

**Manchester City Council  
Report for Resolution**

**Report to:** The Executive – 13 March 2019  
**Subject:** The Christie Strategic Planning Framework  
**Report of:** The Chief Executive

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**Summary**

To seek endorsement to an addendum to the 2014 Christie Strategic Planning Framework (SPF) in order to provide a context for the development of the fire damaged Paterson building.

**Recommendations**

The Executive is recommended to:

1. Endorse, in principle, an addendum to the Christie SPF to provide a context for the future development of the Paterson site; and,
  2. Request officers to consult local residents, businesses and stakeholders on the addendum and report back to the Executive on the outcome of the consultation.
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**Wards Affected:** Withington, Old Moat, Didsbury West, Didsbury East

<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The City Region is a driving force in the regional and national economy. It accounts for 52% of the North West's total economic output and 5% of UK output. The health sector plays a central role within this and employment has grown in the sector by 13% between 2001 and 2011 and it is the second largest employer in the city region, employing over 150,000 people. The NHS spends on goods and services across the North West, of which 40% is retained in the region. In Manchester, the health sector employs 40,500 people contributing over £1bn per annum to the economy.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The Christie employ 2,850 people plus around 300 volunteers and there are 300 University staff with 21% of the workforce living in the M14, M20 and M21 post codes, 38% in Manchester as a whole and 49% elsewhere in Greater Manchester.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The SPF would help to ensure that The Christie will remain a strategically significant clinical, research and employment facility in the city and the region.
A liveable and low carbon city: a destination of choice to live, visit, work	The development aspirations of the Christie would be accommodated in a manner that respects local character and amenity and key issues that have caused ongoing problems in the area regarding parking are being addressed.
A connected city: world class infrastructure and connectivity to drive growth	The Green Travel Plan aims to ensure that staff and visitors use sustainable forms of transport including buses, trams, cycling and walking. This should help to alleviate issues on streets in the area.

**Full details are in the body of the report, along with any implications for:**

Equal Opportunities Policy  
Risk Management  
Legal Considerations

**Financial Consequences – Revenue**

None

**Financial Consequences – Capital**

None

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**Background documents (available for public inspection):**

Addendum to The Christie Strategic Planning Framework 2019

The Christie Strategic Planning Framework 2014

## **Introduction**

The Executive endorsed a Strategic Planning Framework (SPF) for The Christie site in Withington in June 2014, after a period of public consultation, which has since provided the context for development and change at the site. It provided an overall vision for 15 years and specific proposals that were likely to come forward during the first five years. One of the key objectives of the SPF was to reduce the impact that travel and transport generated at the Christie had on its neighbourhood, with a particular focus on the need to reduce journeys by private car.

In April 2017, a fire caused substantial damage to the Paterson building. A review of refurbishment options has revealed that it would not be possible to repair and retain the building and that it will need to be demolished. The SPF did not envisage that the Paterson site would be redeveloped and therefore an addendum has been prepared to provide a context for the development of the site.

## **Background**

The Christie is a long established hospital in an established residential area. Its main clinical site is between Wilmslow Road and Palatine Road with Oak Road forming the southern boundary. They also occupy land on the eastern side of Wilmslow Road between Cotton Lane, Kinnaird Road, Frith Road, Rathen Road and Cotton Hill used for supporting non-clinical uses, such as research, administration, nurses' accommodation and car parking. It includes The Manchester Cancer Research Centre (MCRC) and the Maggies Centre.

Some of the large Victorian houses on Palatine Road are in multiple occupation or have been converted to separate flats. Other streets mainly contain family housing, particularly to the east of Wilmslow Road.

The Christie has played a leading role in pioneering cancer research breakthroughs for more than 100 years, delivering numerous 'world-firsts'. This has advanced cancer treatment on a global scale and made a major contribution to the regions international reputation for research excellence and commercial success. They employ 2,850 staff, many of whom live locally or within Greater Manchester.

They specialise in cancer treatment, research, and education, and have developed a partnership with the University of Manchester and Cancer Research UK known as The Manchester Cancer Research Centre (MCRC). This is a comprehensive cancer research community, with world class expertise that drives the development of more efficient treatments and more effective approaches to the prevention and early detection of cancer. This innovation and enterprise has attracted international investment to the City and enhances its global reputation.

Patients in the region 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. It is 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 research excellence generated through The University of Manchester and CRUK partnership generated grant income of £242 million in 2017, and has brought world-class researchers and leaders to Manchester. The Christie is the most technologically advanced cancer centre outside North America. They are in the Top-15 cancer centres globally and aim to be in the 'Top-5' by 2025, which is consistent with the City's aspiration to be in the top-flight of world-class cities by 2025.

## **Implementation of SPF**

Many of the first phase objectives of the SPF have now been delivered. A Controlled Parking Zone is operational and restricts the length of time that non-residents can park on local streets. This has been very successful on those streets included, but has led to some displacement elsewhere and a second phase is being investigated as part of a proposal to deliver a tiered car park.

A Green Travel Plan has prioritised journeys on foot, by bike and by public transport and has encouraged car sharing and other measures. It has resulted in a modal shift and has achieved the Transport for Greater Manchester "Gold Standard" for the past two years. The Christie have been awarded the Travel Choices "Active Travel Award" for excellence in promoting cycling and walking. Around 45% of staff now use sustainable transport and the GTP aims to increase this to 60% of all journeys which is more ambitious than many other GTP's. Physical works have been carried out at the site, such as the provision of more shower and changing facilities and secure cycle parking. Other initiatives include: "Walking Wednesday", free bicycle training, free bicycle maintenance and individual public travel packs for staff.

The way in which the Christie provides treatment has evolved with more delivered remotely. They have three remote combined radiotherapy and chemotherapy centres and provide a chemotherapy only service at 14 locations. They have a mobile chemotherapy service and have the capacity to provide treatment in people's homes. One third of all Christie radiotherapy and chemotherapy treatment is now provided away from the main site and this will rise to 50% with the new Christie Cancer Centre in Macclesfield.

80% of patients who do not require highly specialised support are treated remotely from the main site. Their radiotherapy network centres save 34,000 return journeys each year, equating to over one million miles of reduced travel and the Christie Cancer Centre in Macclesfield will result in fewer journeys.

A number of major development schemes have been progressed including the Maggie's Centre, the Proton Beam Therapy building and planning permission has been granted for a tiered car park.

## **The Paterson Building and the SPF Addendum**

The fire at the building had a significant impact on research activities at the site. The Partners have now undertaken a fundamental review of options of how this site could most effectively contribute to the delivery of first class clinical, scientific and research at The Christie. This has concluded that the repair and refurbishment of the building would not be viable and it would have to be demolished; this will commence shortly.

Scientists are currently working remotely from the clinical site, including at Alderley Park in Cheshire. This has allowed vital research to continue, but is not efficient and is not sustainable in the longer term. Therefore, it is essential to bring the research scientists back to The Christie site as soon as possible.

Successful research outcomes require intimate interaction between clinicians and scientists to discuss ideas and data and the physical proximity of lab to clinics is vital to this communication. The translation of research to patient care is accelerated when doctors, nurses, researchers and scientists all work together in one building. New treatments will be developed faster and better outcomes will be achieved for patients if a facility is provided on this specific site which allows the interaction of clinicians and researchers.

An options analysis has identified that a 'world-class' cancer research centre could be developed on the site that would be unique in UK. It would allow different research groups, disciplines, and clinical scientists/ academic clinicians (from the University of Manchester and the Cancer Research UK Manchester Institute) to co-locate in the same building as key allied health professionals from The Christie. This would create a 'Team Science' approach and would accelerate cancer research, devise new treatments, and enhance patient care. The integration of translational research through to clinical delivery, would enable cancer research in Manchester to reach its full potential.

This is the only site where such a facility could be located. It could not be located anywhere else in the City. The proximity to patient wards would permit clinicians, scientists and researchers to move from 'bed-to-bench side'. Laboratory research could be used directly to develop new ways of treating patients. This is the unique selling-point of this site and this would be the only research facility of its kind in Europe. It would be the focal point for the integration of activities across the entire campus.

The building would re house the displaced scientists and staff in a world-leading centre of excellence for specialist cancer research. Clinical staff and laboratory-based researchers could easily interact and drive the translational and clinical research agenda and provide for the future growth of discovery and clinical academic research, drug discovery, prevention and early detection research. It would include an informatics and data hub that links directly to real-time clinical efficacy and patient-reported outcomes. This would be an Innovation Zone to enable early stage collaboration with national and international experts allowing industry/SME partners to access infrastructure and resources, fostering the best collaborations to drive economic growth.

It would include an innovative and technology-enabled Cancer Education Unit and post-graduate education centre (including executive education and CPD training) and transform the way cancer research is taught and equip future researchers with multi-disciplinary research skills. It would contain interactive facilities to create an innovative 'Patient as Researcher' theme. Patients and the public would be engaged and involved in research, promoting approaches to cancer prevention and early detection, using mobile devices to upload their experience and encouraging their

participation in our science-driven clinical trials through a dedicated Clinical Trials Concierge service.

A building of 25,000 sq. metres would be required to accommodate all of these functions and would provide: -

- 12 research labs.
- workspace for consultants immediately adjacent to the labs to allow “write up” of research results for speedy and accurate recording 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.

Its form and mass would be dictated by these core functions and would require a bespoke architectural solution to ensure that floor layouts and vertical arrangements meet the specialist research, healthcare and collaboration needs. Individual labs must be physically adjacent to each other both horizontally and vertically to allow the speed and ease of movement of people.

The Paterson site is long and narrow and the accommodation requirements would generate a specific scale, mass and physical form. The new building would have a general height of around 8 storeys, rising in part to 10 storeys to accommodate plant and equipment. Any floors above Level 7 would be set back from the building frontage.

Whilst the internal layout is critical, the building, particularly at this scale, must make a highly positive contribution to the character and quality of the local area and its built environment. It must be of the highest quality and reflect the fact that it would be visible in longer range and shorter range views from a variety of locations and, as such, there will be no “rear” elevation. The building would be lightweight and transparent to allow its activities to be visible and to provide natural surveillance to the street levels.

As the SPF is silent on the redevelopment of the Paterson site, an addendum has been prepared to supplement the existing SPF. This would set out the strategic objectives for the site and consider the challenges and opportunities that the site presents. The addendum and the SPF, would provide the overall vision for the site and would be a material consideration for any future planning application.

## **Planning Context**

The Core Strategy was adopted in July 2012 and is the primary development plan for the Christie site. There is clear policy support for the expansion of The Christie, and its importance is recognised in the plan. This is set out in detail in the document. The ‘spatial priorities’ for the Core Strategy are found in Policy SP 1 and these principles guide the strategic development of Manchester to 2027.

The Christie is identified as an employment site and its future development aspirations, would therefore make a positive contribution to the Core Development Principles of the Plan by making effective use of an existing employment site,

providing local jobs in a sustainable location and supporting the local housing market and district centres.

Policy EC9: South Manchester supports further economic development at The Christie site and there are a number of important environmental policies which new development must have regard to which will further influence design development including EN4 to EN8, relating to high standards of sustainability.

Development here would already achieve many of these aims by being located in a brownfield, urban location that is highly accessible by public transport with the frequent bus services on Wilmslow Road and Palatine Road and within walking distance of Metrolink.

The requirement to consider environmental quality, residential amenity and traffic movement are key issues that would be addressed as part of any planning proposal.

## **Transport**

The implementation of the Green Travel Plan and an increase in the level of remote treatment should reduce the number of journeys made to the site by car. The controlled parking zone has reduced parking issues on the streets within it. However, this has resulted in some displacement onto other streets and there is a proposal to expand the CPZ and the capital funding for this would be provided by a s106 agreement associated with the provision of the new tiered car park. The revenue costs have not yet been agreed and need to be resolved as part of the implementation of further phases of work at the site.

## **Conclusion**

The Christie plays an important role in terms of the social and economic welfare of the City and the region. It will have to continue to grow if it is to continue to perform these essential roles into the future. However, this is a sensitive site and this needs to be brought forward in a manner that respects local character and amenity.

The Strategic Planning Framework and this addendum explains the Trust's development aspirations for the future and sets out how this could be accommodated at the site. The development of the Patterson site in the manner envisaged would deliver a world research and medical facility.

The ongoing management of travel and transport issues must remain a priority and the delivery and ongoing revenue costs associated with the expanded CPZ must be resolved and funded as part of future phases of development at the site.

This framework is based on existing planning policy.

Recommendations can be found at the front of this report.

## **Key Policies and Considerations**

### **(a) Equal Opportunities**

The site provides a significant number of jobs which are easily accessible to nearby residents. There is a commitment to ensure that design standards throughout the development will comply with the highest standards of accessibility.

**(b) Risk Management**

N/A

**(c) Legal Considerations**

If the addendum to the SPF is approved by the City Council, it would become a material consideration for the Council as Local Planning Authority