.

Achieving the Vision

Outlined below is a list of key regeneration objectives to support the masterplan in order for the regeneration of Old Trafford to be successful. These objectives fall under 6 categories.

Housing and the built Environment

Trafford has always been a popular choice of location for working professionals whom are drawn to the location due to easy reach of jobs in Manchester and Trafford Park. However Old Trafford is still one of the most deprived neighbourhoods in the Borough of Trafford. There is also a higher population of Minority and Ethnic groups. In order to ensure local communities benefit from regeneration and the area continues to attract new residents some key actions need to be taken:

- To promote the development of Old Trafford as a housing Growth point and to develop infrastructure, transport, retail and community
- To create a more balanced mix of property types and tenures across the area
- To provide more choice and diversity to meet the differing needs of the existing population and to attract people into the area
- To provide new housing of high quality in terms of design, energy efficiency and sustainability
- To encourage stepping into home ownership by supporting people from social rented accommodation to part and full ownership
- To improve the management and availability of services to local residents

Transport and Connectivity

The Trafford Boundary is shared by Hulme, which has benefited from major regeneration that has improved the layout, introduced much improved housing and community infrastructure and has benefited from the opening of Stretford Road. The Northern tip of Trafford is serviced by a tram station which has the potential to link the community of Old Trafford to opportunities within the wider city region.

Old Trafford Gateway Development Framework

An area running from the far northern tip of Old Trafford to Stretford Road was identified in the Old Trafford Gateway Development Framework as a key gateway to Old Trafford where special consideration needs to be given to the development of the area. Key priorities for the improvements are:

- Improve access to Cornbrook Park station and other public transport nodes in order to link Old Trafford with jobs and training opportunities
- To improve connectivity throughout the area by promoting linkages between the north, central and east of Old Trafford and the rest of Manchester.
- Improve the streetscape environment and provide safer and more legible routes
- New development and public realm improvements should be based on the guidance as set out in the manual for Streets and Home Zone principles.
- There should be stricter design guidance on the development of properties along Stretford Road to strengthen the role of the route as a key connector between Trafford and Manchester.
- To promote better walking and cycling routes in the area
- To introduce better crossings on Stretford Road and Chorlton Road

Economy

The Trafford Economic Development Plan 2006-2009 outlined the importance of Trafford as an economic driver for the North and highlighted the importance of Trafford's location at the edge of the regional centre and close to many of the regions key assets. Old Trafford is in a position to exploit its prime location and tap into the economic growth for the region. Trafford has one of the highest business density rates in the north (Trafford has 49 businesses per 1000 residents compared to Manchester which has 34 per 1000 residents). There is

however a disproportionate share of business and enterprise growth in the Trafford Borough with a majority of growth in financial, professional and business services accounting for 30% of jobs in Trafford, with IT services accounting for 4.7% of jobs and media accounting for 8.7% of jobs. There is also disproportion in relation to the economic activity of residents in Trafford as wards within Old Trafford are the most deprived in the borough and nationally and have high unemployment rates. Key priorities for Old Trafford will be:

- Improve training and employment services within Old Trafford to connect local residents to opportunities within Trafford and the wider city region.
- Encourage training and targets for better quality employment
- Specific support for BME community into sectors where there is under-representation such as finance and banking.
- Support for long term unemployed to get back into work
- Continued support services geared towards confidence building and retraining for relevant skills

Environmental

The masterplan suggests improvements which will help to improve the permeability of the area as well as improvements to Tamworth Park, St Brides Fields and introduction of a new park/green corridor at Hullard Estate. Overall new layouts and buildings will adhere to Code for sustainable Homes level 4.

- To connect and enhance the network of green spaces
- To improve Tamworth Park
- To open up a green corridor between St George's Park in Hulme and Hullard Estate in Old Trafford
- To improve the layout of estates through de-radburning schemes, and promotion of better quality public realm.
- To promote sustainable development through the design and layout of new housing and facilities

Social and Cultural

The development and continued improvement to community facilities in the area is crucial to the progress of the community. These are crucial to the promotion of social cohesion in Old Trafford.

- To develop and improve community facilities within Old Trafford
- To improve youth provision in the area
- To ensure development of accessible facilities which are sensitive to the needs of local people.
- To develop an action plan for a new and improved Old Trafford Community Centre

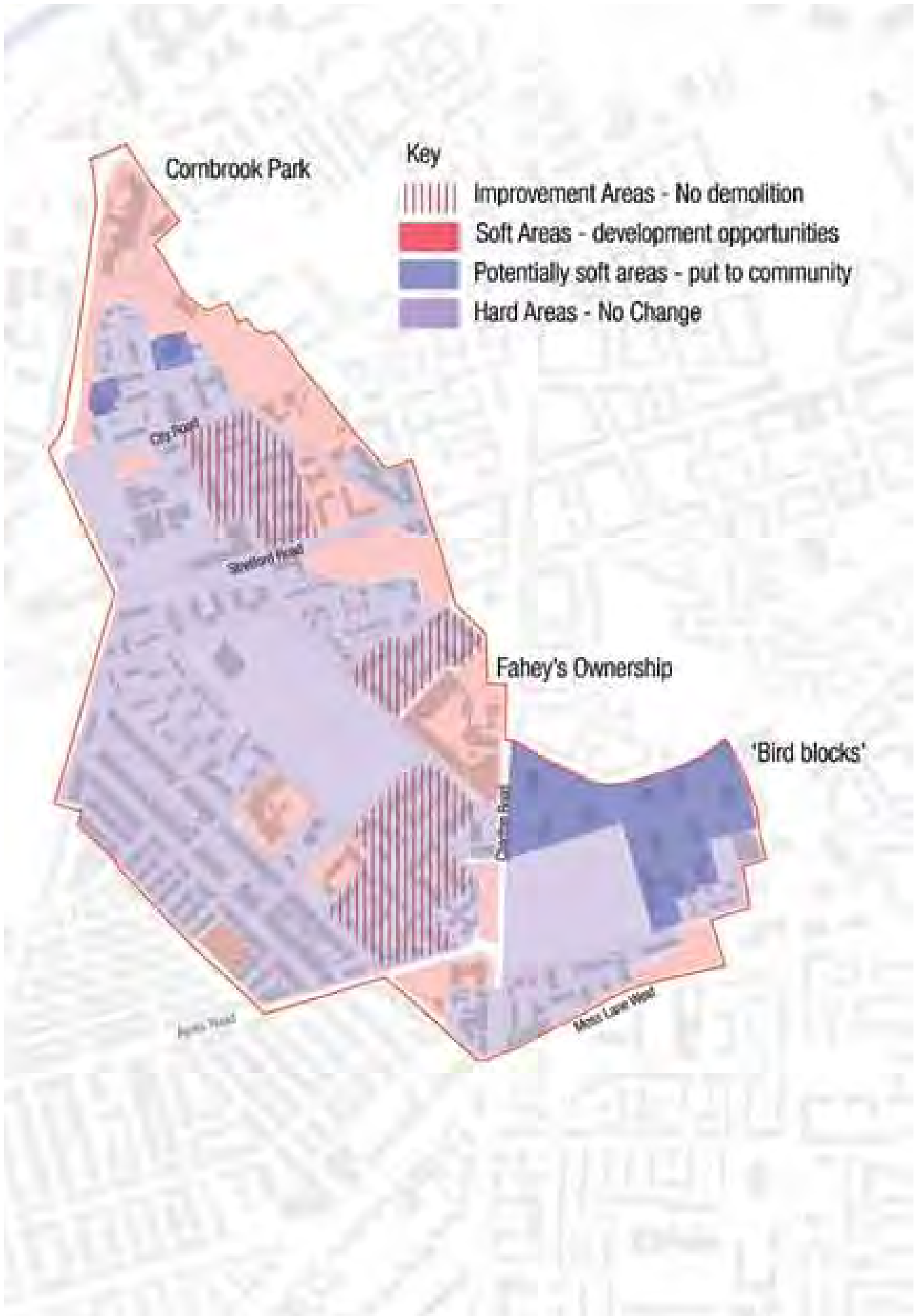
Governance, Equity and Services

- Continued Neighborhood Management to maximize on the regeneration through management of the Old Trafford masterplan with representation and support from Old Trafford Neighborhood Management, Trafford Council and Trafford Housing Trust
- Development of a Digital Inclusion Strategy to help local residents gain computer skills to assist with training and job opportunities, and help with making computers more accessible. This could be done with the Media City, and Lets Go Global.
- Develop the Financial Inclusion Strategy in relation to Old Trafford (currently being developed with THT and The University of Salford)
- To support residents through the process of regeneration by providing assistance and information on housing options.



PART 4: Developing Options

This chapter builds on the existing opportunities and begins the process of Community Design through a series of Design Charettes for each of the three areas of Old Trafford. The masterplanning options which emerge from the Charettes are then taken back to the community for feedback and a preferred option is developed. This is divided into 9 key projects.



Opportunities for Change

The starting point for the masterplanning exercise is what we call the ‘hard and soft’ exercise. The aim of this is to identify those parts of the area where minimal change is expected (the hard areas) and those area where development is possible (soft). The latter becomes the canvas for the masterplan.

A number of factors feed into the identification of soft areas; The current condition of the site and its prominence, whether it is in public ownership, the intentions of private owners and the viability of investment in housing that doesn’t yet meet the Trafford Standard. On the basis of these criteria the area has been divided up into the following categories:

- Hard sites where no change is envisaged.
- Improvement areas where no demolition is planned.
- Sites which are definitely available for development.
- Sites which are potentially available and where the community should be asked what should happen.

The results of this process are described on the plan to the left and below:

Hullard Estate:

- The low rise housing at the heart of the estate will remain unchanged.
- There are questions over the future of the two tower blocks because of the costs of bringing them up to the Trafford Standard. Its was agreed that the community should be asked about the future of these blocks.
- The supported accomodation for older persons on City Road currently vacant and on a short term lease, to become available in the near future.
- The Malvern Walk shops have been categorised as possibly soft.
- The same is true of the open space in the area that is poorly defined and feels unsafe.
- The poor quality industrial space to the north of the area is shown as soft because of the prominence of this site.

The Rivers

- Most of the Rivers estate will remain as it and is identified for improvement.
- Trafford and Ryland’s Blocks are in a poor state and currently do not meet the decent homes standard and are identified for demolition.

The Central Area

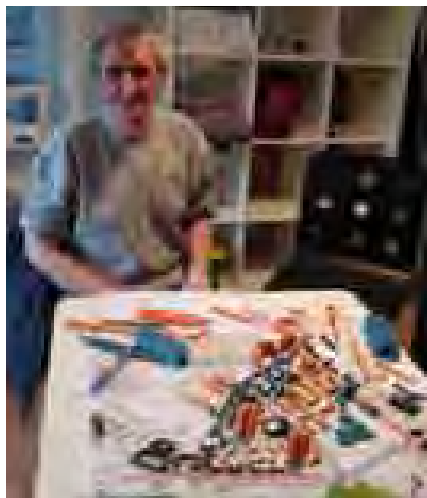
- The Essex Way area is a vacant site and is available for development.
- The Fahey’s depot is being explored by the owners as a development site and so is soft.
- Isobel Baillie Lodge is surplus to requirements and is available for development.
- The community centre would become available if a new community facility were to be built elsewhere.
- Duerrs, has been vacant for a while and is subject to and outline planning application for 19 homes which are likley to be developed in the near future.
- The Polish Ex Service Mens Club is currently vacant and is a possible re-furbishment opportunity for other business and community uses.
- There are a series of potential sites on Chorlton Road that may become available. Clifton Court is leased from THT and may be available at the end of the lease.

Tamworth

- The main issue here is the seven towers. The three balcony blocks are generally more successful than the four Bird Blocks but all need significant investment. The money for this is however in the business plan and it was agreed that the community should be asked about which if any towers should be demolished.

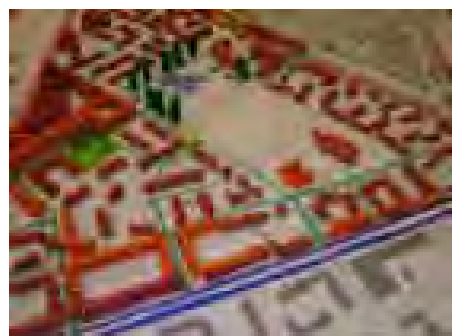
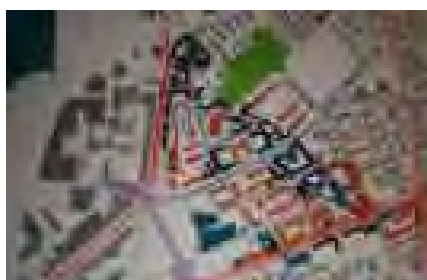
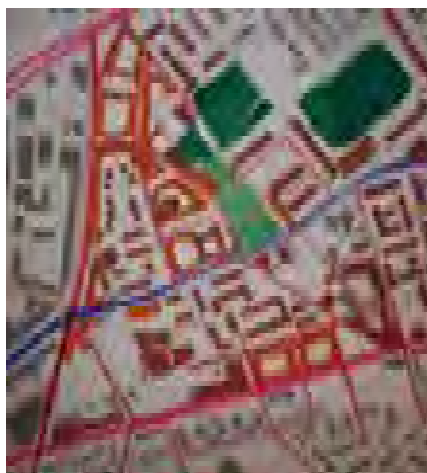


Tamworth Estate



Shrewsbury Street/School Walk

Hullard and the Rivers



The design charrettes

The Design Charrettes were held over a two week period in July 2008 where the masterplanning options were developed in public through interactive sessions with local people and parallel youth workshops.

The masterplanning options were developed through a series of community 'design charrettes'. The masterplanning area was split into three - the Hullard and Rivers Estates, the Shrewsbury Street/School Walk areas and the Tamworth Estate. In each area we found a local venue and ran two evening sessions together with a bus tour. Alongside the workshops we ran a series of sessions for young people which involved going out to talk to them on the estate and then running workshops parallel to the charrettes.

The first of these sessions looked at the areas as they are today. The workshop started with a presentation of urban principles and was followed by a series of analysis sessions looking at the urban form, street network, open spaces and land uses of the area. The intention was to get people to identify the area's problems as well as identifying the causes in as much as they related to the design and layout of the estate. The session concluded with a hard and soft exercise, in which the groups discussed which parts of the area could be developed.

The Saturday after the first workshops we arranged a bus tour of new housing schemes in Manchester. This included Ordsall, Chimney Pot Park and Lower Broughton in Salford, the Three Sisters in Collyhurst, New Islington and New East Manchester, the Northmoor Home Zone and Hulme. The intention was to give a feeling for what was possible in the Old Trafford area.

This fed into the second session which started with a slide show of possibilities that people used to create a set of 'mood boards' with collages of pictures of the sort of places that they would like to see in Old Trafford. This led into the main masterplanning session that started by replanning the street network of each area, looking at the open space and then developing a three dimensional masterplan in plasticine.

Each workshop was split into subgroups and each of these were encouraged to explore different options. The result was two options from each workshop, typically a modest option and a radical option. Following the workshops these were expanded into three options as the basis for a public exhibition in September 2008.





Option 1 - Minimal change

- Demolition of Cornbrook Court
- Retention and refurbishment of Empress Court, Princess Court as well as Trafford and Ryland's Courts
- New build on Cornbrook Court and around Princess Court
- New housing on the site in front of Old Trafford Community School on City Road.
- Improved open space linking to St. George's Park overlooked by housing
- Cornbrook Park Road reopened to link Princess St. and City Rd.
- Virgil Street Extended to City Rd.
- Home Zones created on residential streets



Option 2 - Medium change

- Cornbrook Court, Malvern Row, Trafford Court, Ryland's Court demolished and redeveloped for housing
- Retention and refurbishment of Empress Court and Princess Court
- New residential development on Chester Road
- Open space reduced but improved with new development providing surveillance
- Cornbrook Park Road reopened to link Princess Street.
- Virgil Street Extended to City Road, Trafford Place extended to Lucy Street
- Home Zones created on residential streets
- Lets Go Global moved into a new unit



Option 3 - Maximum Change

- Empress Court, Princess Court, Trafford Court, Ryland's Court, Cornbrook Court, Malvern Row, garages on Rivers Estate to be redeveloped for housing
- De-Radburning of Rivers and reintroduce streets and internal courtyards
- New gateway development in the northern part of the area
- New residential development on Chester Road
- Reduced open space to create a new frontage to St. George's Park
- Access improvements as in Option 2

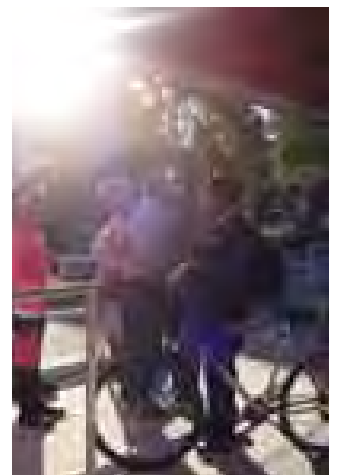
Hullard and Rivers options

The residents at the Hullard and Rivers Workshops were very open to the idea of radically re-configuring the estates but were more cautious when it came to demolition.

The Hullard and Rivers workshops were held at Lets Go Global on 8th and 15th July 2008. The main concerns related to the lack of facilities in the area, the fact that it felt cut off and the problems associated with the tower blocks and walk up blocks. There was also concern about the confusing layout of the Rivers Estate.

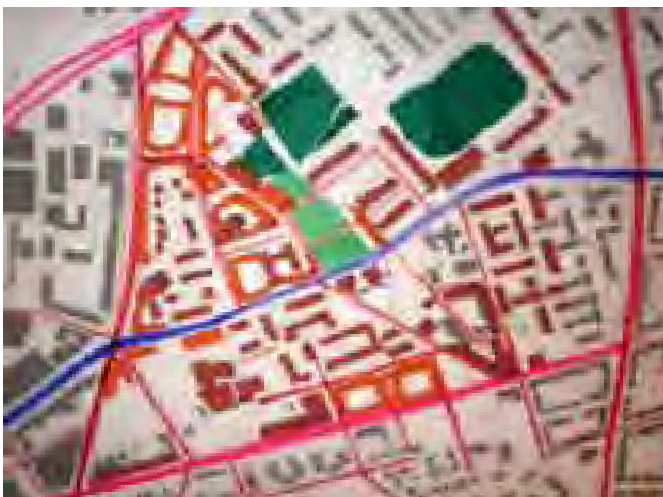
The workshop came up with two options for the area illustrated below. Both options are fairly similar – they retain the tower blocks, reopen Cornbrook Park Road, re-configure the Rivers Estate and redevelop the industrial units to the north. They differ mainly in the amount of open space.

The three options developed for consultation introduce more variety to give people a wider choice. Options 1 and 2 retain the towers while 3 redevelops them. The redevelopment of the industrial units is only shown on Option 3 along with the re-configuration of the Rivers Estate. These three options were used as the basis for consultation.



Youth comments:

"It would be so nice to have a cinema close by" Jenna Hughes, 12yrs "We want a clean area with astroturf like the one at West Union St. Community School", Tony Robinson, 15yrs





Option 1 - Minimal change

- The refurbishment of part of Fahey's depot for community use.
- The redevelopment for housing of: the car wash site on Chorlton Road, Isobel Baillie Lodge, Essex Way/Stretford Road, Shrewsbury Street Car Park, the cleared Site on Ayres Road and the corner of Maher Gardens.
- The improvement of the St. Alphonsus fields as a park.
- Cornbrook Street improved between Stretford Road and St, Brides Way.
- Shrewsbury Street Community Centre expanded and a smaller facility developed on Fahey's Site.



Option 2 - Medium change

- Redevelopment of the Fahey's Depot for housing with community use in the retained building
- Mixed use development of the Essex Way/ Stretford Road.
- Redevelopment for housing of the car wash site, Ayton House, Isobel Baillie Lodge and the Shrewsbury Street car park.
- Improvements and de-radburning of the Clifton's estate.
- New frontage onto Chorlton Road around the Sharon Church and Clifton Court.
- The improvement of the St. Alphonsus fields as a park.
- Reopening of Clifton St. Hamilton St. and Cornbrook St.
- Shrewsbury Street Community Centre expanded and a smaller facility developed on Fahey's Site.



Option 3 - Maximum change

- Redevelopment of the Fahey's Depot for employment and housing with community use in the retained building.
- Mixed use development of the Essex Way/ Stretford Road.
- Redevelopment for housing of the car wash site, Ayton House, Isobel Baillie Lodge and surroundings and the Shrewsbury Street car park.
- Improvements and de-radburning of the Clifton's estate.
- New frontage onto Chorlton Road around the Sharon Church and Clifton Court.
- The improvement of the St. Alphonsus fields as a park.
- Reopening of Clifton St. Hamilton St. and Cornbrook St.
- Shrewsbury Street Community Centre expanded and a smaller facility developed on Fahey's Site.

Shrewsbury Street and School Walk options

The options for the central area are based around turning the central open space into a park and reconnecting the street network so that it feels less isolated.

The Shrewsbury Street and School Walk workshops were held at the Community Centre on 10th and 17th July 2008. The main concerns related to safety and crime particularly around the central open space that was seen as unsafe.

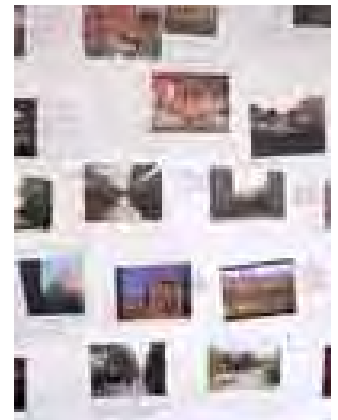
The workshop came up with two options for the area which again were quite similar. They both looked to a new park on St. Alphonsus fields as a new heart to the area surrounded by a reconnected street network. Both also show infill development on Essex Way and along Chorlton Road. The main difference is that the plan to the right replaces the Shrewsbury Street Community Centre with a new facility on the Fahey's site allowing the old centre and Isobel Baillie Lodge to be redeveloped for housing.

The three options developed for consultation are based on the ideas of the park and the reconnected street network. The main differences are the options for the Fahey's Depot and the extent of infill development.



Youth comment:

"We have a lovely house but the graffiti isn't nice at all ..." Linko and Vanish Mackova, 11yrs, 13yrs





Option 1 - Minimal change

- Retains all seven towers
- Trafford Standard works to the towers including internal and external refurbishment.
- Works to the base of the blocks to improve parking, create community facilities and the quality of open space.
- Development of a fringe alongside Maher Gardens to create a greater mix of housing and surveillance of the open space.
- The creation of a permeable street network by re-configuring the base of the towers with through-streets and connecting Maher Gardens to Chorlton Road.
- Improvements to the balance of the park.



Option 2 - Medium change

- Retains the three Balcony Blocks to be refurbished to the Trafford Standard with works to the ground floor as described above.
- Demolition and redevelopment of the Bird Blocks: Eagle Court, Falcon Court, Osprey Court and Raven Court along with the Seahawk Pub.
- A new urban neighbourhood on the cleared sites of housing and flats to replace those lost by demolition.
- A new parade of shops facing onto the park.
- The creation of a permeable street network including reopening Maher Gardens
- Improvements to the parkland



Option 3 - Maximum change

- Demolition of all seven towers; Eagle Court, Falcon Court, Osprey Court, Raven Court and Clifford Court, Grafton Court, Pickford Court along with the Seahawk Pub.
- A new urban neighbourhood on the cleared sites of housing and flats to replace those lost by demolition.
- A new parade of shops on Moss Lane.
- The creation of a permeable street network including reopening Maher Gardens and part of Cornbrook Street.
- Improvements to the parkland

Tamworth Options

The key issues with the Tamworth Workshops related to the future of the tower blocks. There was a willingness to consider this and to look at ways of better integrating the estate into the surrounding area.



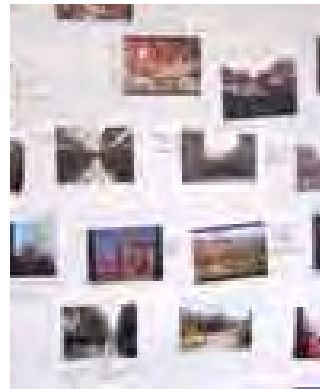
The Tamworth Street and School Walk workshops were held at the Community Centre on 9th and 16th July 2008. The main concerns related to the internal state of the blocks, particularly the lifts and communal area and issues about crime and safety .



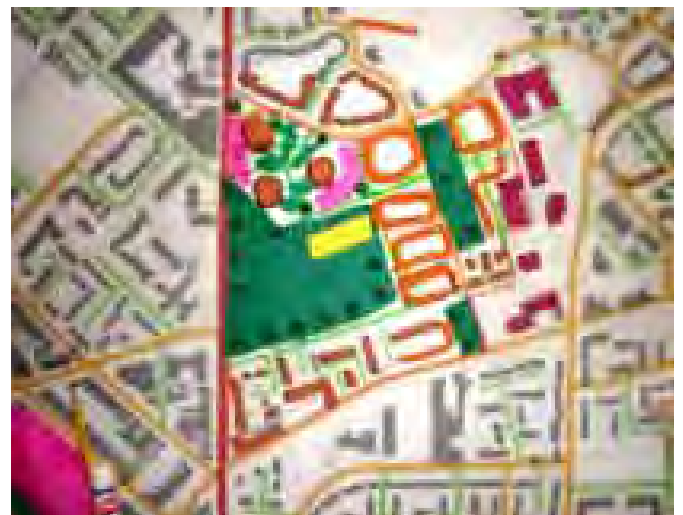
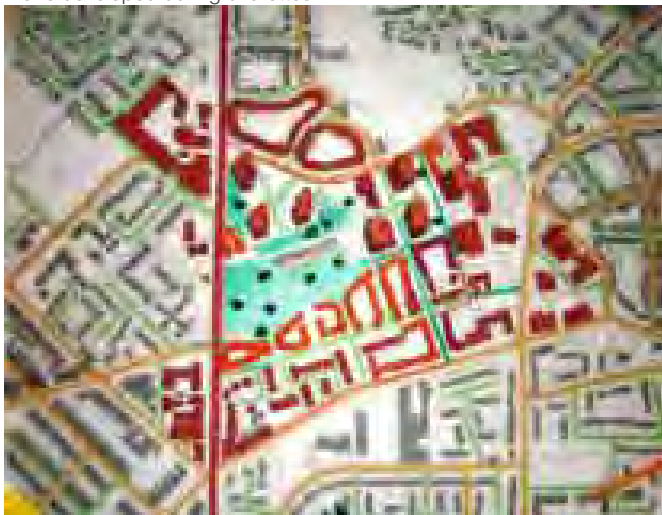
The workshop came up with two options illustrated below. The first was based on the retention of all seven towers and broached the idea of building on part of the park. This is reflected in the minimal option to the left. The second option redeveloped the Bird blocks to create a new neighbourhood between Bold Street and Moss Lane. This is reflected in Option 2 to the left. Both of these options include the opening up of streets to create a permeable street network. This includes a direct north/south route and the reopening of Maher Gardens. As many residents expressed the desire to see all the towers demolished we have added a third option to the left that explores the demolition of all seven towers.

Youth comments:

"They asked us about what we would like here and we didn't ask for a baby play area, we wanted a football pitch but they didn't listened did they."
Ronnie Moore, 15yrs



Plans developed during charettes



Plans developed during charettes developed into options for consultation with residents of the Tamworth Estate.



Resident views

A total of 88 questionnaires were completed by residents, the majority on the Tamworth Estate where most change is likely. The majority of residents opted for radical change including the demolition of the tower blocks. This fed into the options appraisal described on the following page.

Residents views were collected through a series of exhibitions in each area at the end of September/early October 2008. Staffed exhibitions were held in each part of the area after which the boards stayed in the library for another two weeks. Questionnaires were available for people to record their views. In total 119 residents attended these exhibitions and 88 response forms were completed. The majority of these (58) came from the Tamworth Estate, which is remarkable given the low level of community involvement in this area in the past. There was however a poor response from the Central Area, insufficient to draw any firm conclusions.

Hullard and the Rivers: In this area 25 responses were received. Of those that expressed a preference, eleven preferred Option 3 and only one and two respectively preferred Options 1 and 2. This represented a desire for radical change and to see the demolition of Trafford and Ryland's Courts and the two towers. However most of the respondents were from the low rise blocks and there was not enough feedback from the towers to judge the views of residents.

Central Area: There were only five completed questionnaires for the central area, reflecting the limited change proposed in the area. Three of the five opted for the radical option and the other two chose option 1 but the numbers are too small to draw firm conclusions.

The Tamworth Estate: This area elicited the greatest response with 58 completed forms from across the area. The preferred option was a close call between Option 2 (demolition of the Bird Blocks) and option 3 (total demolition of the Bird and Balcony Blocks). The situation was confused however because many residents of the low rise blocks objected mainly to opening the streets up and expressed a preference accordingly. We have however looked more closely at the responses from the residents of the tower blocks. The response for Option 2 was very balanced with equal numbers for each of the four categories; 'strongly agree, agree, disagree and strongly disagree'. By contrast the responses on Option 3 were 16 'strongly agree' and 10 'strongly disagree' with nothing in the middle. Further analysis shows that the balcony residents were fairly evenly split with a small majority for Option 2 while the Bird blocks had a significant majority for Option 3 (in other words if our blocks are to be demolished the balcony blocks should be too!).

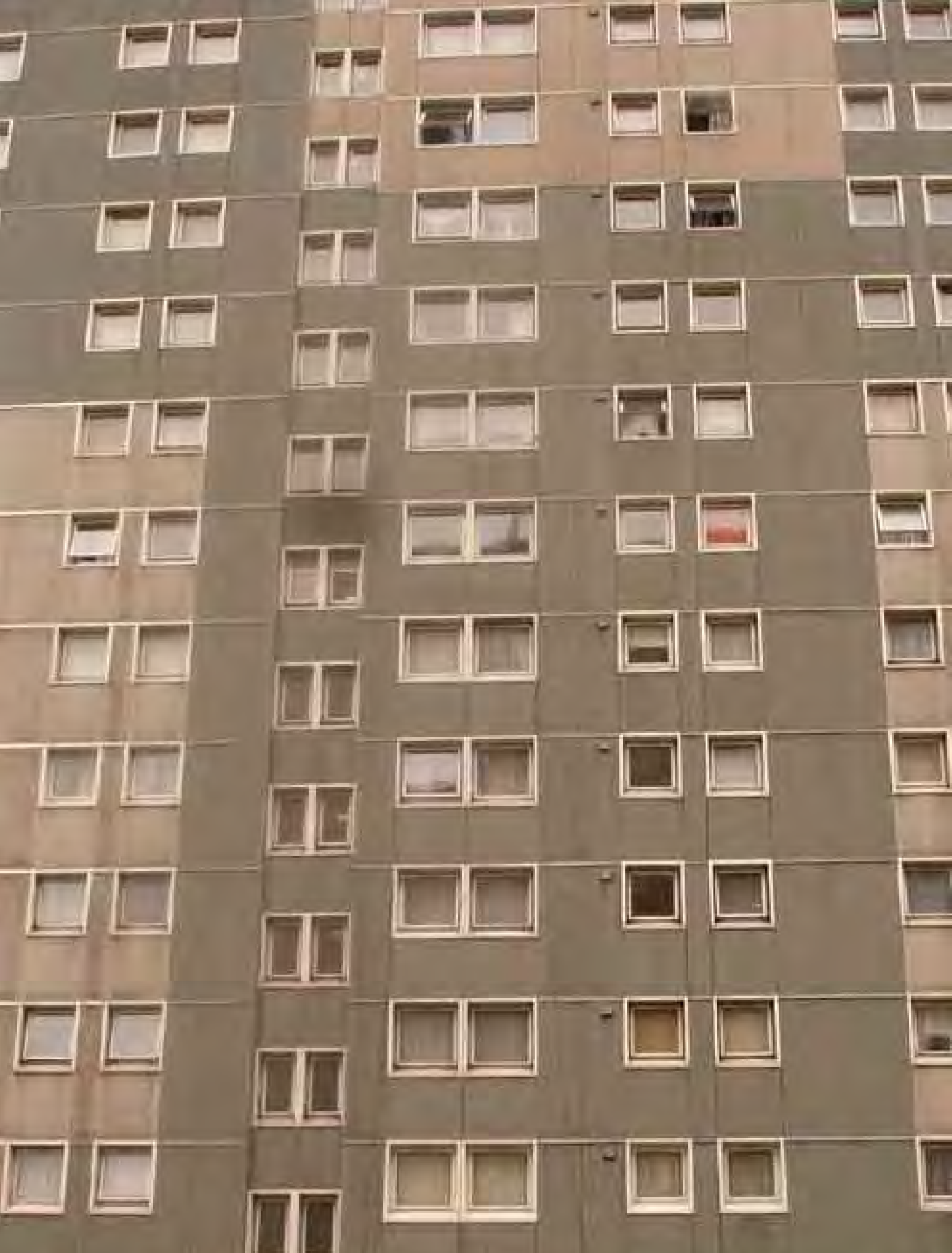


Photo: Close up view of the Bird Blocks

Options appraisal

The views of residents were generally in favour of radical intervention including demolition. This has been tempered by a viability assessment, assessment of regeneration impact and the views of stakeholders to arrive at a preferred option.

Resident Views: The views of residents, as described on the previous page can be summarised as follows:

- A general preference for more radical options.
- A willingness to see the towers demolished.
- A willingness in the northern and central areas to open up the street network.
- A concern about opening streets on the Tamworth Estate - from the residents of the low rise housing.

The views of the community have been set alongside three further options appraisals; viability, regeneration impact and the views of stakeholders.

Viability: Advice on viability was provided by EKOS. This has proved difficult in the current market because very little is viable. However the main issue as the market picks up will relate to the amount of publicly-owned land released by demolition and the potential for developing housing rather than flats (because the former are more viable). The viability of redeveloping the tower blocks on the Tamworth Estate would therefore be greater than the tower blocks on the Hullard Estate, because the latter would release very little additional development land.

Regeneration impact: The issue with regeneration impact is whether the minimal options will be sufficiently transformational to bring about a permanent change in the area. The issue, for example on the Hullard and Tamworth estates, is whether they can thrive in the future with some or all of the tower blocks remaining. The conclusion from

the visit to the refurbished Three Sisters towers in Collyhurst was that this probably was possible provided that the towers are comprehensively refurbished. More important to the transformation of the area than the demolition of blocks is the opening up of the street network. The neighbourhoods with the greatest problems are those that feel most isolated and transformation is possible by opening up the street network and de-redding the low rise estates.

Stakeholder Views: Throughout the study meetings have been held with a range of stakeholders including land owners, departments in Trafford Council, Manchester Council, the Trafford Housing Trust and the Neighbourhood Management Partnership. The options together with the views of the community and the options appraisal were discussed with them to agree the preferred option. The conclusions of these discussions were as follows:

- We should go for the radical option where possible to bring about transformational change in line with the views of the community.
- Princess and Empress Court should not be demolished because they remain popular with residents (who were not represented in the consultations) and because redevelopment is unlikely to be viable.
- The Balcony Blocks should be retained but the Bird Blocks should be redeveloped. This would allow for the planned decanting of residents and the creation of a good viable development site.
- The road network should be reconnected but this should be tempered on the Tamworth Estate in response to tenant concerns.



PART 5: The Masterplan

The consultations have fed into a masterplanning process based on the analysis of the area and the decisions taken as part of the options appraisal. This is based on a masterplanning framework to repair the urban fabric of the area, to redevelop the social housing areas identified in the last section and to provide opportunities for infill development. The Masterplan has then been parcelled into nine projects each of which have been appraised. This section described the masterplan framework and the nine projects.

View of de-radburned homes in Plymouth Grove, Manchester



Streets and mixed tenure blocks in Hulme



Connectivity

1



Urban Form

2



Parks

3



Sense of Place

4



Masterplan

The masterplan has been developed from the options appraisal described in the previous section. The aim has been to exploit the ‘soft’ areas to repair the urban structure of the area, to replace the social housing that is to be demolished and to develop further opportunities for housing development and more mixed tenure neighbourhoods. This has involved four masterplanning stages:

1. Connectivity: The first step has been to establish a clear and permeable street network as described on Plan 1. This is based around a series of high streets (red) which should become the ‘front door’ of the area, secondary streets (orange) providing the main access into each neighbourhood and local streets (yellow) that provide a permeable network both within and between neighbourhoods. The dotted lines show where this network will be extended in to pedestrian routes. This street network will overcome the isolation of the neighbourhoods within Old Trafford making them into a functional part of the wider city. The two areas shown in yellow indicate the re-configuration of the Radburn estates described earlier in this report. This involves the creation of a street network and the re-orientation of the housing to face onto these streets.

2. Urban Form: The next step is the repair of the urban form of the masterplanning area. As the previous analysis section illustrated, the urban form of the area is currently very fractured and incoherent. This means that public spaces and routes are not overlooked and feel desolate and unsafe. The urban blocks shown on Plan 2 use the ‘soft’ sites to create new urban form to provide frontage into the street network parks and open spaces. Particularly important are the frontages onto the High Streets so that gap sites and verges are used on Chorlton Road and Chester Road to create frontage.

3. Parks: The masterplanning area is fortunate in being within reach of four significant areas of open space. Hullard Park to the west and St. George’s Park to the north lie just outside the study area and are fine historic parks. The two spaces within the area; St. Alphonsus Fields and Maher Gardens are less functional and attractive. The former are playing fields surrounded by fencing and the latter is undulating landscaping with trees that, with the exception of the play area, is well used during daylight but without adequate lighting is dark and dangerous at night. The aim of the plan is to turn both of these spaces into proper parks with well-lit routes, overlooking and overlooked by development (like Hulme Park). In this way these open spaces will become the heart of their communities rather than the barriers that divide them.

4. Sense of place: The final level of detail relates to the things that will make the area into a neighbourhood, the shops, facilities and the image it projects to the outside world. Plan 4 shows two three local shopping areas on Stretford Road, Chorlton Road and Moss Lane. These are envisaged as local parades on the high streets that will relocate the shops currently hidden within the estates. The blue star indicates a new community facility that is being explored as part of the separate community space study. This is located on the Fahey’s Depot site, as a possible option with the potential to serve the whole of the study area. The plan also shows two gateways on Chester Road and Chorlton Road. These together with the new neighbourhood centre on Stretford Road will transform the image of Old Trafford to the thousands of people who pass through it every day.



The illustrative plan

The masterplanning principles have been brought together into an illustrative masterplan which is a vision of how the area could look in ten or fifteen years time.

The masterplanning framework described on the previous page has been developed into the illustrative masterplan to the left. This shows the area as it could be in ten or fifteen years time when its transformation has been completed and when its streets will form a safe and seamless link between Hulme and Stretford.

The key features of the plan are as follows:

North area (Rivers, Hullard, Trafford and Ryland's)

The decision was taken following the community charrettes and discussions with THT to retain both Princess and Empress Court. However the redevelopment of Cornbrook Court and Malvern Row creates an opportunity to substantially redevelop and reconfigure the Hullard estate including a smaller but better supervised open space linking to St. George's Park and the reopening of Cornbrook Way through the area to overcome its isolation.

The industrial area to the north is shown as a landmark scheme key gateway into Old Trafford from the city centre. This however would be to be apartments and will not be viable for a number of years and as such is not included in the current appraisals.

South of City Road the masterplan proposes the demolition of Trafford and Ryland's Court and a combination of infill development and de-radburning to reconfigure the Rivers Estate.

Central area (between Stretford Road and Ayres Road) Retention and demolition in Central Old Trafford.

The proposals for the central part of the area are based around the improvement of St. Alphonsus Park and the de-radburning of the Clifton's neighbourhood. There are also a number of opportunities around the edge of the



area for new build. These include the council-owned site Essex Way on Stretford Road together with the THT Owned Isobel Bailey Lodge and possibly the Shewsbury Street Community Centre if it is replaced with a new facility. There are also opportunities on publicly owned land along Upper Chorlton Road to create a new frontage together with the redevelopment of the Fahey's depot which will be brought forward as a private scheme.

Eastern area (Tamworth and Maher Gardens)

The plan for the Tamworth estate sees the retention of the Balcony Blocks and the demolition of the four Bird Blocks (total no of units demolished is 336 made up of 112 one bed flats and 224 two bed flats). These together with the site of the old people's home that has recently been demolished and the Seahawk Pub will create a significant development site that is shown developed with a range of new homes and apartments. The scheme includes a small block on the corner of Tamworth Park which together with the new housing will create a greater degree of supervision of the greenspace.



Projects

- Project 1: Tamworth Neighborhood**
- Project 2: Ayres Road Gateway**
- Project 3: Hullard Neighbourhood**
- Project 4: The Rivers Neighborhood**
- Project 5: The Cliftons Neighborhood**
- Project 6: Shrewsbury Street**
- Project 7: Stretford Road**
- Project 8: Fahey's Depot**
- Project 9: St Georges Gate**

The 9 Projects

The Illustrative Masterplan has been parcelled up into nine projects. These range from projects that can be promoted by the public sector partners to schemes that should be left to the market.

The masterplan has been split into 9 projects for ease of description and appraisal. In reality some of these may be combined while others will include sub projects. The aim has been to facilitate the transformation of the area while dealing with the decent homes issues and illustrating the potential for future development in the area.

Based on the ownership of land in the area and the strategy to redevelop/improve social housing the nine projects have been broken down into four types:

a) Public sector development schemes: The most important sites are those in public ownership where we are proposing that THT take the lead as a masterdeveloper (as described in the implementation section). These are Projects 1-3 essentially the Tamworth and Hullard Estates. Project 2, the sites along Chorlton Road, has been included because, while not all of the sites are publicly owned, it is a natural link to the Tamworth scheme and these sites should be acquired where possible.

b) Environmental improvement/infill schemes: In the central part of the area we are proposing a programme of environmental improvements, de-radburning to reconnect the areas to their surroundings and a small amount of infill. This includes Projects 4 ;The Rivers Estate and Project 5 the Clifton's Estate.

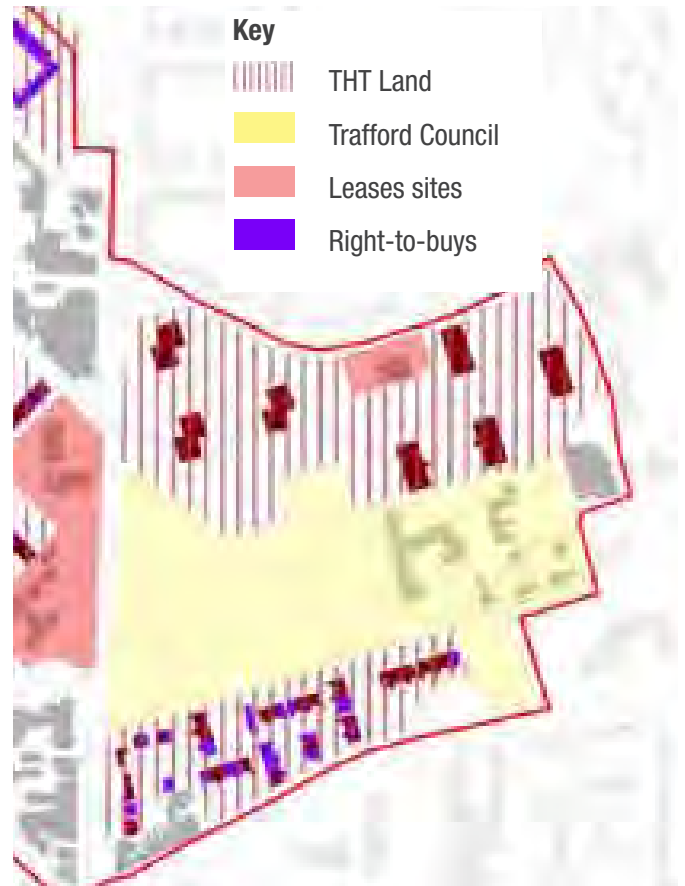
c) Public sector disposals: This includes sites that the council will sell to developers to bring forward for development thereby generating a capital receipt while also meeting housing needs. These include projects 6 and 7, Isobel Bailey/the community centre and Essex Way

d) Private sector schemes: The final schemes are those in private ownership that will be developed by the private sector with little or no public sector involvement. These include Project 8; Fahey's Depot and Project 9; St. George's Gate. In both cases the schemes will not be developed in the current market or indeed until the later part of the programme. Because of this they have not been appraised or included in the outputs.

Housing mix

At the heart of these proposals is the notion of demolishing 386 social housing units (all but three of which are apartments). The majority of these (336) are in the four Bird Blocks on the Tamworth Estate. The masterplan replaces these demolished flats like for like but spreads the new social housing apartments throughout the area to avoid a concentration on the Tamworth Estate. New social housing apartments are therefore included in all of the Projects except for Projects 8 and 9.

Overall Projects 1-7 include 1,358 new homes so that after the 386 demolitions there is a net gain of 972 units. Of these units 834 will be houses, 386 will be social housing apartments and just 138 will be new private apartments. There has been some concern as part of the study that the profound crash in the apartment market in Manchester makes any apartments for sale risky. The number of apartments has therefore been confined to locations where there is little choice such as corner units or space over shops. Given that this is a 10-15 year strategy we believe that this is achievable.



Project I:

Tamworth Neighborhood

The largest project involves the redevelopment of the Tamworth Estate, refurbishing the three Balcony Blocks and redeveloping the Bird Blocks. The development would include 297 houses and 117 apartments. Total demolitions would be totalling 336.

The Tamworth Estate is the most significant change within the masterplanning area. This is the area identified throughout the process as having the greatest problems. The seven towers have not been brought up to the Trafford Standard and it is necessary to obtain a waiver from the Homes and Communities Agency because this cannot happen before the 2010 deadline.

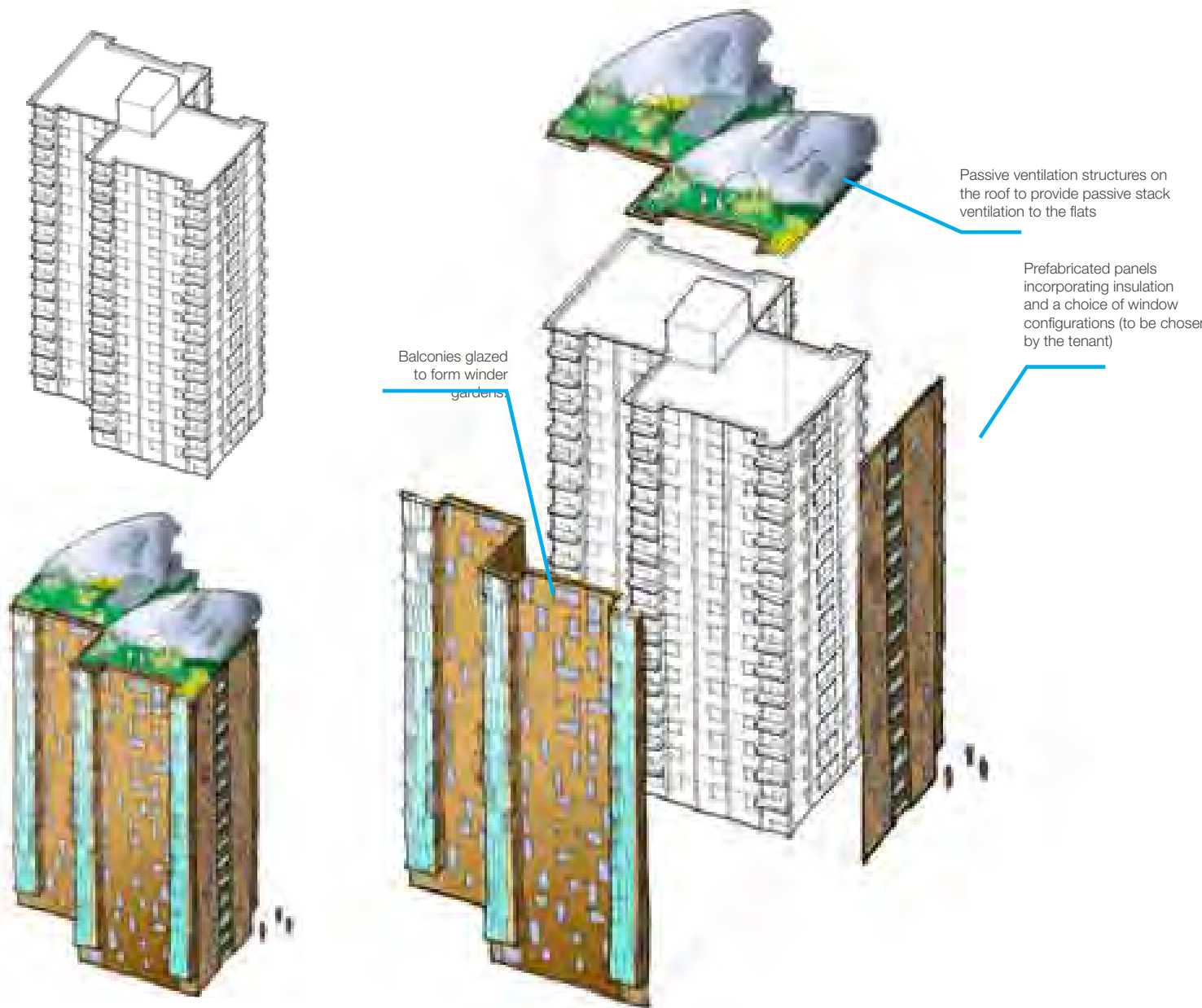
The conclusion of the masterplanning process is that all seven towers could be brought up to the Trafford Standard but that this would be very expensive and it is important to take into account the quality and likely popularity of the flats once improved. Based on discussions with local people, the maintenance department in THT and other stakeholders we have come to the conclusion that there is a difference between the 'Balcony Blocks' and the 'Bird Blocks'. The former we believe should be refurbished while the latter should be redeveloped. The retained Balcony Blocks will provide a valuable resource in the short term in helping the decanting of people from the bird blocks and in the long term as a resource for people wishing to remain in the Tamworth Neighbourhood. It is anticipated that THT will do a detailed consultation with residents in the Bird Blocks to facilitate meeting housing needs and finding appropriate temporary and long term accommodation.

Redevelopment of the Bird Blocks: The plan shows the redevelopment of the Bird Blocks. This involves the demolition of 336 flats in four blocks and creates a 3.57 hectare development site. This is a significant opportunity,

most of which is in the ownership of THT. The masterplan is based on a simple grid of streets between Bold Street and Moss Lane. This does not however include a traffic route on the line of Tamworth Street in front of the shops because of residents concerns about creating a rat run. The plan also does not re-open Maher Gardens for the same reason. The street network consists of a mix of local streets and home zones. These streets are vital to overcome the isolation of the area but would be designed as 'Home Zones' to prevent them becoming an attractive through route for traffic. The scheme as a whole would provide 100% parking through a mix of on-street and in-curtilage provision for the houses.

The plan is based on a mix of houses and apartments. There are 297 houses ranging from 2 to 5 bedroom units. There are also 116 apartments shown in light orange on the plan. There has been discussions about whether the redevelopment should replace the demolished flats like for like. The view has been taken that this should be done across the whole of the masterplanning area rather than just within the bounds of the Tamworth Estate. Given the retention of the Balcony Blocks this is important to avoid an over concentration of flats in this area by creating a more balanced community.

There is an existing corner shop on the estate that looks inwards onto a pedestrian route. The plan proposes moving this into a new unit on Moss Lane as part of a small parade of shops. This would extend the existing shopping parade on Moss Lane and would be able to attract passing trade.



Refurbishing the '3 Sisters'

The Balcony Blocks as well as Princess and Empress need new windows. The masonry while not in bad condition needs insulating. The exposed concrete frame that characterizes these blocks makes for very substantial cold bridges. It would be extremely difficult to get rid of these cold bridges as the floors and ceilings would have to be insulated for the first 1m into the flat from the external walls. This means external insulation is the only other option available. The Bird blocks have had this done but this did not improve their appeal and comfort. If the Balcony blocks are to avoid losing all their attraction the rendering needs to be better thought through to avoid using the standard externally applied render.

This proposal assumes that if you are externally insulating and replacing the windows they need to be near the outside wall not deepest as occurs on external render systems. This can be done with prefabricated panels complete with insulation being applied to the outside.

This presents further opportunities the first to give the towers a 21st century look as well as more sustainable insulation standards. If the brickwork is removed entirely this enables much thicker insulation to be applied without adding too much weight to the structure. It then also creates an opportunity for windows to be in different places. This in turn creates a fantastic opportunity for real community participation on the design of the new elevations. With only a few different windows but in a few different configurations residents can move those windows out of the places they don't want them into the places they do, creating a

distinctive elevation as well as internal variety. Our experience is that this level of individuality remains attractive to future tenants once those that made the decisions have moved out.

The thicker insulation would enable the whole tower to reach the new ultra insulated standard from Germany called Passivhaus. Once reached this standard can eliminate the need for central heating, heat instead is gained from appliances and the occupants kept in the flats by the insulation and using heat recovery on the ventilation, hence the new structure on the roof.

There are already a lot of vertical ducts in the buildings and by using the fact the warm air rises combined with the Venturi effect of a air passing the cowl and drawing air up it will be possible to draw stale air out to the roof, extract the heat from it, when occasionally necessary warm it up a little and blow it back into the homes. The removal of individual central heating would reduce maintenance costs considerably, as well as head towards being the region's first carbon neutral tower block.

The scheme includes improvements to Maher Gardens to help it operate as a park. This would include railings around the space and clear, straight, well-lit public routes through the park that feel safe and appealing. These routes are positioned on the lines of the former terraced streets and form an important part of the public realm network. Maher Gardens should feel and operate like Hullard Park and has the potential to be the heart of the new neighbourhood.

Refurbishment of the towers: The retained Balcony blocks should be transformed as part of their refurbishment and can become a symbol of the area's recovery. The potential can be seen in the Urban Splash Scheme for the Three Sisters in Collyhurst (below). We have looked at the potential for transforming the balcony blocks in this way. The illustration to the right shows the potential impact of replacing the brick panels with a new insulated panel in which residents could choose from three window configurations. The balconies are glazed over to create winter gardens and a passive ventilation structure is created on the roof. At the base of the blocks the intention would be to extend the parkland to create a garden between the towers and to regularise parking into a series of car parks accessible off the

surrounding roads. The base of the towers would be opened up with a improved caretaker and security base with views of the surrounding area and a improved community flat. It is anticipated that the work to these flats would be funded by the provision for Trafford Standard works in the THT business plan.

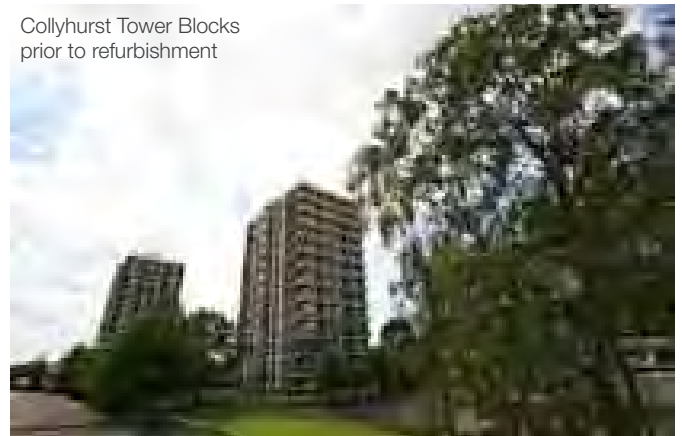
Viability: The viability of the scheme has been assessed by EKOS. Based on the development of 413 residential units and 1300m² of commercial space this would create a development value of £60-£70 Million. Against this is set the costs of the development:

- **Land acquisition:** £3.7 Million - Including two right-to-buy flats, compensation for social housing tenants and the acquisition of some small areas of third party land.
- **Development Costs:** Just under £56 Million - Demolitions and land remediation, development costs, highways, just under £1.8 Million for the park and professional fees and contingency. This includes just under £7.4 Million additional costs to achieve Code for Sustainable Homes Level 4.

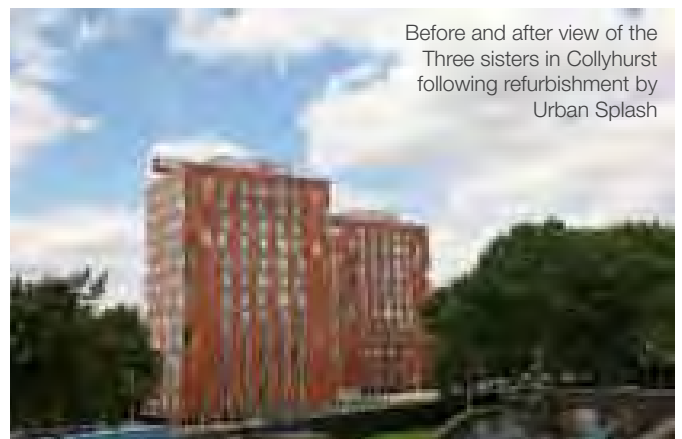
Illustration of the '3 Sisters' after refurbishment



Collyhurst Tower Blocks prior to refurbishment



Before and after view of the Three sisters in Collyhurst following refurbishment by Urban Splash



Old Trafford Masterplan



Tamworth Neighbourhood Masterplan Model showing view of the '3 Sisters' from Chorlton Road

- **Finance costs:** £16.8 Million - Including marketing, interest and developers profit. This assumes 15% developer profit. This could potentially be reduced if THT were to undertake the development directly and charge only management costs.

Overall this creates a development deficit of £11.8 Million. However this takes no account of social housing costs. If all of the one and two bed flats are assumed to be social this would reduce their value by 30%. They would however attract potential social housing grant that has been assumed at £60,000 per unit. This would reduce the overall deficit to just over £9 Million.

Given the current state of the market this deficit is smaller than might be expected as a proportion of total development costs. This is particularly true since the costs involve the demolition of the blocks and improvements to the park. Options for closing this gap include:

- Growth Point Funding to assist with demolition costs
- A higher level of HCA assistance
- Use of the funds in the THT business plan earmarked for bringing the Bird Blocks up to the Trafford Standard. These costs have not been included in the appraisal.
- Reduction of the developer profit element to 5% if THT were to undertake the scheme directly which alone would save £6.4 Million.

Development route: A combination of these factors would render the scheme viable and on this basis it could progress over the next few years if initial development sites for social units can be developed to allow for rehousing of affected residents. We believe that this should be taken forward by THT and Trafford Council rather than tendering the scheme to a private development partner. This approach would we believe be of interest to the HCA as a way of providing homes in the current market and allowing THT to benefit from the uplift in values as part of the process. This process would involve the following stages following consultation and adoption of the plans:

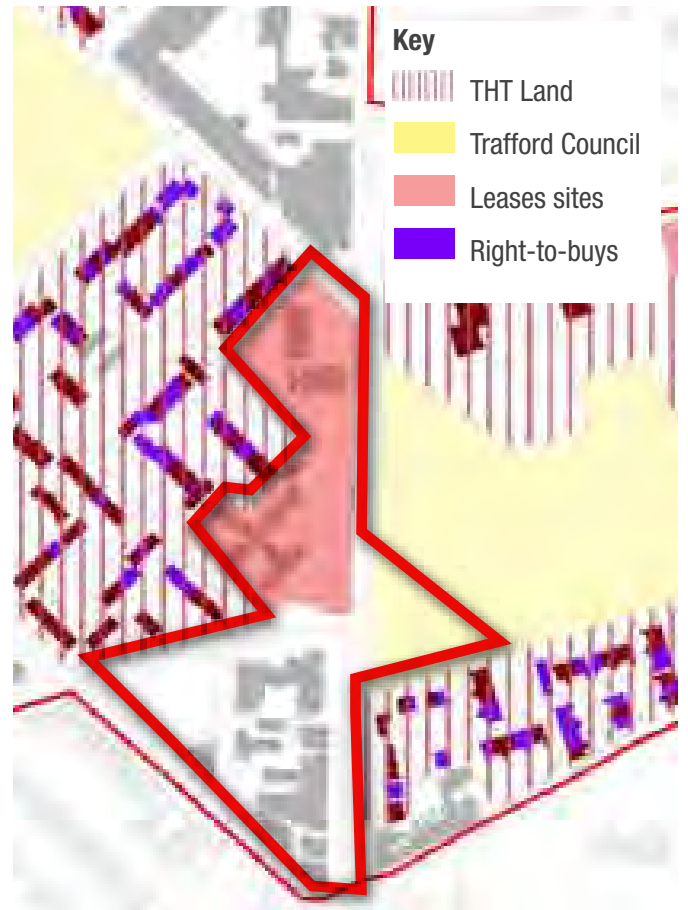
- THT commission an outline planning consent for the masterplan to provide a framework for development.
- Detailed consultation to assess housing and welfare requirements, and facilitation of moving tenants to temporary accommodation (for those wishing to move into new properties) or to suitable long term accommodation.
- As part of the demolition contract key infrastructure should be put in together with the park improvements.
- This would create a series of serviced sites, the first of which would be developed directly by THT (including the social housing re-provision). The later phases could be sold to developers to recoup the investment.



New housing in Freiburg, Germany



3 storey townhouses in Malmö, Sweden



Project 2:

Chorlton Road Gateway

Historically Chorlton Road was a busy street with a mix of businesses and houses. This project would restore part of the street to its former character as a gateway to the area and a community hub. It would be sensible to bring this site forward as part of the Tamworth Neighbourhood redevelopment and the site could accommodate 164 flats as part of the replacement of the Bird Blocks.

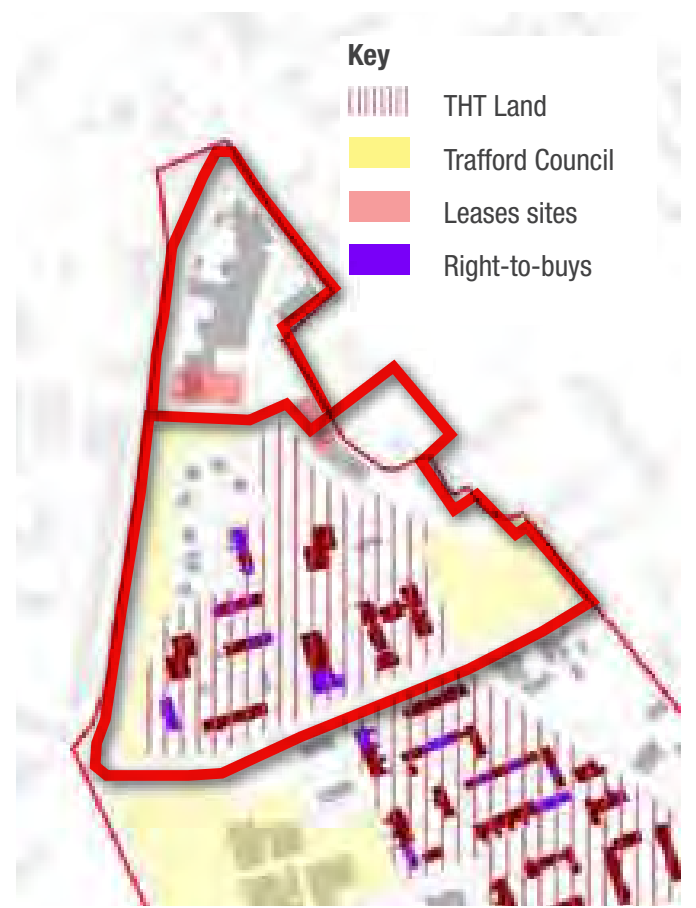
There are a number of development opportunities on Chorlton Road. On historic plans Chorlton Road is an important route, fronted by institutional buildings (although probably not many shops). The design philosophy in the 1960's was however to turn it into an urban dual carriageway (which is how it is shown on the original masterplan for Hulme from this period). As a result all the new development of the time turned away from the road and the road verges were grassed. Only the Sharon Church remains as a clue to what the street once looked like. The result is that Chorlton Road feels hostile, unsafe and dominated by traffic.

The aim of the masterplan is to transform this situation by making it the heart of the surrounding communities as a high street. As the ownership plan illustrates, the northern part of the site is owned by the council and let to the current occupiers. The Hilton Court site is leased as a hostel and there is no intention that this use should be terminated. However our understanding is that the condition of the building and the intentions of the occupier mean that it may come available at the end of the lease and would therefore form an important development opportunity. The sites south of Ayres Road are privately owned but are vacant or have recently been cleared. We have also included a small section of Maher Gardens in order to control both sides of the street. This is likely to be controversial but has been reasonably well received in consultations.

The masterplan proposes development of just under 261 units two thirds of which would be apartments because of the nature of the sites and proximity to the road. These would provide part of the replacement for the Bird Blocks and some could be built in advance to aid decanting. There is also 1,400m² of ground floor commercial space that could be retailing or office space to provide active frontage onto the road. The scheme creates a new node at the junction of Ayres Road and a strong 3/4 storey frontage along Chorlton Road. It would extend southwards to encompass the improvement of the existing properties in Chorlton Road.

The influence of this scheme should extend to the Brooks Bar junction. This is currently a struggling local centre where work is required to improve shop fronts, bring derelict buildings back into use and improve the environment.

Viability and Delivery: This is a complex scheme involving a series of sites in different ownerships. The appraisal has assumed that it would be developed in one go with THT acquiring the privately owned sites. This creates a significant deficit of just under £11 million on a £36 million scheme and therefore clearly cannot happen. However if the scheme is confined to the publicly owned land shown in red and yellow on the plan above left, then there would be a saving of £6 million acquisition costs. If social housing grant is assumed on the apartments the deficit to around £1 million. This could be developed as part of the overall Tamworth neighbourhood scheme and dealt with in the ways suggested on the previous pages.



Project 9
St George's
Gateway



Project 3
The Hullard
Estate



Project 3:

Hullard Neighborhood

The Hullard Estate is entirely reconfigured by the masterplan turning it inside out so that it faces onto the surrounding streets and the park with a Home Zone route through the centre of the area.

The Hullard Estate is the second major redevelopment opportunity for THT. Here the consultations undertaken as part of this study favoured radical action. However we have opted not to pursue the demolition of the two towers in the area because. While this would have been supported by local people the structure of the towers is similar to the Balcony Blocks in Tamworth and can be refurbished. The towers are also on such small sites that their demolition releases very little development land. The masterplan therefore seeks to work around the towers to reconfigure the estate so that it feels much less isolated. In order to achieve this we are proposing the demolition of the vacant Cornbrook Court on City Road (that is on a short term lease) and the redevelopment of Malvern Row shops and walk up flats. We have also suggested the relocation of the leather works factory on Virgin Street to allow us to open up the area to the park. The main elements of the masterplan are:

- An extension to St. George's Park fronted by new blocks to provide overlooking.
- Strong frontages to City Road and Chester Road. The latter is created with a series of single aspect homes on the 10m wide verge.
- The opening up of Cornbrook Park Way as a new route from City Road to Chester Road.
- New housing in a series of new blocks around Princess Court including pavilion blocks overlooking the park.

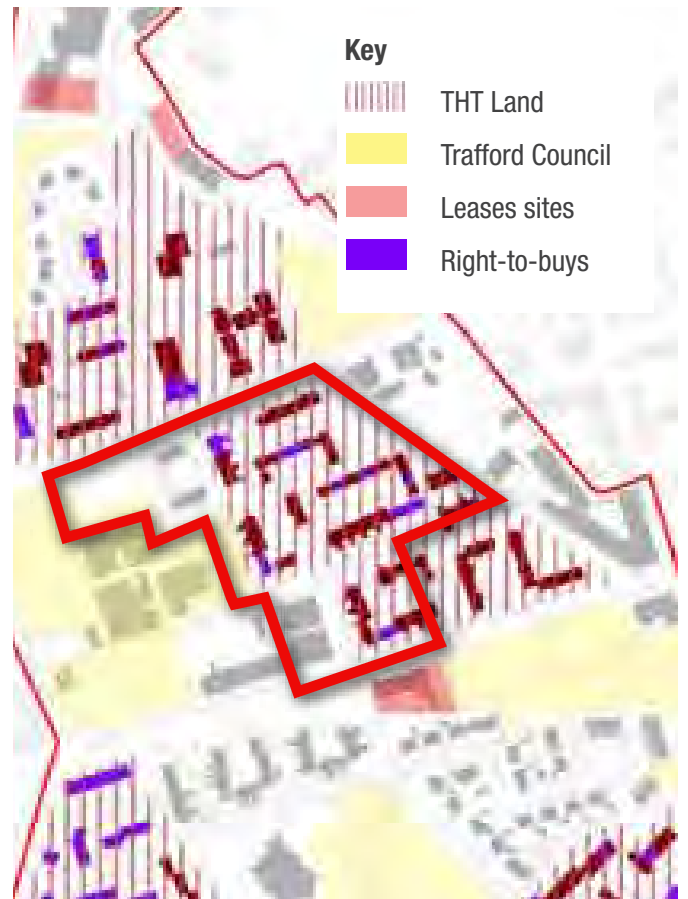
The plan includes 278 new homes including 125 apartments and 153 houses. The apartments would be part of the package to replace the demolished units elsewhere. The scheme would also include the refurbishment of the two tower blocks along similar lines to the Tamworth Estate.

Viability Assessment: The value generated by the development is estimated at just under £40 Million. The costs would be as follows:





- **Land acquisition:** £1.2 Million - Including acquisitions of six right-to-buy flats, compensation for social housing tenants and the relocation of the leather factory.
- **Development Costs:** £34.5 Million - Including demolitions and land remediation, development costs and highways, professional fees and contingency. This includes the extension to St. George's Park and £4.7 Million additional costs to achieve Code for Sustainable Homes Level 4.
- **Finance costs:** £10.7 Million - Including marketing, interest and developers profit. As with Tamworth this could be reduced if THT were to undertake the scheme directly for a management allowance of 5%.

This would leave a £6.3 Million funding gap which would be reduced to £4.1 Million once social housing values and grant are factored in. This is a similar shortfall proportionally to the Tamworth Estate and could be dealt with in a similar way by for example replacing the 15% developers profit with 5% management fee and tapping into other funding sources.

Implementation route: We envisage the implementation route being the same as for the Tamworth Estate, i.e. being progressed through a partnership between the THT and the Council creating a framework for including private developers in a later phase.



Key

-  THT Land
-  Trafford Council
-  Leases sites
-  Right-to-buys



Project 4 :

The Rivers

There was strong support in the masterplanning process for the de-Radburning of the Rivers Estate. This involves the creation of a new street network, the reorientation of housing to face onto these streets and infill opportunities.

The Rivers Estate is a classic 'Radburn' Layout in which the housing is accessible from a footpath network while the roads and parking courts are to the rear of the property. This type of layout means that the estate becomes a warren of footpaths and unused communal areas, while people are not able to park their car within sight of their home. It was clear from the consultations that the community are fed up with this layout and amenable to radical change of the kind that has been done on the Alexandra Park Estate in Manchester.

The layout of the estate Rivers Estate is particularly well suited to this process because the old terraced streets on the plan top left, have not been built over. The masterplan therefore involves reopening Eastnor Close and Trafford Place to traffic as Home Zones. This involves the demolition of three properties. It proposes turning the properties around so that the communal areas which are currently at the front of

the house become back gardens. The plan also creates some small infill sites in order to complete the blocks which could potentially accommodate 60 new units. The former snooker hall on Johnson Street is in private ownership but is a further opportunity for an infill scheme.

Viability and Implementation: The de-radburning works to the estate are estimated to cost around £1.3Million. The masterplan shows the opportunity for infill development that, in a stronger market could be used to fund this work. However at the present time the new housing is not viable itself. The costs of the works would therefore have to be found by THT or the scheme would need to wait until such time that the housing generates a surplus. In this respect it is likely that works would be combined with Stretford Road (Project 7) to provide a critical mass of new development to interest a developer and to generate sufficient surplus to cover the works.



Housing in Salford seen on the bus tour with residents

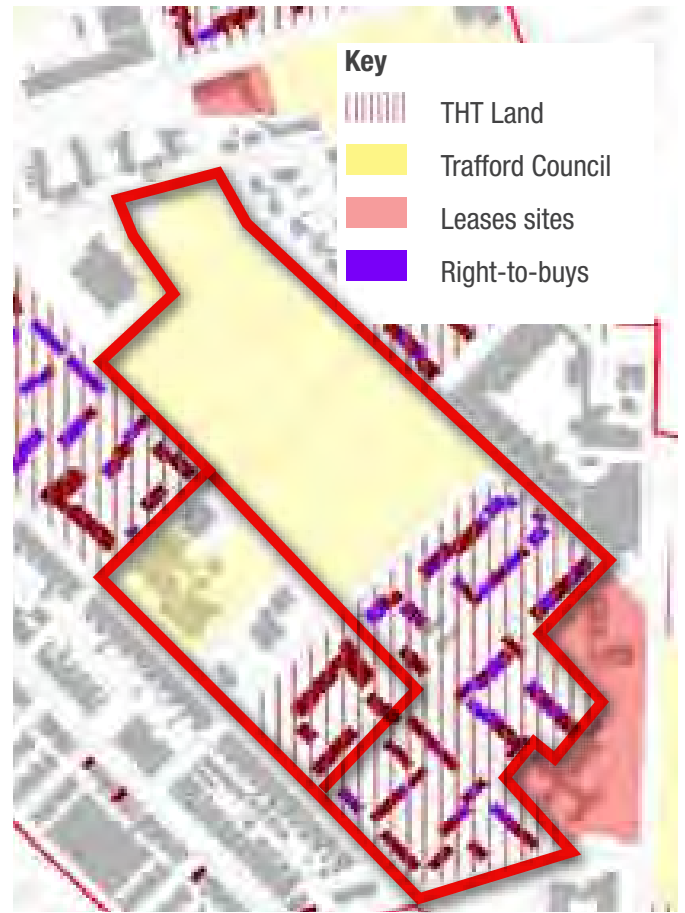


De-radburning scheme in Longsight seen on the bus tour with residents





Stretford Road Masterplan Model showing view from Stretford Road looking towards the North East.



Projects 5 and 6:

The Cliftons and Shrewsbury Street

The central part of the plan explores environmental improvements to St. Alphonsus Fields and St. Brides Field to incorporate more pitches and a new community resource centre linked to the school. Clifton's estate is put forward for environmental improvements, and the Shrewsbury Street Community Centre is redeveloped.

The central part of the masterplanning area is probably the most changed by redevelopment over the years as can be seen from the historic plan. A whole neighbourhood of streets was cleared to create the fields at the heart of the area and this is now feels unsafe and isolated. The aim of the masterplan is to turn this space into a park, like Hullard Park that can become the heart of the community. This could be done by improving access to the fields and agreeing new management arrangements between St Alphonsus, the Council, THT and key users. Something similar has been done with the former recreation ground in the Alexandra Park Estate. The work would involve introducing lighting, railings, new paths, tree planting and an astro-turf pitch and a possible resource centre for use by the St Alphonsus School and the locally run football coaching and cricket team. This would include changing facilities currently located on the Community Centre car park as an outbuilding.

There is also a need to improve the housing surrounding the park. Improvements have been undertaken to School Walk and there is limited opportunity to re-configure Lowry Place. There is an opportunity to make environmental improvements to Clifton Estate to address the problems in this area that are exasperated by its poor layout. Like the Rivers Estate the lines of the former terraced streets have not been built over and it is possible to consider a de-radburning scheme as shown on the masterplan so that a network of home zone style streets can create a better connected, more attractive neighbourhood for residents.

There are not opportunities for infill development within the estate but adjacent sites are available on Chorlton Road (see Project 2) and on Shrewsbury Street. The latter includes Isobel Baillie Lodge. This is a THT-owned supported accommodation for older people, currently vacant and used on a temporary basis for community offices. There is also the potential use of the Shrewsbury Community Centre site if this relocates onto the Fahey's Depot (see Project 8).

Viability and Implementation: The costs of the de-radburning works to the Clifton's Estate is likely to be just over £1.8 Million and the works to the park will be about the same. Together with on-costs the capital costs of these environmental works will therefore be £5 Million.

The Shrewsbury Street and Isobel Baillie sites could be developed entirely with housing and therefore are viable even in the present economic. The appraisal suggests that together these sites could accommodate 90 homes with a value of £15.2 million and costs of £14.9 Million generating a small surplus. The Shrewsbury site however could not be redeveloped unless sufficient surplus were created to invest in a new community centre and so the surplus would not be available to Project 5. Indeed the surplus is not sufficient at present to generate sufficient surplus for the new community centre and the project is unlikely to happen until the market improves.



Project 7:

Stretford Road

There is a significant development opportunity at the heart of the study area that can be brought forward with a development partner once the market picks up. This will create a local shopping centre and a gateway to the wider area.

At the heart of the masterplanning area is a significant opportunity on Stretford Road. The land to the south of the road, shown in Yellow on the ownership plan has recently been marketed by the council. This was not successful because of current market conditions. However it is the intention to market the site again in the future in which case this plan should provide a framework for the development brief. There is also the prospect of widening the site to include Trafford and Ryland's Courts that have been highlighted for redevelopment. This creates a more attractive site for a developer and also allows the scheme to address both sides of Stretford Road to transform the character of the street.

The masterplan allows for 256 residential units and around 109 of which would be apartments 147 would be houses, with 1,100m² of retail space fronting onto Stretford Road. The problem with this is that the apartments are not currently viable and put the scheme in deficit. The number of apartments has therefore been reduced, however the location on Stretford Road, the need to fill space over shops, and the scale of surrounding development make some apartments inevitable. There is however a need to replace the flats demolished in Trafford and Ryland's Court and to make a contribution to replacing the demolitions elsewhere.

The street network has been designed to make sense of the layout of the Cornbrook Grove scheme to the south. The charrette options masterplan proposed reopening Hamilton Street, but this would take a number of private gardens and

expose the backs of a number of houses. We have therefore proposed a new angled street connecting to Bangor Street and southwards to a new junction with Upper Chorlton Road south of the Kingdom Hall. This re-establishes a street network with the area and will do much to overcome its isolation.

Implementation and delivery: A straight appraisal of the site shows a development value of £38 Million and a deficit of £3 Million. However if social housing grant is factored in for the apartments this deficit falls to less than half a million. This will still clearly not give the council a capital receipt from the sale of Essex Way as they hope. However the market does not need to recover much to make it possible to re-market the site or bring it forward as a joint venture with THT provided that social housing grant can be made available for the apartments.

Mixed use development with flats above, Coin Street London





Project 8:

Fahey's Depot

This privately owned site is being explored as a redevelopment opportunity by the owners. The main part of the site to the rear will come forward once the market recovers. There is however an opportunity on the frontage to create a scheme that incorporates a community facility.

The Fahey's depot is a privately-owned site that has for many years provided employment in the area. The buildings, were once a tram depot and have been occupied by Fahey's for thirty years. They used part of the space for their haulage business and let the remainder to other small businesses. The site also includes Griffith's builders Merchants which is in a separate ownership and a former car wash premises.

Fahey's have been exploring the development potential of the site and have instructed a consultant team to develop proposals for the site. These include an element of retailing, community and business space and residential accommodation following the demolition of all structures on the site. As part of this scheme discussions have been held with the Neighbourhood Management Partnership about a new community facility/youth centre on the site. While Fahey's are only able to undertake the scheme if it is viable, they also have a wish to leave a legacy for the area.

We are aware of the scheme that has been developed for the site based around apartments and significant amount of retailing. Certain elements of the scheme - notably the amount of retailing is likely to cause challenges in terms of planning. The masterplan illustrated to the right therefore shows a scheme with a more modest retail component. This splits into two potential phases:

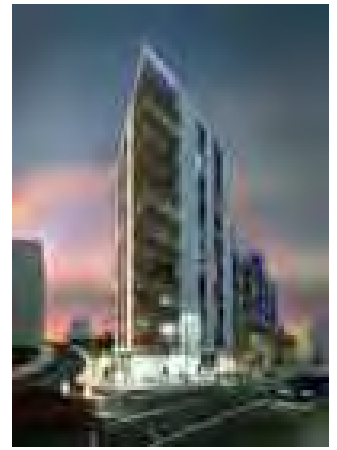
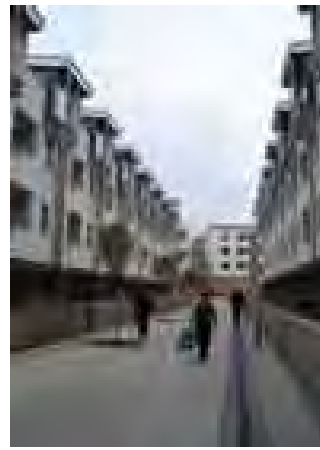
The land to the rear incorporates the majority of the housing. This could be developed as houses but we understand that the owners have aspirations for an apartment-based scheme

once the market recovers. We have therefore not included the residential yield from this site in our figures.

The land on the Chorlton Road frontage south of the Griffith's depot could however be brought forward as an early phase. The masterplan includes a 4,000m² community / youth / workspace facility together with a small 1,000m² supermarket to generate value. The community centre is the subject of a more detail feasibility exercise by EKOS carried out in parallel to this study. It could include the relocation of the Library and Shrewsbury Street Community Centre together with a purpose built youth centre and managed office space for community based organisations and small business.

The illustrated scheme shows the retention of the existing building with a new entrance built onto the corner and a retail unit between the retained building and Griffith's. We are however aware that the building may have deteriorated beyond the point where refurbishment is viable, in which case a new build option would be necessary.

The viability of the community centre is subject to further work but could include a capital receipt for the Shrewsbury Street site and public funding. In terms of procurement the scheme would be developed in partnership with Fahey's in a number of ways. This could include them developing the building and leasing it or selling it to the council.



St George's Gate masterplan model showing view from Chester Road looking towards City Road.

Project 9:

St. George's Gate

In the far north of the area St. George's Gate is an important gateway site that links the Old Trafford area to the city centre. The site forms a natural extension of the apartments that have been developed in the St. George's area, but this will need to wait for a recovery in the market.

St. George's Gate occupies the northern tip of the study area bordering Manchester city centre. In recent years the St. George's area has been transformed through schemes by Urban Splash and Dandara. While this development has stalled in the current market there is scope in the future for development to extend into Old Trafford linking it back into the city centre.

As part of the masterplanning process this area has been carefully examined. It is in private ownership and provides employment. However it also creates a poor gateway into the area and cuts off the Hullard and Rivers estates from the tram stop. The potential importance of the site as a gateway means that the industrial buildings should be removed to allow for an iconic scheme to be developed.

The masterplan shows landmark buildings with a mix of uses at the ground floor, with apartments / offices above. The plan shows four medium rise apartment blocks in a splayed pattern. These are similar to the St. George's blocks and would form a striking gateway onto the Chester Road junction through a set of faceted gables. The ground floor would include commercial space that could accommodate some of the showroom functions on site with ground floor parking to the rear.

There is a judgement to be made on this site. One argument would be that it is so important that it needs to be brought forward in the short term which in turn would rule out an apartment scheme. We have not pursued this option because a house-based scheme would not have the required impact and in any case wouldn't generate sufficient value and yield to fund the relocation of the businesses. We therefore believe that the site is too important to develop as a sub-optimal scheme now and should be held in reserve for a market recovery. This could take ten years but will be worth the wait.

One way of achieving this would be to leave the scheme to the market. The principles of this masterplans could be used as the basis for a planning brief for the site which would encourage developers to see it as a future opportunity. However it may also be possible for the council to take a more pro-active role. While it is unlikely that CPO would be justified without an immediate development prospect, the council could use Growth Point funds to make opportunistic purchases if sites become available. In this way it may be possible to promote a Joint Venture scheme in the future.





Old Trafford masterplan model showing the view from the south.





PART 6: Implementation

The Masterplan has then been parcelled into nine projects each of which have been appraised. This section describes how each of the projects might be implemented over the next 15 years.



Illustrative aerial perspective of Old Trafford in 15 years time

Implementation strategy

The strategy set out in this report has the potential to transform the Old Trafford area. This includes improvements to social housing estates, the removal of poor quality accommodation, the increase in the density of the area to accommodate housing growth, the creation of a more mixed and balanced community and the increase in community facilities and shops.

Overall the core projects in the plan (Projects 1-7) provide for 1,358 new homes and 386 demolitions - a net gain of 972 units. In addition to this if the Fahey's and St. George's Gate sites were to be included this would take the yield up to just under 1,800 units. This represents a huge transformation of the area.

For ease of description we have parcelled up the masterplan into nine projects. However this is a complex process, particularly in the current difficult market conditions. The Implementation strategy is therefore based on a ten year programme of work as described in the following pages. As described on page 67, the projects have been graded into four types:

a) Public sector development schemes: The Tamworth and Hullard Estates (together with the Chorlton Road scheme which is linked to Tamworth). Rather than appointing a development partner we are suggesting that THT takes this role directly by appointing a design team, securing planning consent and creating a framework in which a number of developers can work. This we believe is a much more satisfactory arrangement than giving control to a development partner even if one could be secured, which in the current market is unlikely.

b) Environmental improvement/infill schemes: Projects 4 and 5 involve environmental works for the Rivers and Clifton's Estates. While there is some opportunity for infill development, these are traditional environmental works

schemes that will need to be funded through THT's business plan. At present, the appraisals that we have done show no potential for cross subsidy across the programme, by for example land disposals. This however is at what appears to be the bottom of the market and it is possible that as the 10 year programme progresses surpluses can be generated from land sales to fund these environmental projects.

c) Public sector disposals: Projects 6 and 7 are sites for disposal. This includes the THT owned Trafford and Ryland's Courts and Isobel Bailey Lodge and the Council-owned Essex Way site and in the future the Shewsbury Street Community Centre if its relocation proceeds. These sites need to be marketed in a way that allows the public sector to retain a degree of control through development agreements or development partnerships.

d) Private sector schemes: Projects 8 and 9 are private sector schemes. St. George's Gate and the rear part of the Fahey's site are likely to be brought forward by developers towards the end of the ten year programme. The public sector's influence is therefore likely to be through the planning system. The front part of the Fahey's site is a possible exception to this as it is agreed as the site of a new community facility. The situation may also change if the council or THT is able to make opportunistic purchases in these areas.

The following pages describe in more detail the component parts of this implementation strategy.

Planning framework

This strategy has not been designed as a statutory planning document. However it has been drawn up in consultation with the planning authority and the statutory planning system will be an important context for the implementation of the strategy.

As described in the introduction to this report, the masterplan is in line with planning policy for Old Trafford including the emerging Local Development Framework. In order to tie the two together it is important that this plan is given some status in the statutory planning system.

Material Planning Consideration

One option is that this strategy is adopted as a material consideration. In this way each of the nine projects could be developed as planning briefs to help shape and control development as it comes forward. The dangers of this process are that it would give the masterplan insufficient weight to prevent development that is incompatible with this plan. In order for this masterplan to be routed more firmly within the planning system there are 2 options which would give it more status, function and influence on planning decisions:

Inclusion within the Core Strategy

The Masterplan is a Strategic Location within the next stage of the Core Strategy, with a number of Key Sites within it. The masterplan could therefore be adopted by the council as a non-statutory policy document and part of the evidence base listed in the Core Strategy. The level of consultation done as part of this strategy would give it significant weight as a document of this kind.

Adopted as an Area Action Plan

Alternatively this strategy could either be converted into an Area Action Plan within the Local Development Framework or certain elements could be included in a Supplementary Planning Document. This would make the Masterplan more than just 'a material consideration' on planning decisions but an integral part of the development plan.

The risk with both of these routes is that the Core Strategy / Area Action Plan production process is slow. The Core Strategy

will not be adopted until January 2011 and an Area Action Plan could take 3 years. However as a long term process this would give the masterplan status over the 10-15 years that it will take to implement. It is therefore worth doing provided that the statutory planning process is not seen as an excuse to delay the initial schemes that can be progressed in parallel with the planning system.

Development Control

In addition to the statutory plan making process there is also the potential to use the development control system. The framework for the redevelopment of the Tamworth and Hullard Estates should be set out in an outline planning consent. This consent would fix the siting, massing, means of access and yields of the scheme together with Section 106 obligations. This would allow individual phases of development to come forward as Reserved Matters applications. The process has been widely used by private sector developers to give them certainty about what is possible while retaining flexibility in the design of each phase.

Action Plan:

1. The Masterplan is submitted to the planning committee with a recommendation that it is adopted as council policy and becomes part of the evidence base for the core strategy.
2. The report considers the possible development of the plan as an Area Action Plan.
3. The Report recommends that the planning authority prepare briefs for Projects 6-9
4. The Trafford Housing Trusts commissions detailed masterplans and outline planning applications for the Tamworth and Hullard Estates.

Masterdeveloper

The two key schemes proposed by the masterplan are the redevelopment of the Tamworth and Hullard Estates. We are proposing that these are progressed by Trafford Housing Trust as a masterdeveloper.

In the fairly recent past these sites would have been bundled up as a development brief in order to appoint a development partner (probably a private housebuilder). The partner would have taken responsibility for progressing the scheme, employing a design team, gaining planning consent and covering all of the ongoing costs.

This was never a particularly satisfactory system and a lot of the developers appointed in this way through Housing Market Renewal have not delivered, sometimes in cases where the existing housing has already been demolished. The process involves a loss of control by the public sector and a great deal of administration and quality control to try and ensure that the scheme aspirations are achieved. At the present time this type of partnership is also not an option because developers are not in the market and indeed have laid off the teams that used to specialise in this type of bid.

We are therefore proposing that THT takes on the development of the Tamworth and Hullard Estates directly. This does not mean that the Trust would develop all of the housing. Instead we are proposing that it takes the role of masterdeveloper. This is a role that has been played by many successful companies over recent years. Having acquired an interest in a large site these developers have commissioned a masterplan which has been used as the basis of an outline planning application as described in the previous section.

Once consent is gained the developer provides the structural infrastructure - main roads, services etc.... to create a series of services sites. Some of these they develop directly while others will be sold off to other developers. Each of the services sites will be brought forward as an individual reserved matters planning application. This helps to create neighbourhoods with an inbuilt diversity of buildings unlike

the homogeneity of standard house types that is found for example in large parts of Hulme.

This development model is based on the uplift in values that is created by the outline planning consent and by the investment in infrastructure. It is also ideally suited to the current situation in that it allows THT to use its land holding and the finance available through its business plan, Growth Point funding and the HCA to kick start development. This would involve demolishing the towers, servicing the sites and undertaking the initial phases of social housing. This will take a number of years by which time the market will have recovered and the serviced sites can be sold. This is a system that developers use to make significant profits even factoring in the purchase of the land. In a situation where THT owns the land and can cover other costs through grant it should be possible to generate a surplus from this process that would be shared by THT, The Council and the HCA.

Action Plan:

1. THT to consult on this masterplan
2. THT to appoint a masterplanning team and project manager to progress an outline planning application
3. A detailed scheme to be progressed for Chorlton Road and City Road sites to provide decanting opportunities
4. THT to rehouse people from the Bird Blocks and commence decent homes works on the Balcony Blocks.
5. The Bird Blocks to be demolished, the land re-mediated and structural infrastructure installed.
6. THT to develop directly the first phases directly
7. Subsequent sites to be marketed to developers.

Joint ventures

There are a number of instances in the plan which will be developed through a partnership with a private developer. It is important to have a clear structure for these partnerships to ensure that the sites are developed in line with the plan. .

There are a number of occasions in the masterplan that are best implemented through a partnership with a private developer. This includes publicly owned sites such as Essex Way, Trafford and Ryland's Courts (once they are demolished), Isobel Bailey Lodge and possibly the Shewsbury Street Community Centre. This will also be the case with the sale of serviced sites in Tamworth and Hullard as described in the previous section, on the community centre element of the Fahey's depot and even the St. George's Gateway if the council take an land interest. This is likely to happen in one of the following ways:

Site marketing

This was tried last year on Essex Way unsuccessfully but will become a possibility again when the market recovers. These sites should be marketed with a development brief to identify a purchaser and a price they are prepared to pay. It will however be necessary for the council and THT to retain a degree of control to ensure that the wider objectives of the plan are achieved and to take back the land if the developer does not deliver. This could be achieved through a leasehold arrangement, or a deferred sale which is completed once the development has taken place. The latter can encourage developers because they do not have to pay up front for the land but can do so out of sales.

Development partnership

A well-trodden development route is the development partnership where a scheme is advertised and a developer is appointed to partner with Trafford Council / THT and to manage the development process. While we are not proposing this on the larger sites (Projects 1-3) it may have a role elsewhere.

For example once the market recovers a development partner could be appointed for St. George's Gateway backed up by council CPO powers to assemble the site.

Private sites

On privately owned sites where the owner wishes to pursue the masterplan (such as the Fahey's depot) the council or THT could become involved as development partners on the community elements of the scheme. This could range from purchasing the site from the owner to a turnkey arrangement on a new building that the developer provides for the council. It is a route that a number of councils have used to provide developers with a pre-let and therefore allow development to proceed even in current conditions.

Action Plan:

1. Development briefs to be prepared initially for Isobel Bailey Lodge and for the Stretford Road sites (Project 7)
2. These sites to be market tested in 12 months to gauge interest. Once there is market interest the sites should be put to the market as part of a competitive dialogue/ tendering process.
3. St. George's Gateway to be considered in four or five years time as a possible JV development.
4. Negotiations to continue with Fahey's about the community centre site.

Affordable housing

There are a number of instances in the plan which will be developed through a partnership with a private developer. It is important to have a clear structure for these partnerships to ensure that the sites are developed in line with the plan. .

The development of this strategy has taken place in a period when the housing market has been in collapse. Housing values in the area have fallen significantly, making all of the schemes less viable. However the fundamentals of the market in the area are strong. There is a strong local community and the location is ideal for people wanting to live in Manchester with access to employment in Trafford Park and the City Centre. Falling prices have also made housing more affordable to local people the problem being the difficulty of accessing mortgages. This creates an opportunity for a double win in which THT and the council help local people gain access to new housing while helping to stimulate the local market.

Trafford Housing Trust currently has just under 12,000 applicants on its waiting list. The Tamworth estate, despite (or indeed because of) the high turnover of properties provides an important housing resource in Old Trafford and is used to provide emergency accommodation. Five of the tower blocks in the area will be retained and will continue to perform this function. The demolished Bird Blocks will be replaced like for like so that the overall number of social housing apartments in the area is maintained.

In addition to this there is the potential for a proportion of the remaining 972 properties to be affordable. Given the over representation of social housing in the area at present it would not be desirable for the majority to be social housing. However the main requirements for social housing in the area are for 2 and 3 bedroom houses. The new houses should therefore be developed with a range of options for social renting to low cost ownership. This will benefit local people and help scheme viability in the current market.

Community Land Trust

One option would be an intermediate housing market model such as a CLT (see Appendix 1) . This is a model that is being promoted by the HCA and would involve the development of new homes for sale on land that is transferred to a CLT. The cost of the homes would therefore be reduced by the value of the land which would be held as an asset by the CLT. This would allow homeowners to access mortgages, effectively because the value of the land can provide collateral. It also ensures an ongoing supply of affordable accommodation into the future because the CLT retains the land even when the property is sold on. This will help kick start the housing market in the area. Also as the value of the CLT's land holding increases it will create a powerful community controlled regeneration player in the future.

Action Plan:

1. New social housing apartments to be allocated to Projects 1,2,3, 4,6 and 7.
2. Discussions to be held with the HCA to confirm the level of Social Housing Grant available for the new apartments and a proportion of the houses.
3. Discussions should start between THT, the Council, HCA and local community groups about establishing a Community Land Trust.



PART 7: Appendices

- Appendix 1: Community Land Trust
- Appendix 2: Appraisals
- Appendix 3: Community Space Study (to follow)

Photograph: The image shows housing development by Coin Street Community Builders (CSCB). They are a social enterprise and development trust in London's South Bank area. CSCB has transformed a largely derelict 13 acre site into a thriving mixed use neighbourhood by creating new co-operative homes; shops, galleries, restaurants, cafes and bars; a park and riverside walkway; sports facilities; by organizing festivals and events; and by providing childcare, family support, learning, and enterprise support programmes.



APPENDIX 1: *Community Land Trusts Intermediate housing market models*

Community Land Trusts are quite well known in the USA where there is less of a culture of state or even state sponsored provision of affordable housing. Some of these have been going for 25 years. CLT's have been the subject of a lot of attention in the UK over the last 10 years and there are already a few around, especially in Wales where the provision of affordable housing in small villages is very poor, leading to local people having to leave their communities.

Recently the HCA and the Joseph Rowntree Foundation have become interested in how CLT's may be used on larger scale redevelopment like Old Trafford. Here they could play a similar role to an RSL - receiving properties from a larger volume builder or contractor. They would then sell the property to the prospective home owner but not the land on which it sits.

This can have advantages in securing a mortgage. The relationship between the CLT and the home owner can mean that by working with them they can offer a lender the cover they require by offering up the value of the land. If the CLT wants to retain the opportunity to offer these homes to other families in need it may want to have the opportunity to buy homes back off those leaving to pass onto others. If this is the case it can act as a 'de facto' mortgage guarantor. The CLT will also be able to offer the land underneath the home as well as the homes itself as security, creating the asset cover that lending institutions now need.

This will mean the CLT becoming an active player in the communities of Old Trafford as it will be effectively standing alongside every purchaser of the new homes. This model may also overcome some lenders' concerns that in an unstable jobs market mortgagees may find themselves losing their jobs and so be less able to pay. There is a possibility for a relationship to be forged with the local credit union to spread the load of default a little.

Should a CLT adopt a less interventionist model where it does not intervene in the ongoing process of homes passing

to new owners, simply using lease conditions instead can still contain conditions to give lenders comfort. The property would still be sold without the land so still cheaper than it would be normally. If the mortgagee is in default and foreclosure is sought, the CLT is offered the property first so giving a lender more confidence. If after an agreed period they are unable to get the finance together the mortgage provider could then be enabled to sell the property on the open market complete with the land under it as well which would create the additional value once the market has lifted a little further.

The CLT can be set up with governance that reflects the provenance of the land it is using or the public sector could itself choose to take a less interventionist approach and let the regulatory bodies provide the necessary check and balances that will ensure the best possible future for the asset base in the longer term. One of the key advantages of these kinds of bodies is that where communities have opportunities to come together, those communities are strengthened. Furthermore the presence of a mutual housing provider offers a conduit for early attention on issues like neighbour disputes and anti-social behaviour. It may even be possible to place clauses in leases.

The CLT would offer benefits as a result of continuing beyond the sale of the houses, as the asset of the land will get more and more valuable once the market starts to recover. Given that the local authority without the CLT model would have been selling the freehold to individuals there seems no reason to insist that it is the Council that claws back this rise in asset value but recognises the huge regenerative value of the CLT doing so. This will mean that the community will possess a vehicle capable of carrying out further development of whatever form in the future, guaranteeing borrowing against that asset base and effectively allowing an ongoing recycling of public assets for the public benefit. Given the aspirations for more community facilities in the neighbourhoods it is possible that the CLT could become a valuable future delivery body.



Projects

- Project 1: Tamworth Neighborhood**
- Project 2: Ayres Road Gateway**
- Project 3: Hullard Neighbourhood**
- Project 4: The Rivers Neighborhood**
- Project 5: The Cliftons Neighborhood**
- Project 6: Shrewsbury Street**
- Project 7: Stretford Road**
- Project 8: Fahey's Depot**
- Project 9: St Georges Gate**

APPENDIX 2: Appraisals

1

The Tamworth Neighbourhood

Mix	Unit No.	Values
1B Apartments	47	£90K
2B Apartments	46	£110K
3B Apartments	23	£135K
TOTAL flats	116	
2B Houses	89	£135K
3B Houses	89	£169K
4B Houses	89	£191K
5B Houses	30	£214K
TOTAL houses	297	
TOTAL	413	

Action Plan

1. THT to consult on this masterplan
2. Appoint a masterplanning team and project manager to progress an outline planning application.
3. THT to rehouse people from the Bird Blocks and commence decent homes works on the Balcony Blocks.
4. The Bird Blocks to be demolished, the land remediated
5. Reserved matters application for the structural infrastructure
6. THT to develop the first phases directly
6. Subsequent sites to be marketed to developers.



Values	Units	Value
Total Residential Value	413	£62,870,000
Commercial Value	1,292m ²	£1,624,000
TOTAL		£64,494,000

Costs	Units	Costs
RTBs	2	£240,000
Home loss comp.	334	£1,670,000
Site acquisition	3,738m ²	£1,619,000
Purchase costs	5.75%	£203,000
Land remediation	63,3376m ²	£1,077,000
Demolitions housing	30	£171,000
Demolitions other	4 blocks	£1,600,000
De-radburning	-	-
Build costs housing	36,696m ²	£31,034,000
Build costs commercial	1,293m ²	£835,000
CSH Level 4		£7,359,000
S106 cost		£1,033,000
New roads		£874,000
New parks		£1,772,000
Contingency	10%	£4,575,000
Fees	12%	£5,491,000
Marketing	2.5%	£1,612,000
Finance	6%	£5,505,000
Profit	15%	£9,674,000
TOTAL		£76,344,000
Deficit		-£11,850,000
Value Social housing	93 units	
Deficit with SHG		-£9,057,000

Potential Funding

1. THT Business plan provision for decent homes
2. Growth Point funding
3. Social Housing Grant (assumed at £5.58 million)
4. HCA Funding
5. THT Development allowance at 5% rather than 15% developer profit

APPENDIX 2: Appraisals

2

Chorlton Road Gateway

Mix	Unit No.	Values
1B Apartments	65	£90K
2B Apartments	66	£110K
3B Apartments	33	£135K
TOTAL flats	164	
2B Houses	29	£135K
3B Houses	29	£169K
4B Houses	29	£191K
5B Houses	10	£214K
TOTAL houses	97	
TOTAL	261	

Action Plan

1. THT to consult on this masterplan
2. Appoint a masterplanning team and project manager to progress an outline planning application for projects 1 and 2.
3. THT to develop the block in the park as a first phase to decant people from the Bird Blocks
4. THT to seek to acquire other sites by agreement.
5. Further phases to be brought forward as sites become available



Values	Units	Value
Total Residential Value	261	£34,060,000
Commercial Value	1,468m ²	£1,844,000
TOTAL		£35,904,000

Costs	Units	Costs
RTBs	0	£0
Home loss comp.	0	£0
Site acquisition	13,302m ²	£5,760,000
Purchase costs	5.75%	£332,000
Land remediation	-	£0
Demolitions housing	-	£171,000
Demolitions other	-	£1,600,000
De-radburning	-	-
Build costs housing	21,448m ²	£19,423,000
Build costs commercial	1,469m ²	£949,000
CSH Level 4		£4,290,000
S106 cost		£653,000
New roads		£172,000
New parks		£0
Contingency	10%	£2,549,000
Fees	12%	£3,058,000
Marketing	2.5%	£898,000
Finance	6%	£3,427,000
Profit	15%	£5,386,000
TOTAL		£46,894,000
Deficit		-£10,990,000
Value Social housing	131 units	
Deficit with SHG		-£7,063,000

Potential Funding

1. Growth Point funding
2. Social Housing Grant (assumed at £7.86 million)
3. HCA Funding
4. THT Development allowance at 5% rather than 15% developer profit

APPENDIX 2: Appraisals

3

The Hullard Neighbourhood

Mix	Unit No.	Values
1B Apartments	50	£90K
2B Apartments	50	£110K
3B Apartments	25	£135K
TOTAL flats	125	
2B Houses	46	£135K
3B Houses	46	£169K
4B Houses	46	£191K
5B Houses	15	£214K
TOTAL houses	153	
TOTAL	278	

Action Plan

1. THT to consult on this masterplan
2. Appoint a masterplanning team and project manager to progress an outline planning application.
3. Decent Homes work to be progressed on Princess and Empress Courts
4. Reserved matters application for the structural infrastructure
5. THT to develop the first phases directly
6. Subsequent sites to be marketed to developers.



Values	Units	Value
Total Residential Value	278	£39,355,000
Commercial Value	219m ²	£275,000
TOTAL		£39,630,000

Costs	Units	Costs
RTBs	6	£720,000
Home loss comp.	31	£155,000
Site acquisition	648m ²	£280,000
Purchase costs	5.75%	£66,000
Land remediation	32,059m ²	£545,000
Demolitions housing	94	£536,000
Demolitions other	-	£0
De-radburning	-	£0
Build costs housing	23,816m ²	£20,777,000
Build costs commercial	219m ²	£142,000
CSH Level 4		£4,763,000
S106 cost		£695,000
New roads		£698,000
New parks		£145,000
Contingency	10%	£2,829,000
Fees	12%	£3,395,000
Marketing	2.5%	£991,000
Finance	6%	£3,306,000
Profit	15%	£5,944,000
TOTAL		£45,978,000
Deficit		-£6,348,000
Value Social housing	75 units	
Deficit with SHG		-£4,113,000

Potential Funding

1. THT Business plan provision for decent homes
2. Growth Point funding
3. Social Housing Grant (assumed at £4.5 million)
4. HCA Funding
5. THT Development allowance at 5% rather than 15% developer profit

APPENDIX 2: Appraisals

4

The Rivers Neighbourhood

Mix	Unit No.	Values
1B Apartments	4	£90K
2B Apartments	4	£110K
3B Apartments	2	£135K
TOTAL flats	10	
2B Houses	15	£135K
3B Houses	15	£169K
4B Houses	15	£191K
5B Houses	5	£214K
TOTAL houses	50	
TOTAL	60	

Action Plan

1. THT to consult on this masterplan
2. Funding to be explored through the business plan and receipts from land sales.
3. Once funding available - scheme to be undertaken directly by THT



Values	Units	Value
Total Residential Value	60	£9,565,000
Commercial Value	-	£0
TOTAL		£9,565,000

Costs	Units	Costs
RTBs	3	£360,000
Home loss comp.	0	£0
Site acquisition	3,753m ²	£1,625,000
Purchase costs	5.75%	£114,000
Land remediation	25,639	£436,000
Demolitions housing	3	£17,000
Demolitions other	-	£0
De-radburning	89	£1,290,000
Build costs housing	5,486m ²	£4,526,000
Build costs commercial	-	£0
CSH Level 4		£1,097,000
S106 cost		£150,000
New roads		£0
New parks		£0
Contingency	10%	£752,000
Fees	12%	£902,000
Marketing	2.5%	£239,000
Finance	6%	£1,036,000
Profit	15%	£1,435,000
TOTAL		£13,397,000
Deficit		-£4,414,000
Value Social housing	0 units	
Deficit with SHG		NA

Potential Funding

2. Growth Point funding
3. THT Business plan
4. Land receipts from land sales
5. THT direct development so 5% allowance rather than 15% profit

APPENDIX 2: Appraisals

5

The Clifton's

Mix	Unit No.	Values
1B Apartments	0	£90K
2B Apartments	0	£110K
3B Apartments	0	£135K
TOTAL flats	0	
2B Houses	0	£135K
3B Houses	0	£169K
4B Houses	0	£191K
5B Houses	0	£214K
TOTAL houses	0	
TOTAL	0	

Action Plan

1. THT to consult on this masterplan
2. Funding to be explored through the business plan and receipts from land sales.
3. Once funding available - scheme to be undertaken directly by THT

Values	Units	Value
Total Residential Value	-	£0
Commercial Value	-	£0
TOTAL		£0

Costs	Units	Costs
RTBs	-	£0
Home loss comp.	-	£0
Site acquisition	-	£0
Purchase costs	5.75%	£0
Land remediation	-	£0
Demolitions housing	-	£0
Demolitions other	-	£0
De-radburning	126	£1,890,000
Build costs housing	-	£0
Build costs commercial	-	£0
CSH Level 4		£0
S106 cost		£0
New roads		£0
New parks	32,716m ²	£1,898,000
Contingency	10%	£379,000
Fees	12%	£455,000
Marketing	2.5%	£0
Finance	6%	£415,000
Profit	15%	£0
TOTAL		£5,037,000
Deficit		-£5,037,000
Value Social housing	-	
Deficit with SHG		NA

Potential Funding

1. THT Business plan provision for decent homes
2. Growth Point funding
3. Social Housing Grant (assumed at £4.5 million)
4. HCA Funding
5. THT Development allowance at 5% rather than 15% developer profit



APPENDIX 2: Appraisals

6 Shewsbury Street

Mix	Unit No.	Values
1B Apartments	0	£90K
2B Apartments	0	£110K
3B Apartments	0	£135K
TOTAL flats	0	
2B Houses	27	£135K
3B Houses	27	£169K
4B Houses	27	£191K
5B Houses	9	£214K
TOTAL houses	90	
TOTAL	90	

Action Plan

1. Brief to be prepared for Isobel Bailey Lodge
2. Isobel Bailey Lodge to be marketed in 12 months depending on the market.
3. Shewsbury Street Community Centre dependent on the outcome of discussions on the new community centre.



Values	Units	Value
Total Residential Value	90	£15,291,000
Commercial Value	-	£0
TOTAL		£15,291,000

Costs	Units	Costs
RTBs	-	£0
Home loss comp.	-	£0
Site acquisition	-	£0
Purchase costs	5.75%	£0
Land remediation	9,891m ²	£168,149
Demolitions housing	-	£0
Demolitions other	-	£0
De-radburning	-	£0
Build costs housing	8,532m ²	£6,825,000
Build costs commercial	-	£0
CSH Level 4		£1,706,000
S106 cost		£225,000
New roads		£231,000
New parks		£0
Contingency	10%	£915,000
Fees	12%	£1,099,000
Marketing	2.5%	£382,000
Finance	6%	£1,040,000
Profit	15%	£2,293,000
TOTAL		£14,886,000
Deficit		+£404,000
Social housing	0	
Deficit with SHG		NA

Potential Funding

Sites to generate a capital receipt.

APPENDIX 2: Appraisals

7 Stretford Road

Mix	Unit No.	Values
1B Apartments	43	£90K
2B Apartments	44	£110K
3B Apartments	22	£135K
TOTAL flats	109	
2B Houses	44	£135K
3B Houses	44	£169K
4B Houses	44	£191K
5B Houses	15	£214K
TOTAL houses	147	
TOTAL	256	

Action Plan

1. Tenants to be decanted from Trafford and Ryland's
2. A brief to be drawn up for the whole of the site.
3. The site to be marketed when market conditions improve.

Values	Units	Value
Total Residential Value	256	£36,670,000
Commercial Value	1,121m ²	£1,409,000
TOTAL		£38,079,000

Costs	Units	Costs
RTBs	0	£0
Home loss comp.	0	£0
Site acquisition	833m ²	£361,000
Purchase costs	5.75%	£21,000
Land remediation	20,869m ²	£355,000
Demolitions housing	0	£0
Demolitions other	0	£0
De-radburning	0	£0
Build costs housing	22,087m ²	£19,176,000
Build costs commercial	1,122m ²	£724,000
CSH Level 4		£4,417,000
S106 cost		£640,000
New roads		£248,000
New parks		£0
Contingency	10%	£2,556,000
Fees	12%	£3,067,000
Marketing	2.5%	£951,000
Finance	6%	£2,927,000
Profit	15%	£5,712,000
TOTAL		£41,156,000

Deficit		-£3,078,000
Value Social housing	87 units	
Deficit with SHG		-£471,000

Potential Funding

Sites to be brought forward when it can generate a capital receipt.



Comments & Feedback

This report sets out a draft Masterplan for Old Trafford. It has been prepared by URBED working with EKOS in collaboration with the community, stakeholders, Trafford Council, Trafford Housing Trust and the Old Trafford Neighbourhood Management Board. We welcome feedback so please send comments to debbie@urbed.com or write to:

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