



The Christie
NHS Foundation Trust

A SPECIAL OPPORTUNITY FOR MANCHESTER

STRATEGIC PLANNING FRAMEWORK ADDENDUM
Paterson Redevelopment Project

March 2019



Manchester Executive
Committee Draft



Oak Road Entrance



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Foreword from the Chief Executive

Manchester is a thriving global city. The Christie NHS Foundation Trust ('The Christie') is proud to have played a part in pioneering cancer research breakthroughs for more than 100 years, delivering numerous 'world-firsts'. We have advanced cancer treatment on a global scale and made a considerable contribution to Greater Manchester's international reputation for research excellence and commercial success.

We specialise in cancer treatment, research, and education, and have developed a unique partnership with the University of Manchester and Cancer Research UK known as The Manchester Cancer Research Centre (MCRC). The MCRC is a "comprehensive cancer research community" and is the engine that drives the development of more efficient treatments and more effective approaches to the prevention and early detection of cancer.

This means that patients in Greater Manchester and the North West have early access to the most up-to-date and effective treatments with the fewest side effects, as well as experimental treatment when standard treatments have been exhausted.

The success of The Christie and its partnership with the University of Manchester fosters a spirit of innovation and enterprise which brings international investment into the city and enhances Manchester's global reputation.

It is by no coincidence that cancer survival rates in Greater Manchester have been improving faster than in the rest of the country for the past 15 years.

You may know that one of our biggest challenges in recent years was the fire at the Paterson research building. The fire was devastating for us and for our partners, but we can now see past the destruction that the fire has caused, and we believe that from this chaos comes a unique opportunity.

This Draft Strategic Planning Framework Addendum has been prepared to allow us to move our plans forward to the next stage. The Christie's existing Strategic Planning Framework (SPF) (adopted in 2014) has been instrumental in communicating how The Christie Withington site will develop and evolve over time. However, the 2014 document did not anticipate the need to redevelop the Paterson site and so does not provide the strategic framework required at this time. As such, we are preparing this Addendum to enable us to start the discussion around the future of the site with stakeholders and the community.

Whilst the new research centre will offer substantial and wide-ranging benefits, we understand that this new development has the potential to impact our neighbours. We are committed to being a good neighbour through the establishment of



The Christie Neighbourhood Forum and consultation with residents on important local matters such as car parking and recent developments. We are equally committed to consulting on the future of the Paterson site and we are grateful to received any feedback on this draft document.

We are excited by the great and unique opportunity this project presents for our city. We invite everyone to engage in this process to help deliver a transformational building for both Manchester and the wider region.

Thank you for your time and continued support.

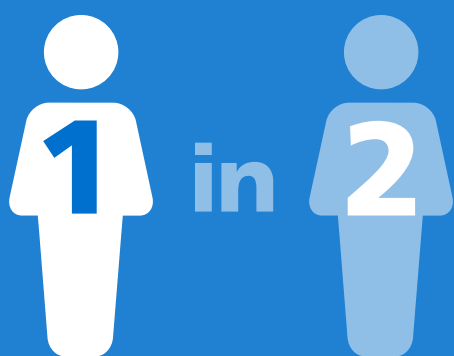
Roger Spencer
Chief Executive, The Christie



We are focussed on the redevelopment of the Paterson building as our new home for research. Together with our Partners, we regard this next stage of campus development as a special opportunity to replace the Paterson with a research building that will be better than we ever imagined.

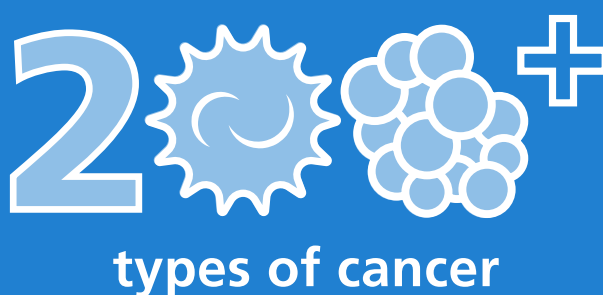
Cancer – A challenge for us all

RISK OF CANCER



One in two of us will be diagnosed with some form of cancer during our lifetime.

COMPLEXITY



Cancer may be one illness, but there are over 200 types – and a diagnosis affects whole families.

LIFE EXPECTANCY



Considerable advancements over recent decades mean more than half of those now diagnosed in the UK will survive for at least 10 years.

DIAGNOSIS

Currently

330k

By 2030

425k¹

Despite research advancements around 330,000 new cases are diagnosed annually in the UK and by 2030 this is likely to increase to more than 425,000.

SURVIVAL RATE

Survival rates are still very low for some cancers such as pancreatic, lung, oesophageal, and brain tumours.



THE COST OF CANCER

2012-13

£6.7bn

£335m²

The National Audit Office confirmed that in 2012/13 the costs related to cancer in England were £6.7bn and upwards of £335m in the Greater Manchester region. By 2020/21, this cost is likely to have increased to around £13bn in England and £650m in Greater Manchester.



England



Greater Manchester

2020-21

£13.0bn

£650m

This context highlights the importance for coordinated action (at the international, national and regional levels) to improve our understanding of the risk factors of cancer, design and implement prevention strategies, and develop better and more effective treatment options.

1. Cancer Research UK (2014), Our Strategy

2. NHS England, Cancer Waiting Times at <https://www.england.nhs.uk/statistics/statistical-work-areas/cancer-waiting-times/>

OUR CONTRIBUTION

The Comprehensive Cancer Centre at The Christie delivers world-leading cancer research, teaching, treatment and exceptional care to its patients in Greater Manchester and across the UK

This means that:

- We are the most technologically advanced cancer centre outside North America and we presently rank in the **'Top-15' cancer centres globally**. Our ambition is to be a 'Top-5' cancer centre by 2025, which aligns with Manchester's aspiration to be in the top-flight of world-class cities by 2025.
- The MCRC brings together **'world-class' expertise in cancer research** and drives the development of more efficient and precise treatments, as well as more effective approaches to prevention and early detection of cancer.
- Patients in **Greater Manchester and the North West benefit from access to the most up-to-date and effective treatments** with the fewest side effects, as well as experimental treatment when standard treatments have been exhausted.
- It is by no coincidence that **cancer survival rates in Greater Manchester have been improving faster than in the rest of the country** for the past 15 years.
- The Care Quality Commission has **rated The Christie as 'Outstanding' for two successive inspections**. This is the highest overall rating of all Trusts in the country, and we are the first specialist trust to achieve the 'double'.



Sculpture at the Oak Road main entrance



The Christie is located at the heart of Withington. We work with the community to minimise any negative impacts on local people and maximise the benefits.

This means that:

- We established a **Neighbourhood Forum** in May 2012. The Forum meets quarterly and provides an opportunity for residents and elected representatives to engage and communicate directly with The Christie about our role and impact on the local community.
- We have opened **retail facilities** in our new Oak Road main reception, which includes an M&S 'Food to Go' coffee shop and a WH Smith store. Local residents are welcome to use these facilities both during the week and at weekends.
- We make an **important contribution to local employment**. Approximately 21% of our workforce live in the M14, M20 and M21 post code areas that surround the Withington site.
- Every year **we offer medical career days** to 120 sixth form students from the local community and 60 linked work experience placements.
- We have delivered an education centre which hosts **regular events** to enable local residents to understand more about the activities that take place at The Christie.
- We also **regularly host open days** to allow visitors to see behind the scenes, including tours of the UK's first NHS high-energy Proton Beam Therapy Centre. These tours allow the public to speak to our experts and learn how we are improving patient outcomes.

The Christie is a world-famous Manchester brand and contributes positively to Greater Manchester's economy and its global reputation for research excellence and commercial success

This means that:

- Our experts have been pioneering cancer research breakthroughs for more than 100 years. **The Christie is renowned for many world-firsts** which have advanced cancer treatment on a global scale.
- Our surgical outcomes have set international benchmarks for good practice in cancer care and **we provide expert advice to cancer centres around the world**.
- The Christie Withington site is well-placed to foster international commercial partnerships in both research and service provision, and this brings multi-million pounds investment into Manchester
- In the last twelve months (2017-2018), The Christie has **generated a total income of £341 million**, which includes commercial contracts that bring **£30 million per year into the Greater Manchester economy**.
- We employ 2,850 staff and many live locally in Manchester or within Greater Manchester. Our reputation also allows us to **attract and recruit the highest calibre of staff from around the world** to both fellowships and substantive posts. The research excellence generated through partnership with The University of Manchester and CRUK has resulted in grant income of £242 million in 2017, and brings world-class researchers and leaders into Manchester.



The Christie is at the heart of a network of Christie Cancer Centres across Greater Manchester and eastern Cheshire

This means that:

- We provide a **combined radiotherapy and chemotherapy service at three centres and a chemotherapy-only service at 14 locations**. We also provide a mobile chemotherapy service and have the capacity to provide treatments in people's homes.
- **One third of all Christie radiotherapy and chemotherapy treatment is now provided locally**, away from the main Withington site – this will rise to half (50%) with the planned expansion of the new Christie Cancer Centre in Macclesfield.
- Similarly of clinically eligible treatments (i.e. those which do not require highly specialised support), **80% are now provided away from the main site**.
- Our radiotherapy network centres alone **save 34,000 return journeys each year**, equating to over one million miles of reduced travelling for patients annually – the new Christie Cancer Centre in Macclesfield will mean that even fewer people need to travel from the east of Cheshire, reducing journeys even further.

The Christie's award winning sustainable staff travel policies have established us as a regional leader in reducing the impact of travel on the environment

This means that:

- Almost **45% of our staff use sustainable transport options** such as walking, cycling or public transport to get to work.
- The Green Travel Plan has achieved the **Transport for Greater Manchester "Gold Standard" for the past two years**.
- We have been awarded the **Travel Choices "Active Travel Award"** for excellence in promoting cycling and walking.
- Our initiatives include: "Walking Wednesday", increased secure cycle storage, improvements to shower and changing facilities, free bicycle training and free bicycle maintenance.
- We have **committed to delivering an expanded Controlled Parking Zone, alongside a tiered car park**. These will reduce the amount of on-street parking on neighbouring residential streets.



The Strategic Planning Framework

We prepared our existing Strategic Planning Framework (SPF) in partnership with Manchester City Council (MCC). MCC's Executive Committee endorsed the SPF in June 2014, following a public consultation in February of that year.

SPF 2014

The SPF provides an agreed framework for the ongoing development of The Christie's site in Withington for a 15-year period (2013-2028). However, the document only provide firm proposals for the first five years and we are committed to monitoring and reviewing the document as time goes on.

The SPF has been instrumental in communicating how The Christie Withington site will develop and evolve over time. Over the past five years it has provided an effective framework to guide and shape planning applications for new developments at The Christie, such as the Proton Beam Therapy Centre and the tiered car park.



Proton Beam Therapy Centre

The SPF's achievements include:

- Establishing a Green Travel Plan which has embedded a culture of sustainable travel at The Christie, alongside a commitment to reducing the number of single occupancy vehicles travelling to the site.
- Supporting the delivery of the Proton Beam Therapy Centre on Oak Road, ensuring the new development respects nearby residents and incorporates high-quality architecture and public realm, creating a beneficial environment for the local community.
- Highlighting the opportunity for a new staff parking facility on the existing Kinnaird Road car park. In doing so, it established a clear set of development parameters that helped to inform a design for the new Tiered Car Park which is sensitive to surrounding residents.





The scene of the devastating fire in April 2017

THE IMPLICATIONS OF THE PATERSON BUILDING FIRE

While preparing the SPF, the Paterson building was operational and its redevelopment was not envisaged.

However, the Paterson building was subject to a fire in April 2017 which caused substantial damage. Following a review of the available options, it was concluded that the repair and refurbishment of the building was unviable and its demolition was inevitable.

The fire has also had a significant impact on the cancer research activities undertaken by The Christie and our Manchester Cancer Research Centre partners.



Aerial photograph of the fire

While it has been possible to relocate scientists on a temporary basis to off-site accommodation (including Alderley Park in Cheshire), this only provides an interim solution to allow our world-leading cancer research to continue.

This temporary arrangement is presenting us and our Partners with a number of operational and fiscal challenges including:

- Increased costs of working stemming from rent and travel expenses;
- The inability to quickly transfer between lab and clinic, which is vital for research outcomes;
- Increased difficulty for clinicians and scientists to interact easily – a critical part of successful research is being able to discuss ideas and data;
- A considerable turnover of staff due to the increased time of travel being prohibitive;
- Difficulty recruiting staff who want to live in an international and vibrant city, as the relocation sites offer a different proposition.



We know that having doctors, nurses, researchers and scientists all working together in one building accelerates the development of cancer research through to patient care. Therefore, we need to act quickly to bring our staff back to Withington to enable them to develop new treatments faster, meaning better outcomes for our patients in Manchester and beyond.

WHY AN ADDENDUM?

The Christie and MCC consider that the SPF-first approach has been a successful tool to inform key stakeholders (including the local community) about the need for new development at The Christie Withington site, as well as establishing guiding principles to inform future planning applications.

We have prepared this addendum to supplement the existing SPF. This approach has been agreed with MCC due to the significant benefits that PRP will bring to Greater Manchester (see Section 3) and because the existing SPF is silent on the redevelopment of the Paterson fire damaged Paterson building. The purpose of the addendum is to communicate our strategic ambition for the Paterson site, together with an up-to-date consideration of the site's key challenges and opportunities.*

In short, it sets the strategic framework for a future planning application for the Paterson Redevelopment Project (PRP).

It is intended that the Addendum be read alongside the SPF, with the two documents presenting a holistic vision for the future of the The Christie Withington site. It will also be a material consideration for a future planning application.

*paragraph amended since Initial Consultation Version (January 2019).
See Appendix 2: Amendment log

Paterson Redevelopment Project

From chaos comes opportunity

It is our strategic priority to bring the research scientists cohort back to The Christie site as soon as possible. We believe the disaster of the fire has provided a special and unprecedented opportunity to deliver a ‘world-class’ cancer research centre in Manchester.

WHY HERE?

The Paterson Redevelopment Project (or “PRP”) presents a unique opportunity for Manchester and the UK as it proposes to co-locate within one building the researchers and clinical scientists/ academic clinicians (from the University of Manchester and the Cancer Research UK Manchester Institute) with key allied health professionals (from The Christie).

The PRP will promote a ‘Team Science’ approach where teams consisting of scientists and clinicians will work together to accelerate cancer research, devise new treatments, and ultimately enhance patient care (see Figure 1). Further integration of translational research through to clinical delivery, will enable cancer research in Manchester to reach its full potential.

This will enhance the translation of proven research into clinical service delivery, leading to improvement in patient outcomes not only in Greater Manchester but on a national and international scale.

The site of the Paterson building is the most appropriate location for a research facility of this kind at The Christie Withington site.

The new research building will be immediately adjacent to patient wards, thereby allowing unhindered connectivity for clinicians, scientists and researchers to move from ‘bed-to-benchside’.

This will help allow the results of research done in the laboratory to be directly used to develop new ways to treat patients. This is the PRP’s ‘unique-selling-point’, by making it the only research facility of its kind within Europe.

It is clear this opportunity is location-specific to The Christie.

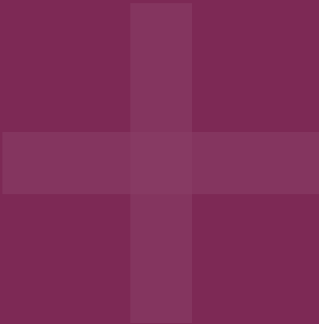
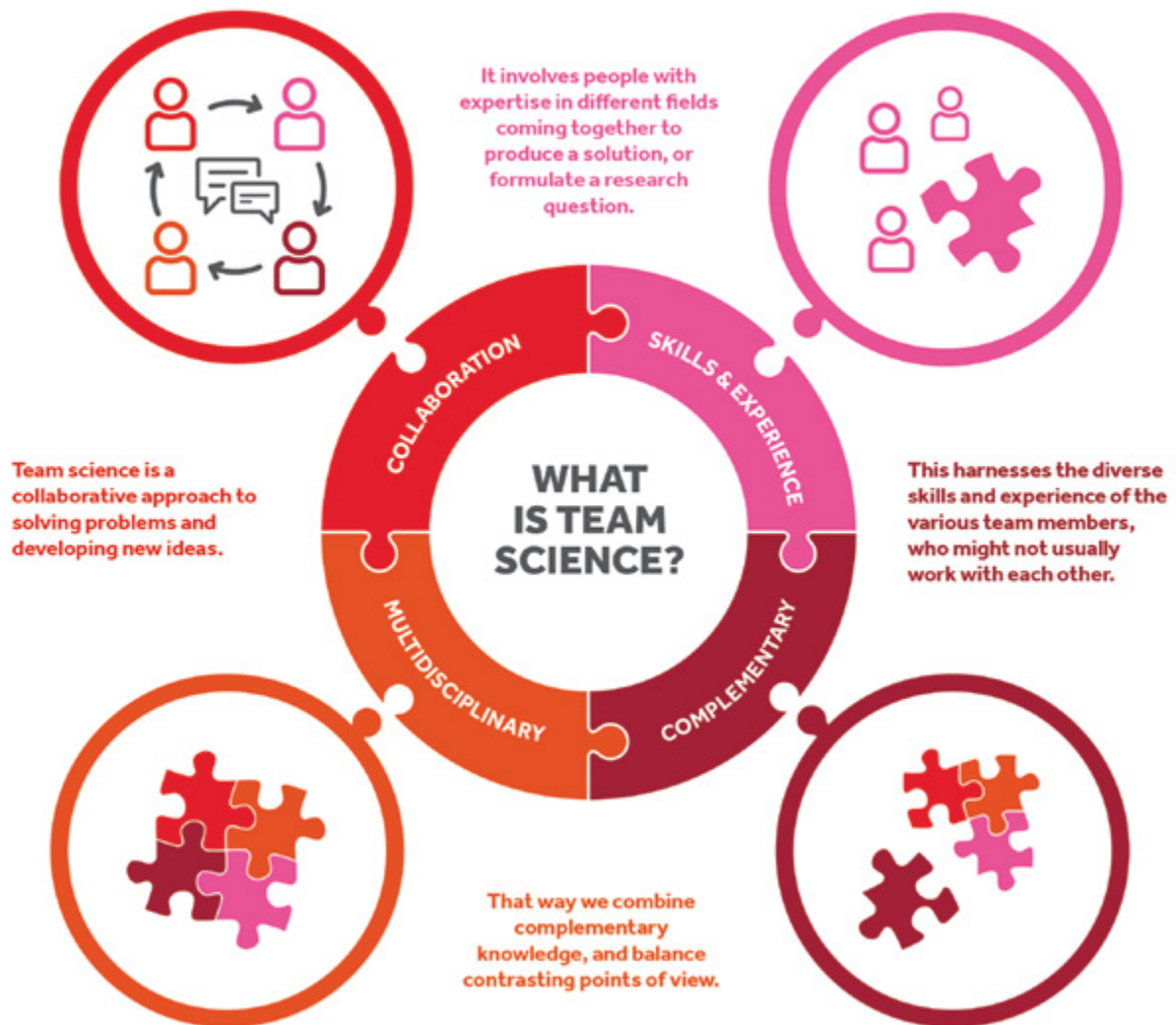


Figure 1: Team science approach



WHAT WILL BE INSIDE THE PRP?

The PRP will be more than a cancer research building. Its special importance lies in the role it will play as a physical focal point for the integration of activities across the whole campus. In particular, its adjacency and subsequent integration with The Christie will maximise the opportunity for co-locating related research activities and whilst driving new relationships.

In short, the proposed co-location of different research groups, disciplines, and functions (including connectivity with The Christie) is what makes the PRP unique.

Our 'Team Science' approach will make the PRP the only research facility of its kind in Europe

The new building will:

- **REHOUSE** the scientists and staff displaced by the Paterson building fire.
- **DEVELOP** a world-leading centre of excellence for specialist cancer research.
- **CO-LOCATE** clinical staff with laboratory-based researchers to foster close interactions which will drive the translational and clinical research agenda.
- **PROVIDE** for the future growth of discovery and clinical academic research, drug discovery, prevention and early detection research.
- **CREATE** a new informatics and data hub that links directly to real-time clinical efficacy and patient-reported outcomes.
- **FORM** an Innovation Zone to enable early stage collaboration with national and international experts allowing industry/SME partners to access our infrastructure and resources, fostering the best collaborations to drive economic growth.
- **DEVELOP** an innovative and technology-enabled Cancer Education Unit and post-graduate education centre (including executive education and CPD training), transforming the way cancer research is taught and equipping future researchers with multi-disciplinary research skills.
- **WELCOME** patients and the public with new interactive facilities to develop an innovative 'Patient as Researcher' theme. We will engage and involve patients in our research, promoting approaches to cancer prevention and early detection, using mobile devices to upload their patient experience and encouraging their participation in our science-driven clinical trials through a dedicated Clinical Trials Concierge service.



Our ambition requires the new building to accommodate a mix of highly specialised state-of-the-art laboratories, consultant workspace, meeting rooms and circulation areas that will allow for practical activity and continuous engagement between staff.



The internal design of the new building will require careful consideration to ensure that it delivers sufficient floorspace to co-locate research groups and clinicians within a single Team Science working environment.

Our additional ambition is to engage communities through the PRP and inspire the next generation of scientists and researchers. As such, a key design objective for the new building will be the need for it to be visible, welcoming, accessible and open. This means its interface with Wilmslow Road needs a careful and considered approach to encourage public engagement and community outreach.

WHY IS CO-LOCATION IMPORTANT?

The PRP will provide a greater level of accommodation and immediate connectivity with the hospital.

Co-locating researchers and clinicians is essential to the 'translational research' approach, and is proven to deliver better research outcomes for patients⁴.

By way of context, it typically takes 17 years to convert medical research into clinical treatment³. In order to reduce this time, research institutes and universities are choosing to take up a new approach known as 'translational research'.

While the incidence of cancer has been growing in Manchester, the ambition of the Manchester Cancer Plan is to speed up the translation of research into human health benefits and prevent 1,300 avoidable cancer deaths before 2021⁵.

Cancer Research UK highlights that "close proximity between the lab and the clinic is at the core of effective translation"⁶. This approach to research also has an economic benefit, as evidence shows the economic return from investment is higher if the

medical research process is shorter⁷. The Medical Research Council has said that translational research is "the principle of turning fundamental discoveries into improvements in human health and economic benefit"⁸.

The Christie has already adopted the translational research approach at MCRC, where they call it 'Team Science'; one of the key aims for the redevelopment of the Paterson building is to allow staff to work in this collaborative way.

The evidence shows that by co-locating research groups and clinicians within a single Team Science building, has considerable research advantages. The benefits from the PRP can only be unlocked through co-location and, therefore, it is not possible to disaggregate the floor space between separate buildings or locations.

Indeed, the dis-benefits of working from different locations has been highlighted by the research difficulties that have come to light since relocating researchers and scientists to Alderley Park following the Paterson building fire.

3. Morris et al. (2008) The answer is 17 years, what is the question: understanding time lags in translational research, Journal of the Royal Society of Medicine, December 2011, Vol.104(12), pp.510-520

4. Morris et al. (2008) The answer is 17 years, what is the question: understanding time lags in translational research, Journal of the Royal Society of Medicine, December 2011, Vol.104(12), pp.510-520

5. Greater Manchester Combined Authority (2017) Greater Manchester Cancer Plan

6. Cancer Research UK (2014) Research Strategy. Available at: https://www.cancerresearchuk.org/sites/default/files/cruk_research_strategy.pdf

7. Buxton, M. et al. (2008) Medical Research: What's it Worth? Estimating the Economic Benefits from Medical Research in the UK (London: UK Evaluation Forum; 2008), p.103

8. Medical Research Council, About our translational research. Available here: <https://mrc.ukri.org/funding/science-areas/translation/about-our-translational-research/>

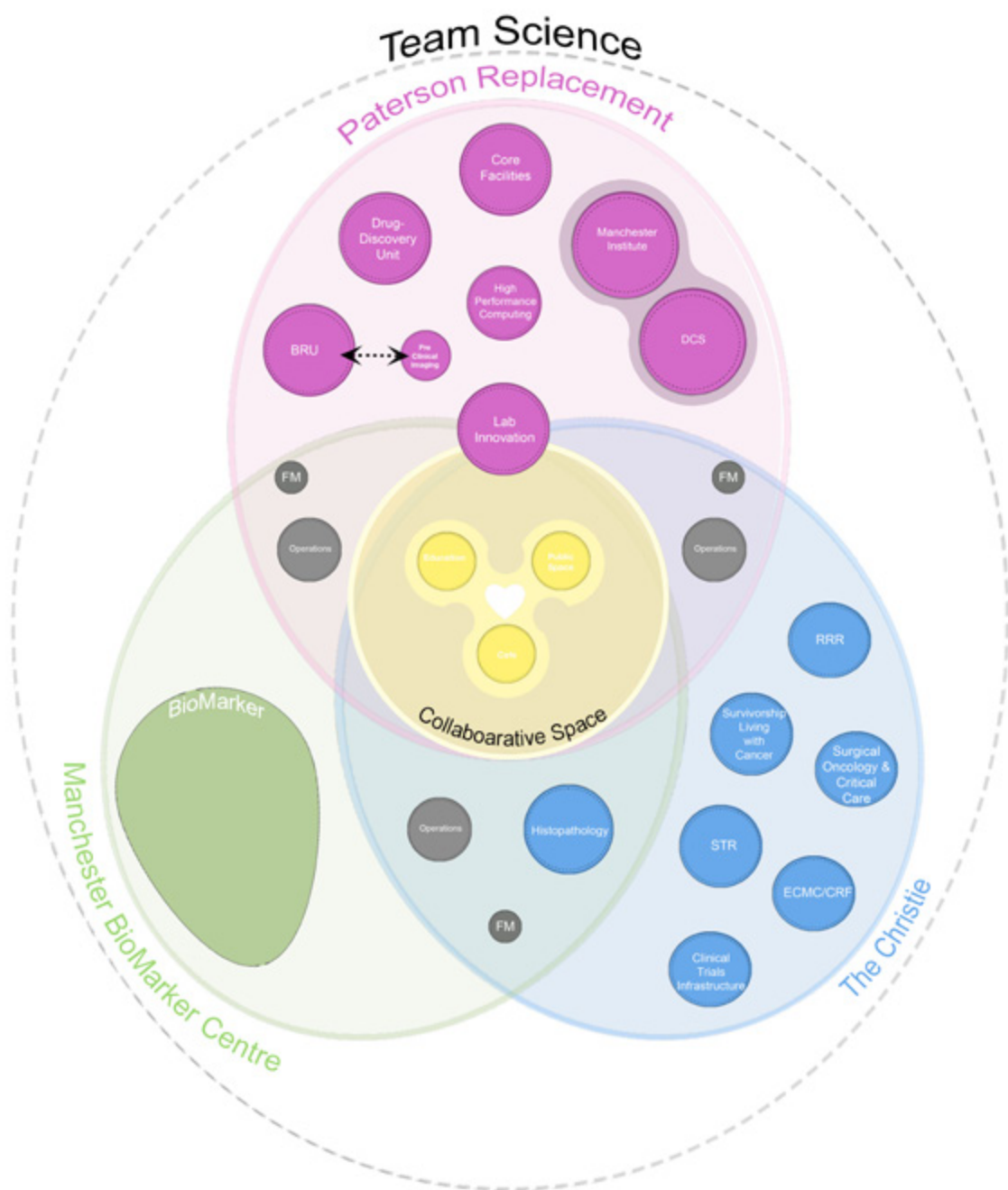


Figure 2: The need for co-location

THE BENEFITS FOR MANCHESTER

The PRP has the potential for considerable benefits at the local, regional, and national level. These are summarised below:

Cancer Treatments and Trials



Access to experimental treatments for cancer patients sooner than elsewhere in the UK.



Local involvement in cancer programmes for prevention, early detection and clinical trials.



Potential to increase number of clinical trials leading to patients receiving new cancer treatments.

Talent and Education



A leading cancer teaching site creating next generation of “home grown” researchers and scientists.

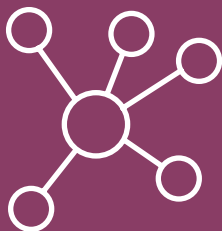


Attracting international talent, including recruitment of new MD/MHD laboratory groups to strengthen existing clinical research.



Academic expertise attracting international conferences and events to the city worth £millions in inward investment.

Economic benefit



A strengthened life-science cluster attracting partner companies to locate in Manchester.



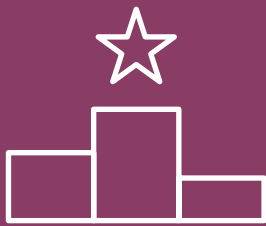
A national reduction in NHS treatment (currently costs £15.8 billion per year⁹) through acceleration of cancer breakthroughs and treatments.



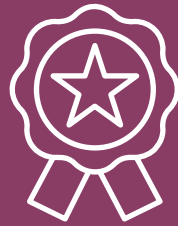
New jobs in science and research bringing an increase in Gross Value Added and wage expenditure in Withington and Manchester.



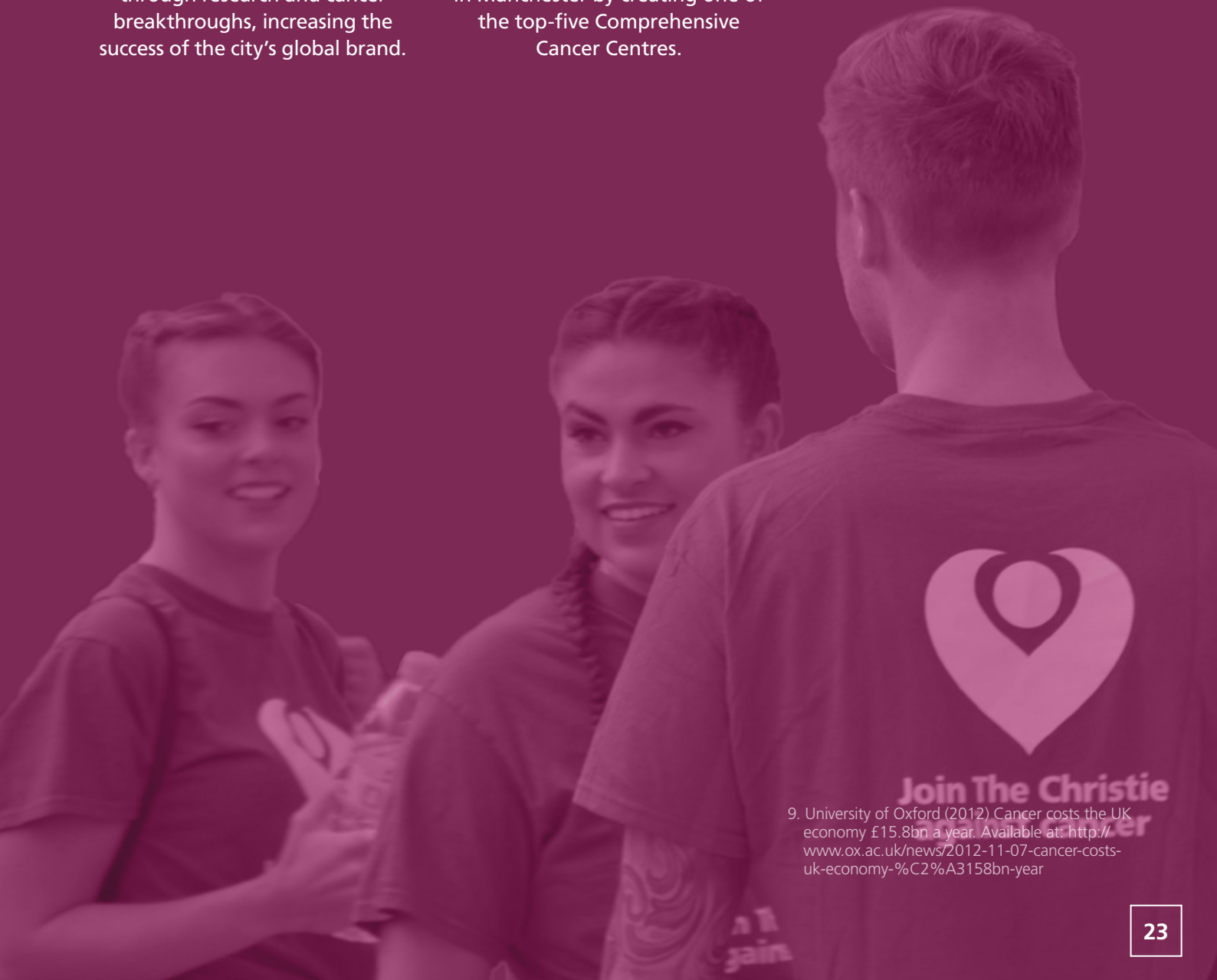
Manchester's profile



More world-firsts for Manchester through research and cancer breakthroughs, increasing the success of the city's global brand.



World-leading cancer research in Manchester by creating one of the top-five Comprehensive Cancer Centres.



9. University of Oxford (2012) Cancer costs the UK economy £15.8bn a year. Available at: <http://www.ox.ac.uk/news/2012-11-07-cancer-costs-uk-economy-%C2%A3158bn-year>

Development principles

Opportunities and managing impacts

Our strategic drivers and project ambition shows that there is an opportunity for Manchester to compete on a global stage for cancer treatment, research and education.

To maximise the benefits of the PRP, it will be necessary to embrace the opportunities presented below as well, while also responding sensitively to the identified challenges.

The opportunities arise from:

- Removing the physical disconnect between research scientists, clinicians, and patients.
- Achieving the aim of providing a world class cancer treatment, research and education facility in one location.
- Creating new jobs and opportunities.
- Delivering a high quality building of architectural significance.
- Further investment in the delivery and implementation of parking strategies and travel plans.
- Delivering a sustainable development that can provide opportunities for positive environmental impacts on biodiversity and landscape.

Potential challenges arise from:

- The scale and massing of the future building which will need to accommodate the research space and clinical facilities to meet the identified need.
- The increase in the number of people and vehicles that may require access to the site, both during the construction phase and the lifetime of the development.
- Impacts on residential amenity resulting from the nature and scale of the proposed development.
- Impacts on surrounding land uses from the proposed construction methods, working hours and access.
- Potential environmental impacts on receptors such as human health, population, biodiversity, air quality, heritage assets, landscape and townscape.

To ensure the opportunities are realised and the challenges are managed and mitigated against, the future development processes will be structured towards meeting the strategic objectives which follow.

ARCHITECTURE AND BUILT FORM

The aspiration is to create a world-class cancer research facility of the highest architectural quality which will become part of the ongoing physical transformation of the The Christie Withington site, making it a leading healthcare environment.

The new building will:

- Rehouse the staff displaced by the Paterson building fire, including members of the internationally renowned Cancer Research UK Manchester Institute.
- Provide a world-leading centre of excellence for biomarker discovery, validation and clinical qualification.
- Co-locate University of Manchester/The Christie joint-appointed academic clinician scientists and research active clinical consultants from The Christie with laboratory-based researchers to foster even closer interactions that will drive the translational and clinical research agenda.

Its form and mass will be shaped to facilitate its core internal functions. The building design must allow for highly specialised and complex activities to take place within it, and this will require a bespoke architectural solution to ensure that floor layouts and vertical arrangements are carefully and precisely planned to meet specialist research, healthcare and collaboration needs. The internal arrangement of the building must facilitate “Team Science”.

A series of meetings and workshops have been held with over 20 user groups for the design team to obtain a better understanding of the type of accommodation required, and how the spaces will be used.

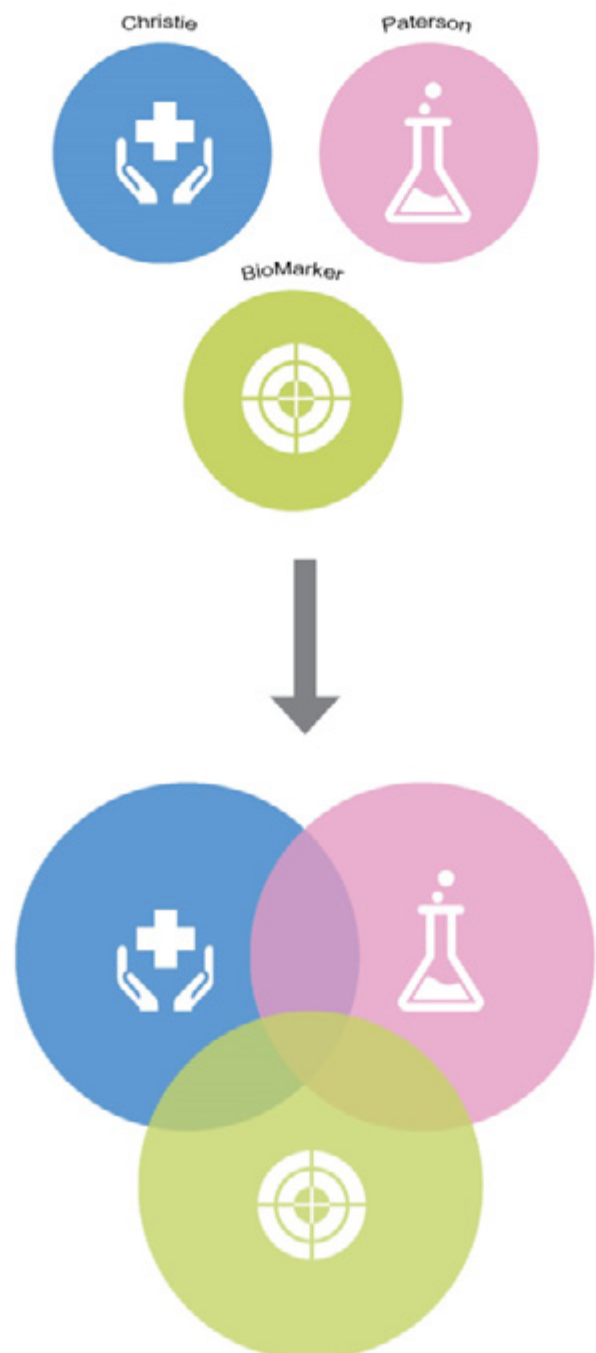


Figure 3: The proposed co-location within the building

Through this process, the requirement for a building of c. 25,000 sq. metres has been identified as necessary to accommodate the various uses envisaged for the building and deliver the physical adjacencies which are essential to the delivery of “Team Science”.

The building is required to accommodate:

- 12 research laboratory modules of various types and specifications (i.e. highly specified, standard, DDU). A laboratory module typically comprises a primary lab, cell culture room, storage room, cold room, equipment room, freezer room, waste disposal room and white coat link.
- Consultant workspace immediately adjacent to the laboratories to facilitate the “write up” of research results.
- Publicly accessible exhibition / education space (on the ground floor).
- Ground floor reception area with publically accessible ancillary uses such as coffee shop or restaurant.
- Associated plant and equipment.

In order to deliver “Team Science”, it is critical for the individual laboratory modules to be physically adjacent to each other both horizontally and vertically to allow the speed and ease of movement of personnel throughout the building. Each laboratory module needs to be separated by a ‘white coat’ link so users may move between laboratories without removing their white coats.

The Primary Laboratory space within each module requires natural lighting and visual connectivity to the cell culture rooms through glazed screens. The physical adjacency of the “write up” consultant workspace space to the primary laboratory is a critical design requirement in order to facilitate the speed and accuracy of recording research results.

Figures 4 and 5 illustrate the critical adjacencies.

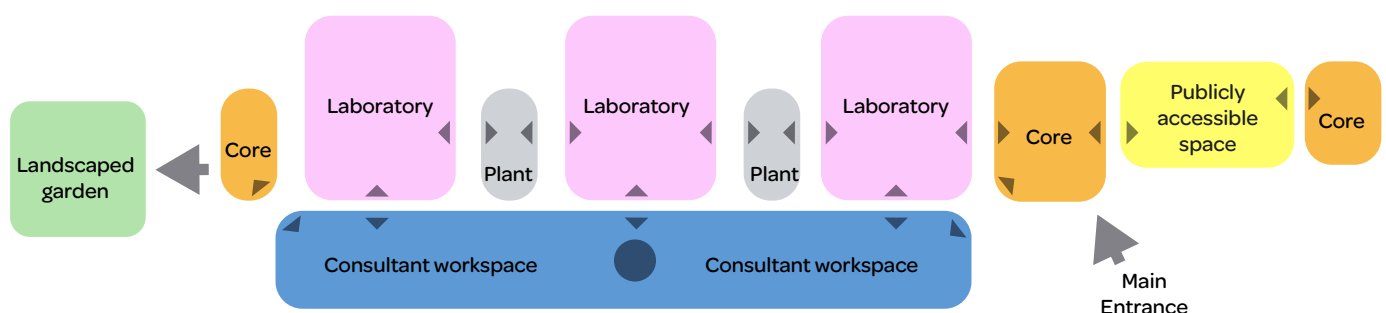


Figure 4: Schematic diagram to show key adjacencies within the new building

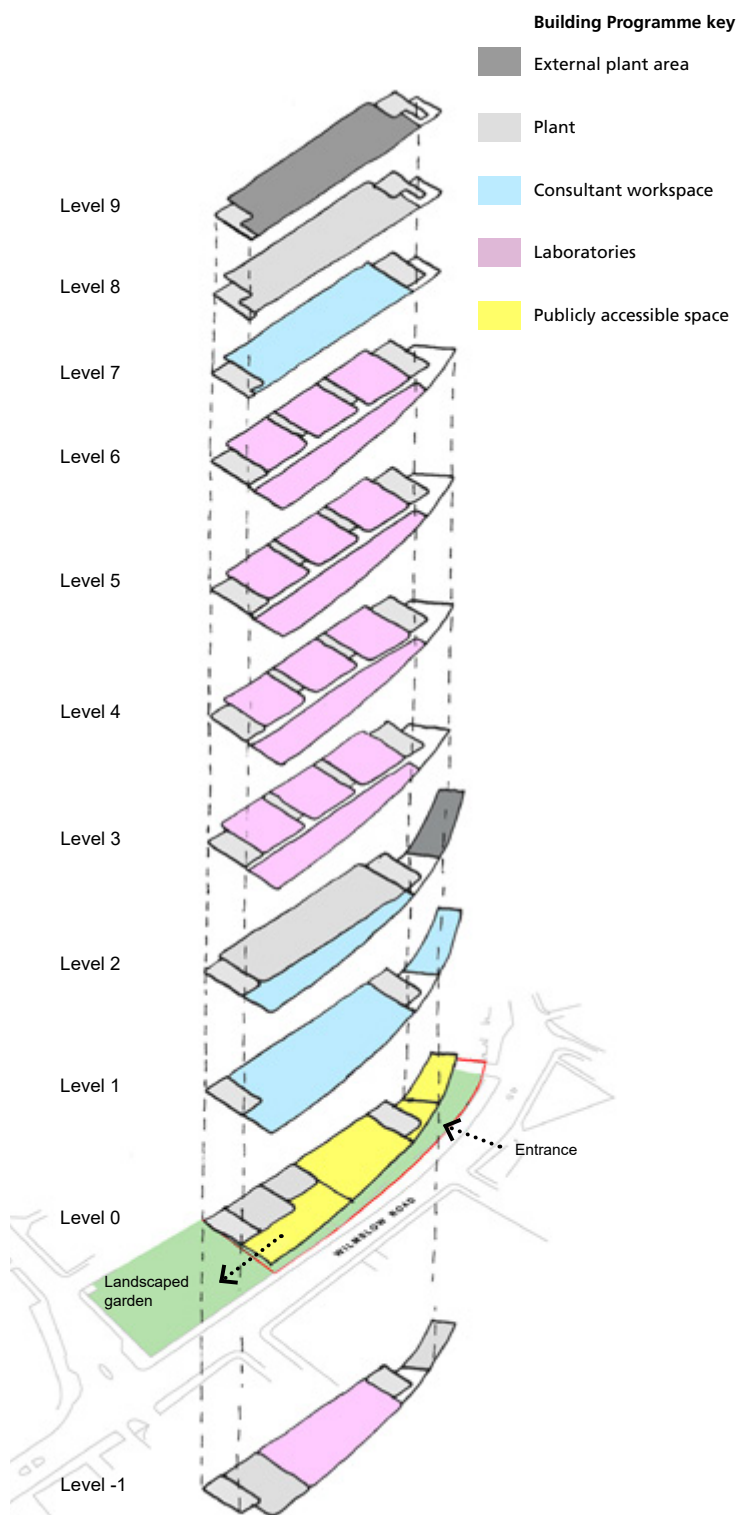


Figure 5: Vertical arrangement and interaction

These accommodation requirements must be delivered on a plot with a long and narrow geometry. This in turn dictates the need for a specific scale, mass and physical form for the new building. It will need to be composed over several storeys, and this will result in a structure that is taller than any existing building at The Christie.

The new building could potentially have a general height of circa 8 storeys, rising to circa 10 storeys in some locations to accommodate plant and equipment. Any additional floors above Level 7 will be required to be set back from the building frontage.

Whilst the need to achieve the necessary internal layout is critical, the building cannot solely be designed "from the inside-out". It must also be designed from the "outside-in" and crafted to make a highly positive contribution to the character and experiential qualities of the local built environment.

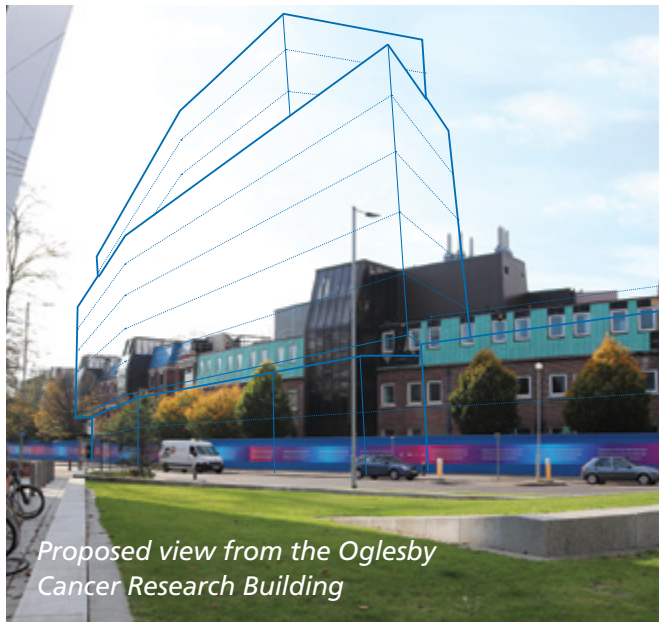
The new building will be required to demonstrate the highest quality of architectural design, exceeding that achieved to date in recent developments at the campus such as the Proton Beam Therapy Centre. The quality of the design must also reflect the fact that the building will be visible in longer range and shorter range views from a variety of locations and, as such, there will be no "rear" elevation.

The southern elevation at the junction of Wilmslow Road and Oak Road will be highly visible on approaches from the south, and its detailed design will need to be carefully resolved.

The aspiration is to deliver a building which is lightweight and transparent in its design to ensure the activities within the building are visible from outside and the activity on the inside provides natural surveillance to the activities in the street at all levels.

The challenges form a highly bespoke architectural brief. However, this must be maximised as a unique opportunity to create new space at the campus which is truly progressive and innovative.

The proposed function of the PRP as an integrated research and healthcare building will not only have the potential to optimise the available built footprint of the campus, but generate a positive critical mass of people and movement. This intensification would maximise the sustainable location and help create activity and animation internally and externally.



Key Development Principles

The PRP will be expected to:

- Deliver a new building with areas of public realm of the highest architectural quality which compliments that already achieved at the The Christie Withington site to date. The quality of the design must reflect the fact that, by virtue of its potential scale, the building will be highly visible from a variety of locations. The southern elevation of the building at the junction of Oak Road / Wilmslow Road will require particular attention.
- Deliver a building of an appropriate scale relative to the nature and quantum of the accommodation which it is required to provide. Subject to delivering the necessary quality of architectural design the building could have a general scale of up to 8 storeys, increasing to 10 storeys in selected locations to accommodate plant and equipment. Any floors above Level 7 will be required to be set back from the building's frontage.
- Deliver a building which is lightweight and transparent in its design, particularly at ground floor level where activities on the inside are visible from the outside and where activity on the inside provides natural surveillance of the street.
- A scheme of internal and external illumination which is sensitive to the residential environment yet enlivens and animates the street after dark.
- Create new areas of public realm along the Wilmslow Road frontage, particularly around the entrance areas and close to the junction of Wilmslow Road / Oak Road. The building should also accommodate green roofs and / or green walls and incorporate landscape planting within its interior that is visible from the outside.
- Demonstrate a clear strategy regarding staff travel to and from the site including measures to encourage further modal shift to more sustainable modes.



Illustrative image of public realm

MOVEMENT AND PARKING

The Christie is a major generator of travel in south Manchester.

There are two distinct groups that travel to the site – patients (and their visitors) and staff. There are some 240,000 patient visits to the site each year. On the busiest days there are just under 1,000 patients treated at the site. There are approximately 2,580 people employed on the site, including just over 300 that were employed by the University of Manchester in the Paterson building.

While the Christie is located in an accessible location (which is easily reachable by footpaths, cycle ways, bus routes, and the tram network), many of its staff and visitors still choose to travel by private car.

The Christie is committed to minimising the resilience on the private car by encouraging its staff and visitors to travel to the site via sustainable modes of travel.

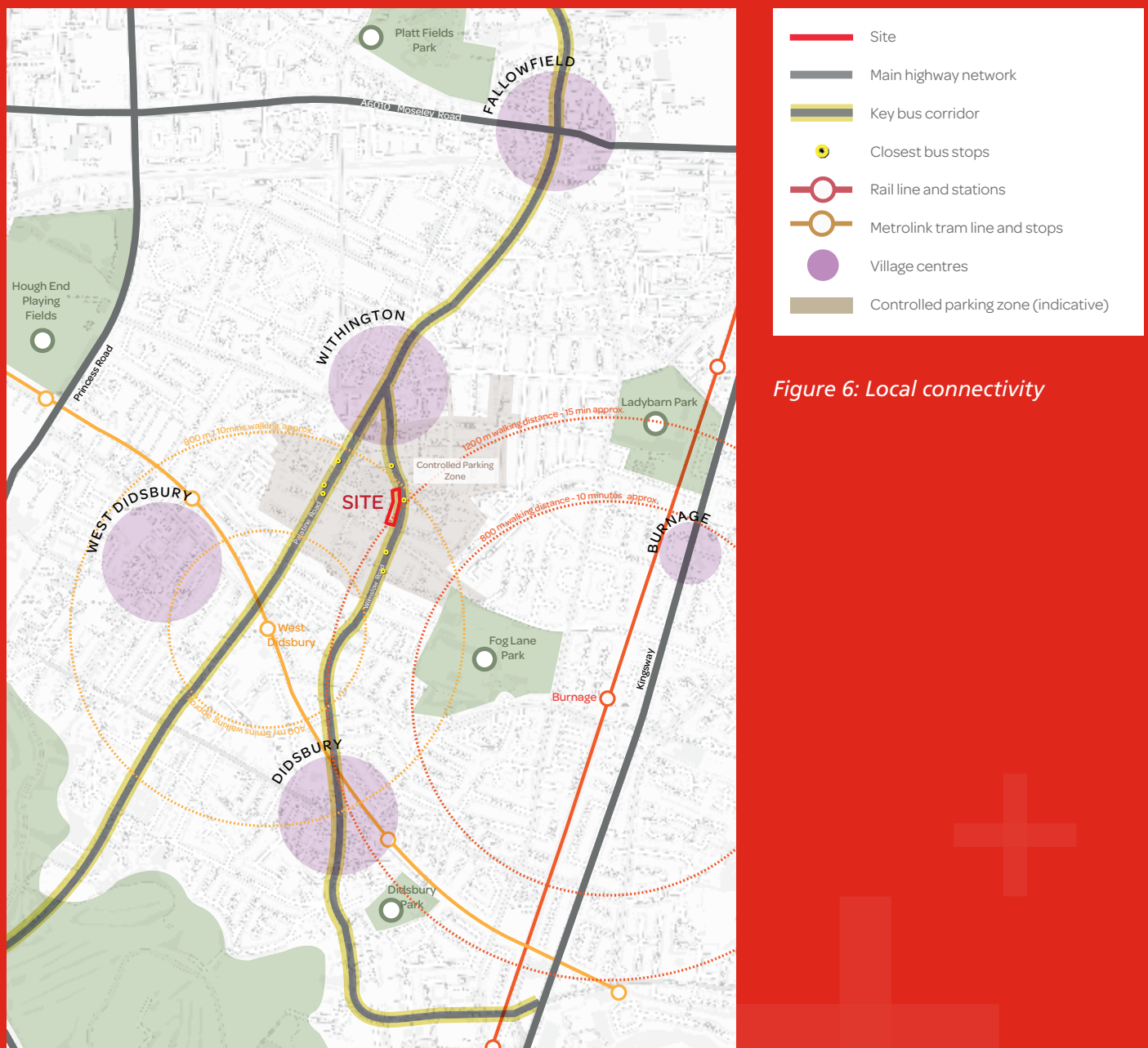


Figure 6: Local connectivity

To achieve this, we have adopted a Green Travel Plan (GTP), in partnership with Manchester City Council. This plan provides an agreed transport strategy for the ongoing development of The Christie Withington site and its aim is to reduce the number of single occupancy vehicles travelling to the site.

We have set ambitious modal shift targets, with an ultimate aim to achieve 60% of staff using sustainable travel by 2030. Since the implementation of the GTP, the use of sustainable modes of transport by staff has increased by 8%. We continue to work to increase this modal shift and is committed to introduce further measures, initiatives and improvements.

The Christie's commitment to sustainable transport has been recognised by Transport for Greater Manchester (TfGM) 'Travel Choices' accreditation scheme as a regional leader in reducing our impact on the environment. The GTP has also twice achieved (in 2017 and 2018) a Gold Standard, which recognises our long-standing commitment to action and the comprehensive nature of the GTP.

Alongside the GTP, we worked with Manchester City Council to implement a Controlled Parking Zone (CPZ). This began in 2015 and introduced a time-limited waiting restriction within the zone, allowing short-stay parking and preventing longer stays. The implementation of CPZ allows patients to park on-street, but deters staff from doing so. Local residents are exempt from the restrictions, subject to a permit.



Existing view along Oak Road looking west



Despite the successes of the GTP and the original CPZ, we recognise that The Christie Withington site lacks sufficient on-site car parking; which is leading to a displacement of staff and visitor parking onto those surrounding streets that are outside of the original CPZ.

To improve this situation, we secured planning permission¹⁰ in 2018 for a Tiered Car Park on land adjacent to Cotton Lane and Kinnaird Road. This included a legal agreement to fund the expansion of the existing CPZ. The new car park will work in combination with the expanded CPZ to reduce incidences of on-street parking in the surrounding neighbourhoods and help to improve residential amenity.



10. The Planning and Highways Committee resolved to grant planning permission on the 11 January 2018 subject to the signing of a S106 Agreement in connection with the expansion of the CPZ (Ref 117847/FO/2017)



Cycle lane along Oxford Road

Key considerations for the PRP

We have set a clear objective to reduce the reliance on single occupancy vehicles travelling to the site – any new development at the campus must align with this overarching ambition.

While the PRP will predominately accommodate the staff displaced by the fire, there is the potential that the PRP may alter the number of the staff and visitors that will be on the campus on a daily basis.

To address this, the future planning application will quantify precisely how the PRP will affect the overall campus population. We will set out a clear and robust strategy within our Green Travel Plan to explain how staff and visitors will travel to-and-from the site once the new building becomes operational.

PLACE-MAKING OPPORTUNITY

Over the past 10 years, The Christie's site at Withington has evolved through the delivery of world-class buildings in both operational and architectural terms.

This includes high-profile projects such as the Oglesby Cancer Research Building (formerly known as the MCRC building) and the Proton Beam Therapy Centre (PBTC, image below), and subtle high-quality additions such as the joint Youth Oncology Unit (YOU), the Haematology Transfer Unit (HTU) on Palatine Road and the remodelled Oak Road entrance incorporating The Christie Administration building.

The PRP will deliver a new building of high architectural quality that meets and compliments the design quality benchmarks already set by the likes of the Oglesby Cancer Research Building and PBTC.

The Christie Withington site has become increasingly characterised by design excellence. It is evolving to make a significant contribution to the quality of place on a local scale, whilst providing high-profile developments on a city-wide scale.

But, it can go further. By occupying a prominent location on Wilmslow Road, the PRP should also deliver a valuable place-making contribution to its adjacent streets and spaces – a contribution that further lifts perceptions of the quality of place in the local area whilst benefitting the local community.

Such positive, beneficial impacts will align with our aims to nurture growth in a people-focussed capacity. As part of our wider vision, we aim to enhance the level of public accessibility and interaction. This could include increasing the number of engagement, education and involvement events for patients and the public alike. The PRP will play a key role in this.

The PRP has the potential, and will be expected to, deliver coordinated placemaking benefits, relating to;

- A. The wider Wilmslow Road / Oxford Road Corridor.**
- B. The local Green Infrastructure network.**
- C. The local street environment of Wilmslow Road.**



View of the Proton Beam Therapy Centre

A. The wider Wilmslow Road / Oxford Road Corridor

The B5098 Oxford Road / Wilmslow Road forms a strategic Corridor through a series of significant South Manchester neighbourhoods. This strategic Corridor:

- Forms a vital community link – connecting and shaping distinctive places of diverse character; from the strongly urban ‘Corridor Manchester’, through bustling Rusholme to the vibrant centres of Withington and Didsbury.
- Has an organic, flowing alignment derived from historic origins. This contrasts with the linear radial routes of the A34 and Princess Parkway to the east and west respectively, and gives the Corridor a distinctive and varied urban townscape.
- Is an authentic multi-modal transport route, providing a high-quality bus corridor that accommodates a significant volume of movement at all times of the day. The Corridor integrates excellent cyclist facilities and is largely pedestrian-friendly.

The Christie has a key relationship with this Corridor on a city scale;

- The Corridor provides a vital transport link, and The Christie Withington site – as a key destination and place of work – supports bus passenger numbers and service frequency.
- The Corridor provides orientation for our patients and visitors: Wilmslow Road is well known, and gives The Christie Withington site a legible address for people travelling from across the city region.
- In turn, The Christie Withington site has a very high profile on a regional and national scale, and this enhances the profile and character of Wilmslow Road as a strategically important route.
- The Corridor enables direct links (literally, operationally and physiologically) between The Christie and our strategic partners located in the higher education and healthcare clusters in and around Corridor Manchester.



Oxford Road Corridor

Key opportunities for the PRP

The location of the PRP directly adjacent to Wilmslow Road brings significant potential to reaffirm and strengthen the complementary relationships between The Christie and the wider Wilmslow Road / Oxford Road Corridor. The PRP will be required to capitalise on the established connectivity and vitality of the Corridor by contributing positively to its character and experiential qualities. The building will:

1. Help to intensify activity along the corridor. By doing so it can:

- Further enhance vitality by supporting and sustaining services and sustainable transport routes.
- Further enhance the sense of place of Withington as a key destination and nodal point in the corridor.
- Further enable the practical and perceived connectivity between The Christie Withington site and our partner organisations located in Corridor Manchester.

2. Help to intensify the scale of development along the corridor. By doing so it can:

- Create a strong visual landmark building on a city scale.
- Give greater emphasis to the role and profile of Wilmslow Road as a vibrant city corridor.
- Deliver a high- quality, iconic built form that enhances the sense of place within Withington as a dynamic and progressive part of Manchester.
- Provide The Christie's visitors and staff with a bold and inspiring destination.

Corridor Manchester: home to The Christie's partners and collaborators

Figure 7: Wilmslow Road / Oxford Road corridor – a vibrant city link

The Christie: a distinctive hub on a vital and vibrant city corridor

B. Local green infrastructure network

A distinctive and strong green infrastructure network in and around Withington reflects its affluent Victorian suburban origins.

The network includes:

- Significant and locally important parks.
- Clusters of mature trees – commonly towards the rear of residential properties.
- A linear, semi-natural landscape along the Metrolink corridor.
- Prominent, mature trees within front gardens.
- Street trees.

These elements combine to enhance Withington's quality of place. They create an attractive setting and experience for people who visit The Christie, including patients, their visitors, medical staff and research staff.

In the area immediately surrounding The Christie:

- Open spaces are generally located away from the busy main highway corridors of Wilmslow Road and Palatine Road. Open space is not a prominent feature when passing along these particular routes, and in turn, these key corridors feel urban and intensively developed.
- Withington Green forms an unusual but valuable local public realm feature. This was substantially remodelled in 2014 to form a modern, high-quality public space as part of the Oglesby Cancer Research Building development.
- Soft landscape and street trees within the highway space are generally irregular and sporadic.
- Some trees within adjacent residential property boundaries are, in places, visually prominent and contribute to the street scene.



Existing view of Withington Green towards Wilmslow Road Entrance

Key opportunities for the PRP

The surrounding residential area has robust green infrastructure. However, development along Wilmslow Road itself has delivered an intensive urban character, and the area of Wilmslow Road immediately around The Christie Withington site currently makes only a limited contribution to the green infrastructure network.

The PRP offers an opportunity to reconsider how landscape features can make a more meaningful contribution to the local green infrastructure network.

The Project will deliver landscape enhancements to help bolster the green infrastructure contribution made by this section of Wilmslow Road, and lift perceptions of quality of place.

The PRP will be required to deliver:

- New soft landscape elements within the street space.
- New soft landscape elements at or near the junction of Wilmslow Road and Oak Road.
- Enhancements to Withington Green to strengthen its role as a successful and useable green space, and as a key nodal point at the intersection of pedestrian routes.
- Landscaping around the ground floor of the new building, including internal planting schemes that are visible from the public realm.
- Terracing, green roofs and / or green walls.



Illustrative landscaping examples



C. The immediate street environment of Wilmslow Road

Locally, Wilmslow Road is a high profile connector of vibrant village centres; linking Withington to Didsbury and Fallowfield district centres, and West Didsbury local centre.

The street also has very strong associations with The Christie. Wilmslow Road has been inextricably linked with The Christie since it located here following the 1931 merger with Holt Radium Institute.

The section of Wilmslow Road immediately around The Christie has some distinctive characteristics in terms of urban structure and built form;

- Wilmslow Road meets Palatine Road, Burton Road and Parsonage Road at a high-profile junction just north of The Christie. This forms a busy hub in the local network which sits at the heart of local connectivity and perceptions of legibility (wayfinding).
- Wilmslow Road becomes progressively more mixed in land use terms on approach to Withington village. The Christie forms part of a land use 'transition' on approach from the south, linking predominantly residential use to the south and the vibrant village core to the north. There is a cluster of retail and food and beverage units immediately north of the campus.
- Wilmslow Road has provided the principal frontage to The Christie for over 80 years. Although in operational terms the main entrance has recently been formally moved to Oak Road, the Wilmslow Road frontage remains a prominent and memorable feature that people associate with The Christie. This elevation is a high profile point of interaction with the surrounding area.
- The street is composed of a mix of contemporary and old buildings, including listed buildings. This is a street with historic origins and a rich history, but one characterised by evolution and change and the ability to accommodate striking modern buildings.
- The 'double curve' geometry at this section of Wilmslow Road is idiosyncratic, and creates a highly distinctive townscape and special location within the wider corridor. This is enhanced by the location of Withington Green, which emphasises the sense of this being a significant nodal point in the street.

Figure 9: Wilmslow Road – urban form characteristics adjacent to The Christie



Key opportunities for the PRP

The PRP will help create a much better synergy between Withington village centre and The Christie by delivering a much stronger visual connection and street experience. The Project will help to create more legible pathways between the two locations, which will deliver long term benefits, such as:

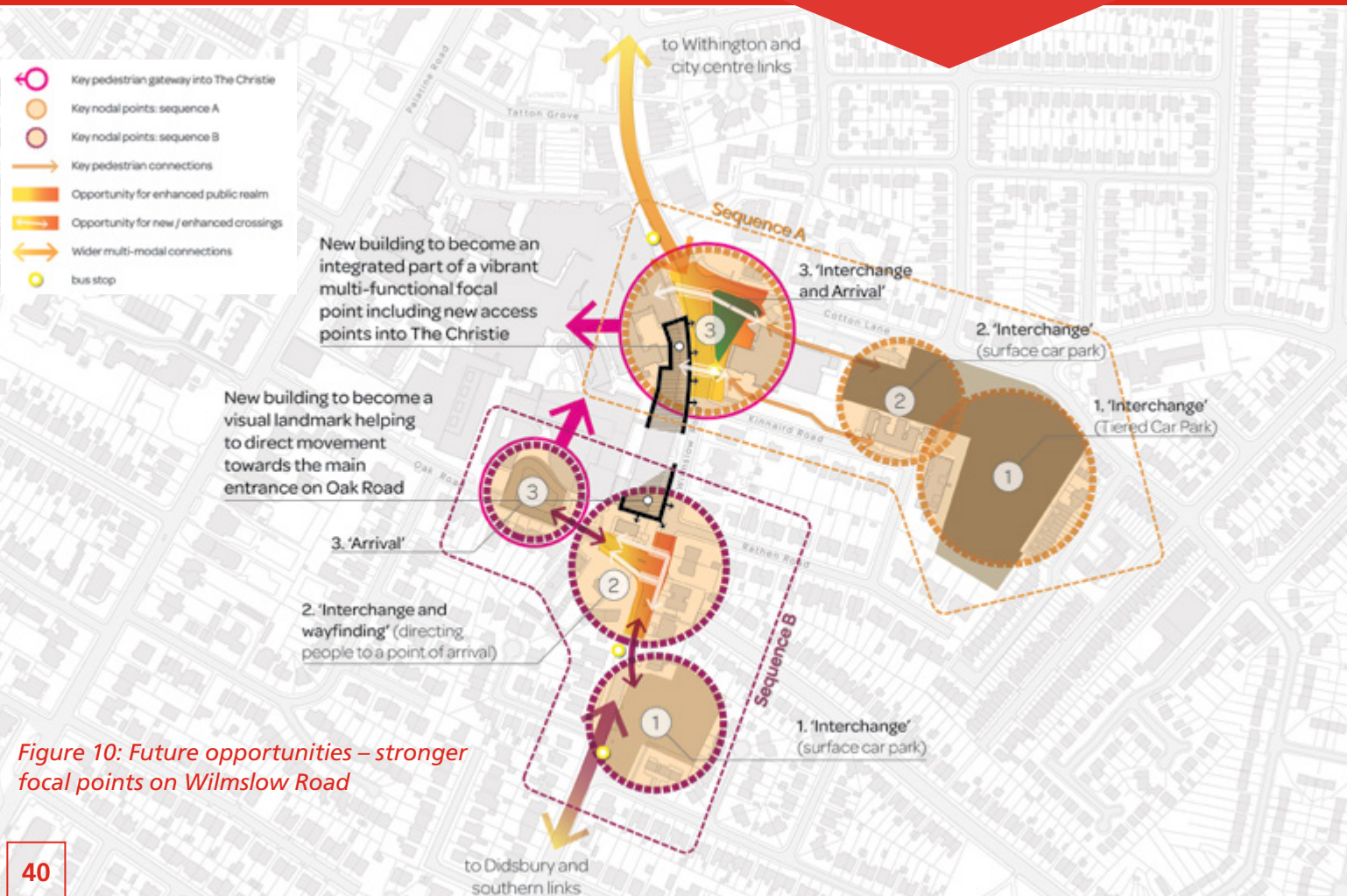
- Enhanced footfall along Wilmslow Road, helping to sustain adjacent business and services.
- Highlighting the synergy between The Christie and the local retail and food and beverage offer (i.e. encouraging staff and visitors to visit and spend locally).
- Further reducing the desire for people to travel by private car by highlighting the availability of bus connections, other parking options within the village and generally highlighting the opportunity for linked trips.
- Prompting future improvements to public realm landscape quality, including good quality maintenance.

There are two related key requirements:

1. Creating stronger focal points in the adjacent public realm

The junction of Wilmslow Road with Cotton Lane and Oak Road will become increasingly important nodal points in the local movement network as The Christie withington site evolves. These will both contribute to the legibility of the campus and the sense of arrival on the high profile Wilmslow Road frontage. They need to be intuitive, attractive and people-friendly environments that encourage walking and cycling.

The PRP will consider how a much stronger focal point within the public realm between the main campus to the west and the Oglesby Cancer Research Building and the Tiered Car Park to the east may be created. The new Tiered Car Park will see increased footfall and activity, and this will connect across Wilmslow Road. There is, in turn, a real opportunity for this to be an enhanced 'hub' location.



2. Creating a stronger pedestrian experience and visual connectivity

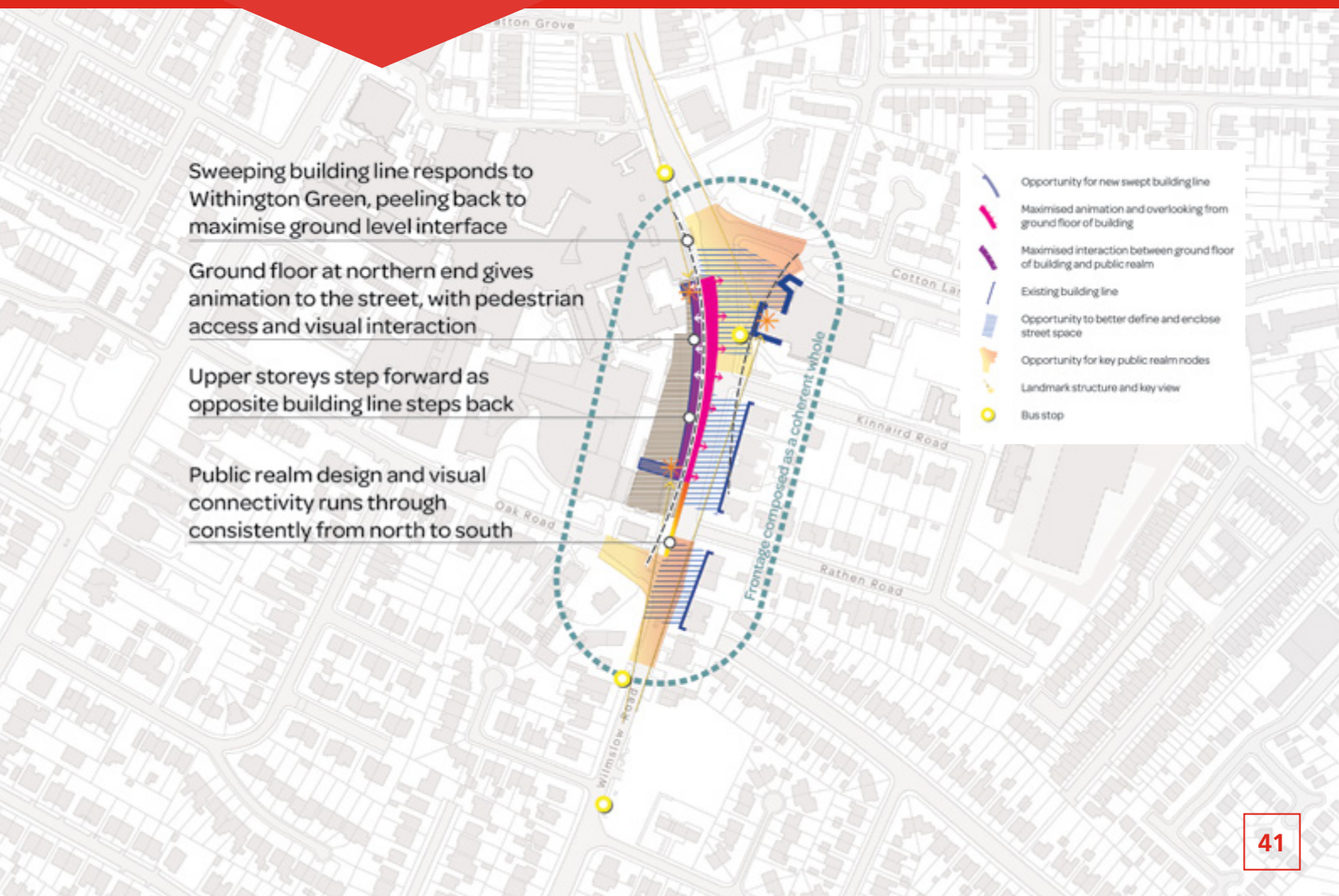
The development will be required to deliver active frontages that enliven interaction at ground floor level through visual permeability, where:

- Activity on the inside can be seen from the outside.
- People inside the building provide natural surveillance onto the street.
- Uses within the building include areas for public access.
- Multiple points of entry are provided.
- The ground floor feels light, bright and spacious.
- After dark, lighting systems enliven and animate the street.



Illustrative landscaping examples

Figure 11: Future opportunities: a stronger ground level street experience





Existing view along Rathen Road towards fire-damaged Paterson building

ENVIRONMENT

The Christie Withington site is located within a tight-knit residential area. We recognise our role as a major stakeholder in South Manchester and we have worked hard in recent years to work with the local community to solve problems and build engagement.



The adjacency of the site to nearby residential areas has underscored the importance of:

- a. identifying potential impacts that will arise from the PRP on residential amenity and the environment, and;
- b. providing evidence to robustly demonstrate that any impacts have been fully assessed, and where necessary, mitigated against.

In this context, there will be a requirement for future planning applications to be informed and supported by an Environmental Impact Assessment (EIA) and / or standalone technical assessments that should address the following topic areas:

- Air Quality
- Built Heritage
- Climate Change
- Daylight, Sunlight, Overshadowing and Light Pollution
- Drainage and Flood Risk
- Ecology
- Ground Conditions
- Noise and Vibration
- Socio Economics and Human Health
- Townscape and Visual
- Transport

The process of EIA and technical assessment will allow potentially adverse effects on neighbouring residential properties to be avoided or minimised wherever possible, through a sensitive design response.

As part of the design response the PRP should also give consideration to, and incorporate wherever practicable, sustainable urban drainage features (SUDS), green / brown / blue roofs and green walls.

Our commitments

We believe that the PRP is an exceptional opportunity for Greater Manchester and the local community. It will reflect Manchester's innovative edge and it will be a great source of pride and inspiration for future generations.

We are committed to delivering:

1. A WORLD-LEADING CANCER RESEARCH FACILITY

The catalyst for the PRP is the provision of a new home for the scientists and researchers displaced by the fire at the Paterson building, but also the delivery of a facility that can transform cancer research through a 'Team Science' approach.

The PRP will enable Greater Manchester to benefit from having a unique, state-of-art research facility, embedded within a Comprehensive Cancer Centre, on its 'door step'. This will enhance the translation of proven research into clinical service delivery, leading to the improvement of patient outcomes not only in Greater Manchester but nationally and internationally.

2. ACHIEVING DESIGN EXCELLENCE

The Christie has seen a step change towards architectural design excellence through the newest developments on site. Our site at Withington is evolving to make a significant positive contribution to the quality of place on a local scale, whilst providing high-profile development on a city scale. The PRP provides the opportunity for a continuation of this outward expression of architectural quality mirroring the advances that The Christie is making towards cancer treatment. Its quality will be proportional to our ambition to create a world-leading cancer research facility and it will be designed as a building to be proud of.

3. DELIVERING HEALTH BENEFITS FOR GREATER MANCHESTER

The PRP will become one of the top five cancer research facilities in the world and it will enhance the translation of proven research into clinical service delivery, leading to the improvement of patient outcomes. This will mean that patients in Greater Manchester and the North West will

benefit from cutting-edge experimental cancer treatments with the fewest side effects that are not available elsewhere in the UK or the world. In alignment with the Greater Manchester Cancer Plan, the PRP will ensure the continuation of a trend of enhanced cancer survival rates in Greater Manchester.

4. MANAGING LOCAL IMPACTS

We recognise our impact on local communities in South Manchester and we are committed to engaging with local residents on our proposals. In addition, any future planning application for the PRP will fully assess any potential impacts on local amenity and the environment, and where necessary, will secure sufficient mitigation to minimise any adverse effects.

5. MAXIMISING SOCIO-ECONOMIC BENEFITS

Alongside our partners, we are already one of the most significant employers in Greater Manchester, making a significant contribution to the region's economy by providing employment opportunities and wealth generation. The new building will provide new high-quality employment opportunities and will enable Manchester to attract and retain the most talented scientists and researchers.

6. A COMMUNITY FACING CAMPUS

The PRP will enhance the ability for the community to engage with The Christie and learn about the world-leading research that takes place inside our laboratories. This will include indoor and outdoor spaces that will be available for community uses, such as cafes, meeting rooms, and high-quality public open space. Opportunities for community use will be explored further during the forthcoming public consultation.

7. A LEGACY FOR MANCHESTER

The Christie and its partners believe that the PRP should be significant for everyone in Greater Manchester and leave a lasting legacy. This will be achieved in two ways. Principally, the PRP will set the stage for Manchester as a location of world-class cancer care which will be improved upon for generations to come. Additionally, the building's publicly accessible spaces will enable visitors to engage with space, helping to inspire the next generation of researchers and scientists.



06

Next steps

Public consultation on the Draft SPF Addendum

Manchester City Council's Statement of Community Involvement (2018) sets out its expectations for public consultation in the production of Supplementary Planning Documents (SPDs) such as this draft SPF Addendum document for the Paterson Redevelopment Project.

We are striving to exceed the minimum expected requirements to ensure wide-ranging publicity and opportunities to comment on this initial Consultation Draft for the local neighbourhoods of Withington, East Didsbury, West Didsbury and Old Moat wards.

This includes continued engagement with the Christie Neighbourhood Forum (CNF). The CNF, formed in 2014, is a representative group of local residents and politicians who have a high level of interest in developments across The Christie's site in Withington.

Alongside our Partners, we invite local residents, businesses and stakeholders to view and provide feedback on the Draft SPF Addendum. The consultation period is live until Thursday 24th January 2019.

Ways to provide feedback

We invite your comments on the Draft SPF Addendum in the following ways:



By visiting a public drop-in exhibition at The Christie from 2-8pm on Thursday 10th January, 2019.



By visiting our website at www.PatersonSPFConsultation.co.uk



Emailing us at PatersonSPFConsultation@turley.co.uk



Writing to us at
Freepost RTEH-HCTJ-RRBK, c/o Turley,
1 New York Street, Manchester, M1 4HD



Calling us on
0808 168 8296

Copies of this document are available as follows:



Download online at
www.PatersonSPFconsultation.co.uk



Hard-copies are available at at the Withington, Fallowfield, Didsbury or Burnage Libraries and at The Christie Oak Road Entrance



Digital copies can also be requested via email at PatersonSPFConsultation@turley.co.uk

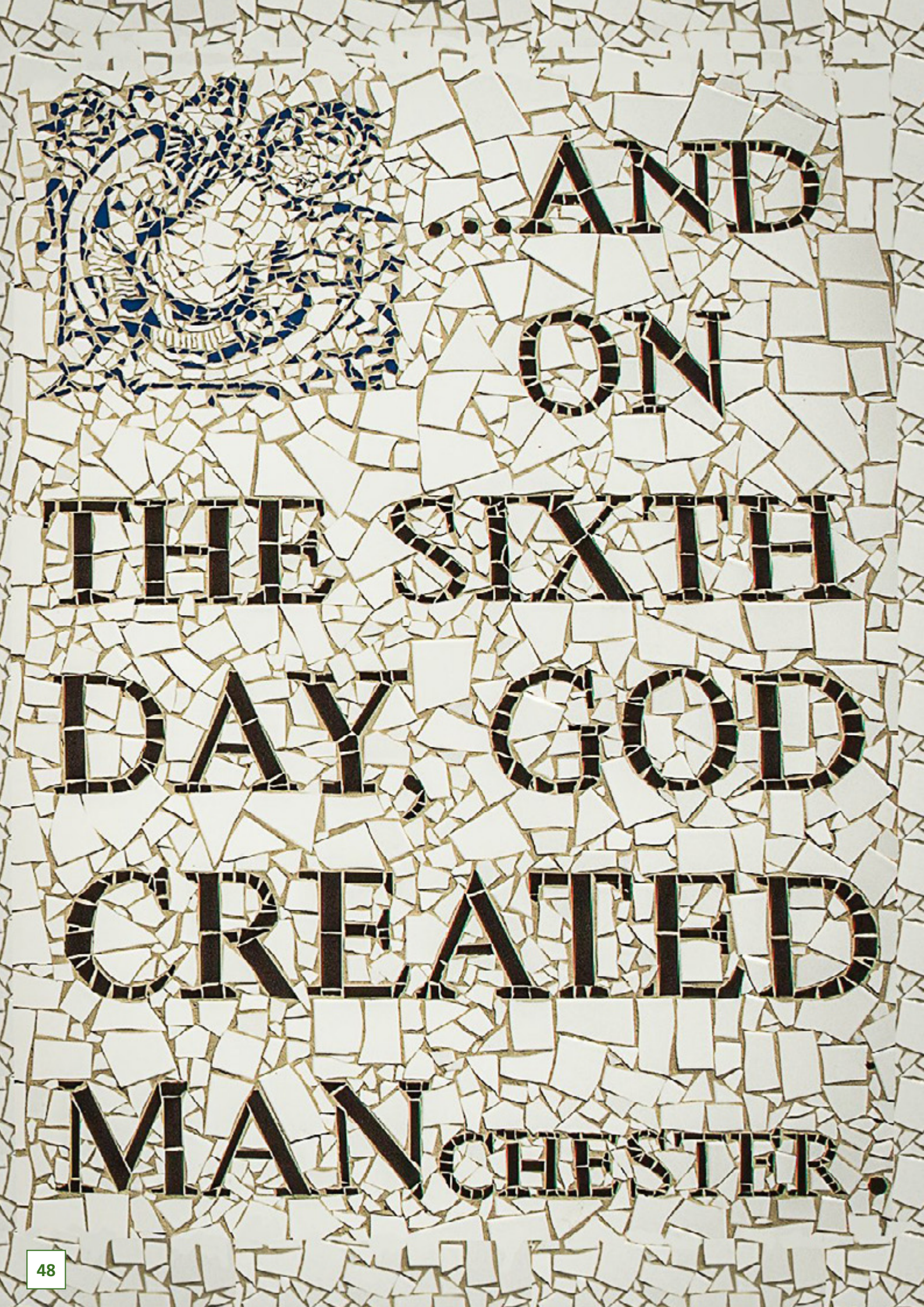


Finalising the document and endorsement by Manchester City Council

All the comments received during the initial public consultation period will be considered by The Christie before finalising the draft SPF Addendum for submission to Manchester City Council's Executive. A further stage of formal consultation will take place once the document is submitted.

The endorsement of the document will ensure that it provides guidance on the development of the Paterson site, forming a material consideration by which any future planning applications will be considered.

Appendix 1 provides further details of the proposed scope and content of the information that will be submitted with the future planning application. The planning application will be subject to further public consultation later in 2019.



Appendix 1: Scope of the Planning Application

- Application form and certificates of ownership
- Full suite of architectural drawings
- Design and Access Statement
- Planning and Tall Building Statement
- Economic and Social Benefits Statement
- Statement of Community Engagement
- Environmental Impact Assessment
 - + Vol 1: Environmental Statement:
 - Air Quality
 - Built Heritage
 - Climate Change
 - Daylight, Sunlight, Overshadowing and Light Pollution
 - Drainage and Flood Risk
 - Ecology
 - Ground Conditions
 - Noise and Vibration
 - Socio Economics and Human Health
 - Townscape and Visual
 - Transport
 - + Vol 2: Technical Appendices
 - + Vol 3: Figures
 - + Vol. 4 Non-Technical Summary
- Other Technical Reports
 - + Archaeological Desktop Assessment
 - + Construction Environmental Management Plan)
 - + Crime Impact Statement
 - + Environmental Standards Statement
 - + Ecological Assessment
 - + Flood Risk Assessment and Drainage Strategy
 - + Transport Assessment
 - + Travel Plan
 - + TV Reception Survey and Assessment
 - + Waste Management Strategy

Appendix 2: Amendment Log

Page 7 - The correction of the font size of the footnote number under 'The Cost of Cancer'

Page 15 - Following discussions with Manchester City Council, we have amended the text to clarify the purpose of the SPF Addendum.

The Christie will consider the necessity for any further amendments to the SPF Addendum once Manchester City Council has completed its public consultation and published any consultation responses.



The Christie
NHS Foundation Trust



For more information

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