



NOMA
**THE ECONOMIC AND
SOCIAL STORY
SO FAR**

An independent report by Hatch Regeneris: 2019

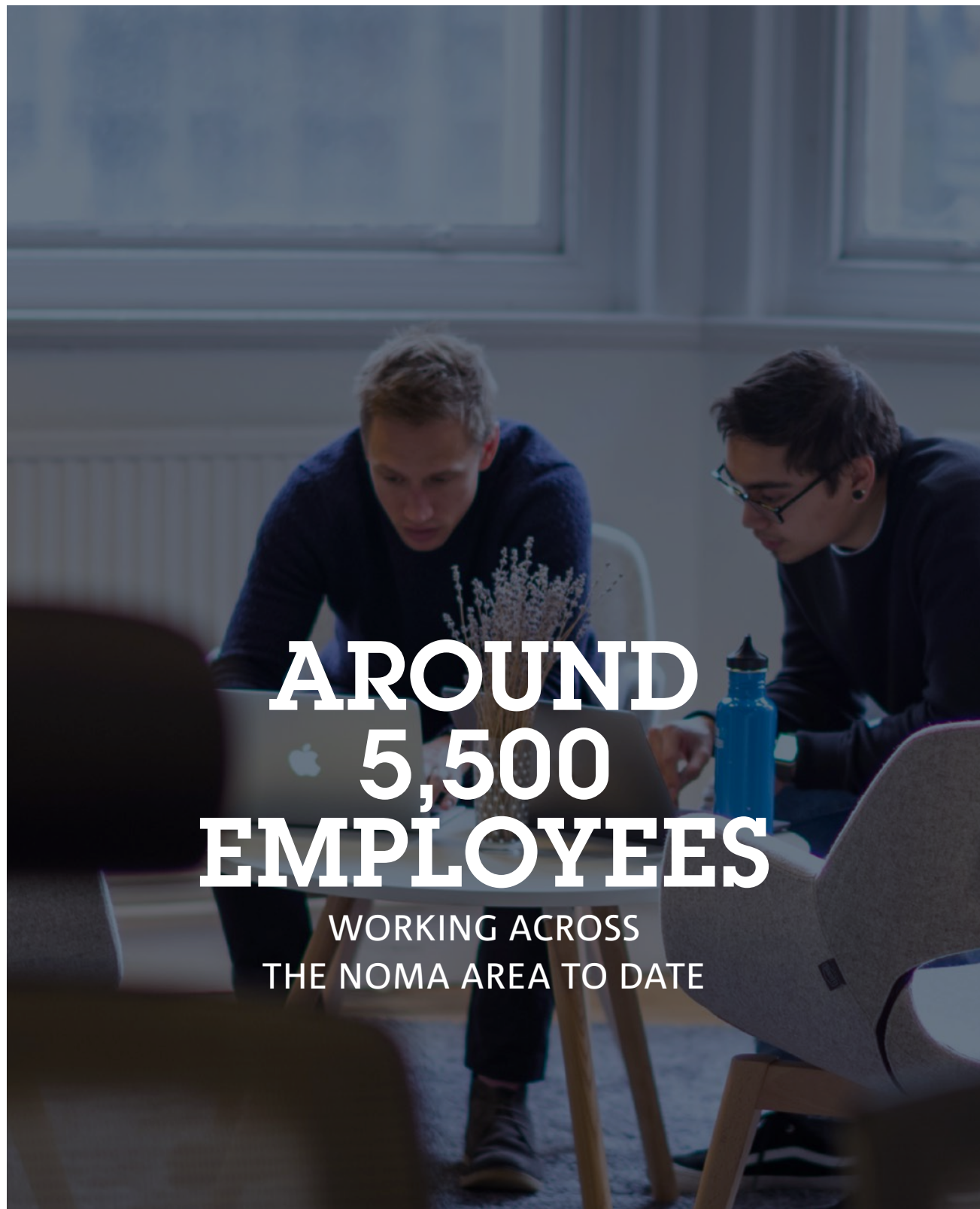


NOMA

THE ECONOMIC AND SOCIAL STORY SO FAR

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**NOMA IS A 20-ACRE NEIGHBOURHOOD
IN MANCHESTER'S CITY CENTRE,
CREATING 4M SQ FT OF NEW HOMES,
OFFICES, HOTELS, RETAIL AND LEISURE
SPACE DEVELOPED AROUND VIBRANT
URBAN SPACE AND PUBLIC REALM.**



AROUND 5,500 EMPLOYEES

WORKING ACROSS
THE NOMA AREA TO DATE

1. **£150m construction spend so far**, 70% of which was spent within Greater Manchester.
2. **Around 60% of the total construction jobs** were filled by Greater Manchester residents.
3. **Over 1,000 construction workers** received on the job training.
4. **Over 80 apprentices** involved with the redevelopment so far.

Quantifiable Achievements to Date

OVER £4.5 MILLION GENERATED

IN SOCIAL VALUE THROUGH VOLUNTEERING,
TRAINING AND APPRENTICESHIPS

5. **Around 5,500 employees** working across the NOMA area to date, in occupations related to finance and professional services, IT, digital, technology, creative sectors, food & drink, as well as third sector and social enterprises.
6. **Around £210m in wages and £380m in GVA** generated per annum.
7. **Over £4m of business rates revenue generated** by occupied premises across NOMA.
8. **£7m of ERDF funding granted** for public realm and infrastructure improvements, including Sadler's Yard – **a new City Centre public square**.

£150 MILLION CONSTRUCTION SPEND —

70% WITHIN
GREATER MANCHESTER

9. **Around 20,000 visitors** have attended events at NOMA over the last three years.

10. **Over 1,000 volunteers** have helped design, develop and run events as part of the regeneration of NOMA.

11. **Over £4.5million generated in social value** through volunteering, training & apprenticeships, health and wellbeing.

12. **£25,000 of funding awarded** via the NOMA Community Fund

13. **Around 600 further high skilled technology jobs** will soon be located in NOMA linked to Amazon's deal to move to Hanover building.

14. **Around 460 new homes** due to be completed in 2019 as part of the Angel Gardens (MODA) PRS development.

Executive Summary

NOMA IS RAPIDLY EMERGING AS A LEADING INNOVATION DISTRICT

AND AN ATTRACTIVE LOCATION FOR BUSINESSES OPERATING IN THE SPHERES
OF TECHNOLOGY, CREATIVITY AND INNOVATION.

Executive Summary

A significant placemaking programme has taken place at NOMA since the mid-2000s. This includes:



A NEW PUBLIC REALM

- i. NOMA is an 8-hectare regeneration area to the north of Manchester City Centre. Alongside investment in new commercial buildings and NOMA's historic estate, a significant placemaking programme has taken place since the mid-2000s. This has included new public realm, a comprehensive events programme and extensive

community engagement initiatives. These activities and progress to date have helped to reposition NOMA, with the area becoming a City Centre location within its own right. NOMA is rapidly emerging as an attractive location for businesses operating in the spheres of technology, creativity and innovation.



COMMUNITY ENGAGEMENT INITIATIVES

- ii. This report tells the story of how NOMA has evolved and assesses the economic, social and environmental benefits of the development achieved to date. As well as assessing progress, the report also looks to the scheme's future and how these benefits could develop as further stages of the masterplan are implemented.
- iii. The report has been commissioned by Hermes Investment Management.

NOMA. AN INTEGRAL ROLE IN THE ECONOMIC LANDSCAPE

OF MANCHESTER
SINCE THE LATE 18TH CENTURY

NOMA'S REGENERATION VISION CREATES A DISTINCT AND VIBRANT NEIGHBOURHOOD

IMPROVED INFRASTRUCTURE ENHANCING CONNECTIONS AT NOMA AND THE CITY CENTRE

DUE TO THE INVESTMENT
AT NOMA



NEW & DIVERSE BUSINESSES AND SECTORS HAVE EMERGED

FROM THE DEVELOPMENT FRAMEWORK
AND PRINCIPLES FOR NOMA

£150 MILLION OF CONSTRUCTION INVESTMENT HAS BEEN MADE

SINCE THE REGENERATION OF NOMA
BEGAN IN 2010

- iv. The area now known as NOMA has played an integral role in the economic landscape of Manchester City Centre since the late 18th Century, from Arkwright's Shudehill Mill as part of the industrial revolution, through to the Co-operative Group being the dominant mono-occupier in the area and the development of their estate. As the Co-operative Group sought to rationalise its estate and to develop a new headquarter building, a regeneration vision was developed in partnership with Manchester City Council to shape the future development of NOMA.
- v. The vision set the development framework and principles for NOMA. The principles were wide ranging but included the restoration and re-purposing of the historic estate to support a new and more diverse mix of businesses and sectors in this part of the City Centre; regeneration of brownfield land to support the development of new commercial and mixed-use floorspace; and the introduction of new residential living and new public spaces. Placemaking was at the heart of the NOMA regeneration vision in order to create a distinct and vibrant neighbourhood within the City Centre. Manchester City Council has continued to be instrumental in the delivery of the NOMA vision.
- vi. Since the regeneration of NOMA started in 2010, almost £150m of construction investment has been made. Investments include the purpose-built Co-operative Group Headquarters at 1 Angel Square and the sympathetic refurbishment and re-purposing of historically significant buildings such as Hanover and Federation buildings. Despite ownership changes, Hermes, in its role as investment manager, has continued with the sensitive refurbishment, restoration and reinvention of the historic estate. This is still on-going, with Russells Construction leading the construction activity.
- vii. Investment at NOMA has not solely focussed on buildings. There have been significant improvements to infrastructure, including the ring road improvements which have improved permeability through enhanced connections across the whole of the NOMA area with the City Centre and communities to the north of the City Centre.

**PUBLIC REALM
IMPROVEMENTS SUCH
AS SADLER’S YARD**

HAVE TRANSFORMED THE AREA FROM AN EMPLOYMENT LOCATION
TO A VIBRANT NEIGHBOURHOOD

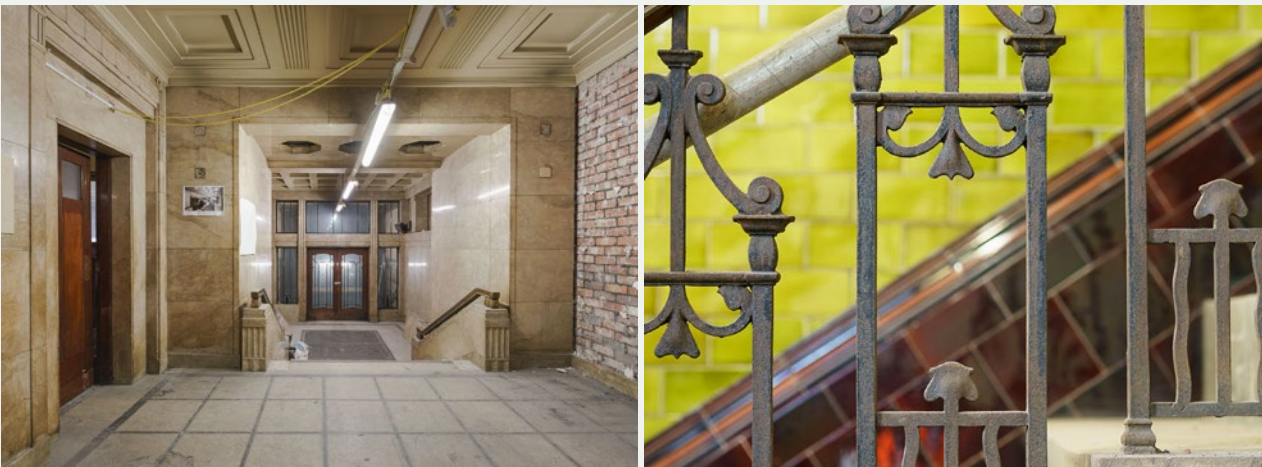


- viii. With support from Manchester City Council and the European Regional Development Fund (ERDF), public realm improvements such as Sadler’s Yard and Angel Square have helped to transform the area from an employment location to an increasingly vibrant neighbourhood. Developer-led placemaking initiatives including community built pub The Pilcrow and PLANT NOMA have also contributed to the evolution of the area.
- ix. Hermes has also placed community and engagement at the heart of redevelopment. Community campaigns such as #NameOurSquare and an extensive events programme including Manchester International Festival events and the Winter Workshops demonstrate this.

- x. Throughout this transformation, environmental sustainability and heritage preservation has been an overriding objective and ambition. Through the environmental excellence achieved in the design and construction of buildings in NOMA and the sensitive preservation of existing assets such as Hanover, a precedent for future development has been set not only within the NOMA, but across the City Centre.

**ENVIRONMENTAL
SUSTAINABILITY AND
HERITAGE PRESERVATION**

HAS BEEN AN OVERRIDING OBJECTIVE AND AMBITION
THROUGH THE DESIGN AND CONSTRUCTION
OF BUILDINGS IN NOMA



Hanover architectural features

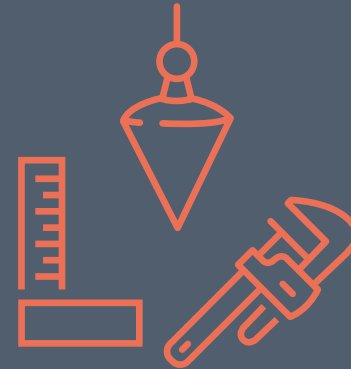
- xi. Progress in the development and regeneration of NOMA has not been at the pace that was originally anticipated since 2009/10. There are several reasons which have contributed to this, including the wider effects of the financial crisis and a fall in investor confidence post-recession. To date, only around a third of the buildings or development plots identified within the NOMA masterplan area have been developed or are occupied, while several of the surface car parks remain operational.
- xii. Nonetheless, there has been clear momentum injected to the regeneration process in recent years with refurbishment of other historic buildings underway and proposals developing for new commercial buildings adjacent or near to 1 Angel Square.
- xiii. The developments undertaken within NOMA so far have helped to create a distinct identity, changed perceptions and helped raise awareness of NOMA as location for work, life and leisure. As a result, the area is becoming a desirable location for investment, with Amazon’s technology teams moving to Hanover building in 2019 being the most recent evidence of this.
- xiv. Since construction began in 2010, the redevelopment of NOMA has made a significant contribution to the economic and social value of Manchester.

Impacts to Date



**2,250 CONSTRUCTION
WORKERS OR
280 JOBS PER YEAR**

OVER THE LAST EIGHT-YEARS – WITH OVER 60% OF THESE
JOBS FILLED BY GREATER MANCHESTER RESIDENTS



**APPROX 80
APPRENTICESHIPS
CREATED**

DURING THE REDEVELOPMENT
OF HANOVER AND 1 ANGEL SQUARE



**OVER £3M
HAS BEEN GENERATED
IN SOCIAL VALUE**

FROM OVER 1,000 VOLUNTEERS
ACROSS NOMA TO DATE

- xv. The estimated construction investment in the **region of £150m** has supported the following:
- Approximately **2,250 construction workers** over the last eight years, which equates to an average of **280 construction jobs per annum**¹.
 - Over 60% of jobs were filled by Greater Manchester residents**, which equates to **1,400 construction workers** or **175 jobs** per annum.
 - Around **70% of construction spend** was with Greater Manchester based contractors, **within 20 miles of the site**.
 - Training for over **1,000 construction employees**² since the redevelopment of NOMA commenced.
 - 47 apprenticeships** during the redevelopment of Hanover and around **80** in total when 1 Angel Square is taken into account.

- xvi. The businesses that operate across NOMA also generate significant economic benefits, such as:
- In the region of **5,500 FTEs** supported across NOMA mainly in **high value and skilled employment** (e.g. finance and professional services, IT, digital, creative roles), which in turn generates **c.£210m in wages** and **c.£380m in GVA** per annum.
 - The direct employment within NOMA also **supports 550 indirect** and **induced jobs** within Greater Manchester.
- xvii. In addition, fiscal benefits in the form of **business rates** are generated from the occupied premises across the NOMA estate which is estimated to generate **around £4m in revenue** for Manchester City Council, every year.

- xviii. With the comprehensive community and social engagement programme at the heart of the NOMA regeneration programme, significant social value has also been generated. This includes:
- Over **£3m has been generated in social value**³, as a result of over 1,000 people volunteering across NOMA to date.
 - The **apprenticeships** supported by the construction and development generate **over £100k of social value**, whilst the vocational and employment training for construction workers is worth **c. £1.5m in social value**.
 - £120K in social value generated by improved health and wellbeing**, resulting from exercise classes regularly co-ordinated and held across the NOMA site.
 - £100,000 in Willingness to Pay**⁴ benefits have been generated, as a result of **public realm improvements**.

1. Note — Due to the fluid nature of the construction activity, these jobs supported cannot be considered as FTE jobs.
2. Co-operative Group and Manchester City Council; NOMA — Delivering the Vision (2013) and Russells Construction & Training Information.
3. Based on HACT Social Value Bank and relates to lifetime earnings benefits.
4. This illustrative estimate of the value of improvements to public space such as town squares, pedestrian street and the value in which a household would be willing to pay for this improvement.



MANCHESTER A SIGNIFICANT DRIVER OF THE GREATER MANCHESTER AND UK ECONOMY, AS WELL AS THE NORTHERN POWERHOUSE

- xix. This assessment has shown that NOMA has already impacted positively on Manchester; economically, socially and environmentally. The foundations are now in place for NOMA to continue its transformation and to support Manchester's future growth agenda, particularly in priority sectors such as digital, tech and creative sectors, as well as in creating an increasingly mixed-use neighbourhood within the City Centre. The following provides our reflections on the future of NOMA and its contribution to supporting Manchester's growth objectives.

MANCHESTER'S CONTINUING GROWTH

- xx. Manchester continues to be a significant driver of the Greater Manchester and UK economy, as well as the Northern Powerhouse. The city's employment and GVA growth will be driven by some priority sectors which will continue to perform strongly in Manchester, including business, financial and professional services; cultural, creative and digital; and science, research and development. These sectors will require significant space in order to grow and to flourish. NOMA is already delivering jobs within all of the priority sectors and is perfectly placed to continue supporting this growth, in a prime and well-connected location in Manchester City Centre.

FUTURE DEVELOPMENT AND RESTORATION

- xxi. The development pipeline within NOMA over the next couple of years looks very strong, with the proposed developments significantly contributing towards the delivery of the original NOMA vision and masterplan. Notable future developments include:
- Dantzic and Redfern refurbishments to be completed in 2019, creating more high-quality workspace for tech, digital and creative companies looking to locate within Manchester.

- New employment led mixed-use developments are proposed at the Ducie Bridge/Miller Street car park site, as well as at 2 and 3 Angel Square. These will sit alongside 1 Angel Square and the new residential PRS development at Angel Gardens.
- Proposals to redevelop New Century Hall, with a particular emphasis on opening access to Sadler's Yard and Miller Street and creating mixed-use ground-floor units, with opportunities for these to potentially open out on to Sadler's Yard.
- Looking longer term, we understand that Hermes will be developing proposals for the remaining sites to the north and south of Miller Street, as well as for New Century House.

- xxii. While the style and type of space proposed to the north of the NOMA estate contrasts the modern with the character of the historic estate, taken together, these proposed future developments will support the attraction of uses and occupiers that will strengthen the proposition that NOMA is a distinct City Centre neighbourhood. In addition, by providing residential uses, alongside further retail, food and drink and leisure uses will further enhance the area, including perceptions of it, creating the type of work-life environment sought after by modern city workers and residents.

A LEADING INNOVATION DISTRICT

- xxiii. NOMA is becoming synonymous with innovation and is increasingly viewed as a leading innovation district outside of London and the South East. The clustering of tech and digital businesses within NOMA is strengthening, with The Federation leading the way as a hub for creative and innovative businesses and social enterprises. The confirmation of Amazon as an anchor tenant for the recently refurbished Hanover in 2019 is key indicator of the area's attractiveness to these sectors.

The Future for NOMA and the Wider Area

- xxiv. The high-quality refurbishment of historically significant buildings in to characterful workspaces that can foster collaboration amongst tech, digital and creative companies is highly sought after within this sector. By providing more high-quality new and refurbished office and workspace in this area of Manchester, NOMA will encourage agglomeration and clustering of digital, tech and creative sector business activity, further strengthening the area's role as a leading innovation district.

SUPPORTING THE NORTHERN GATEWAY

- xxv. Despite Manchester's strong growth, the City Council recognises that not all neighbourhoods and their residents have shared equally in the benefits of Manchester's economic growth and opportunities. The Northern Gateway, part of the wider North Manchester area, is one such area. The communities that form the Northern Gateway, have been severed from the City Centre physically and socially in the past, becoming isolated and unable to capitalise on the economic opportunities the City Centre offers.
- xxvi. NOMA connects the City Centre to the southern bounds of the Northern Gateway, providing an important link for the communities to north of the City Centre in Collyhurst and the Irk Valley and to the East in New Cross. NOMA plays a key role in bridging these areas, of which this role will become more significant, as the Northern Gateway is developed, and these new communities grow. The mixed-use development proposals, alongside the residential development at MODA, have the potential to act as a catalyst for further investment within this wider area and the Northern Gateway. With new residents moving in to the area, as well as increased worker expenditure, further employment will be supported within these local communities.

EXPANDING THE CITY CENTRE

- xxvii. Manchester's strong economic growth in recent years, has inevitably led to increased demand for commercial and retail space within the City Centre. As a result, the City Centre has seen expansion around the Northern Quarter and Ancoats, which will be complemented by NOMA. The regeneration that has taken place at NOMA, has already created a destination in an area of the City Centre, which had relatively low levels of activity. With the completion of 1 Angel Square and associated public realm, the area to the north of the ring road is now animated for sustained periods throughout the day and is considered as part of the City Centre. With further development on remaining plots, improving the amenity offer at NOMA, there will be increased levels of animation and footfall, further strengthening the areas identity as a destination within Manchester City Centre.

INVESTMENT AT NOMA IN RECENT YEARS HAS NOT SOLELY FOCUSED AROUND BUILDINGS.

Key Reflections

- xxviii. The following provides our concluding reflections on the economic and social story of NOMA to date, as well as how this story can develop further as a result of on-going investment in the restoration of the historic estate and in new developments at NOMA over the next few years and beyond.

A CLEAR VISION WAS ESTABLISHED FOR NOMA...

- xxix. As the Co-operative Group sought to develop a new headquarter building at 1 Angel Square, and to move out of its historic estate, a 2009/10 strategic regeneration vision was developed in partnership with Manchester City Council. The vision set the development framework and principles for NOMA. The principles were wide ranging but included: the restoration and re-purposing of the historic estate, in order to support a new and more diverse mix of businesses and sectors in this part of the City Centre; the development of new commercial and mixed-use floorspace; new residential living; and new public spaces. Placemaking was at the heart of the area's regeneration vision in order to create a distinct and vibrant neighbourhood within the City Centre.

BUT THE DEVELOPMENT OF NOMA HAS NOT PROGRESSED AS QUICKLY AS ENVISAGED...

- xxx. Due to the changes in ownership throughout the regeneration process, the wider effects of the financial crisis and a fall in investor confidence post-recession, progress in the development and regeneration of NOMA was not at the pace that was originally anticipated. To date, only around a third of the buildings or development plots identified within the NOMA masterplan area have been developed or are occupied and are supporting economic activity (e.g. Federation) – although some of these are owned by other parties (e.g. Holyoake House, CIS Tower). Several of the surface car parks north of Miller street remain operational.

A CLEAR 'TIPPING POINT' HAS BEEN REACHED IN THE LAST FEW YEARS...

- xxxi. There is a growing realisation and expectation that the regeneration of NOMA is on the cusp of fulfilling the potential set out in the original vision and masterplan. Over the last 2-3 years there has been clear momentum injected in to the development of NOMA, which has begun to build further upon earlier achievements. This momentum and change in pace of delivery is helping to gradually transform the area from an employment location to an increasingly vibrant mixed-use neighbourhood.
- xxxii. The standout successes to date is the redevelopment of Federation. Nearing full occupation, Federation is now home to 'The Federation' – a wide range of small start-ups through to national and international businesses operating in the digital, tech and creative sectors. The transformative restoration of Hanover in late 2018 has brought back to life one of the most iconic buildings within the former Co-operative Group estate. Hanover will be the home of Amazon's R&D, Software Development and Machine Learning teams in 2019, supporting approximately 600 highly skilled and high value jobs. Securing Amazon as an anchor occupier is a significant achievement for NOMA, further diversifying the neighbourhood's employment and business base.
- xxxiii. Investment at NOMA in recent years has not solely focussed around buildings. With support from the European Regional Development Fund and Manchester City Council, there have been significant improvements to infrastructure and public realm improvements, such as the creation of Angel Square, Sadler's Yard and the re-routing of the inner ring road. There has also been investment in community focussed placemaking initiatives including The Pilcrow Pub and PLANT NOMA, which, until recently, was located in Redfern and has now evolved as a 'meanwhile use' within the Old Bank Building, called The Old Bank Residency. Hermes has placed community and engagement at the heart of redevelopment, with a number of community campaigns and the development of an extensive events programme, in addition to volunteering opportunities for the local community to get in involved in.

Key Reflections



NOMA IS ALREADY HAVING A VISIBLE ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT...

- xxxiv. This assessment has demonstrated that there are already significant economic impacts and benefits generated through NOMA. For example, through the employment, wages and gross value added to the economy. The economic impact of NOMA will grow further with the on-going redevelopment of the historic estate and the development of new buildings on the remaining development plots within the NOMA neighbourhood. The assessment has also demonstrated the extent and range of social impacts supported, in particular those related to volunteering, as well as the training of the construction workforce.
- xxxv. Environmental successes are also notable. These include the sustainable design of 1 Angel Square, heralded as one of the largest buildings in Europe classified as 'Outstanding' by BREEAM, while Hanover has achieved a 'very good' BREEAM accreditation. These accreditations demonstrate the importance of environmental sustainability in the development of NOMA. However, the inability to build the local energy centre linked to 1 Angel Square, as set out in the original vision for NOMA, is a notable gap in delivery around environmental sustainability which was originally envisaged for NOMA. We understand the issue of energy infrastructure will be considered again as part of future developments.

THE ON-GOING AND FUTURE DEVELOPMENT OF NOMA...

- xxxvi. Whilst there is still some way to go before NOMA achieves its full potential, the sensitive restoration of the historic estate has meant an important part of Manchester's industrial, social and cultural heritage has been preserved, whilst laying the foundations for Manchester's future, as a leader in innovation, creativity and tech sectors. NOMA will increasingly be a prime location to support the growth of Manchester's economy and priority sectors. With the success of The Federation as a hub for tech, digital and creative businesses, as well as the confirmation of Amazon and their technology and R&D team as anchor tenants at Hanover, NOMA is emerging as a leading innovation district outside of London and the South East.
- xxxvii. The clustering of tech, digital and creative businesses within NOMA is expected to strengthen further in the next year as workspace within the redeveloped Dantzic and Redfern buildings comes to the market. The completion of Redfern and Dantzic in 2019 will support the growth of these sectors, helping to meet demand for collaborative, flexible and distinct workspaces in Manchester City Centre.
- xxxviii. The completion and occupation of these buildings will be an important regeneration milestone for NOMA. Four major buildings within the historic estate will have been redeveloped and brought back in to use (Hanover, Federation, Dantzic and Redfern), as well as Old Bank being used for temporary uses ahead of more formal proposals coming forward. This is in addition to the Hotel Indigo development at City Buildings.

**NOMA IS
ALREADY HAVING
A VISIBLE
ECONOMIC,
SOCIAL AND
ENVIRONMENTAL
IMPACT.**

Key Reflections



CGI of Angel Square Public Realm



CGI of 3 Angel Square



CGI of 2 Angel Square

- xxxix. Hermes proposals for Redfern also include ground-floor leisure uses, while initial proposals to redevelop New Century Hall for a mix of uses, all point towards the potential for increased animation and vibrancy in and around Sadler’s Yard from workers, residents and visitors making use of these amenities and public spaces. These proposals demonstrate the important role in which the initial placemaking and public realm investments at NOMA have played in helping to shape the future uses and functions of neighbouring buildings as they come forward for redevelopment.
- xl. With the proposed commercial developments planned at 2 and 3 Angel Square, as well as proposed developments on other development plots to the north of Miller Street which may come forward within the next 3-5 years, NOMA has the potential to support a significant amount of new employment, over and above the number of jobs supported in the area previously.
- xli. Throughout this transformation, environmental sustainability and heritage preservation has been an overriding objective and ambition. Through the environmental excellence achieved in the design and construction of NOMA, and the sensitive preservation of existing assets such as Hanover, a precedent for future development has been set not only within the NOMA, but across the City Centre.

COMMITMENT TO PLACEMAKING HAS BEEN KEY AND MUST CONTINUE...

- xlii. From the outset placemaking has been key to the NOMA vision and masterplan. The updated vision emphasises that it is important that the neighbourhood ‘keeps people and community at its heart’ and ‘...the idea that places are better when people are involved in making them’.
- xliii. The progress made to date through the creation of public realm and the successful placemaking projects, such as Sadler’s Yard, Pilcrow, PLANT NOMA and the extensive events programme, has led to NOMA being increasingly recognised as a destination within its own right. NOMA is becoming an area that is increasingly animated throughout the day and evening. As further development sites come forward in line with the NOMA masterplan, and economic and residential activity grows, so does the demand for amenity. NOMA will continue to develop and so it is important that a continued emphasis on placemaking remains at the heart of these proposals.
- xliv. The NOMA regeneration programme has also demonstrated that community engagement and social value lies at the heart of a successful placemaking process. The creation of PLANT NOMA and Sadler’s Yard have been important community spaces, while there was significant community involvement in the design and build process for Pilcrow. In addition, NOMA has developed an extensive events programme over the last two years. Taken together, these activities demonstrate the importance placed upon community engagement in shaping the regeneration of the area. Hermes is committed to ensuring that this approach continues to be embedded as part of the regeneration process as further development proposals come forward at NOMA.

Purpose of the Report



PURPOSE OF THE REPORT

1.1

This report provides an assessment of the economic and social impact of the development of NOMA.

Hatch Regeneris was commissioned by Hermes to help evidence their programme of Responsible Property Investment and to demonstrate the economic and social benefits NOMA has secured to date for Manchester City Centre and the wider Manchester area.

1.2

The objectives of the report are to:

- **Describe the history of NOMA:** The report describes the history of the NOMA estate prior to development, the heritage and urban design principles which influenced the area's regeneration, and how NOMA's regeneration has been implemented.
- **Tell the story of the vision for NOMA and how this has been delivered so far:** This report examines how well the original vision for NOMA has been delivered since its inception in 2010, with a focus on Buildings and Infrastructure, Placemaking Initiatives and Community Involvement.
- **Assess and quantify the economic and social impact achieved so far:** This includes the benefits delivered during the construction stage and throughout the life of the development, taking account of economic, social and environmental impacts.
- **Understand the future for NOMA and its contribution to the wider regeneration and economic growth of Manchester:** The report examines how NOMA has changed perceptions of the north of Manchester City Centre, with a focus upon NOMA's growing importance as an employment led, mixed-use City Centre neighbourhood, supporting the city's wider growth agenda. It reflects on the on-going role NOMA will play as further developments come forward in the future, as well as explores how the regeneration of NOMA has also played a role in catalysing investment and regeneration in neighbouring areas.

1.3

The research draws upon a range of information sources and intelligence collected from NOMA and Hermes, as well as other key stakeholders, including OH OK (Operator), Workman (Estate Management), Russells Construction, the contractors appointed for several stages of development at NOMA. Information has also been drawn from the original vision and planning documents prepared by the Co-operative Group and their consultants, as well as documents published by Manchester City Council.

1.4

Our methodology is outlined where relevant within the report.

2

INTRODUCING THE NOMA AREA

Introducing the NOMA Area



LOCATION & CONTEXT

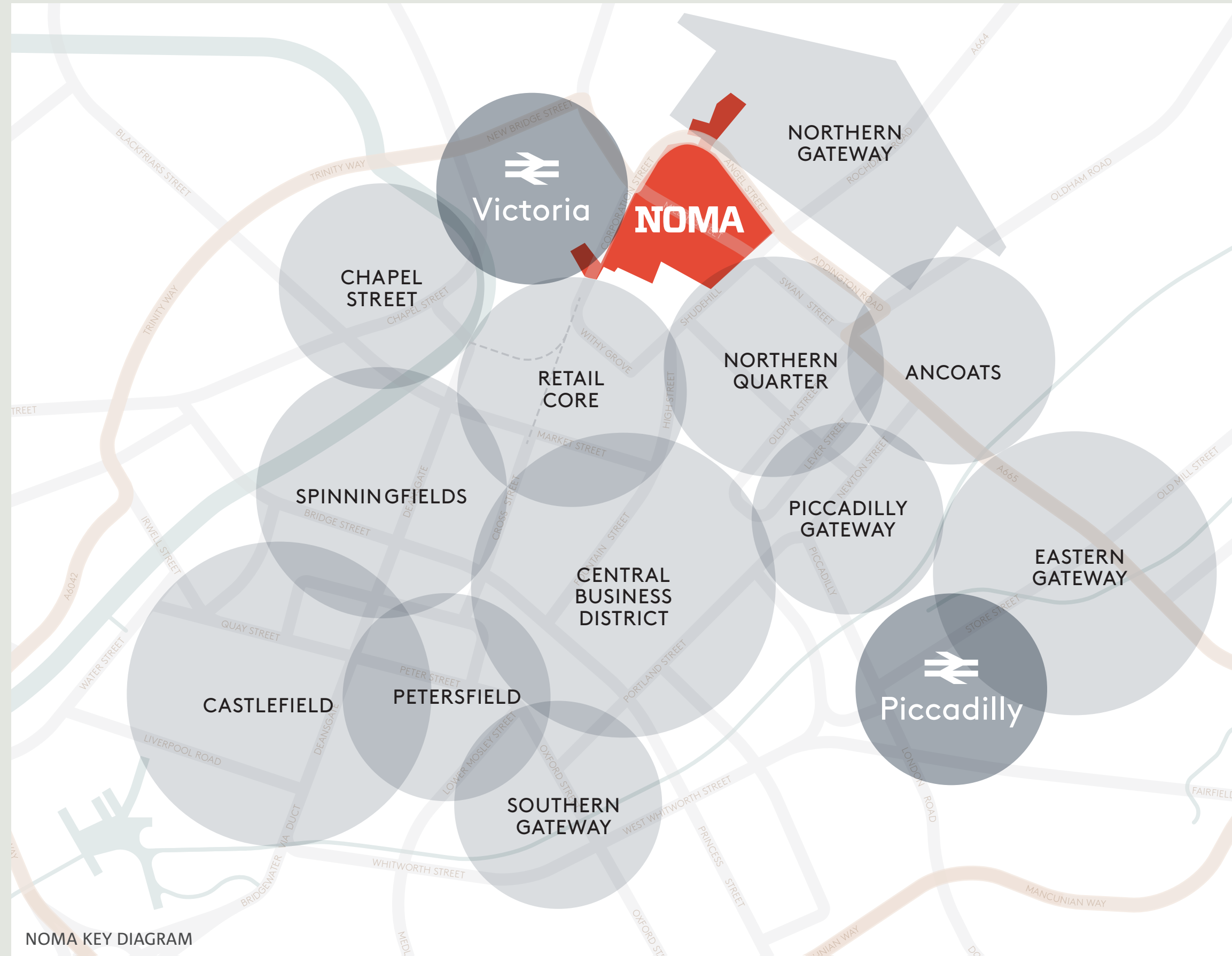
2.1

In 2011, the name NOMA was coined for the 8-hectare regeneration area to the north of Manchester City Centre. The name is derived from the area being at 530 North and within the city of Manchester.

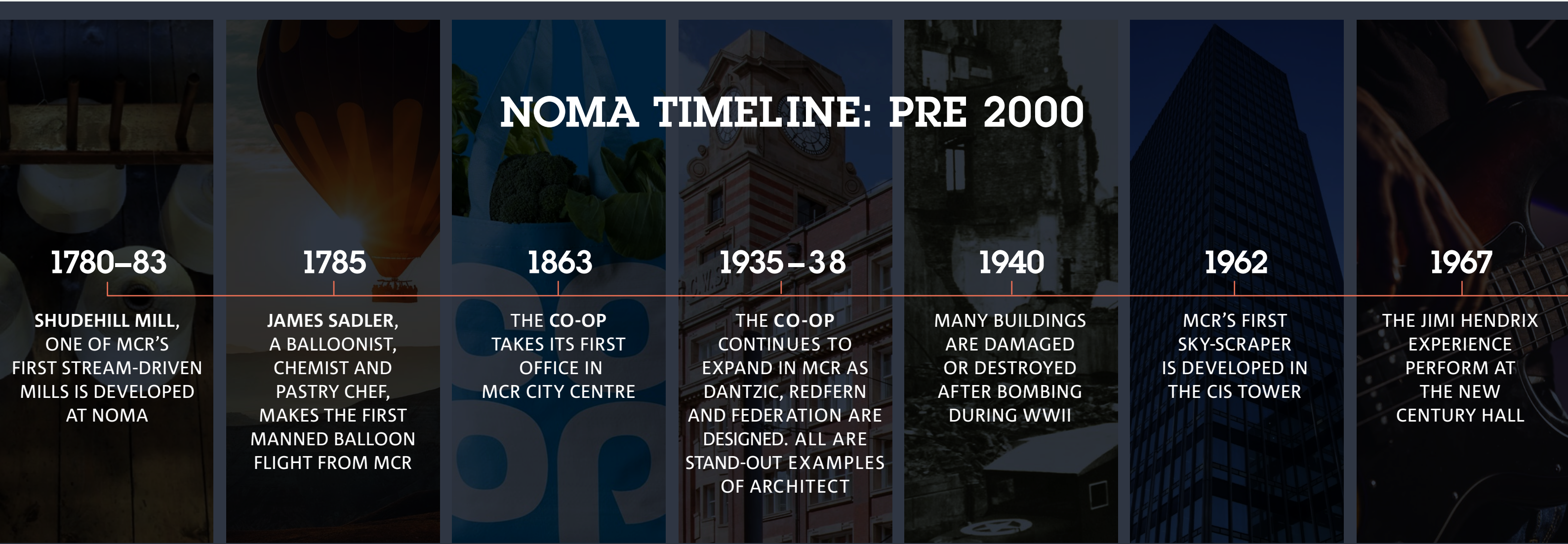
- 2.2 Located to the north of the City Centre (see pg 30) and to the south of the Northern Gateway development area, NOMA has an important strategic role to play. Given Manchester's continuing growth, NOMA is pivotal in supporting the city's evolution; being a link to existing and growing neighbourhoods to the north of the City Centre, whilst supporting and enhancing established locations such as the Northern Quarter, Ancoats and the City Centre itself.
- 2.3 Historically, the area has always been closely linked with the Co-operative Group who have been the major asset owners in the area over the last 200 years. As a result, the area's employment and business base was dominated by the Co-operative Group, which supported around 3,500 jobs in NOMA⁵.
- 2.4 Co-operative Group operations were omnipresent throughout the area, operating from across ageing commercial buildings within their historic estate. These buildings were increasingly recognised as not fit for modern business purposes and with poor environmental credentials.
- 2.5 However, parts of the estate were recognised as having significant architectural and heritage value. With the right vision and targeted resources, the Co-operative Group's historic listed estate presented a major regeneration opportunity in Manchester City Centre.

5. Manchester City Council, 2013; Co-operative Complex, Progress Update – Executive Paper

- 2.6 In recent years the Co-operative Group's ownership within NOMA has diminished. A number of sites have become extremely underutilised and unproductive, in particular a number of vacant premises and surface car parks located in the NOMA estate. Other sites, such as the CIS Tower and City Buildings, were sold and are now under different ownership.
- 2.7 Notwithstanding this, the area has seen significant transformation in the last five years, through recent investment from both the Co-operative Group and Hermes Investment Management on behalf of an institutional investor. Hermes, along with Manchester City Council, have ambitions that the significant investment in NOMA will be an important contributory driver supporting the regeneration of the north of the City Centre, as well as the wider regeneration of the Northern Gateway.
- 2.8 The story of the regeneration and transformation that has taken place is explored within the remainder of this section of the report.



Introducing the NOMA Area



NOMA HAS PLAYED AN INTEGRAL ROLE IN THE ECONOMIC LANDSCAPE OF MANCHESTER CITY CENTRE.

NOMA: PRE-2000

2.9 The area now known as NOMA, has played an integral role in the economic landscape of Manchester City Centre since the late 18th Century. Shudehill Mill, built around 1780 and located on the development plots of 2 and 3 Angel Square and Angel Gardens, was where Richard Arkwright tested the viability of steam power to drive cotton mills, which was at the heart of the industrial revolution.

- 2.10 The rapid industrial and economic growth of Manchester ensued and the Co-operative Society first laid roots in the area in the late 1800's and continued to grow its presence in this part of the City Centre throughout the 20th century.
- 2.11 The construction of the iconic CIS Tower and New Century Hall in the early 1960's, added to the Co-operative Group's estate in the NOMA area. This further cemented the Co-operative Group's commitment to the area and their intent to remain the major anchor occupier in this area of the City Centre.

- 2.12 Despite the effects of the UK's de-industrialisation and economic difficulties during the 1970's and 1980's the Co-operative Group remained the major driver for commercial activity in the area, which continued until the late 1990's.
- 2.13 It was during the late 1990's that the Co-operative Group started to recognise that their existing estate was ageing, inefficient and was no longer fit for purpose. As a result, the Co-operative Group began to consider the future options for the NOMA estate.



THE VISION (2000–2006)

- 2.14 It was the start of the millennium when Manchester as a city was experiencing significant transformation and regeneration and that the future vision for NOMA started to materialise. At this point in time, the area was dominated by the congested dual carriageway ring-road, which cut through the heart of NOMA, fragmenting it and making accessibility and permeability challenging, as well as being a barrier to the development and expansion of the City Centre.
- 2.15 The area did not have the feel and appearance of a coherent neighbourhood – severed by the ring-road, with limited public realm & wayfinding and low levels of animation or dwell time in the area. This, in addition to over half of the 8ha NOMA area taken up by surface car parks (4.4ha), meant there was no sense of place or identity. The area was unproductive, unanimated, unattractive and stagnating compared to other strategically important locations across the City Centre.
- 2.16 An ambitious regeneration and investment strategy was required to overcome these barriers, to retain the Co-operative Group in Manchester, and to rejuvenate their historic estate, delivering a new and vibrant mixed-use neighbourhood.
- 2.17 It was in the early 2000's when the Co-operative Group looked to transform their estate, to improve the efficiency of their assets and catalyse regeneration of the Northern Gateway. In 2007, the group announced plans to move their headquarters and in 2008, confirmed they would remain in Manchester City Centre, identifying 1 Angel Square as their new headquarter location.
- 2.18 In preparation for the transformation of the estate, the Co-operative Group commissioned the Masterplan Principles Report⁶ (2008) to help guide future development and inform the framework for the masterplan and vision.

- 2.19 During this period other regeneration and development projects were underway or completed close to the area. These included; Urbis (2002), the extension and redevelopment of the Arndale Shopping Centre (2005), and the redevelopment of Shudehill Bus Station and Tram Stop (2006), which helped to transform the area around the Co-op Estate.

PLAN MAKING PERIOD (2009–2010)

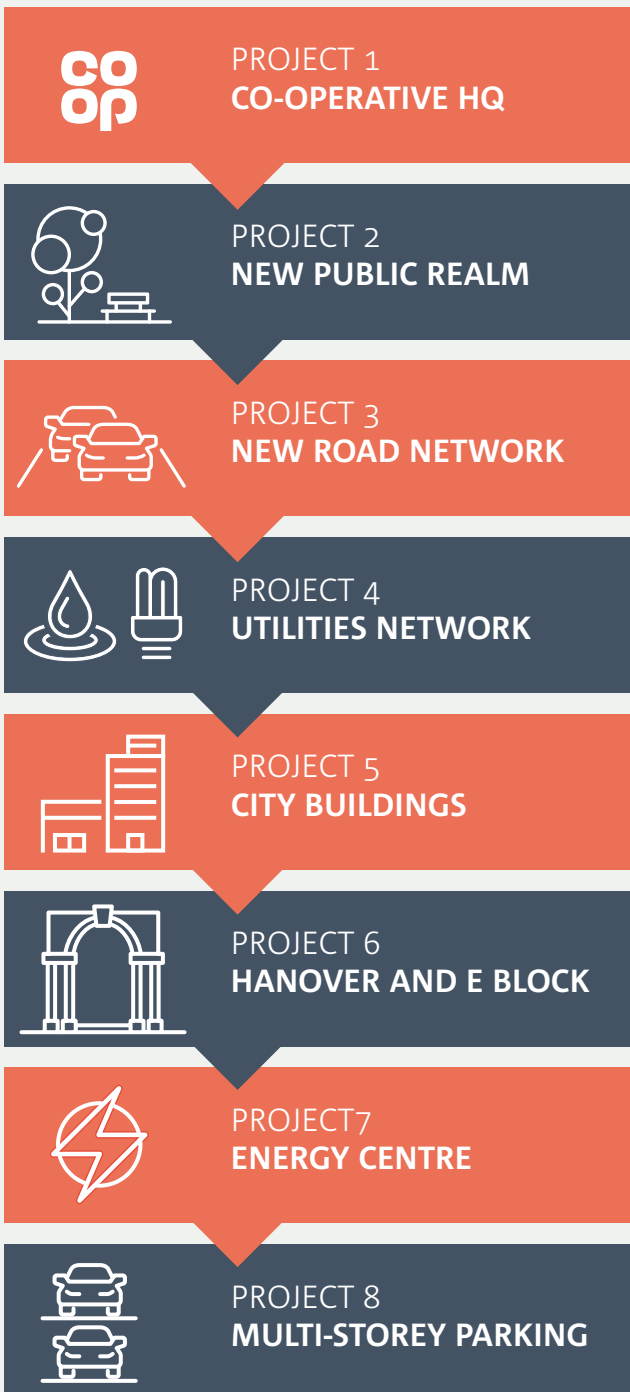
- 2.20 In 2009, in partnership with Manchester City Council, the Co-operative Group published the Strategic Regeneration Initiative (SRI) for the Northern Gateway. This set out the vision for the area as well as the role the group and their assets, within the NOMA area, could play in the development of the Northern Gateway area.
- 2.21 As part of the Strategic Regeneration Initiative the Co-operative Group published their vision and principles for the Northern Gateway which included:

CO-OPERATIVE GROUP VISION FOR THE NORTHERN GATEWAY—PRINCIPLES

- Produce a commercially viable and financially successful development.
- Work with our partners to establish an ethical framework for the project that puts the interests of people and communities first.
- Create a development that establishes new standards in its commitment to protect the environment.
- Provide locally generated and innovative solutions to create renewable sources of energy.
- Integrate the city's green transport strategy.
- Attract new business and new jobs in a diverse, mixed economy.
- Bring new major office occupants and head offices to Manchester.
- Create opportunities for new residential living that will bring a permanent vibrancy to the quarter.
- Build new public spaces giving the area a distinctive and unique character.
- Enhance green space throughout the development.
- Celebrate Manchester's heritage and the contribution it has made to the world in industry, science, ideas and culture.

6. EDAW; Manchester Co-operative Group Holdings: Masterplan – Principles: February 2008

2.22 In 2010, Deloitte produced the Delivering the Vision report. This provided a stock-take on the progress made since the publication of the Strategic Regeneration Initiative and an update on the delivery of eight key projects. These are below:



2.23 Along with the eight key projects, inclusivity was at the heart of the vision with a strong emphasis on community engagement and opening up new opportunities to communities to the north of the City Centre, such as Collyhurst and Blackley.

2.24 Beyond the eight projects identified for the initial development phase, a number of longer-term developments were identified which included:

- **Major New Office Zone**
- **The Listed Estate**
- **Shudehill North, and**
- **Angel Meadows**

2.25 These were phases of development that were envisaged beyond 2012.

2.26 The 2010 report assessed how the project had progressed since the 2009 masterplan and concluded that:

“Much is being done and there is still much to do, but the partnership between the Co-operative Group, Manchester City Council and the international investment and development community is delivering here and will continue to build a new place for Manchester.”

THE JOINT VENTURE (2014–2017)

2.27 Prior to 2014, the Co-operative Group were the sole owners of the NOMA estate and were responsible for the delivery of the redevelopment of the area, in partnership with Manchester City Council who also assisted in securing European Regional Development Fund (ERDF) support.

2.28 However, in 2014 a joint venture (JV) between Hermes Investment Management on behalf of an institutional investor and the Co-operative Group was agreed to help refurbish and re-develop the existing estate to ensure the buildings were efficient and fit-for-purpose for modern commercial requirements. The joint venture involved a 50/50 split of the NOMA estate between both partners, who would both take joint responsibility in driving forward the regeneration and redevelopment of the NOMA estate.

2.29 The development of the new Co-operative Group HQ at 1 Angel Square had catalysed other developments across the Co-operative estate, with the creation of Angel Square and Sadler's Yard, providing new public realm at the centre of the NOMA estate alongside other streetscape, infrastructure and highway improvements.

2.30 Other developments have included; the refurbishment of Federation building which offers flexible working space to let, which was opened in 2017. The same year the Redfern Building was converted to what is now the home of PLANT NOMA, a community focussed open design studio and workshop space.

2.31 In 2017, the CIS Tower, which was the former Co-operative Group headquarters, was sold to Castlebrooke Investments to allow the JV to reinvest capital into NOMA, while also maintaining momentum and attracting further investment.

2.32 The joint venture was in operation for three years until the end of 2017, when the Co-operative Group decided to sell their 50% share of the NOMA estate. Since the end of 2017, the NOMA estate has been solely owned by an institutional investor under the management of Hermes.

NOMA ESTATE OWNERSHIP STRUCTURE



Source: Hatch Regeneris

2017 ONWARDS

- 2.33 The masterplan and vision published in both the Co-operative Group Strategic Regeneration Initiative (2009) and Delivering the Vision (2010) have remained largely the same since the end of the JV, with this vision being continued under Hermes Investment Management.
- 2.34 The over-arching vision which Hermes has now defined for NOMA is:

“ In embracing the area’s past, NOMA is inspiring its future, creating a new 20-acre neighbourhood where you can live, work, create and innovate. We are committed to creating an innovative, commercially-driven and responsibly-designed neighbourhood that offers outstanding connectivity, embraces its rich heritage and keeps people and community firmly at its heart. The 20-acre masterplan is creating new homes, offices, hotels, shops, restaurants and bars around vibrant urban spaces and public realm. This is underpinned by a forward-thinking, neighbourhood-led approach to placemaking that champions the idea that places are better when people are involved in making them.”

SUSTAINABILITY STRATEGY THEMES

1

IMPROVING SPACES AND
CREATING NEW PLACES

2

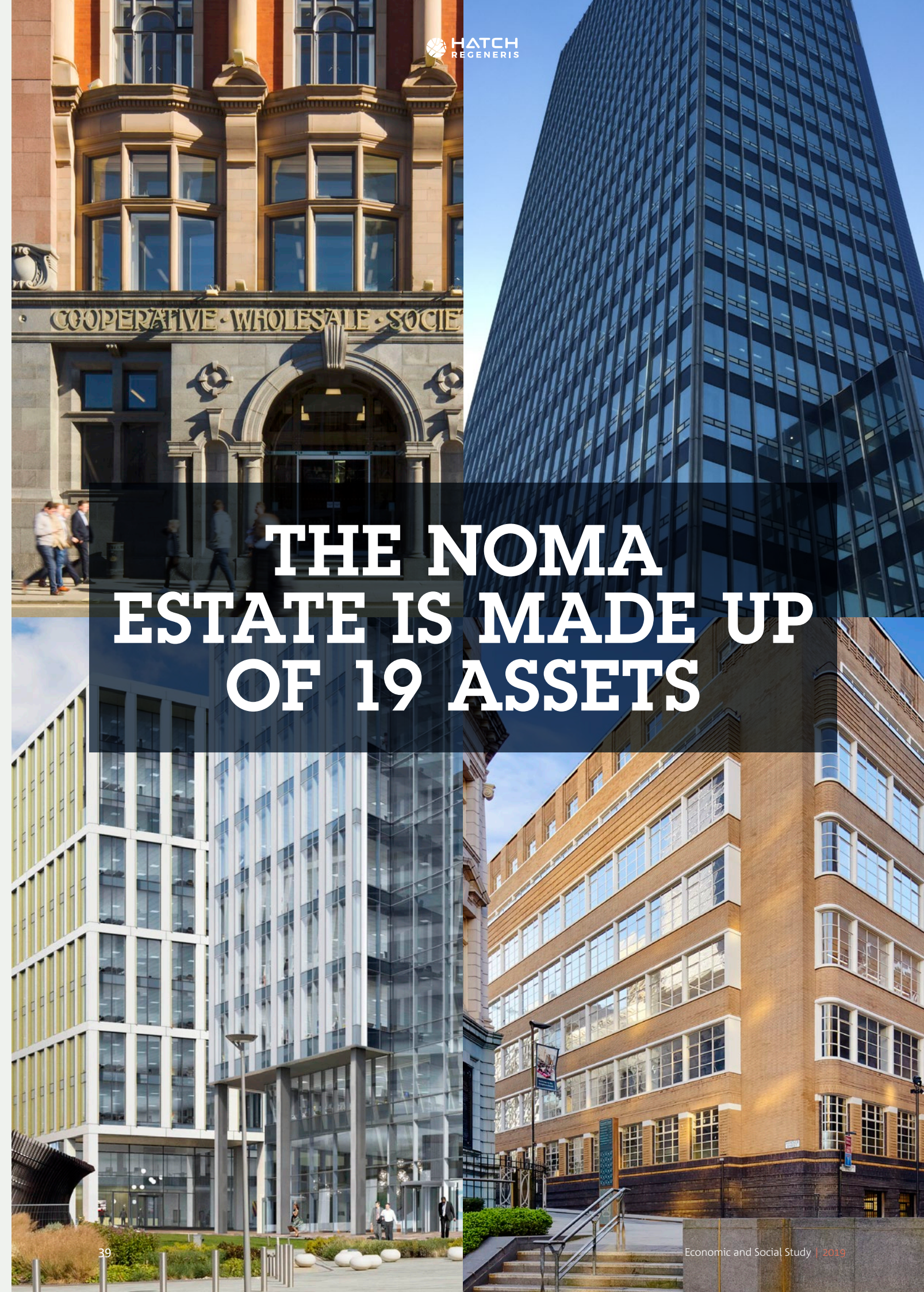
SUPPORTING LOCAL COMMUNITIES,
JOB CREATION AND SKILLS

3

PROTECTING THE
ESTATE’S HERITAGE

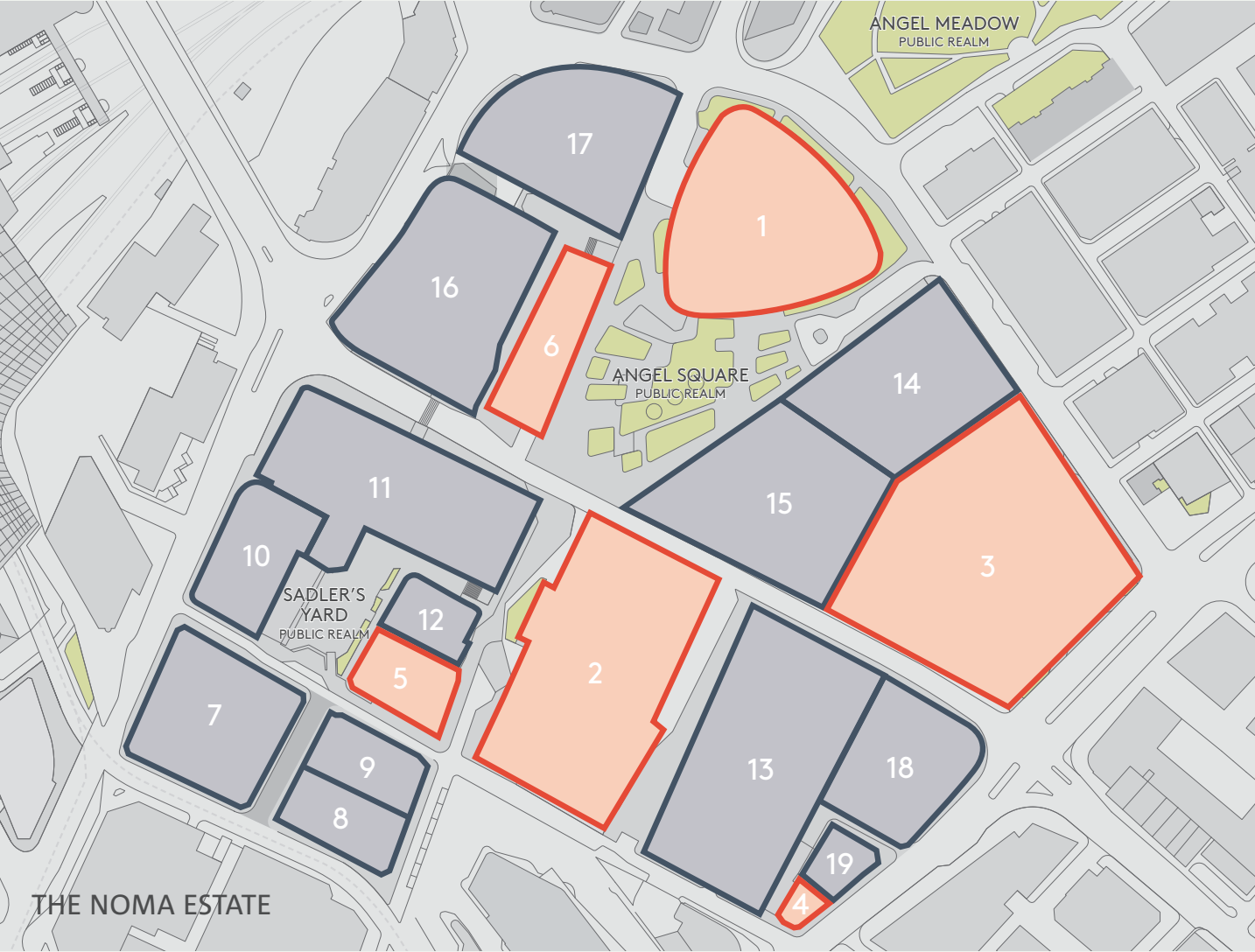
Source: Hermes Responsibility Update, 2016

- 2.37 Hermes have committed to taking a responsible approach to development and by taking a sympathetic approach to the regeneration of the estate, NOMA aims to create a new neighbourhood that delivers on the smart, digital and sustainability goals of the joint venture partnership, and of the City of Manchester.



THE ESTATE TODAY

2.38 The current NOMA estate is made up of 19 assets, as shown below. Of these, 13 are under the management of Hermes, with the remaining six under the ownership of other parties including, Co-operative Group, Castlebrooke Investments and MODA Developments.



NON-HERMES MANAGEMENT

- 1 Angel Square (Co-op Group HQ)
- 2 CIS Tower (Castlebrooke)
- 3 Angel Gardens (MODA)
- 4 97 Shudehill (1)
- 5 Holyoake House
- 6 Car Park

HERMES MANAGEMENT

- 7 Hanover
- 8 Federation
- 9 Dantzie
- 10 Old Bank
- 11 New Century House & Hall
- 12 Redfern

- 13 Avery / New Build Plot
- 14 Car Park (2 Angel Square)
- 15 Car Park (3 Angel Square)
- 16 Car Park (Ducie Bridge/Miller St)
- 17 Car Park (MSCP)
- 18 Car Park (Mayes St)
- 19 97 Shudehill (2)

2.39 The level of occupancy and the types of occupier within each of these buildings varies. The table below lists the current occupation status of each asset.

NOMA ESTATE OCCUPANCY (CURRENT)				
SITE NO.	SITE NAME	MANAGEMENT	OCCUPANCY	CURRENT USE
1	1 Angel Square	Co-op/DAWN	Occupied	Office
2	CIS Tower	Castlebrooke Investments	Partially Occupied	Office
3	Angel Gardens	MODA Developments	Vacant (Under Construction)	Car Park (Pre-development)
4	97 Shudehill (1)		Partially Occupied	Retail/Restaurant/Residential
5	Holyoake House		Occupied	Office
6	Car Park		Vacant	Car Park
7	Hanover	Hermes Management	Occupied	Office
8	Federation	Hermes Management	Partially Occupied	Office
9	Dantzie	Hermes Management	Vacant	Office
10	Old Bank	Hermes Management	Vacant	Office
11	New Century House & Hall	Hermes Management	Vacant	Vacant
12	Redfern	Hermes Management	Occupied	Workshop/Office
13	Avery	Hermes Management	Occupied	Office
14	Car Park (2 Angel Square)	Hermes Management	Vacant	Car Park
15	Car Park (3 Angel Square)	Hermes Management	Vacant	Car Park
16	Car Park (Ducie Bridge/Miller St)	Hermes Management	Vacant	Car Park
17	Car Park (MSCP)	Hermes Management	Vacant	Car Park
18	Car Park (Mayes St)	Hermes Management	Vacant	Car Park
19	97 Shudehill (2)	Hermes Management	Vacant	Vacant

Source: Hatch Regeneris / Hermes

2.40 A number of existing buildings that are currently vacant, such as Dantzie and the Old Bank are in the process of being redeveloped and refitted, with the intention of becoming occupied once complete. The City Buildings adjacent to Victoria Station and Hanover Building, and originally part of the NOMA estate, are not listed above, but have been redeveloped into a hotel which opened in 2018 (Hotel Indigo). — see Section 3.



DELIVERING THE MASTERPLAN AND VISION

3.1

The masterplan and vision for NOMA has always been to create a commercially-led, mixed-use destination at the Northern Gateway to the City Centre. This has remained the focus of the development since 2009. However, as the plans and the vision for the development have evolved, so have the steps and interventions required to get there.

3.2

This section looks at what has been delivered since the NOMA vision was formulated back in 2009, with a focus upon buildings, infrastructure, placemaking and community engagement. In subsequent sections of the report we outline the range of quantitative and qualitative economic and social benefits that have been generated as a result of the development and activities undertaken to date.

BUILDINGS AND INFRASTRUCTURE

3.3

Since the regeneration of development started in 2010, almost £150m of construction investment has been made. Investments include the purpose-built Co-operative Group Headquarters at 1 Angel Square and the refurbishment and re-purposing of Hanover, Federation and Dantzic. The continued refurbishment, restoration and reinvention of the Co-operative Group's historic estate is on-going, with Russells Construction, a Greater Manchester business, leading the construction activity.

3.4

Investment at NOMA has not solely focussed around buildings, there have been significant improvements to infrastructure, e.g. the ring road improvements and public realm, which have helped to transform the area.

3.5

An overview of the developments undertaken to date are detailed in the following section.



1 Angel Square Public Realm

1 ANGEL SQUARE

- 3.6 1 Angel Square, the Co-operative Group's iconic £100m, 16 storey 325,000 sq ft HQ building was completed in 2013. It is estimated that it is home to around 3,500 staff⁷. The building's environmental and sustainability specification mean it is one of the largest buildings in Europe classified as 'Outstanding' by BREEAM.
- 3.7 The development of 1 Angel Square delivered a range of local socio-economic benefits during construction. It is estimated to have provided a £17m boost to the city-region economy, with around 50% of the construction workforce drawn from within Greater Manchester (GM), with around 100 on-site contracts awarded to GM businesses. Around 30 apprenticeships were supported, alongside training schemes for 1,000 construction workers⁸.

7. Manchester City Council, 2013; Co-operative Complex, Progress Update—Executive Paper
8. BAM Group—1 Angel Square, The Co-operative Group Headquarters: Case Study

FEDERATION

- 3.8 The refurbished Federation provides 71,000 sq ft of workspace for around 30 creative, tech and digital businesses, including small start-ups through to national and international businesses (e.g. ThoughtWorks consultancy).
- 3.9 It has an 'open-community' ethos, with shared workspace, meetings rooms and space for events, as well as a ground floor coffee shop. This building is nearing full occupation, and we estimate it supports around 500 jobs. Co-op Digital has a long-lease until 2027, employing around 200 people (40% of the overall jobs) within Federation.
- 3.10 Each business or 'Friends of the Federation' operating in the building has signed up to the Ethical Values Pledge. This ensures they operate in a conscientious, equal, inclusive and sustainable way.



The Federation

A COMMUNITY OF
DIGITAL BUSINESSES
AND INNOVATORS IN
MANCHESTER, BUILT
ON ETHICAL VALUES.

The Federation is home to a community of like-minded individuals and organisations who share similar values. They are collectively known as 'Friends of the Federation' and include entrepreneurs, start-ups, businesses and social enterprises, who share an ambition to work towards a more equitable digital economy.

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

564

COMMUNITY EVENTS
HELD IN THE EVENTS SPACE—
WITH 'FEDERATION PRESENTS'
PROGRAMME

30

LOCAL, NATIONAL AND
INTERNATIONAL
ORGANISATIONS
CALL THE FEDERATION
"HOME"

13

SPONSORED DESK SPACE
WITH FEDERATION
CO-WORKING SPACE
FOR SOCIAL ENTERPRISES
AND TECH START-UPS

CURRENT TENANTS INCLUDE:



APADMI

NORTH
CODERS

kainos

EQUAL
EXPERTS



ThoughtWorks



F00DINATE



Hanover

HANOVER

- 3.11 The renovation of Hanover is now complete, with the successful launch of the building taking place in late 2018. The redesigned and re-purposed space provides approximately 90,000 sq ft of office space, along with ground floor mixed-uses.
- 3.12 Amazon was confirmed as the new long-term occupier, supporting 600 new jobs within their software development, machine learning, and research and development teams.
- 3.13 The integration of Amazon alongside proposed shared start-up space within Hanover aims to encourage collaboration and innovation, whilst strengthening Manchester's digital and creative sectors, which are growing in prominence in this area of the City Centre.



CITY BUILDINGS

- 3.14 The former City Buildings have also been redeveloped, alongside the development of an adjacent rotunda building, to form the 176-room boutique Hotel Indigo. This £26 million hotel opened in late 2018. The development features an iconic 14-storey tower and construction is estimated to have supported 30 FTE construction jobs, with the majority recruited locally as per the Co-operative Group and Hotel Indigo recruitment policy. It is anticipated the hotel will support over 180 FTE jobs once fully operational. This will include roles within the hotel, but also within the café and the restaurant which are also part of the development scheme.



Dantzig

DANTZIC

- 3.15 Adjoining Federation is Dantzig. This comprises six floors (42,700 sq ft) of unique workspace. The building is currently vacant due to redevelopment activities but is expected to be completed and available for occupation in spring/summer 2019.
- 3.16 The proposed workspace will complement that at Federation and Hanover, providing flexible workspaces which appeal to the creative and tech industries. The redevelopment of Dantzig further underpins Hermes' ambition for NOMA to be a leading northern innovation district.



Old Bank

OLD BANK

- 3.17 The Old Bank is now home to PLANT NOMA as part of their 12 month 'Old Bank Residency' project. PLANT NOMA was previously located in Redfern but relocated in Autumn/winter 2018 as redevelopment works commenced. The current uses and programmes that are taking place within the Old Bank Residency, include;
- Village Hall (Community space)
 - MadLabFab (MMU)
 - Now Showing Club (Cinema)
 - Vestibule (Gallery)
 - Standard Pottery (Workshop)



Redfern



CIS Tower



New Century House and Hall



Angel Gardens CGI

REDFERN

- 3.18 Redfern is a 35,000 sq ft building. Once vacated by the Co-op Group, it was most recently the home of PLANT NOMA, prior to its recent relocation to the Old Bank.
- 3.19 Redfern is currently undergoing restoration and refurbishment works by Russells, which will ensure the building is brought back to use whilst preserving its Grade II listed status.
- 3.20 The potential future uses of the building include open plan office and workspace, retail and leisure uses.

OTHER BUILDINGS

- 3.21 There are a number of other buildings located throughout the estate that could also play an important role in NOMA's future. A number of these buildings fall outside Hermes' management, with the future of these assets is out of the control of Hermes.

CIS TOWER

- 3.22 In 2017 the CIS Tower was sold to Castlebrooke Investments. The CIS Tower comprises 388,000 sq ft of office space over 28 floors and sits on a 1.5-acre site close to Sadler's Yard and adjacent to New Century House and Hall. The sale of the CIS Tower enabled further reinvestment in the development of the NOMA estate.
- 3.23 Castlebrooke are committed to working with Hermes as neighbours, and to ensure The CIS Tower fulfils its potential. At the moment, we understand that the Co-operative Group leases a significant amount of floorspace within the CIS Tower.

NEW CENTURY HOUSE AND HALL

- 3.24 Both New Century House and Hall are Grade II listed 1960 buildings that are located next to the CIS Tower and adjoining Sadler's Yard. New Century house was built to accommodate the Co-operative Insurance business operation, whilst New Century Hall was designed as a conference hall and event space for approximately 1,000 people.

- 3.25 New Century House was vacated as part of the Co-operative Group's Angel Square migration and remains vacant. Hermes are currently developing proposals to redevelop the site, with a particular emphasis on opening access to Sadler's Yard and Miller Street, through creating space between the existing ground floors if New Century Hall and House, while bringing forward mixed-use proposals for New Century Hall.

AVERY

- 3.26 Avery is located on the eastern periphery of the NOMA estate. The building contains mainly office space and is currently fully occupied. The existing tenants are Sparklestreet, an event agency and venue operator.

HOLYOAKE HOUSE

- 3.27 Holyoake House is the home and headquarters of Co-operatives UK – an organisation which works to promote, develop and unite the UK's thousands of co-operative businesses. The building is Grade II listed and another asset within the NOMA estate that has significant heritage value.

97 SHUDEHILL

- 3.28 97 Shudehill is a mixed-use property on the eastern edge of the NOMA estate. The building is currently split between commercial space on the ground floor of which some is occupied (Italian restaurant). The upper floors are residential use.

ANGEL GARDENS (MODA)

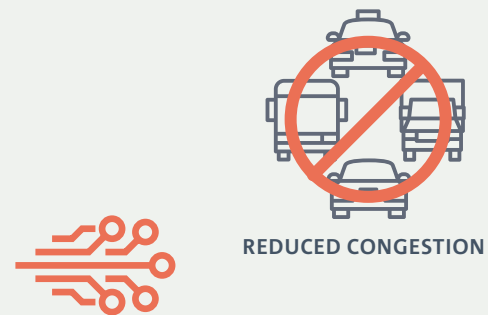
- 3.29 Due to be completed in 2019, Angel Gardens (MODA) will see approximately 460 new private rented sector (PRS) apartments delivered within the NOMA estate. The scheme is a joint-venture between MODA Living Limited (itself a joint venture between Caddick Group Plc and Generate Land Ltd) and Apache Capital. The vision is for Angel Gardens to deliver a high quality, contemporary private rental accommodation offer within Manchester City Centre.
- 3.30 The 36-storey tower development includes a wide range of resident amenities, such as: resident lounges, a cinema room, business meeting space, a rooftop garden complete with a BBQ zone, gym and fitness classes, multi-use sports court.
- 3.31 The development also includes 20,000 sq ft of commercial space for retail, bar and restaurant uses.



CHANGES TO ROAD INFRASTRUCTURE

- 3.32 As part of the 1 Angel Square development, and supported by ERDF funding, significant improvements to the immediate road network in and around NOMA have been made. This has included the reduction and re-routing of the ring-road, while introducing a single-carriageway on the Miller Street section.
- 3.33 This project has significantly improved permeability, helping to better connect the whole of the NOMA area with the City Centre and communities to the north of the City Centre.
- 3.34 The changes to the local road infrastructure have helped reduce traffic flows and congestion. This has improved the pedestrian experience within this part of the City Centre, as well as delivering wider place-making benefits.

ROAD IMPROVEMENT BENEFITS



IMPROVED PERMEABILITY AND CONNECTIVITY



ENHANCED SENSE OF PLACE AND IMPROVED PEDESTRIAN EXPERIENCE

GREEN AND SUSTAINABLE INFRASTRUCTURE IN NOMA

- 3.35 At the time of construction, 1 Angel Square was recognised nationally and internationally with numerous awards. The building achieved the highest ever BREAAAM score and was labelled one of the world's most sustainable buildings.
- 3.36 1 Angel Square showcased Manchester's aspirations for architectural and sustainable excellence, setting the benchmark for future development across the city. Key design features of the building included:
- A double skinned façade and open atrium, which creates natural heating, cooling and lighting.
 - Reduced need for artificial lighting required to light the building from 550 to 300 lux.
 - On-site Combined Heat and Power (CHP) plant, fuelled by pure plant-oil grown by The Co-operative farms, provides the majority of the heating and electrical requirement for the new building, with surplus energy being back-fed to the national grid.
 - Heat recovery from the IT systems that also help to heat the building.
 - High efficiency passenger and service lifts.
 - 'Earth Tubes' to bring in cool air via a heat exchanger.
- 3.37 More recently, Hanover received a BREAAAM rating of 'Very Good', with Dantzic anticipated to achieve a similar rating. A number of trees have been planted across the NOMA estate, in particular, around Angel Square and Sadler's Yard, alongside wider planting initiatives, contributing to urban greening and biodiversity in the NOMA area.
- 3.38 Environmentally sustainable development is also a clear priority for Hermes, alongside the group's commitment to social and economic sustainability.

PLACEMAKING INITIATIVES

- 3.39 Community and the creation of place sits at the heart of the vision for NOMA. Creating a sense of identity, linking the City Centre to the neighbourhoods to the north of the City Centre, whilst preserving the heritage and identity of the NOMA estate has been central to Hermes redevelopment aspirations.
- 3.40 **The following section of the report provides summaries of some of the key placemaking initiatives that have taken place within NOMA over recent years.**
- 3.41 Part of the masterplan for 1 Angel Square was the requirement for public space around the Co-operative Group's HQ. With the historic estate, industrial warehouses and Angel Meadows surrounding the site, the public realm aims to knit these areas together.
- 3.42 The site is accessible to the public via a pedestrian route between Victoria Station and the HQ, as well linking the communities and neighbourhoods to north of the development to the City Centre, functioning as an intermediate zone between the periphery of the two locations. The development of Sadler's Yard was supported using European Regional Development Funding (ERDF) and opened in December 2015, at the centre of the historic NOMA estate.
- 3.43 The public space was named following a city-wide competition after balloon aviation pioneer James Sadler. This approach of inviting public suggestions for naming the area, and a voting process, ensured Manchester residents were engaged with the space from the start.





Plant NOMA



Pilcrow Pub



WORKING WITH THE COMMUNITY BOTH IN AND AROUND NOMA AND MANCHESTER TO CREATE A BETTER PLACE FOR ALL IS ONE OF OUR FUNDAMENTAL MOTIVATIONS

HERMES SUSTAINABILITY STRATEGY

PLANT
NOMA

- 3.44 Sadler's Yard has hosted a wide range of events and activities since it opened. A number of these events are detailed later in this report.
- 3.45 PLANT NOMA, which until recently was located in the Redfern, is a workshop space which opened in April 2017 as a design studio for the city.
- 3.46 Over time, it has transformed and developed into a venue for the community, where people can meet and make for free. Private bookings are also taken from local businesses, providing them with a unique venue for activities such as seminars, meetings and team building events.
- 3.47 In May 2018, PLANT NOMA welcomed MadLab to the space, introducing a new technology angle to NOMA and adding to the already increasing number of bookings and community groups using the space.
- 3.48 As of September 2018, PLANT NOMA has 31,708 community group members, has trained 256 people via MadLab, has held 1,432 private hires, and 20 exhibitions. PLANT NOMA has now moved to the Old Bank, for a 12-month period.
- 3.49 The Pilcrow Project started in December 2015 and finished with a completed pub in September 2016. The aim of the project was to create a pub, with and for the people of Manchester; something the local community could feel invested in, responsible for, and connected to.

- 3.50 Everything in the pub—from the beer tap handles to the tables and bar tiles to the stools—was made by a member of the community under the guidance of a skilled local craftsman.
- 3.51 Over 600 people were involved in the creation of the pub, from architects and industrial surveyors, to upholsterers and graphic designers. These people continue to be ambassadors for both The Pilcrow and NOMA, sharing stories of their experiences and encouraging others to follow.
- 3.52 In 2017, The Pilcrow was awarded a D&AD pencil for Spatial and Experiential Design, and the launch of the pub was featured on both BBC North West Tonight and BBC's The One Show.
- 3.53 A bespoke approach has been taken to developing a way-finding strategy at NOMA that supports the creation of place. NOMA has taken inspiration from the rich historical architectural legacy of the existing buildings and designed a graphic tool kit that embeds a series of motifs in to features of the new public realm, streetscape and lighting designs.
- 3.54 Each individual element tells its own story and is woven together create a distinctive brand for NOMA.



COMMUNITY INVOLVEMENT

- 3.55 Community involvement has been at the heart of the NOMA vision from the outset playing a pivotal role in the planning and decision-making process throughout.
- 3.56 The community emphasis has continued to be at the centre of everyday operations at NOMA, with the events programme tailored to involve and engage the local people it serves. The extent of involvement is summarised in the following section, with a number of case studies showcasing some of the highlights over recent years.

COMMUNITY ENGAGEMENT

- 3.57 There have been a number of community engagement exercises that have helped inform the design and planning of NOMA in the last few years. Recent public consultations that have been undertaken by NOMA are:
 - Pre-application consultation: Residential development at Angel Meadow
 - Cycleways consultation
 - Pre-application consultation: 2 & 3 Angel Square
 - Pre-application consultation: Angel Gardens

- 3.58 As well as specific public consultation and community planning exercises, a wider engagement agenda has featured events and programmes to raise public awareness and encourage as much participation from local communities as possible.
- 3.59 Hermes has taken a structured approach to stakeholder engagement and consultation to support the development programme at NOMA. They have identified key groups, organisations and individuals and deployed an effective engagement strategy to ensure there is an open development and delivery process.
- 3.60 The NOMA Engage programme is a dedicated consultation and engagement platform that keeps the community and stakeholders informed of development progress. It allows members of the community to directly contribute their thoughts and inputs on the on-going developments at NOMA to the dedicated NOMA engagement team.





- 3.61 The public were pro-actively engaged in the naming of this new city square through a city-wide campaign offering people the chance to **'#NameOurSquare'**. The brief asked for suggestions that would resonate with Manchester's identity as a city and also with NOMA's own unique story. More than 700 members of the public responded to the open call.
- 3.62 Short-listed suggestions were presented to an independently appointed panel of city and local community representatives to debate and vote for their winner. 'Sadler's Yard' was the result, inspired by balloon aviation pioneer James Sadler. Sadler's Yard was officially opened by Sir Howard Bernstein, chief-executive of Manchester City Council, on 3rd December 2015. A programme of regular public events has been developed to help animate the space and establish Sadler's Yard and NOMA as a new city destination.
- 3.63 NOMA has worked with local community representatives, community police and the Friends of Angel Meadows (FOAM) to develop a package of improvement works that is aligned directly with public need and recognises the distinct historical context and local environmental conditions and challenges wherever possible.

3.64 Improvements included the creation of a new entrance, large scale planting and tree removal, new lighting and strategic landscaping to help create a more open, safe and secure environment for users of the park.

3.65 In 2018, NOMA took part in a collaborative community engagement project through a partnership with Manchester Metropolitan University (MMU).

3.66 Oublette was a first for MMU's EdLab unit in seeking to engage a number of cross-faculty student disciplines—from art to 3D design, to interior design, to marketing, to engineering, to business to law—in the production of a maths-themed escape room, designed for secondary school children as an extra-curricular initiative to break traditional, classroom-based methods of learning.

3.67 Oublette exceeded its targets and enabled 1,500 school children from 50 schools across the North West to experience a truly unique, interactive, and educational experience at NOMA.

3.68 Other community engagement activity includes a programme of tours aimed at the educational sector, with students visiting NOMA from local, national and international Universities.

3.69 Workshops with specialist industry groups such as urban designers, planners, architects and other built environments practitioners have also taken place.

NOMA EVENTS 2018

<p>FEBRUARY</p> <p>10 Black History Girl Gang Clothes Swap</p> <p>MARCH</p> <p>5 Surfing To Mahalo Free For Art Festival 2018</p> <p>10-11 2018 Spring Feedback Spring Fest</p> <p>24 2018 P.L.A.S.T. Body Building</p> <p>APRIL</p> <p>10-11 2018 Girl Gang Speed Meet-Up</p> <p>14 2018 Markets at Sadler's Yard Mississippi Vigen</p> <p>15 2018 Men Berry's Charity Event</p> <p>20 2018 International Festival</p> <p>21 2018 Los Angeles Design ParkFalls Evening</p> <p>22 2018 Friends of Angel Meadows Public House</p> <p>23 2018 A New Leaf Environmental Trip + Discussions</p>	<p>MAY</p> <p>10 2018 Dustbin Protestswap Wash</p> <p>11 2018 Manicure Cakes</p> <p>12 2018 Manicure Cakes</p> <p>13 2018 Markets at Sadler's Yard</p> <p>14 2018 Girls Book</p> <p>15 2018 Girl Gang Summer Making</p> <p>16 2018 Manicure Cakes</p> <p>17 2018 Manicure Cakes</p> <p>18 2018 Manicure Cakes</p> <p>19 2018 Manicure Cakes</p> <p>20 2018 Manicure Cakes</p> <p>21 2018 Manicure Cakes</p> <p>22 2018 Manicure Cakes</p> <p>23 2018 Manicure Cakes</p> <p>24 2018 Manicure Cakes</p> <p>25 2018 Manicure Cakes</p> <p>26 2018 Manicure Cakes</p> <p>27 2018 Manicure Cakes</p> <p>28 2018 Manicure Cakes</p> <p>29 2018 Manicure Cakes</p> <p>30 2018 Manicure Cakes</p> <p>31 2018 Manicure Cakes</p>	<p>JUNE</p> <p>1 2018 Manicure Cakes</p> <p>2 2018 Manicure Cakes</p> <p>3 2018 Manicure Cakes</p> <p>4 2018 Manicure Cakes</p> <p>5 2018 Manicure Cakes</p> <p>6 2018 Manicure Cakes</p> <p>7 2018 Manicure Cakes</p> <p>8 2018 Manicure Cakes</p> <p>9 2018 Manicure Cakes</p> <p>10 2018 Manicure Cakes</p> <p>11 2018 Manicure Cakes</p> <p>12 2018 Manicure Cakes</p> <p>13 2018 Manicure Cakes</p> <p>14 2018 Manicure Cakes</p> <p>15 2018 Manicure Cakes</p> <p>16 2018 Manicure Cakes</p> <p>17 2018 Manicure Cakes</p> <p>18 2018 Manicure Cakes</p> <p>19 2018 Manicure Cakes</p> <p>20 2018 Manicure Cakes</p> <p>21 2018 Manicure Cakes</p> <p>22 2018 Manicure Cakes</p> <p>23 2018 Manicure Cakes</p> <p>24 2018 Manicure Cakes</p> <p>25 2018 Manicure Cakes</p> <p>26 2018 Manicure Cakes</p> <p>27 2018 Manicure Cakes</p> <p>28 2018 Manicure Cakes</p> <p>29 2018 Manicure Cakes</p> <p>30 2018 Manicure Cakes</p> <p>31 2018 Manicure Cakes</p>	<p>JULY</p> <p>1 2018 Manicure Cakes</p> <p>2 2018 Manicure Cakes</p> <p>3 2018 Manicure Cakes</p> <p>4 2018 Manicure Cakes</p> <p>5 2018 Manicure Cakes</p> <p>6 2018 Manicure Cakes</p> <p>7 2018 Manicure Cakes</p> <p>8 2018 Manicure Cakes</p> <p>9 2018 Manicure Cakes</p> <p>10 2018 Manicure Cakes</p> <p>11 2018 Manicure Cakes</p> <p>12 2018 Manicure Cakes</p> <p>13 2018 Manicure Cakes</p> <p>14 2018 Manicure Cakes</p> <p>15 2018 Manicure Cakes</p> <p>16 2018 Manicure Cakes</p> <p>17 2018 Manicure Cakes</p> <p>18 2018 Manicure Cakes</p> <p>19 2018 Manicure Cakes</p> <p>20 2018 Manicure Cakes</p> <p>21 2018 Manicure Cakes</p> <p>22 2018 Manicure Cakes</p> <p>23 2018 Manicure Cakes</p> <p>24 2018 Manicure Cakes</p> <p>25 2018 Manicure Cakes</p> <p>26 2018 Manicure Cakes</p> <p>27 2018 Manicure Cakes</p> <p>28 2018 Manicure Cakes</p> <p>29 2018 Manicure Cakes</p> <p>30 2018 Manicure Cakes</p> <p>31 2018 Manicure Cakes</p>	<p>AUGUST</p> <p>1 2018 Manicure Cakes</p> <p>2 2018 Manicure Cakes</p> <p>3 2018 Manicure Cakes</p> <p>4 2018 Manicure Cakes</p> <p>5 2018 Manicure Cakes</p> <p>6 2018 Manicure Cakes</p> <p>7 2018 Manicure Cakes</p> <p>8 2018 Manicure Cakes</p> <p>9 2018 Manicure Cakes</p> <p>10 2018 Manicure Cakes</p> <p>11 2018 Manicure Cakes</p> <p>12 2018 Manicure Cakes</p> <p>13 2018 Manicure Cakes</p> <p>14 2018 Manicure Cakes</p> <p>15 2018 Manicure Cakes</p> <p>16 2018 Manicure Cakes</p> <p>17 2018 Manicure Cakes</p> <p>18 2018 Manicure Cakes</p> <p>19 2018 Manicure Cakes</p> <p>20 2018 Manicure Cakes</p> <p>21 2018 Manicure Cakes</p> <p>22 2018 Manicure Cakes</p> <p>23 2018 Manicure Cakes</p> <p>24 2018 Manicure Cakes</p> <p>25 2018 Manicure Cakes</</p>
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3.70 Following the completion of Sadler's Yard, as well as meeting and exhibition space within PLANT, there has been increased capacity to hold a range of events and exhibitions within NOMA.

3.71 Over the last three years, an extensive events programme, diverse enough to pique the interest of all members of the community was developed, which has attracted around 20,000 visitors.

3.72 The community events programme has made sure that not just members of the local community, but the wider Manchester community, has engaged with NOMA and contributed to its success.

3.73 The events programme at NOMA has also been designed to help complement and support the city's wider events programme, such as the Manchester International Festival (MIF).

3.74 The image, lower left, provides an overview of the events that were held across NOMA throughout 2018.

3.75 A selection of key community events is explored in more detail below.

3.76 Exhibitions at PLANT NOMA started in October 2017 with the installation of 'Fizzling at the Terminals' by graphic designer Malcolm Garrett, as part of the city-wide design festival, Design Manchester.

3.77 Twenty different exhibitions have since followed, covering everything from photography to modern installation by groups from MMU, Salford University, Venture Arts, and local artistic collectives.

3.78 Each exhibition has held their own opening evening and private view, inviting new and interesting groups to see their work within the context of PLANT's unusual open studio.

3.79 During June and July 2017, PLANT NOMA became a hub of activity for that year's Manchester International Festival, providing design and fabrication support to students in the Project Unit X programme at MMU.

3.80 Students were tasked with creating furniture for the Glass House and Festival Square, which would then be fabricated in collaboration with members of the public including roofing apprentices and hard to reach groups.

3.81 The final results were; a unique and striking collection of items, a community engaged festival and the development of a strong relationship between MIF and NOMA.



“Work place culture and wellbeing is a hot topic for employers these days, and placemakers have a role here too—not just in helping businesses create a healthy kind of working environment for their people, but by creating a place that supports happy people too.”

NOMA Magazine



- 3.82 Winter Workshops at Sadler’s Yard became the festive home of local design collective Makers Dozen, in which they created toy boats, journals, candles and printed wrapping paper with participants.
- 3.83 Winter Workshops were free to attend to ensure they remained accessible, but donations were encouraged for local charity Mustard Tree – 150 people attended the open workshops.
- 3.84 As well as larger annual events that are held at NOMA, there is also a programme of community groups, events and workshops that support creativity and innovation within the local community. The community groups that regularly hold meetings, workshops and events within PLANT NOMA include:
- scriptwriters;
 - graphic novel groups;
 - ethical hackers;
 - games testers;
 - drupal user groups;
 - ruby user groups;
 - Manchester Cares volunteering;
 - speculative fiction; and short story writing groups.

- 3.85 Other regular events and groups which use the space at PLANT NOMA include:
- **The Breakfast Club**—A monthly morning networking event, hosted by new cultural collective The Public Meeting. This provides an opportunity for creatives to come together, share ideas, and uncover potential collaborations.
 - **She Choir**—An open choir for anyone who identifies as a woman, performing at events around the UK and using PLANT as their base for weekly rehearsals every Wednesday.
 - **Co-op Choir**—A choir formed of local Co-op workers, coming together and rehearsing songs for events around Manchester.

“Both Pilcrow and PLANT NOMA host events on a regular basis, which are lower impact in comparison to large scale events, but help to continue increasing advocacy for the development and encourage people to return daily, weekly and monthly.”

OH OK PLANT NOMA

VOLUNTEERING AND COMMUNITY MEMBERSHIP

- 3.86 The development of Sadler’s Yard, Pilcrow and PLANT NOMA has supported numerous volunteering opportunities over the last three years. The number of volunteers and community group members that have participated over the last few years include:

10 Volunteers running PLANT since it opened

150 Volunteers contributed i.e. furniture makers, decorators etc.

600 Volunteers helped build and design the pub

250 Pilcrow Project Launch

31,700 PLANT community group members

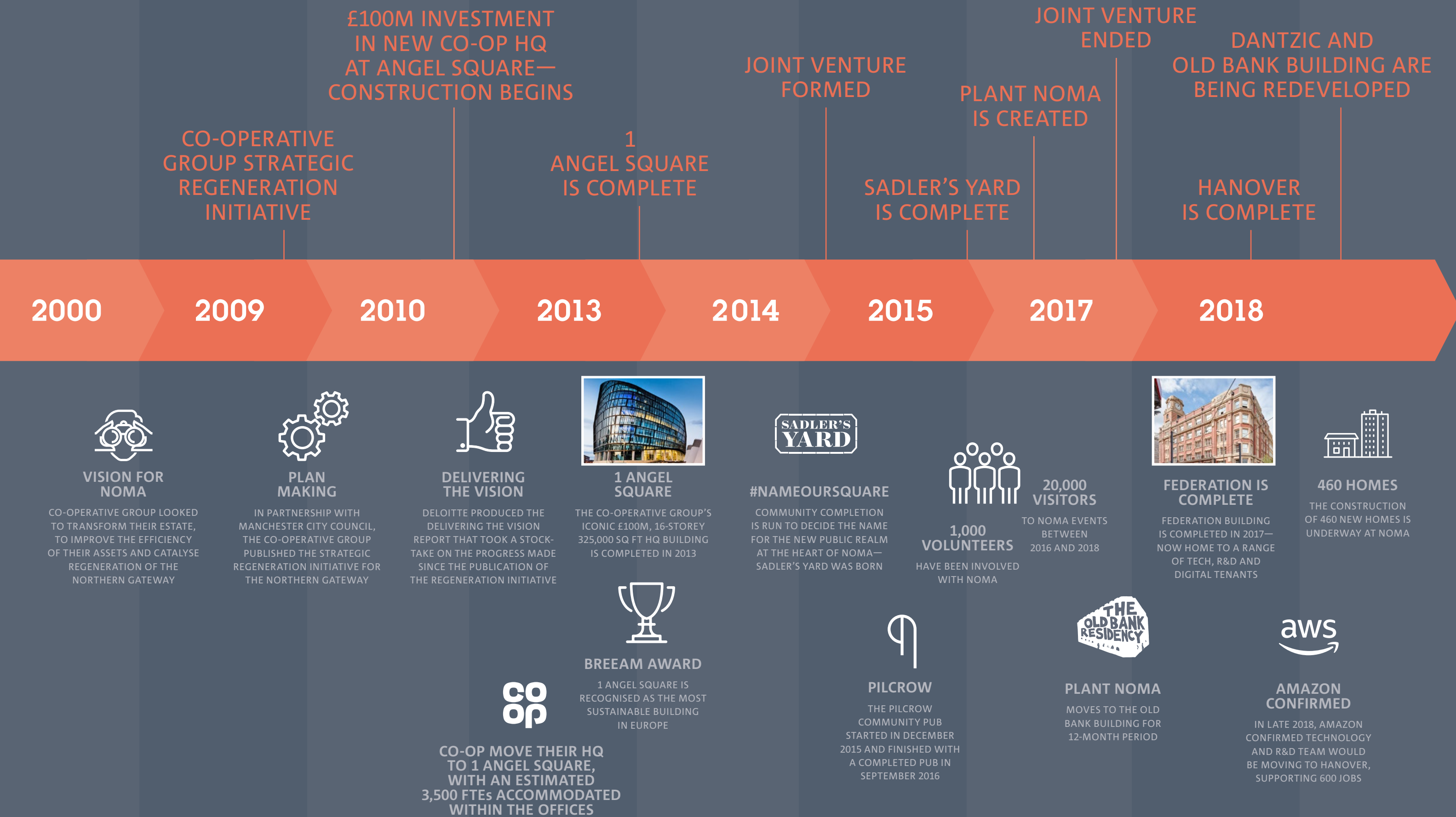
Source: OH OK PLANT NOMA /Hatch Regeneris

- 3.87 There were also 712 volunteer⁹ hours recorded during the construction of 1 Angel Square and associated public realm. These volunteer hours were given by Co-operative Group and construction staff.

HEALTH & WELLBEING

- 3.88 A host of health and wellbeing activities have been hosted at NOMA.
- 3.89 The types of activities have varied with some being a temporary feature or event, whereas others have been held on a regular weekly or monthly basis.
- 3.90 The events held have included;
- **Yoga**—has been running every Tuesday evening at 6.30pm and Wednesday morning at 7.30am since June 2017. Branded NOMA mats are used in each session. Groups range between 5-10 people per session.
 - **PING!**—In association with Sport England, two table tennis tables were installed at Sadler’s Yard during Summer 2017 to encourage quick games between visitors to the square.
 - **Bootcamp**—From June to October 2017, Bootcamp took place twice weekly on Sadler’s Yard, encouraging local residents and workers to increase their wellbeing. Groups ranged between 5-15 people per session.
 - **Sadler’s Sports**—Sadler’s Sports was a series of creative, interactive sport installations on Sadler’s Yard, designed to encourage passers-by to make up their own games and connect sport with design.

NOMA TIMELINE 2000 – 2018



Source: Hatch Regeneris

4

IMPACTS ACHIEVED TO DATE

Impacts Achieved to Date

4.1

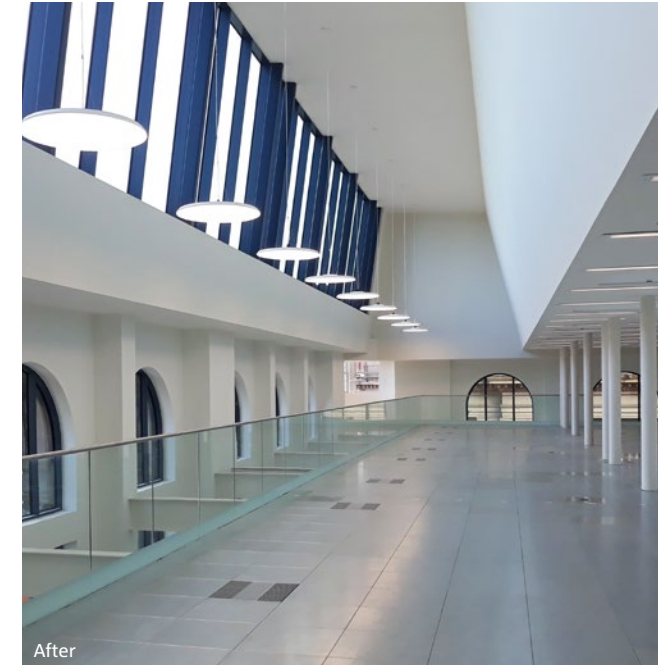
This section of the report provides a comprehensive overview of the economic, social and environmental value of NOMA to date.

The following infographic provides a summary snapshot.

THE ECONOMIC, SOCIAL AND ENVIRONMENTAL FOOTPRINT OF NOMA: A SNAPSHOT

 CONSTRUCTION	TO DATE £150M construction investment 70% local expenditure 62% local labour	HEADLINE IMPACTS 280 construction jobs 175 construction jobs for greater Manchester residents 47 apprenticeships 1,000 construction workers trained on the job	WIDER IMPACTS Employment opportunities for unemployed construction workers; long term benefits from CSR activities with local schools and educational institutions.
 COMMERCIAL	TO DATE OVER 75,000 M² (NIA) occupied across NOMA MULTIPLE OCCUPIERS majority of which operate within high value sectors	HEADLINE IMPACTS 5,500 jobs supported on site (estimates to generate in the region of £210m in wages and £380m in GVA per annum) £4M generated in business rate revenue by occupied premises across NOMA	WIDER IMPACTS Productivity and growth benefits from new business relationships formed on site; CSR activities of occupiers; business rates.
 PLACEMAKING	TO DATE 1 public square 1 community pub 1 community hall 0.5HA public realm	HEADLINE IMPACTS C.£100,000 uplift public space (willingness to pay for public realm)	WIDER IMPACTS Regeneration benefits from increasing value of site and unlocking development in neighbouring sites; wellbeing values associated with reductions in crime behaviour.
 COMMUNITY	TO DATE 60 events and activities 20,000 visitors to events held at NOMA 1,000 Volunteers	HEADLINE IMPACTS £4.5M social value (wellbeing generated through volunteering, training and apprenticeships and health and wellbeing events)	WIDER IMPACTS Greater community involvement, awareness raising and further well being benefits not captured within the assessment due to lack of data.
 ENVIRONMENT	TO DATE 1 ANGEL SQUARE deemed BREEAM 'Outstanding' 100% new or redeveloped estate BREEAM 'Very Good' RING ROAD IMPROVEMENTS	HEADLINE IMPACTS CO₂ SAVING across the NOMA estate – with more to be generated through future redevelopment of existing estate	WIDER IMPACTS International recognition for sustainability and a precedent set for future development at NOMA and within Manchester City Centre.

Source: Hatch Regeneris



APPROACH TO MEASURING IMPACT

4.2 The report has focused on three broad categories of impact during the construction and operational stages of development at NOMA:

- **Economic impact:** the impact delivered to the local and UK economies. Most economic impacts can be tracked and measured in quantitative terms against a common set of indicators such as the number of jobs delivered and the overall economic value (turnover and Gross Value Added) supported by these.
- **Social impact:** the impact of development on the lives of people interacting with NOMA: whether working on the site itself, visiting the area, or living/working nearby. While typically more intangible than economic impact, social impact can be quantified in several ways:
 - Wellbeing values provide a methodology for quantifying how people value non-market goods. For example, the value we experience from increasing our confidence or from living next to open spaces. These things are important to us but are not commonly expressed or measured in monetary values. We have used the HACT community investment values from the Social Value Bank to help determine well-being values throughout the document. This methodology accounts for deadweight (i.e. what would have been achieved anyway, regardless of the intervention).

- Cost Savings to the public sector and therefore society as a result of a particular intervention. For example, the cost savings to the public sector for placing an unemployed young person into employment.
- **Environmental impact:** these types of effects relate to reducing the carbon footprint of the development and improving air quality.

4.3 In most cases we are concerned with the impacts which have been generated on-site (i.e. within the red line development boundary of NOMA). However, we have also considered the role that NOMA has played in catalysing development in Manchester City Centre and encouraging further regeneration in this particular area of the City Centre.

CONSTRUCTION PHASE IMPACTS

4.4 This section of the report assesses the impacts that have been generated by the construction activity that has taken place across NOMA to date.

4.5 Over the eight-year construction period, there have been two main building contractors. The construction of 1 Angel Square was led by BAM Construction, whereas the redevelopment of Federation, Hanover and Dantzic have been led by Russell's Construction Group.

OVERALL CONSTRUCTION EMPLOYMENT

- 4.6 The following overall construction estimates are based on the construction that has taken place across the following sites, to date:
- 1 Angel Square (BAM Construction)
 - Federation (Russells Construction)
 - Hanover (Russells Construction)
 - Dantzic (Russells Construction)
- 4.7 The estimated construction cost to date, over an eight-year construction phase since 2010, is in the **region of £150m**.
- 4.8 Homes England (HE), formerly the Homes and Community Agency (HCA), labour coefficients for commercial development and the number of workers a year per £1m of construction spending¹⁰ have been used to estimate construction employment supported via NOMA's construction expenditure.
- 4.9 Based on this guidance and data from BAM Group and Russells it is estimated the development of NOMA has supported approximately **2,250 construction workers** over the last eight-years. Over the eight-year build period this equates to an average of **280 construction jobs per annum**¹¹.
- 4.10 The precise quantity of construction employment which is considered on-site at NOMA depends upon the phase of construction and the activity taking place at a given point in time. However, while this cannot be disaggregated, this estimate will include a significant proportion of employment which is off-site and in the supply chain.

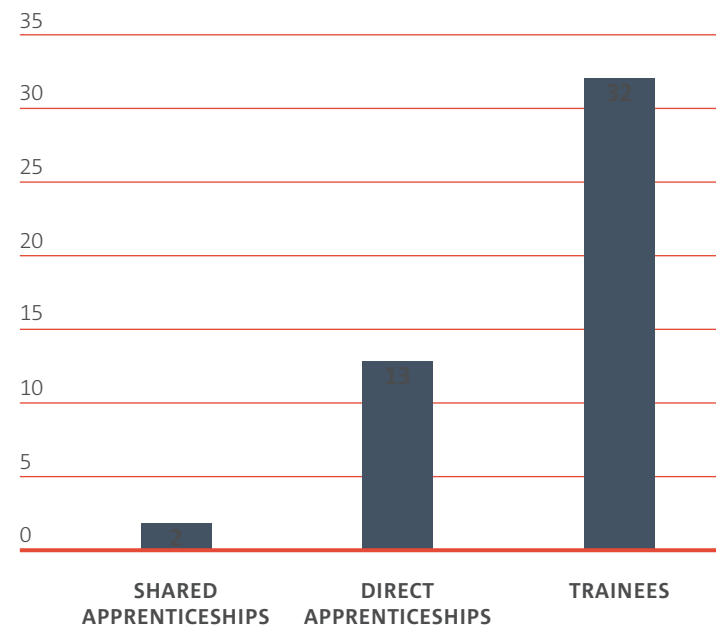
LOCALLY SOURCED CONSTRUCTION EMPLOYMENT

- 4.11 Both BAM and Russells have aspired to procure labour and suppliers from within the local area and Greater Manchester, where possible. Workforce statistics from the developers highlight that during the construction of 1 Angel Square, 54% of the workforce was sourced from within Greater Manchester. For the redevelopment of Hanover, Russells recorded almost 70% of their workforce being from within 20 miles of the site. Based on the map below, this radius roughly covers the Greater Manchester area (excluding Wigan).
- 4.12 Despite not having workforce data for Dantzic and Federation, Russells have indicated that a very similar supplier model has been used across these developments too. Therefore, the workforce assumptions for the redevelopment of Hanover Building have been assumed for these two sites.
- 4.13 Based on BAM and Russells supplier models, a midpoint of the local labour supply from within Greater Manchester would be **62% of the total workforce**. Based on this level of local recruitment, we estimate that approximately **1,400 construction workers**, or equivalent to **175 jobs** per annum over the 8-year build period, will have been recruited within Greater Manchester.

10. Homes and Communities Agency (2015) Calculating Cost Per Job: Best Practice Note, (3rd Edition), Table 3. Prices have been deflated to reflect current prices.

11. Note—Due to the fluid nature of the construction activity, these jobs supported cannot be considered as full-time equivalent (FTE) jobs.

APPRENTICESHIPS AND TRAINEESHIPS – HANOVER REDEVELOPMENT



Source: Russells Construction

LOCAL SUPPLIERS

4.14 Data collected by Russells Construction during the redevelopment of Hanover Building, suggests that **70% of construction spend was with direct contractors within 20 miles of the site**, which as with construction employment, covers most of Greater Manchester.

SKILLS AND TRAINING

4.15 Throughout the construction activity at the four buildings, both BAM and Russells, had an aspiration to upskill and train construction staff, as well as recruit all apprentices from the local area and it is estimated over **1,000¹² construction employees** have received formal training since the redevelopment of NOMA commenced.

4.16 During the construction of 1 Angel Square, 32 apprentices benefited from on-site training. This figure was higher during the redevelopment of Hanover, which employed 47 apprentices and trainees.

4.17 There were a broad range of apprenticeships and trainee schemes offered, including:

- Decorators
- Engineers
- Electricians
- Scaffolders
- Secretaries
- Fitters

4.18 Other apprenticeships and trainee schemes have also been implemented during the redevelopment of Dantzic and Federation. However, data is not available for these sites from Russells.

4.19 During the redevelopment of Hanover Building, a number of sites visits were organised for 18 students from UCLAN, University of Salford and Sheppard Robson Architectural practice. This allowed students and graduates the opportunity to witness, first hand, the restoration and redevelopment of buildings with significant heritage value.

CONSTRUCTION IMPACTS

Summary Infographic

OVERALL CONSTRUCTION EMPLOYMENT

£150M CONSTRUCTION INVESTMENT
2,250 CONSTRUCTION WORKERS
280 JOBS PER ANNUM

LOCAL CONSTRUCTION EMPLOYMENT

2,250 CONSTRUCTION WORKERS
280 JOBS PER ANNUM
NOMA

1,440 CONSTRUCTION WORKERS
175 JOBS PER ANNUM
WITHIN GREATER MANCHESTER

c.60%
LOCAL LABOUR

SUPPLY CHAIN SPEND



70%

DIRECT CONTRACTORS SPEND
WITHIN GREATER MANCHESTER

APPRENTICESHIPS & TRAINING



47

APPRENTICESHIPS & TRAINEESHIPS

Source: Hatch Regeneris. *Due to the transitory nature of construction jobs these cannot be quantified as Full-Time Equivalent (FTEs) jobs

12. Co-operative Group and Manchester City Council; NOMA – Delivering the Vision (2013) and Russells Construction & Training Information.

NOMA EMPLOYMENT SITES



BASED UPON
CURRENT OCCUPIERS,
IT IS ESTIMATED
THAT AROUND
5,500 JOBS
ARE SUPPORTED
ACROSS NOMA.

OPERATIONS ON SITE

- 4.20 There has been significant change within NOMA, which has resulted in the number and types of employment evolving. The following section estimates the economic impact of the operations on-site. This includes the following impacts:
- **Direct economic impacts:** Total employment; estimated wages and Gross Value Added (GVA);
 - **Indirect economic impacts:** Indirect and Induced employment
 - **Fiscal impacts:** Business rates generated, and ERDF funding secured
- 4.21 In addition to the economic and fiscal impacts, and as a result of the significant investment in the area, there are also placemaking and community benefits. Investment in NOMA has also generated social impact and this has been estimated.
- 4.22 Where possible, all impacts and benefits have been quantified. However, where this has not been possible, a qualitative analysis has been included.

ECONOMIC IMPACTS

- 4.23 Over the years, with the presence of Co-operative Group, the NOMA area has been an important area for employment within Manchester City Centre.

- 4.24 This is still true today. However; the profile of employment and businesses is changing. While the NOMA area was once reliant on the Co-Operative Group for the majority of its employment, over the last 5 years, following the consolidation of the Co-op Group, into 1 Angel Square and the freeing up of the historic estate, the business base has expanded and become more diverse and resilient as a result.
- 4.25 The type and range of workspace now available in NOMA (e.g. Federation, Hanover) has also been the catalyst for change, with the number of businesses in technology, digital and creative sectors increasing, alongside important amenity and leisure uses.

OPERATIONAL EMPLOYMENT

- 4.26 As part of this work, a range of data has been made available. For a number of the buildings and businesses across the NOMA area, actual total employment figures have been provided by the occupier or management company. However, where data has not been made available, particularly in relation to the current position on the Co-operative Group's employment headcount, employment within these buildings has been estimated using HCA Employment Densities Guidance¹³ and based upon floorspace estimates.

4.27 The buildings that are currently occupied are shown in the table below, along with the estimated number of employees that are located within each of these buildings.

ESTIMATED OCCUPANCY AND OPERATIONAL EMPLOYMENT			
BUILDING	OCCUPANCY	AREA SQ M (NIA)	ESTIMATED FTE JOBS
Federation	90%	6,628	500
Pilcrow Pub, Sadler's Yard	100%	162	10
Avery	100%	862	70
Holyoake	100%	2,712	230
CIS Tower*	40%	34,947	1,160
1 Angel Square**	100%	30,439	3,500
TOTAL	N/A	75,750	5,470

Source: Hermes / Workman / Hatch Regeneris / Co Star.
*Based on CoStar data.
**Manchester City Council—Co-operative Complex Executive Paper.

13. Employment estimates based on HCA Employment Densities Guide, 3rd Edition: B1(a) Professional Services, 12 m² per FTE.

- 4.28 Based on over **75,000 m² of floorspace occupied** within buildings across NOMA, it is estimated that almost 5,500 jobs are supported across NOMA.
- 4.29 Employment within NOMA is currently at just over a third of the original 15,000 jobs target. Further progress towards achieving this target will be made in the next 1-2 years as Hanover, with the addition of Amazon's 600 workers and Hanover's shared workspace provision comes forward. Furthermore, other buildings in the historic estate (e.g. Dantzic, Redfern) will also come to market and attract new occupiers.
- 4.30 It should also be noted that the employment supported by the Co-operative Group, could change as a result of organisational restructuring. The figure used is an estimate based on secondary research.

WAGES

- 4.31 The latest ONS Annual Survey of Hours and Earnings data details the median salary per occupation in the North West region. This has been used to estimate the overall earning power of employees currently employed within NOMA.
- 4.32 Based on the composition of businesses located within each of the NOMA buildings, a best fit approach was taken to matching average earnings with the type of business operating within that premises¹⁴.
- 4.33 Taking into account the estimated number of employees located within NOMA and the assumptions in relation to wages, it is estimated that workers within NOMA earn in the region of **£210m per annum**.

GROSS VALUE ADDED

- 4.34 The economic activity within NOMA will also generate gross value added (GVA) for the local economy¹⁵. Based on the ONS Annual Business Survey (ABS) data and methods used to estimate wages, the potential **gross GVA** impact arising from employment at NOMA is currently estimated to be in the region of **£380m per annum**.

INDIRECT AND INDUCED EMPLOYMENT

- 4.35 Further employment in the Manchester and Greater Manchester economy is supported through indirect and induced expenditure of NOMA workers and businesses. This arises due to:
- Expenditure by occupying businesses in local suppliers of goods and services needed to support their operations, which we treat as indirect impacts. Any expenditure in Manchester would support local jobs in the supply chain.
- 4.36 Using the Homes and Communities Agency's 2014 Additionality Guide¹⁶ composite multiplier of 1.1 (based on average supply chains¹⁷), we estimate that around **550 indirect and induced jobs** are supported as a result of expenditure from businesses and workers in NOMA.

- Workers who also reside in Manchester are likely to spend a higher proportion of their income in the area, but also workers who spend during their working day (e.g. lunches, retail), also support employment in local businesses. These are the induced employment effects arising from buildings becoming occupied.

FISCAL IMPACT

- 4.37 Occupier buildings within the NOMA estate will generate business rate revenue for Manchester City Council. Use of Valuation Office Agency (VOA) average rateable values for specific use classes, has allowed the amount of business rate revenue generated by NOMA per year, to be estimated.

BUSINESS RATE GENERATION

- 4.38 Based upon current occupied buildings, we estimate that £4.2m in business rates revenue is generated per annum from NOMA. As occupancy levels across the NOMA estate increases, following refurbishment and redevelopment of buildings, the levels of business rate generation will also increase.

ERDF FUNDING

- 4.39 A significant contribution of £7m of European Regional Development Fund (ERDF) grant was secured to support public realm works within NOMA. The public realm works have been split over three phases:
- Phase One, Angel Square, was completed concurrently with the final stages of commissioning of the new Co-operative Group head office building. This was intended to join established green spaces of Angel Meadows, the Irk Valley and the City Centre.
 - Phases 2 and 3 included the creation of Sadler's Yard, the public square in the heart of the NOMA Estate and works to surrounding streets, as well as the enhancement of Angel Meadow park.

- 4.40 The wider placemaking and regeneration impacts, resulting from the investment in the redevelopment of NOMA are explored in more detail in the next section.

OPERATIONAL IMPACTS

OVERALL OPERATIONAL EMPLOYMENT

CIS TOWER

1 ANGEL SQUARE

HOLYOAKE

AVERY BUILDING

FEDERATION

5,500 FTEs



ThoughtWorks

WAGES & GROSS VALUE ADDED (GVA)

5,500 FTES IN HIGH VALUE SECTORS INCLUDING:
TECH, DIGITAL AND R&D GENERATING AN ESTIMATED

WAGES
£210M
PER ANNUM



GROSS VALUE ADDED
£380M
PER ANNUM

FOR THE GREATER MANCHESTER ECONOMY

FISCAL BENEFITS

BUSINESS RATES
£4.2M
PER ANNUM

ERDF FUNDING
£7M
GRANTED

Source: Hatch Regeneris.

14. For example, Federation is made up of pre-dominantly tech companies therefore, the median salary for SOC 21 Science, research, engineering and technology professionals in the North West—£38,600 per annum is used. A similar approach was taken for other types of employment use.

15. Gross Value Added is a measure of the value of economic activity in an area.

16. HCA Additionality Guide – Based on an average of all composite multipliers.

17. HCA Additionality Guide, 2014. Composite multiplier of 1.1 estimated at the local area level based on B1/B2/B8 usage.



PLACEMAKING VOLUNTEERING APPRENTICESHIPS COMMUNITY EXERCISE & WELLBEING

PLACEMAKING IMPACTS

- 4.41 NOMA has generated a significant amount of economic impact, in terms of jobs and economic output in recent years, contributing positively to Manchester's economy. However, there are a range of less quantifiable benefits, resulting from placemaking and community initiatives that have been carried out. Where possible these impacts have been quantified. Note: These are indicative estimates based upon a series of assumptions and benchmark values.

PLACEMAKING

- 4.42 As outlined earlier, a number of innovative placemaking initiatives have been completed, throughout the regeneration of NOMA. These include projects such as; Sadler's Yard and 1 Angel Square (public realm).
- 4.43 To provide an indication on the impact of the new public realm, MHCLG research and guidance¹⁸ around willingness to pay for public realm has been referred to. Considering, the new and additional public realm that has been developed at both 1 Angel Square and Sadler's Yard, it is estimated that the equivalent of **£100,000 in Willingness to Pay¹⁹ benefits have been generated.**

COMMUNITY IMPACTS AND SOCIAL VALUE

- 4.44 As well as the placemaking benefits, there are a range of social impacts, that can be estimated based on the community engagement programmes that have been held throughout the regeneration of NOMA.
- 4.45 The HACT Social Value Calculator has been referenced and used to generate an indicative social value for each of the community schemes.

VOLUNTEERING

- 4.46 As outlined earlier, over 1,000 people volunteered with the design and construction of the Pilcrow Community Pub, as well as the running of PLANT NOMA. Based on the average social value for regular volunteering²⁰, it is estimated that **over £3m has been generated in social value.**

APPRENTICESHIPS

- 4.47 During the construction of Hanover 47 apprenticeships were supported. Based on the average social value for an apprenticeship, it is estimated that over **£100k has been generated in social value.** Total apprenticeships, including 1 Angel Square, are of the order of 80 apprenticeships, although it is not clear from the available evidence that these were a direct result of the 1 Angel Square development.

VOCATIONAL AND EMPLOYMENT TRAINING

- 4.48 Throughout the construction of 1 Angel Square, Federation, Hanover Building and Dantzic (ongoing) over 1,000 construction workers have received formal training to improve their skills. Based on the average social value for receiving training, it is estimated that **over £1.5m has been generated in social value.**

EXERCISE AND WELLBEING

- 4.49 The benefits of improved health and wellbeing can also be quantified in the form of social value. A number of classes have been held twice-weekly at NOMA over the last two years including; Yoga and Bootcamp. Based on the average social value for regular yoga activity and moderate exercise, it is estimated that **approximately £120,000 has been generated in social value.**

18. Valuing the Benefits of Regeneration – Economics paper 7: Volume I—Final Report

19. This illustrative estimate of the value of improvements to public space such as town squares, pedestrian street and the value in which a household would be willing to pay for this improvement.

20. Volunteers at least once per month for at least two months

PLACEMAKING & COMMUNITY IMPACTS



4.50 As well as Bootcamp and Yoga, the PING! Table Tennis and Sadler's Sports were programmes that have taken place. However, these were informal activities where the public could turn up and participate on an ad-hoc basis and user data was not captured.

THE NOMA COMMUNITY FUND

4.51 Forever Manchester is a charity that raises money to fund and support community activity across Greater Manchester.

4.52 With this commitment to people and community, NOMA has pledged to develop in a way that is responsible, sustainable and respectful. Working with the community both in and around NOMA and Manchester to create a better place for all, is one of NOMA and Hermes fundamental motivations.

4.53 The NOMA Fund welcomed applications from grassroots community groups working with children and young people aged 11–25 within a five-mile radius of NOMA. Organisations with an income of less than £150,000 could apply for an award of up to £1,000.

4.54 In 2017/18 a total of **£25,000 was awarded to 23 successful and diverse applicants**. This included sports clubs, mental health charities, youth clubs, and community centres, amongst others.

NOMA COMMUNITY FUND

NOMA FOREVER MANCHESTER

35

APPLICATIONS
RECEIVED

£33K

OF FUNDING
REQUESTS

£25K

AWARDED TO
COMMUNITY GROUPS

23

SUCCESSFUL
APPLICANTS

CHARITIES SUPPORTED INCLUDE

DRUG WATCH
- FOUNDATION -



empowerment
people

Psychotherapy
Manchester
CIC



ENVIRONMENT AND SUSTAINABILITY

4.55 Hermes and NOMA have minimised impact on the environment through three main mechanisms:

- **Design of the buildings**—1 Angel Square is held-up as an exemplar development for sustainable design—which was acknowledged as one of the world's most sustainable buildings, following completion in 2013. 1 Angel Square received a BREEAM score of 'Outstanding', whilst Hanover has achieved 'Very Good' BREEAM accreditations, which Dantzic is also expected to achieve.
- **Public Realm and Urban Greening**—Through public realm at 1 Angel Square and Sadler's Yard, a number of plants, lawns and trees have been installed, helping improve the aesthetics and biodiversity of the area, creating a sense of place whilst also benefiting the area.
- **Re-routing of ring road**—The re-routing of the ring road and its reduction from a dual to a single carriageway along Miller Street has helped divert traffic and to reduce congestion within the NOMA area, improving conditions for pedestrian access and connectivity too.

4.56 The 2016 briefing paper 'Assessing carbon emissions in BREEAM' which demonstrated that the average CO₂ saving for a BREEAM assessed building is 22%, whilst a BREEAM Excellent building is expected to reduce carbon emissions by 33%. As the historic estate is refurbished and the BREEAM ratings continue to improve, so will the CO₂ savings. Whilst it is not possible to quantify these improvements at this stage, the improved design of the historic estate across NOMA will have a positive environmental impact.

4.57 It is also not possible to measure the impacts of reduced traffic congestion on the area and whilst it could be assumed that air quality will have improved, it is not possible to quantify this change. However, the placemaking benefits and the improvement in terms of aesthetics are visible.

5

THE FUTURE FOR NOMA AND THE WIDER AREA

5.1

This assessment has shown that NOMA has already impacted positively on Manchester; economically, socially and environmentally. The foundations are now in place for NOMA to continue its transformation and to support Manchester's future growth agenda, particularly in priority sectors such as digital, tech and creative sectors, as well as in creating an increasingly mixed-use neighbourhood within the City Centre.

5.2 The following section considers the future of NOMA and its contribution to supporting Manchester's growth objectives.

MANCHESTER'S CONTINUING GROWTH

5.3

Manchester continues to be a significant driver of the Greater Manchester and UK economy, with the city playing a leading role in contributing towards the development of the government's aspiration of a Northern Powerhouse. On the key measures of gross value added (GVA), employment and population growth, the headline messages are strong, reflecting the positive changes in Manchester's economic and demographic position over recent decades²¹:

- Manchester's economy has continued to grow, with its performance exceeding that of both Greater Manchester and the UK economy. In 2016, Manchester's GVA per head of population was £33,063, compared to £22,587 for Greater Manchester and £26,584 for the UK as a whole. Between 2015 and 2016, Manchester's overall GVA has grown by 6.4%, compared to 3.7% for the UK.
- Total employment in Manchester has continued to rise; the latest ONS Business Register and Employment Survey (BRES) shows that employment rose from 357,000 in 2015 to 381,500 in 2016.
- The city's employment and GVA growth has been, and will continue to be, driven by some key sectors which are performing strongly in Manchester—business, financial and professional services; cultural, creative and digital; and science, research and development.
- Manchester's population continues to grow rapidly and the Manchester City Council Forecasting Model (MCCFM) estimates a rise from 559,500 in 2017 to 572,500 in 2018. This growth is expected to continue, with the total population reaching 644,100 by 2025.
- Population growth has occurred across the whole of the city but has been concentrated in the city centre and surrounding wards. The MCCFM estimates that the city centre population was approximately 60,000 in 2018, with this expected to rise to around 100,000 residents by 2025.

21. Manchester City Council, State of the City Report 2018

5.4 NOMA is a prime and well-connected location within Manchester City Centre. Manchester's growth sectors will require significant space to grow and to flourish. NOMA is already delivering jobs within these priority sectors and is perfectly placed to continue supporting the city's economic growth, with further refurbished and new floorspace coming to market in the next few years. The addition of residential and leisure uses within NOMA will also enhance the mix of uses in the area, providing amenities for workers, residents and visitors.

FUTURE DEVELOPMENT AND RESTORATION

5.5 Building on the redevelopment and refurbishment progress of the NOMA estate to date, further development projects are currently on-going or in the pipeline. For the immediate period 2019-2021, these include:

- In 2019 workspace at Dantzic and Redfern buildings will be brought to the market by Hermes, following their refurbishments.
- Dantzic is a 42,700 sq ft workspace which is anticipated to be ready for occupation in spring/summer 2019. The proposed workspace will complement that at Federation and Hanover, providing flexible workspaces which appeal to the creative and tech industries.
- Redfern is a 35,000 sq ft building currently undergoing restoration and refurbishment work by Russells. The potential future uses of the building include open plan office and workspace, as well as ground-floor retail and leisure uses. It is anticipated that this building will come to market later in 2019.

- The redevelopment of Dantzic and Redfern will further underpin Hermes' approach to sympathetic restoration of the historic estate, as well as support the ambition for NOMA to be a leading northern innovation district.
- Later in 2019, the Angel Gardens (MODA) PRS scheme will see approximately 460 new private rented sector (PRS) apartments delivered within the NOMA estate. The vision is for Angel Gardens to deliver a high quality, contemporary private rental accommodation offer within Manchester City Centre. Angel Gardens will include a wide range of amenities for residents, as well as 20,00 sq ft of commercial space for retail, bar and restaurant uses.
- We understand Hermes are seeking to bring forward a commercial development on the Ducie Bridge/Miller Street car park site, while also bringing forward commercial development proposals on Sites 14 and 15 (2 and 3 Angel Square). Masterplanning and design commissions are currently commencing for these sites.
- Hermes are currently developing proposals to redevelop the New Century Hall building, with a particular emphasis on opening access to Sadler's Yard and Miller Street. This could be through the creation of a new space between the existing ground floor Hall building and New Century House. We understand that mixed-use proposals for New Century Hall are currently being explored, with opportunities for these to potentially open out on to Sadler's Yard.
- The Old Bank is now home to PLANT NOMA as part of their 12 month 'Old Bank Residency' project. PLANT NOMA was previously located in Redfern but relocated in autumn/winter 2018 as redevelopment works commenced. We understand that redevelopment proposals for the building are currently under consideration by Hermes.



Redfern CGI



Dantzic CGI

5.6 The development pipeline within NOMA over the next couple of years looks very strong. The proposed developments will significantly contribute towards the delivery of the original NOMA vision and masterplan. Looking longer term, we understand that Hermes will be developing proposals, in due course, for the remaining sites to the north and south of Miller Street, as well as for New Century House. The car park at Plot 6, adjacent to Ducie Bridge and to 1 Angel Square, remains outside the management of Hermes.

5.7 While the style and type of space proposed to the north of the NOMA estate contrasts the modern with the character of the historic estate, taken together, these proposed developments will support the attraction of uses and occupiers that will strengthen the proposition that NOMA is a distinct City Centre neighbourhood. In addition, providing residential uses, alongside further retail, food and drink and leisure uses will further enhance the area, including perceptions of it, creating the type of work-life environment sought after by modern city workers and residents.

A LEADING INNOVATION DISTRICT

5.8 NOMA is increasingly synonymous with innovation and is being viewed as leading innovation district outside of London and the South East. The clustering of tech and digital businesses within NOMA is strengthening, with Federation leading the way as a hub for creative and innovative businesses and social enterprises. This agglomeration has been bolstered by the confirmation of Amazon being the anchor tenant for the recently refurbished Hanover Building, from 2019, accommodating around 600 tech and R&D workers at NOMA.

5.9 The high-quality refurbishment of historically significant buildings (e.g. including Dantzic and Redfern in 2019), set amongst well designed public realm in a well-connected location (adjacent to Victoria Train Station and Metrolink services), is highly sought after, particularly amongst tech, digital and creative businesses who are seeking distinctive and, often, collaborative work spaces.

5.10 The latest ONS BRES employment data shows that Technical, Scientific and Professional employment has increased by almost 20% since 2015, demonstrating this sector is continuing to grow in Manchester. This increased demand, twinned with office vacancy rates in Manchester below 10%²², indicates the need for new and distinctive office space is increasing.

5.11 Characterful workspace, that can foster collaboration amongst tech, digital and creative companies is highly sought after within this sector. Federation building completed in 2017, which is now almost fully occupied, is compelling evidence of the demand for distinctive, high-quality work space in Manchester.

5.12 The on-going delivery of the NOMA masterplan in the next few years will continue to provide more high-quality new and refurbished office and workspace in this area of Manchester. This supply, alongside existing and on-going placemaking activities, will further encourage the agglomeration and clustering of digital, tech and creative sector business activity, strengthening the area's role as a leading northern innovation district.

**“NOMA HAS QUIETLY EMERGED AS
A GENUINE CREATIVE INNOVATION DISTRICT
AND AMAZON'S DECISION TO LOCATE A NEW
OFFICE IN MANCHESTER
UNDERLINES THE STRENGTH OF OUR AMBITION
AND THE FANTASTIC WORK HERMES
HAS ACCOMPLISHED IN SHAPING
AN EXTENSION TO THE CITY CENTRE.
WE HAVE WORLD LEADING UNIVERSITIES,
A THRIVING TECH SCENE AND ABOVE ALL,
A HUGE APPETITE FOR FURTHER GROWTH.
WE WELCOME AMAZON TO MANCHESTER
AND LOOK FORWARD TO THE NEXT RANGE
OF BUILDINGS BEING BROUGHT FORWARD
BY NOMA.”**

Sir Richard Leese, Leader of Manchester City Council



22. CoStar Property Market Intelligence Data. Date Accessed: December 2018.

“ [Innovation districts are] a mash-up of anchor institutions, advanced research establishments and a network of start-ups and scale-ups in a small geographical area”. Future-proofing new places, he explains, is about getting the mix right. “NOMA is definitely an innovation district, on account of where it is and what it stands for.”

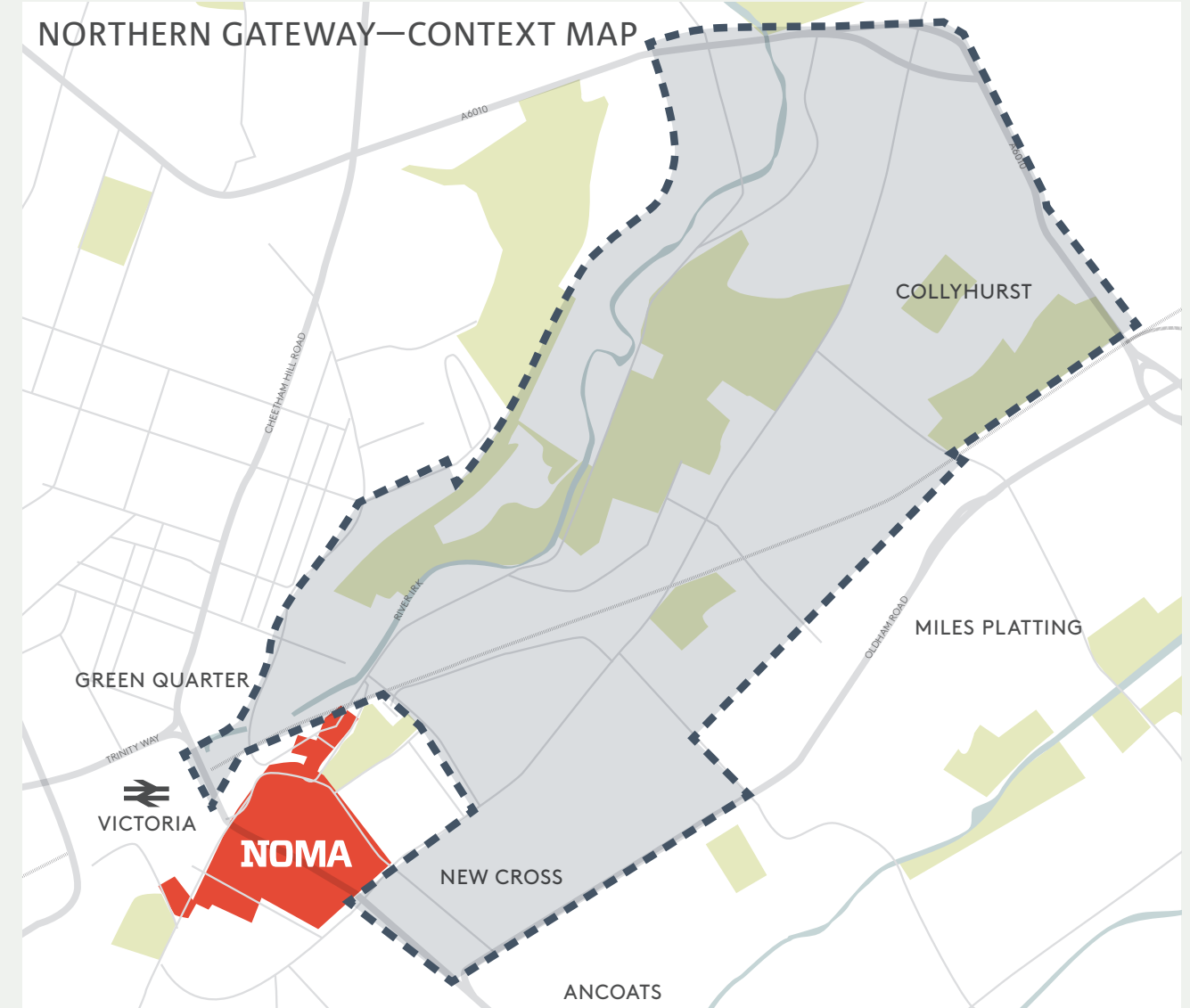
Bruce Katz, April 2017, Property Week

Brookings Institution and author of Metropolitan Revolution

SUPPORTING THE NORTHERN GATEWAY

- 5.13 Despite Manchester’s strong growth, the City Council recognises that not all neighbourhoods and their residents have shared equally in the benefits of Manchester’s economic growth and opportunities. The Northern Gateway, part of the wider North Manchester area, is one such area. As stated in the Northern Gateway Strategic Regeneration Framework (SRF), it is close to the City Centre, but continues to experience significant challenges, emphasising the importance for the area’s regeneration and renewal.
- 5.14 The communities that form the Northern Gateway, have been severed from the City Centre physically and socially in the past, becoming isolated and unable to capitalise on the economic opportunities the City Centre offers. NOMA connects the City Centre to the southern bounds of the Northern Gateway, providing an important link for the communities to north of the City Centre in Collyhurst and the Irk Valley and to the East in New Cross. NOMA plays a key role in bridging these areas, with this role becoming more significant as the Northern Gateway is developed, and these new communities grow.
- 5.15 Through the re-routing of the ring road, NOMA has already improved permeability into the City Centre, from the north. With further placemaking and activation in the NOMA area, north of the ring road, permeability will further improve.
- 5.16 The mixed-use development planned at 2 & 3 Angel Square and other sites in NOMA, alongside the residential PRS development at Angel Gardens, has the potential to act as a catalyst for further investment within this wider area and Northern Gateway. The hotel development at City Buildings, adjacent to NOMA, as well as Far East Consortium’s (FEC) residential development of Meadowside, illustrate some of the wider investments coming forward in the area. With new residents moving in to the area, as well as an increased worker expenditure, further employment will be supported within these local communities.

NORTHERN GATEWAY—CONTEXT MAP



EXPANDING THE CITY CENTRE

- 5.17 Manchester’s strong economic growth in recent years has inevitably led to increased demand for commercial and retail space within the City Centre. As a result, the City Centre has seen expansion around the Northern Quarter and Ancoats, to which NOMA will complement.
- 5.18 The regeneration that has taken place at NOMA, has already created a destination in an area of the City Centre which had previously relatively low levels of activity. With the completion of 1 Angel Square and associated public realm, the area to the north of the ring road is now animated for sustained periods throughout the day and is considered as part of the City Centre. With the further advancement of the NOMA masterplan, including office and mixed-use developments proposed by Hermes on plots adjacent to 1 Angel Square, NOMA will experience increased levels of animation and footfall, further strengthening the area’s identity as destination within Manchester City Centre.
- 5.19 Consequently, NOMA will help support one of the Northern Gateway SRF core objectives by providing new gateways that establish strong links with surrounding communities and create destinations that extend the influence of the City Centre northwards.

KEY REFLECTIONS

6.1

The following section provides our concluding reflections on the economic and social story of NOMA to date, as well as how this story can develop further as a result of on-going investment in the restoration of the historic estate and in new developments at NOMA over the next few years and beyond.

A CLEAR VISION WAS ESTABLISHED FOR NOMA...

- 6.2 The area now known as NOMA has played an integral role in the economic landscape of Manchester City Centre since the late 18th Century, from Arkwright's Shudehill Mill as part of the industrial revolution, through to the Co-operative Group being the dominant mono-occupier of the area and the development of their estate. As the Co-operative Group sought to develop a new headquarter building at 1 Angel Square, and to move out of its historic estate, a 2009/10 strategic regeneration vision was developed in partnership with Manchester City Council.
- 6.3 The vision set the development framework and principles for NOMA. The principles were wide ranging but included: the restoration and re-purposing of the historic estate, in order to support a new and more diverse mix of businesses and sectors in this part of the City Centre; the development of new commercial and mixed-use floorspace; new residential living; and new public spaces. Placemaking was at the heart of the area's regeneration vision in order to create a distinct and vibrant neighbourhood within the City Centre.

BUT THE DEVELOPMENT OF NOMA HAS NOT PROGRESSED AS QUICKLY AS ENVISAGED...

- 6.4 Due to the changes in ownership throughout the regeneration process, the wider effects of the financial crisis and a fall in investor confidence post-recession, progress in the development and regeneration of NOMA was not at the pace originally anticipated.
- 6.5 There were some important and notable developments and infrastructure investments undertaken during the Co-operative Group's ownership, then as part of the joint venture (e.g. 1 Angel Square, public realm including Sadler's Yard, Pilcrow, wider placemaking initiatives, ring road improvements), and now under the sole ownership of an institutional investor and Hermes' management.
- 6.6 However, to date, only around a third of the buildings or development plots identified within the NOMA masterplan area (see Figure 2.8) have been developed or are occupied and are supporting economic activity (e.g. Federation) — although some of these are owned by other parties (e.g. Holyoake House, CIS Tower). Several of the surface car parks north of Miller street also remain operational.

A CLEAR 'TIPPING POINT' HAS BEEN REACHED IN THE LAST FEW YEARS...

- 6.7 There is a growing realisation and expectation that the regeneration of NOMA is on the cusp of fulfilling the potential set out in the original vision and masterplan. Over the last 2-3 years there has been clear momentum injected in to the development of NOMA, which has begun to build further upon earlier achievements. This momentum is helping to gradually transform the area from an employment location to an increasingly vibrant mixed-use neighbourhood.
- 6.8 Hermes, alongside Russells Construction have carefully, conscientiously and sympathetically planned and refurbished architecturally significant buildings within the historic estate. One of the standout successes to date is the redevelopment of Federation building as distinctive workspace in the City Centre. Nearing full occupation, Federation is now home to a wide range of small start-ups through to national and international businesses operating in the digital, tech and creative sectors.
- 6.9 The transformative restoration of Hanover was also completed in late 2018, bringing back to life one of the most iconic buildings within the former Cooperative Group estate. Hanover will be the home of Amazon's R&D, Software Development and Machine Learning teams in 2019, supporting approximately 600 highly skilled and high value jobs. Securing Amazon as an anchor occupier is a significant achievement for NOMA, further diversifying the neighbourhood's employment and business base.

- 6.10 Investment at NOMA in recent years has not solely focussed around buildings. There have been significant improvements to infrastructure and public realm improvements, such as at Sadler's Yard, along with placemaking initiatives. This includes Pilcrow Community Pub and PLANT NOMA, which, until recently, was located in Redfern and is now located as a 'meanwhile use' within the Old Bank. Hermes has placed community and engagement at the heart of redevelopment, with a number of community campaigns and the development of an extensive events programme. The community engagement programme has also encouraged and created volunteering opportunities for the local community to get in involved in.

NOMA IS ALREADY HAVING A VISIBLE ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT...

- 6.11 This assessment has demonstrated that there are already significant economic impacts and benefits generated through NOMA. For example, through employment, wages and gross value added to the economy. The economic impact of NOMA will grow further with the on-going redevelopment of the historic estate and the development of new buildings on the remaining development plots within the NOMA neighbourhood. The assessment has also demonstrated the extent and range of social impacts supported, in particular those related to volunteering, as well as the training of the construction workforce.
- 6.12 Environmental successes are also notable. These include the sustainable design of 1 Angel Square, heralded as one of the largest buildings in Europe classified as 'Outstanding' by BREEAM, while Hanover has achieved a 'very good' BREAAAM accreditation. These accreditations demonstrate the importance of environmental sustainability in the development of NOMA. However, the inability to build the local energy centre linked to 1 Angel Square, as set out in the original vision for NOMA, is a notable gap in delivery around environmental sustainability which was originally envisaged for NOMA. We understand the issue of energy infrastructure will be considered again as part of future developments.

THE ON-GOING AND FUTURE DEVELOPMENT OF NOMA...

- 6.13 The momentum achieved in recent years at NOMA, particularly with the redevelopment of buildings in the historic estate, has already impacted positively on Manchester; economically, socially and environmentally. Whilst there is still some way to go before NOMA achieves its full potential, the sensitive restoration of the historic estate has meant an important part of Manchester's industrial, social and cultural heritage has been preserved, whilst laying the foundations for Manchester's future, as a leader in innovation, creativity and tech sectors.
- 6.14 NOMA will increasingly be a prime location to support the growth of Manchester's economy and priority sectors. With the successful Federation building as a hub for tech, digital and creative businesses, as well as the confirmation of Amazon and their technology and R&D team as anchor tenants at Hanover Building, NOMA is emerging as a leading innovation district outside of London and the South East.
- 6.15 The clustering of tech, digital and creative businesses within NOMA is expected to strengthen further in the next year as workspace within the redeveloped Dantzic and Redfern buildings comes to the market. The completion of Redfern and Dantzic buildings in 2019 will support the growth of these sectors, helping to meet demand for collaborative, flexible and distinct workspaces in Manchester City Centre.

- 6.16 The completion and occupation of these buildings will be an important regeneration milestone for NOMA. Four major buildings within the historic estate will have been redeveloped and brought back in to use (Hanover, Federation, Dantzig and Redfern), as well as Old Bank Building being used for temporary uses ahead of more formal proposals coming forward. This is in addition to the Hotel Indigo development at City Buildings.
- 6.17 Hermes proposals for Redfern also include ground-floor leisure uses, while initial proposals to redevelop New Century Hall for a mix of uses, all point towards the potential for increased animation and vibrancy in and around Sadler's Yard from workers, residents²³ and visitors making use of these amenities and public spaces. These proposals demonstrate the important role in which the initial placemaking and public realm investments at NOMA have played in helping to shape the future uses and functions of neighbouring buildings as they come forward for redevelopment.
- 6.18 With the proposed commercial developments planned at 2 and 3 Angel Square, as well as proposed developments on other development plots to the north and south of Miller Street which may come forward within the next 3-5 years, NOMA has the potential to support a significant amount of new employment, over and above the number of jobs supported in the area previously.
- 6.19 NOMA is emerging as a distinctive, mixed-use neighbourhood in the City Centre, underpinned by a strong emphasis on placemaking. Throughout this transformation, environmental sustainability and heritage preservation has been an overriding objective and ambition. Through the environmental excellence achieved in the design and construction of NOMA, and the sensitive preservation of existing assets such as Hanover, a precedent for future development has been set not only within the NOMA, but across the City Centre.

COMMITMENT TO PLACEMAKING HAS BEEN KEY AND MUST CONTINUE...

- 6.20 From the outset placemaking has been key to the NOMA vision and masterplan. The updated vision for the area emphasises that it is important that the neighbourhood 'keeps people and community at its heart' and '...the idea that places are better when people are involved in making them'.
- 6.21 The progress made to date through the creation of public realm and the successful placemaking projects, such as Sadler's Yard, Pilcrow, PLANT NOMA and the extensive events programme, has led to NOMA being increasingly recognised as a destination within its own right. NOMA is becoming an area that is increasingly animated throughout the day and evening.
- 6.22 In addition, the public realm investments linked to the development at 1 Angel Square has also activated an area of the city that previously experienced little animation. As further development sites come forward in line with the NOMA masterplan, and economic and residential activity grows, so does the demand for amenity. NOMA will continue to develop and so it is important that a continued emphasis on placemaking remains at the heart of these proposals.
- 6.23 The NOMA regeneration programme has also demonstrated that community engagement and social value lies at the heart of a successful placemaking process. The creation of PLANT NOMA and Sadler's Yard have been important community spaces, while there was significant community involvement in the design and build process for Pilcrow. NOMA has also developed an extensive events programme over the last two years. Taken together, these activities demonstrate the importance placed upon community engagement in shaping the regeneration of the area. Hermes is committed to ensuring that this approach continues to be embedded as part of the regeneration process, as further development proposals come forward at NOMA.

23. The development of the Angel Gardens PRS scheme will also lead to a significant increase in NOMA's resident base when occupiers move in from spring/summer 2019. Other residential schemes are also coming forward near to NOMA (e.g. New Cross, Northern Quarter, Meadowside).



