



Identifying Opportunities to optimise the regeneration benefits of MediaCityUK of the neighbouring wards of Ordsall, Langworthy, Weaste and Seedeley

SALFORD Local Action Plan
NeT-TOPIC Thematic Network



Connecting cities
Building successes



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1 - INTRODUCTION TO THE URBACT PROGRAMME AND NET-TOPIC THEMATIC NETWORK

1.1 NeT-TOPIC THEMATIC NETWORK

NeT-TOPIC is one of the thematic networks within the URBACT programme. The network comprises a group of 8 European cities in transformation, with shared problems including industrial decline, territorial fragmentation and social polarisation. Located near to major cities, NeT-TOPIC partners are carrying out a transformation process to turn themselves into more attractive urban areas. Focusing on their own urban identity, offering a better quality of life, and improving citizen integration and social cohesion so that they can fulfil new roles within their metropolitan areas, are some of the common objectives.

The network, led by L'Hospitalet de Llobregat (metropolitan area of Barcelona, Spain), also includes Nanterre (metropolitan area of Paris, France), Salford (metropolitan area of Manchester, United Kingdom), Sesto San Giovanni (metropolitan area of Milan), Haidari (metropolitan area of Athens, Greece), Barakaldo (metropolitan area of Bilbao, Spain), Sacele (metropolitan area of Brasov, Romania) and Kladno (metropolitan area of Prague, Czech Republic).



76% of the European population lives in medium and small sized cities of less than half a million inhabitants (according to the United Nations report “State of World Population 2007”). This situation needs to be analysed in greater detail, as the study’s main targets tend to be large cities.

The NeT-TOPIC project is aimed at medium sized (intermediate) cities that are located close to a major city and/or inside a metropolitan area. As a result of their location within the metropolitan area next to a central city, and the urban and territorial systems in which these cities are embedded, they are faced with several common problems. One of these is the fact that land belonging to the intermediate cities has been used for the industrial sector (sectors which are now in recession/decline), for infrastructures (which split up the city) and for residential areas (which need integrated rehabilitation). We must bear in mind that these urban areas are often configured as suburbs with no internal cohesion, urbanised in a way based exclusively on central city logic. Faced with this situation, the cities need to adapt their land uses to their socio-economic and territorial area trends, and they must therefore develop models for city change process. The network cities are managing to change themselves in a way that increases the strategic value of their territory, in order to make it more attractive and offer a better quality of life and better citizen coexistence. This means that they are changing from peripheral cities to central cities, from residential to daytime cities (university, administrative or business centres), from industrial cities to technological/knowledge/service cities — from monofunctional to multifunctional.

Apart from some of the common problems that these cities face, such as industrial decline and territorial fragmentation caused by infrastructures, there are further factors that have influenced their urban transformation and that need to be highlighted. On one hand, these have been of a social nature: demographic changes and social dynamics, specifically high immigration; a fall in the predominantly young population; and social polarisation. These are closely linked to factors of an economic nature: changes in the labour market, delocalisation of jobs towards the big city, economic diversification and trends towards the tertiary sector. On the other hand, there are also problems deriving from urban morphology and infrastructures: territorial disordering, lack of housing adapted to the new demand, industrial areas in disuse and lack of building land.

The URBACT Programme has provided these cities with a platform to reflect on a new city model to increase the strategic value of their territory. Within this framework, and with the support of the URBACT expert, Fernando Barreiro, NeT-TOPIC cities have carried out a knowledge and best practices exchange process, and have learnt some lessons that might help them in the future transformation of their cities.

The following are the themes that have been analysed and developed within the project life (April 2008-July 2011):

CORE THEME:

- Building new models of urban development in peripheral cities within metropolitan areas.

SUB-THEMES:

- The first issue is to develop and consolidate an urban identity for these cities by the application of a new city model. Peripheral cities are still thought of as the suburbs of the central metropolitan city.
- The second issue relates to enhancing new forms of urban and metropolitan governance. The restructuring of the metropolitan areas, the emergence of new

poles within the metropolis, new mobilities and changes in the use of the territory, require new processes of negotiation and coordination between territorial and local actors, both public and private. Several themes and subjects require the agreements and initiatives of these different actors to find new solutions to new problems. Urban transport, housing, location of new firms, sustainability and social cohesion are some examples.

- The third issue is urban fragmentation due to roads and communication infrastructures that are obstacles to urban integration and cohesion within these peripheral cities.
- The fourth issue is the recovery and conditioning of the cities' abandoned and obsolete industrial areas, old industrial spaces or disused infrastructures, such as military installations. The restructuring of these zones for new uses is a key challenge face by the peripheral cities.
- The final issue is the planning and management of urban change to transform a monofunctional city into a multifunctional one, drawing new central areas, new commercial axes, and combining several urban functions within the city — culture, leisure, economic activity and residential areas.

Since the project was begun in April 2008, its partners have been working together to exchange knowledge and best practices. The project aimed to enhance the role of the peripheral cities in territorial governance and urban planning processes to achieve their desired new city model. Several activities have been organised for this purpose, including seminars, workshops and working meetings, and a number of documents have been produced, such as the publications “DRIVING FORCES FOR URBAN COHESION: Recovering abandoned and obsolete industrial areas and avoiding fragmentation and urban division in peripheral cities of metropolitan areas”; “BUILDING NEW URBAN IDENTITIES: from monofunctional to multifunctional cities”; “Enhancing new forms of URBAN AND METROPOLITAN GOVERNANCE”; and the “Bank of Urban Transformation Processes”, and the “Guidelines and Recommendations for carrying out Urban Transformation Processes” or the present **Local Action Plan**.

1.2. THE URBACT PROGRAMME

URBACT is a European exchange and learning programme that promotes sustainable development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in confronting increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental aspects. It enables cities to share good practices and lessons learned with all those professionals involved in urban policy throughout Europe. URBACT comprises 300 cities, 29 countries and 5,000 active participants. URBACT is jointly financed by ERDF and the Member States.

URBACT specifically aims to:

- Facilitate the exchange of experience and learning among city policy-makers, decision-makers and practitioners;
- Widely disseminate the good practices and lessons drawn from exchanges and ensure the transfer of know-how;

- Assist policy-makers and practitioners, as well as managers of Operational Programmes, to define Action Plans for sustainable urban development.

European cities have a key role to play in confronting major urban challenges. International, European and national solutions are essential, but they are not enough — cities have to search for adapted, effective local responses. Within this framework, URBACT enables European cities to develop solutions that can be adapted by other cities. This bottom-up approach constitutes the programme's key characteristic and its added value.

1.3. STRENGTHENING THE IMPACT ON LOCAL POLICIES: THE URBACT LOCAL SUPPORT GROUP AND LOCAL ACTION PLAN.

URBACT is not just limited to cities; it works with all parties who have a stake in the city; urban policy professionals, elected policy makers and representatives of non-profit associations, researchers, academics, NGOs, etc. In this sense, apart from the network members and the transnational exchange, every URBACT II partner has to set up a **Local Support Group** which is made of local parties directly concerned by the subjects the project covers. These groups contribute to and benefit from the transnational exchanges (elaborating case studies, taking part to seminars, aso.) and above all, they are in charge of elaborating the Local Action Plan.

The ULSG's objectives, activities and composition depend upon the project topic, the nature of the exchange activities proposed and the nature of local needs and experience. The main aim of the ULSG is to improve the impact of transnational exchange activity between countries at local level, ensuring that the exchange reflects the needs of the city "on the ground". The ULSGs have the potential, as part of the European wide URBACT "community", to take key messages about managing sustainable cities to a far broader audience. They are intended to disseminate and mobilise stakeholders, define needs and, as mentioned before, to co-produce the Local Action Plan.

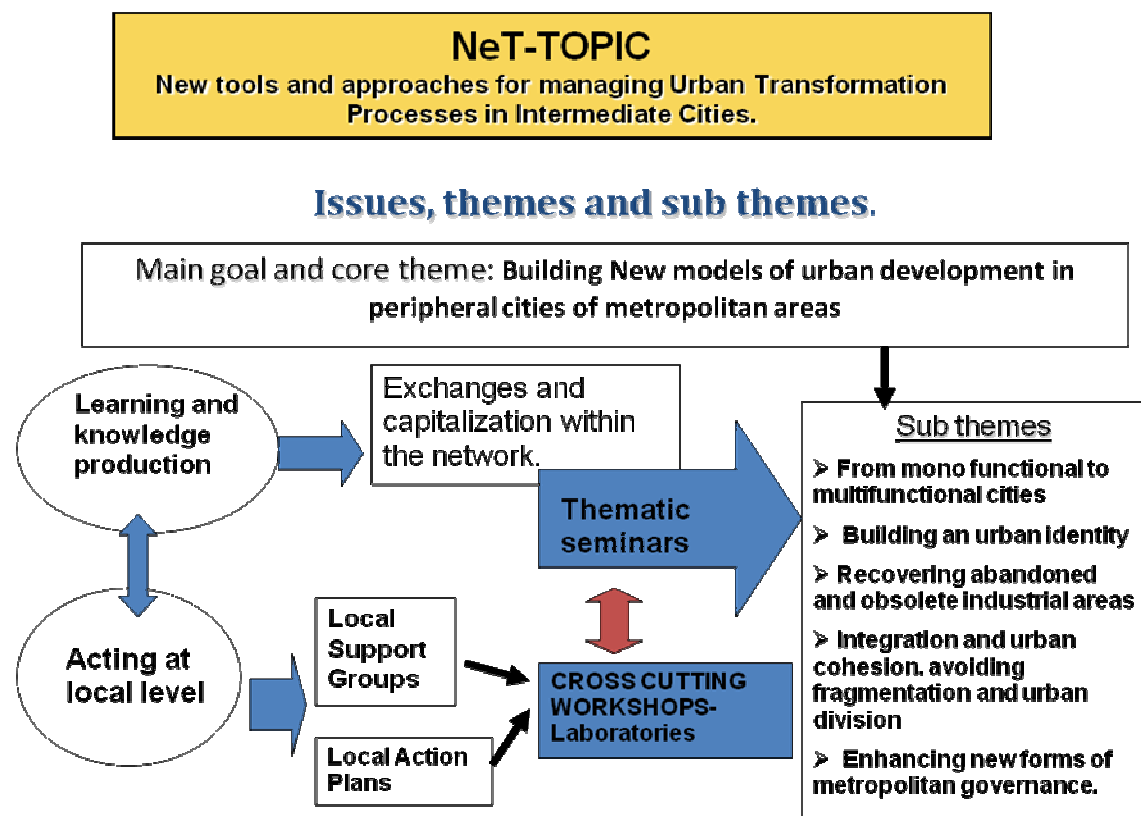
Each URBACT partner also commits to producing a **Local Action Plan**. This concrete and operational output shall address the problems identified by the partner at the beginning of the project and draw on the results of the exchange and learning activities implemented by partners over the life of the project. Each Local Action Plan should provide for each partner a concrete roadmap and a range of solutions to tackle the core issues identified at the start of the URBACT project. Each project partner and ULSG must adapt their LAP to their reality and needs.

The main aims of the LAP are:

- To improve the impact of transnational exchange and learning on local policies;
- Give concrete form to the outputs from networking activities carried out by partners;
- Be an instrument for further change.

Using specific mean and tools, URBACT puts emphasis on the impact of transnational cooperation on local urban development policies and practices.

Working methodology scheme of the NeT-TOPIC thematic network



2.0 INTRODUCTION

The City of Salford is located within the North West of England on the western side of the Manchester city region. It is separated from Manchester by the natural boundary of the River Irwell and shares a boundary with four other Greater Manchester authorities (Bolton, Bury, Trafford and Wigan). The city is home to more than 221,000 people¹ and covers approximately 9,700 hectares, extending from the centre of the Manchester City Region, through the main urban area and into the surrounding countryside.

Salford was at the forefront of the world's industrial revolution and became one of the UK's major industrial towns with the opening of the Manchester Ship Canal in 1894, the development of the Salford Docks and the rapid growth of the cotton trade. A major population boom as a result of thriving industry led to the construction of back-to-back terraced housing, much of which are still occupied today.

Over the course of last century the face of Salford changed dramatically as the decline of traditional industries resulted in significant job losses, population decline and a legacy of abandoned and obsolete industrial land. To address this, Salford has embarked upon a massive programme of transformation that has concentrated principally on the east of the city, the 'Regional Centre' and inner areas, which are the focus of flagship regeneration projects. Perhaps the most prestigious of the regeneration projects in the city is Salford Quays which has been successfully transformed into a major driver of employment in the Greater Manchester region.

2.1. THE TRANSFORMATION OF SALFORD QUAYS

Over the past 25 years Salford Quays has been redeveloped to create a world-class business, cultural and residential area of great international, national and regional significance.

Despite being located some 50 kilometres from the sea, the construction of the Manchester Ship Canal in the late 19th Century allowed sea-going vessels to penetrate from the River Mersey into Salford and enabled the Salford docks to become Britain's third largest port². However, by the late 1960s a number of factors transpired to result in declining activity in the docks – the dwindling in the manufacturing sector of the Greater Manchester economy, changing shipping technology (particularly containerisation and the increasing size of ships) and the shift in trade patterns away from North America towards the east and Europe³. By 1982 all the docks had closed and over 3,000 jobs were lost.

Following the closure of the docks, the area was faced with a multitude of problems. These included not only environmental problems on the redundant docks site, most notably the legacy of derelict and contaminated land and heavily polluted waters, but also a range of socio-economic problems within the communities that had supplied many of the dock workers. For instance, the neighbouring area of Ordsall registered an unemployment rate of 32% in 1985 and had become a classic example of a deprived inner urban area with relatively high rates of crime and (selective) out migration⁴. In addition, the docks site itself was

¹ Office of Neighbourhood Statistics (ONS) mid-year population estimate for 2008

² Tony Struthers (2003) *The Redevelopment of Salford Quays, Greater Manchester: Its impact on urban and regional development from 1983 to 2003.*

³ Mike Raco and Steven Henderson (2006) *Sustainable Brownfield Regeneration: Redrawing the Boundaries of Expertise.* Paper presented at the SUBR:IM Conference on 29th March 2006

⁴ Ibid

characterised by a paucity of infrastructure and services, poor access to the road network and an absence of public transport provision.

In an effort to address these problems Salford City Council purchased the docks from the Manchester Ship Canal Company in 1983 using a derelict land grant obtained from the Government. On acquiring the site, the Council recognised the need to devise a development plan to provide confidence to both public and private sector long-term investors and to establish a framework for environmental improvement, economic development and employment. Accordingly, the Salford Quays Development Plan was published in May 1985.

The Salford Quays Development Plan sought to create a new quarter of the City with a unique character derived from the way in which all parts of the development are related to water; where people would be encouraged to work, live and play in a high quality environment. The plan set out a reclamation strategy for water, roads and services, set out the mix of development and provided a framework for infrastructure, which acted as a guide setting quality standards for new canals, bridges and roads, creating development sites and a new public realm benchmark.

During the next twenty-five years, Salford Quays was transformed into a thriving and prosperous quarter of the city with a host of high profile companies choosing to base their operations in the area, helping Salford to enjoy one of the highest inward investment rates in the North West. The Quays are also now home to a significant and growing residential community and have become an important visitor destination in its own right. In particular, the opening of the Lowry Centre, which accommodates two theatres, galleries, bars, cafés and restaurants, has provided a major cultural destination within the Quays and together with other attractions, such as the Daniel Libeskind designed Imperial War Museum North, the Lowry Outlet Mall and Watersports Centre, and the hosting of events, such as triathlons and boat races, has helped Salford Quays become a destination that welcomes in excess of 5 million visitors each year.



Figure 1: Huron Basin, Salford Quays

The integration of the Quays into the public transport network has also been transformed during this period. In particular, the accessibility of Salford Quays has been dramatically improved through the opening of the Metrolink line between Manchester city centre and Salford Quays in 1999 and the subsequent extension of the line from the Quays to Eccles in 2000.

Nevertheless, whilst the docks have undoubtedly experienced a significant physical transformation from a derelict wasteland to a centre for commerce, retail, the arts and sports, and an attractive and desirable residential location, concern has been raised that if Salford Quays is to be a truly successful flagship development links need to be improved not only with neighbouring communities but with other areas in the inner-city within what is known as Central Salford⁵. In particular, it is acknowledged that access to the Quays, its jobs and its cultural offer is restricted for Salford people. Although the Quays now enjoys excellent public transport links into the Manchester/Salford City Centre, orbital routes between the Quays and several communities in Central Salford remain less well developed. As a result, the easiest way for many Salford people to travel to the Quays is to firstly travel into Manchester and then take the tram back into Salford⁶.

2.2. PROPOSALS FOR THE FUTURE

Whilst several parts of the city have been successfully transformed over the past twenty years, Salford continues to face several key challenges. Unemployment remains a major issue in parts of the City. The population of Salford has steadily declined and unemployment, crime and anti-social behaviour remain major concerns within parts of the city. High levels of economic inactivity, when combined with other social and economic problems, have resulted in Salford having some of the most deprived wards in the country.

These socio-economic problems are particularly pronounced in the eastern parts of the city, in the Regional Centre and the 'inner city' areas that surround it, known as Central Salford.

Poor health is a notable problem in large parts of Central Salford, with typical life expectancy several years below the national average. The area is also adversely affected by perceptions of crime and characterised by significant concentrations of worklessness, despite the proximity of the area to major employment opportunities within Manchester City Centre and Salford Quays. This in part reflects low average skill levels, which limit the ability of residents to access the primarily knowledge-based jobs being created nearby, and results in the area being characterised by average household incomes significantly below sub-regional and national averages.

Many neighbourhoods in Central Salford have only a limited variety of residential accommodation, with large concentrations of social rented housing and lower value open market housing, and low levels of owner-occupation. Despite these characteristics, housing affordability has become an increasing concern, which is as much a result of low household incomes as it is the price of housing.

Central Salford Urban Regeneration Company

In 2005, the Central Salford Urban Regeneration Company (URC) was established to cover the whole of Central Salford. Recognising that the market alone cannot deliver the

⁵ Mike Raco and Steven Henderson (2005) From Problem Places to Opportunity Spaces: The Practices of Sustainable Urban Regeneration. Paper presented to the SUBR:IM Conference, March 1st 2005

⁶ Derek Antrobus (2009) Broken Hearted Cities: cut off, cut up and cut down.

sustainable, mixed community that Salford must become, the URC was formed to guide the transformation of this part of Salford.

A Vision and Regeneration Framework was produced by the URC in 2008 to coordinate the regeneration of the area. The Vision envisages Salford Quays as a focus of water-related recreation, culture, commerce and living options. It however identifies the need to connect the Quays with adjacent neighbourhoods to ensure that its successes are leveraged to provide benefits and opportunities for neighbouring communities and residents.

Salford's Core Strategy

Salford's emerging Core Strategy identifies the overall scale and distribution of development that should take place in the twenty-year period between 2007 and 2027. It proposes that a significant amount of development should be directed to the Salford Quays area to provide a diverse mix of uses, including employment, housing, tourism, shopping and educational facilities.

A strong emphasis is placed on the delivery of additional high quality employment opportunities (an additional 170,000 square metres) and around 7,600 dwellings, predominately in the form of high-density apartments of varying sizes and design. Due to the anticipated growth in population, a new town centre will be established, to build upon the existing provision and offer an expanded range of shopping, food and drink, banking and community uses to enable people to meet the vast majority of their needs within the local area.

The emerging Core Strategy also proposes that Salford Quays will incorporate high quality public spaces to enhance a sense of place and improve public transport links through the new spur constructed from the Eccles Metrolink line and enhanced bus connectivity from Salford Crescent train station.

MediaCityUK

The MediaCityUK development is the latest phase of the wider Salford Quays regeneration. MediaCityUK is a world-class innovative and creative hub being developed by a partnership of the Central Salford Urban Regeneration Company, Peel Holdings, North West Regional Development Agency and Salford City Council. The development will take place on a site in excess of 80 hectares known as Quays Point, which represents the last remaining un-reclaimed part of the former docks. The site will provide a purpose built home for creative and digital businesses and will be the natural destination for a whole range of businesses including broadcasting, film, publishing, digital, gaming, advertising, mobile, software, ICT and academia. The development will incorporate a range of uses, including 7000m² of office space, apartments, bars, restaurants, shops, healthcare services and a new tram stop.

The vision for MediaCityUK is to create a globally significant new digital city capable of competing with similar emerging locations in places such as Copenhagen, Seoul and Singapore. Planning guidance has been developed to realise this vision. This guidance states that the intention is to create a modern digital city for the UK, where creative talent is drawn by the quality and excitement of the environment and the range and mix of people. It states that MediaCityUK will be:

1. A place that is designed to stimulate linkage and exchange ideas;
2. A place where people live, work, play and learn;
3. A place where new ways of informing, educating and entertaining will be created.

As a key part of the development, the British Broadcasting Corporation (BBC) will relocate five of their London-based departments to MediaCityUK in 2011. This will result in around 2,500 staff moving to MediaCityUK. In addition, all local and network broadcasting currently operating out of Manchester city centre will relocate to MediaCityUK.

The University of Salford will create a new Higher Education centre at the heart of MediaCityUK. This will open in September 2011 and is expected to be used by more than 700 students and staff. The building will act both as a showcase for cutting-edge projects and exhibitions, and a hub for research and teaching activities. Facilities will include a broadcast zone; a digital media zone; a virtual laboratory; a digital performance space; and creative spaces for use in academic teaching, project-based learning, and user-centred design and innovation.

Given the scale of the proposed development, MediaCityUK will have a major impact not just on the economy of Salford but also on the whole city region. It is estimated that in the future MediaCityUK could accommodate employment opportunities for 15,500 people, training posts for 1,500 people per year and space for 1,150 media, creative and related businesses. As such, it is anticipated that the development could contribute up to £1.5bn to the regional economy.

Nevertheless, it is recognised that if MediaCityUK is to be truly successful, it must be inclusive and generate benefits for existing neighbouring communities. For this reason, great efforts are being made to ensure that people from local communities can access the opportunities that the MediaCityUK development provides.

Salford's Local Action Plan (LAP) will identify the key regeneration benefits and opportunities arising from the MediaCityUK for local communities. Specifically, it will examine the programmes, projects and activities that are being implemented to optimise the regeneration benefits for the neighbouring wards of Ordsall, Langworthy and Weaste & Seedley.

3.0 SOCIO-ECONOMIC EVIDENCE BASE

Salford is a city of contrast, with the thriving business district of Salford Quays and several areas of real affluence juxtaposed with an extensive inner city area which has some of the worst characteristics of social deprivation within the region and where life chances are severely affected by poverty and low aspirations. These inner city neighbourhoods form part of a much larger concentration of deprivation at the heart of the conurbation that extends into Manchester and, to a lesser extent, Trafford.

Ward profiles are prepared by Salford City Council to provide a statistical snapshot of conditions within each of Salford's twenty wards. These profiles contain statistical information on a range of issues, including health, crime, education, socio-economics, employment and housing stock (including property types, tenure and vacancies). The data presented in these profiles are based on statistical information available to the Council from a range of sources including the 2001 Census and the 2007 Indices of Deprivation, which provides a relative ranking of areas across England according to their level of deprivation.

Salford Quays, including the MediaCityUK development, are located principally within the Ordsall ward, in the south east of Salford. This section of the LAP provides a socio-economic portrait of the Ordsall ward together with the adjoining wards of Langworthy and Weaste & Seedley, which are located to the north of, and in close proximity to, the MediaCityUK site.

3.1. ORDSALL

The Ordsall ward forms the southern most part of Salford's inner city area. It is bounded by the Manchester Ship Canal on two sides and lies immediately adjacent to the Regional Centre. Ordsall incorporates Salford Quays, with its range of high quality commercial, residential and leisure developments, and the MediaCityUK site. The remainder of the ward comprises principally of social housing, a significant proportion of which has seen major redevelopment over the last ten years. Regeneration of this area is ongoing and a partnership between Salford City Council and developers LPC Living is remodelling the area, with new houses and apartments, a new neighbourhood centre with retail and community facilities, a new school and environmental improvements.

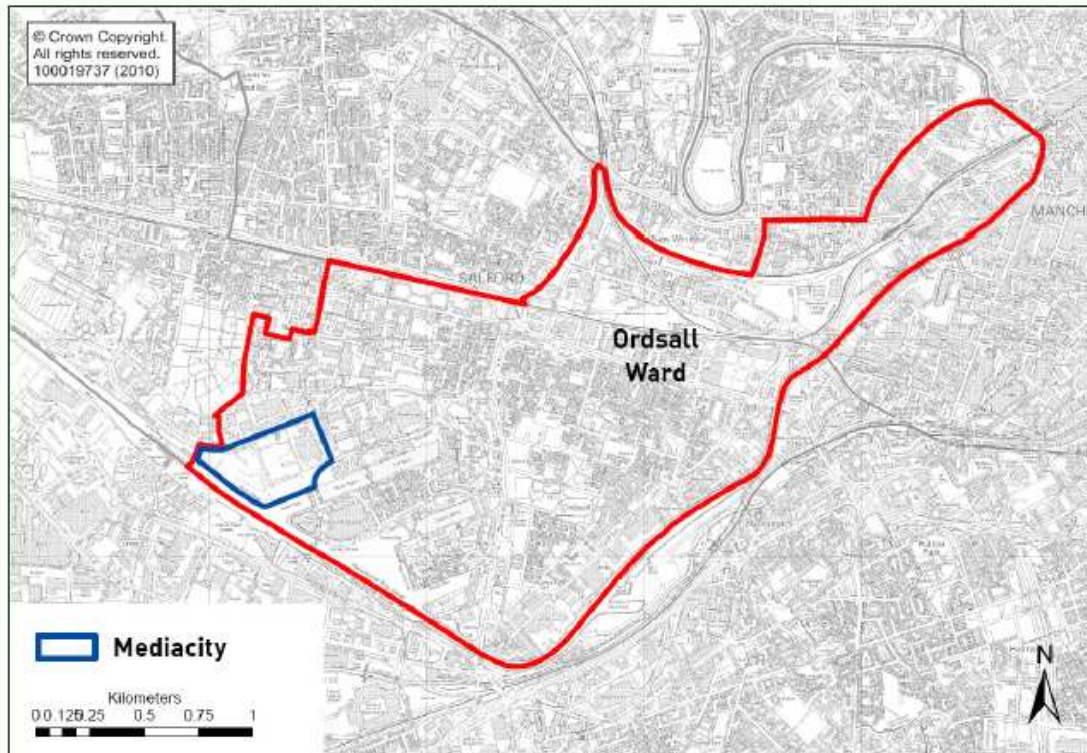


Figure 2: Ordsall Ward and the MediaCityUK site

According to 2007 estimates, Ordsall is home to over 8,000 people. The area faces a number of significant challenges and sections of the ward, particularly to the east of Trafford Road in the area known as the Ordsall Estate, are amongst the most deprived neighbourhoods within Salford. Nevertheless, these parts of Ordsall contrast sharply with Salford Quays in the west of the ward, which is characterised by comparatively low levels of deprivation.

Economic inactivity is a key issue within parts of Ordsall. The 2007 Index of Deprivation revealed that a significant part of the ward is within the 7% most deprived nationally in relation to involuntary exclusion of the working age population from the labour market and the proportion of Ordsall's working age population who were claiming unemployment benefits in May 2010 was 7.4%, which is significantly greater than the Salford average of 5.3% and almost double the national average of 3.9%.

In addition to this however, economic activity rates are affected by poor health. The 2001 Census established that the proportion of the working age population in Ordsall who have a limiting long-term illness is almost double the national average. More recently, the 2007 Indices of Deprivation revealed that a large proportion of Ordsall falls within the 3% most deprived nationally in terms of rates of poor health, early mortality and disability and ONS statistics from August 2007 demonstrated that 25% of the working age population were receiving incapacity benefits in parts of the Ordsall ward.

Ordsall also contains a pocket of significant deprivation in relation to education and skills. The proportion of Ordsall's population without any qualifications is noticeably greater than the regional and national average. Levels of educational attainment are also low in Ordsall, with the percentage of pupils gaining 5 or more GCSE's at level A*-C in 2007 being almost half the national average.

As a result of these factors, large parts of the ward fall within the 7% most deprived nationally in terms of the percentage of people living in low-income households. Income deprivation affecting children is a particularly salient issue, with a significant proportion of Ordsall falling within the 3% most deprived nationally in terms of the percentage of children who live in low income households.

3.2. LANGWORTHY

The Langworthy ward is situated immediately to the north of the Salford Quays/MediaCityUK area. It is predominantly residential in character and contains a wide range of dwelling types ranging from streets of terraced housing to high-rise tower blocks near to Pendleton town centre. The M602 motorway and the Manchester–Liverpool railway line form the southern boundary of the ward and form a significant barrier to movement between Langworthy and Salford Quays.

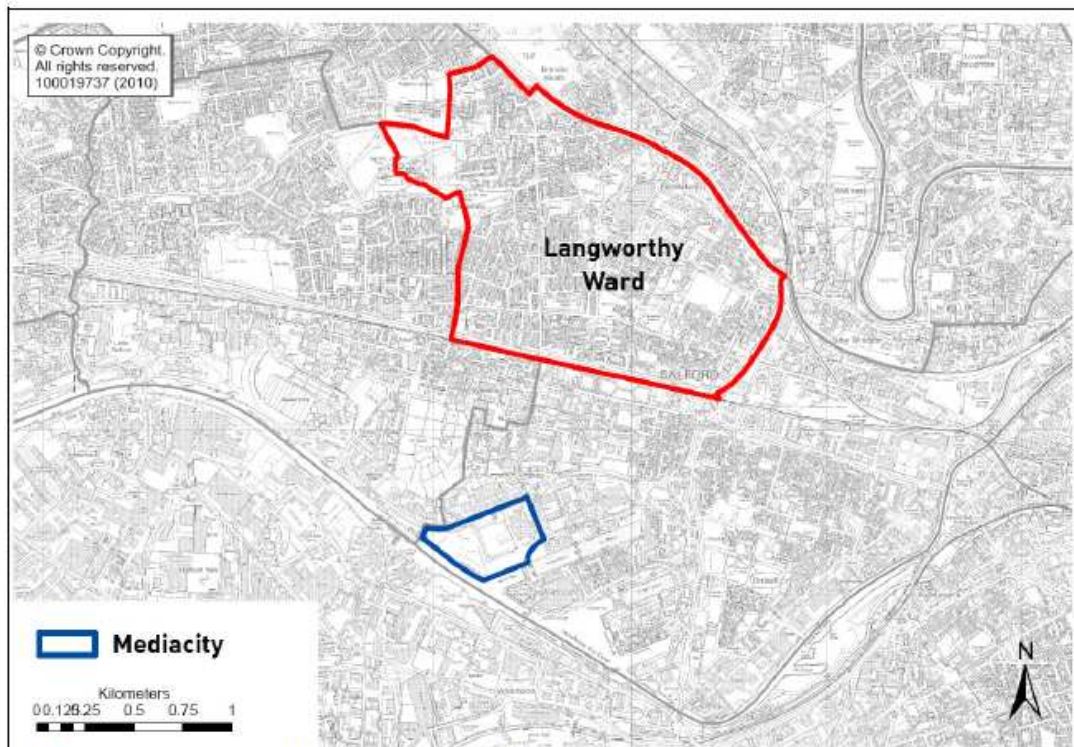


Figure 3: Langworthy Ward and the MediaCityUK site

Langworthy has been subject to a number of regeneration initiatives, including Salford's Single Regeneration Budget and the Manchester Salford Housing Market Renewal Pathfinder. However, the area still faces a number of significant challenges and Salford's draft Core Strategy identifies the area as a focus for major housing-led regeneration.



Figure 4: Varied housing stock within the Pendleton area of the Langworthy ward

As with Ordsall, Langworthy suffers from high levels of involuntary exclusion from the labour market, with the overwhelming majority of the ward falling within the 10% most deprived nationally in relation to this issue and considerable pockets of the ward within the 3% most deprived. These high levels of economic inactivity are reflected in the proportion of Langworthy's working age population claiming unemployment benefits, which at 9.9% in May 2010 is significantly greater than the Salford average of 5.3% and over double the national average of 3.9%.

Educational attainment rates in Langworthy are low, with the proportion of pupils gaining 5 or more GCSE's at level A*-C in 2007 being noticeably lower than the average for Salford and England. Similarly the 2001 Census revealed that the proportion of the working age population without any qualifications was 42.9%, which is significantly greater than the Salford, Greater Manchester and national averages of 35.5%, 32.7% and 28.9% respectively.

Langworthy is characterised by high levels of deprivation in relation to health. The 2001 Census revealed that 15.5% of Langworthy's working age population had a limiting long term illness, a figure almost double the national average, and the 2007 Indices of Deprivation established that large parts of the ward are in the 3% most deprived nationally in terms of rates of poor health, early mortality and disability.

During the final quarter of 2008, the proportion of households in Langworthy in receipt of council tax and/or housing benefit was 47.1%, a figure considerably greater than the Salford average of 30.2%. Parts of the ward are also within the worst 3% nationally in terms of income deprivation, recorded instances of crime and percentage of children living in low-income households.

3.3. WEASTE & SEEDLEY

The Weaste and Seedley Ward lies immediately to the north east of Salford Quays and the MediaCityUK site. According to 2007 estimates, the ward is home to almost 11,000 people. The ward is bounded to the south by the Manchester Ship Canal. The M602 motorway,

Eccles New Road and the Manchester-Liverpool railway line form significant barriers to movement in a north/south direction.

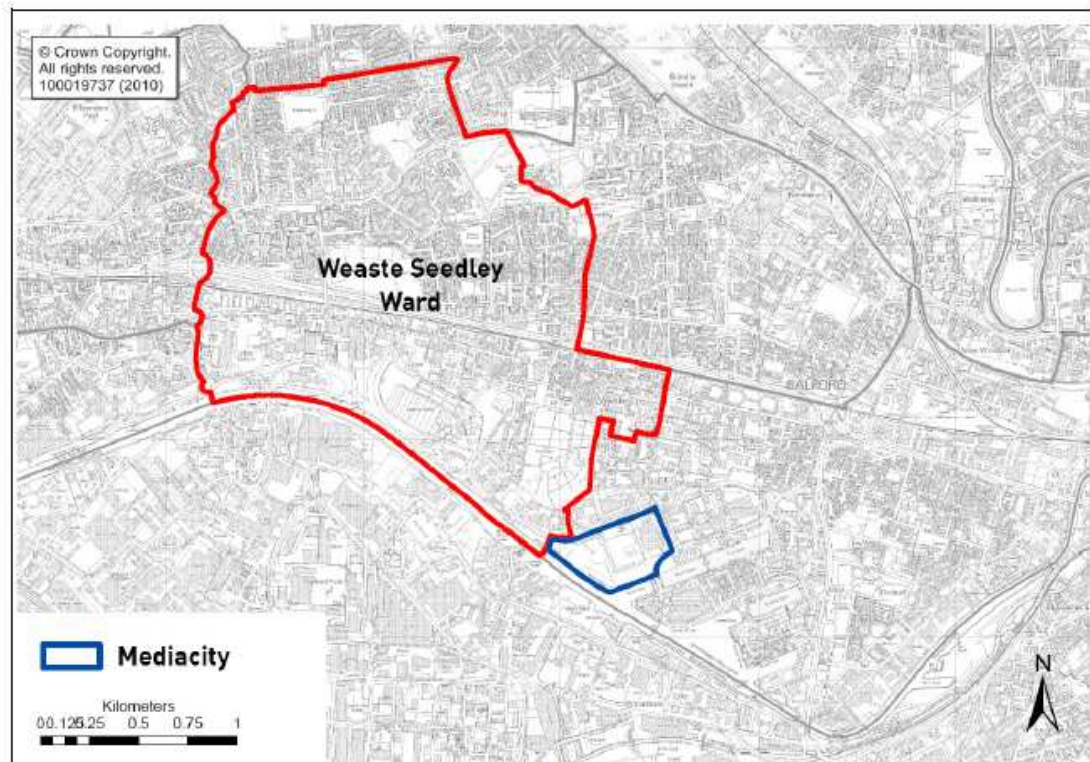


Figure 5: Weaste & Seedley Ward and the MediaCityUK site

The ward contains two main land uses: the area to north of Eccles New Road comprises principally of residential developments of varying age, scale and character, ranging from terraced housing dating from the 1930s to modern apartments constructed during the last 5 – 10 years. The area to the south of Eccles New Road contains only isolated pockets of residential developments and is instead dominated by employment and storage premises.

As with Ordsall and Langworthy, large sections of the Weaste & Seedley ward are characterised by multi-faceted deprivation. Poor health is a particularly notable problem in Weaste & Seedley and the majority of the ward are within the 3% most deprived nationally in terms of rates of poor health, early mortality and disability. Parts of the ward are also characterised by significant levels of deprivation in relation to education, skills and training. The proportion of the ward's population without any qualification exceeds the Salford, Greater Manchester and national averages and the percentage of pupils gaining 5 or more GCSE's at level A*-C was 52% in 2007, noticeably lower than the Salford and national averages of 60% and 62% respectively.



Figure 6: Strong barrier to movement caused by the M602 motorway and Manchester-Liverpool railway line

Although levels are not as acute as in the neighbouring wards of Ordsall and Langworthy, pockets of Weaste and Seedley are characterised by high levels of involuntary exclusion from the labour market and a significant proportion of people living in low-income households. The percentage of Weaste and Seedley's population who were claiming unemployment benefit in May 2010 was noticeably lower than in Ordsall and Langworthy, however, at 6% remains above the Salford and national average.



MediaCityUK

4.0 STRATEGY FORMATION

Phase One of MediaCityUK will be completed by 2011 and will be the largest purpose-built media community in the UK and Europe. The 36 acre site will be comprised of the following elements:

- 700,00 sq ft offices spread across five buildings;
- 250,000 sq ft HD studios including the largest HD studio in Europe and one dedicated to the BBC Philharmonic Orchestra;
- Public park and events space for 4,000 people;
- 378 apartments divided between two towers;
- 218 bed Holiday Inn Hotel;
- A supermarket;
- A footbridge across the Manchester Ship Canal, linking Salford Quays with Trafford Wharf;
- A multi-storey car park with approximately 2,200 spaces; and
- 300 cycle bays

MediaCityUK will become synonymous with innovation and creativity. The BBC will relocate five London based departments, along with all local and network broadcasting currently operating out of Manchester City Centre. A new University of Salford campus will be developed on site, housing more than 800 students and staff. The University will offer specialist courses, designed in conjunction with the BBC that will ensure that students have the skills required to allow them to access job opportunities on site. Alongside these anchor tenants, there will be opportunities to attract new and emerging companies alongside internationally renowned residents. This will ensure that a range of digital and creative industries can compete, collaborate and innovate in the same thriving location.

Large-scale, prestigious, regeneration projects, such as MediaCityUK can provide a catalyst for further economic growth. However, transforming the socio-economic conditions of deprived communities is a complex and long-term process. There is widespread recognition of the importance of worklessness as a driver of deprivation and of employment as a cornerstone of regeneration and a solution to deprivation. Nevertheless, the multi-faceted nature of deprivation means that it is often insufficient to focus solely on the creation of jobs without addressing wider issues such as employability, area connectivity and raising aspirations. This is particularly important in communities characterised by high concentrations of disadvantaged people, long term unemployment and social exclusion, which can stimulate a self-reinforcing process of decline.

Given the scale of the proposed development, MediaCityUK has the potential to provide the critical mass of investment required to reverse deprivation and improve the lives of residents in the neighbouring wards of Ordsall, Langworthy and Seedley & Weaste. However, research has demonstrated that elsewhere in the UK there have been numerous instances of large investments in or close to disadvantaged areas which have had a small or non-existent economic or employment legacy⁷. As a result, despite the fact that the UK has until recently enjoyed greater economic buoyancy than for a considerable period of time, the gap between the poorest communities and the average has remained stubbornly resistant to change⁸.

For major physical investment to secure lasting transformational change in deprived communities it must be genuinely inclusive and generate lasting benefits for these communities. This requires not only the engagement of those living in the communities, but

⁷ Andrea Glass, Alexander McTier and Alan McGregor (2008) Linking Opportunity and Need: Maximising the Regeneration Benefits from Physical Investment. Scottish Government Social Research

⁸ Ibid

also the involvement and continued commitment of key partners and strong leadership to coordinate and drive the activities of partners.

4.1. MediaCityUK PUBLIC SECTOR PARTNERS PROGRAMME

To maximise the opportunities presented by MediaCityUK and ensure it meets its ambition to become a globally significant media city with long term benefits for the people living and working in Salford, the Northwest and beyond, the MediaCityUK Public Sector Partners Programme (MCUK PSP) has been established. The MCUK PSP is a partnership between Salford City Council, Central Salford Urban Regeneration Company, Peel Holdings and the North West Development Agency which will co-ordinate the public sector interventions necessary to support the transformational outcomes that MediaCityUK has the potential to produce. The PSP will not only be a major factor in determining the fortunes of MediaCityUK as a destination and the economic development of Salford, but will also play a major role in the improvement of places, families and individuals affected by the development of MediaCityUK.

The overall PSP programme is structured into three Programme Areas:-

- Place;
- Sector and Economy; and
- People and Communities.

For each Programme Area there are a number of shared objectives and a series of workstreams setup to deliver and co-ordinate specific outputs in support of the wider shared objectives. Each workstream is assigned a 'workstream lead' who is responsible for directing and co-ordinating activities, interdependencies, risks and issues within their workstream to ensure the delivery of outputs and the achievement of the programmes objectives. Details of the Programme Areas, shared objectives and work streams are detailed below.

4.2. PLACE

The key aim of the Place Programme Area is to support the development of the MediaCityUK site and transport infrastructure (physical development / regeneration) and ensure the creation of a true sense of 'place'.

Central Salford Urban Regeneration Company is the lead partner for this programme, although they are ultimately supporting Peel Holdings. They will strive to achieve the following shared objectives: -

- **SO1** - Support the attraction of high quality investors, visitors and employees through the creation and maintenance of high quality transport and service infrastructure.
- **SO2** - Support the creation and maintenance of a safe, clean and attractive environment.
- **SO3** - Support the development and promotion of a visitor attraction that builds the sector, Quays, Salford and Greater Manchester's profile.

The following work streams have been setup to deliver and co-ordinate specific outputs in support of the wider shared objectives: -

- **Planning** – Support and facilitate the planning process for Phase 1 physical developments at MediaCityUK. This work stream will be largely reactive to planning requests from Peel.

- **GFA Support** – To provide support and co-ordination for the GFA process across the Programme to ensure the processes are adhered to correctly and efficiently.
- **Local Transport Improvement** - Critical to the success of MediaCityUK, the development of the wider Quays and the MediaCityUK Public Sector Programme is ensuring that businesses and local people can connect, through the best available transport network, with the commercial and employment opportunities that both the BBC and other future tenants of MediaCityUK and the Quays can offer.
- **Visitor Destination** – Develop and implement a strategy and plan to create a major visitor destination, building on the individual tourist offer of MediaCityUK, the Lowry, Imperial War Museum North, Old Trafford, Lancashire Cricket Club and the wider Quays area.
- **Public Services Facilities** - To create and maintain a defined and sustainable public service provision within MediaCityUK. This will include the NHS walk-in centre, open centre and public art.
- **Operational Support for MediaCityUK** – To ensure that a clear support structure is defined and in place for MediaCityUK to run operationally. Peel and Salford City Council will work together to co-ordinate the service planning ready for the first tenant's arrival.
- **MediaCityUK Gateways** – To work with Urban Vision within the Central Salford URC Green Streets Programme on a Quays Corridor Plan, which centres on key links and gateways to the Quays.

Figure 7 provides a diagrammatic representation of how the shared objectives and work streams interlink to deliver the programme objectives.

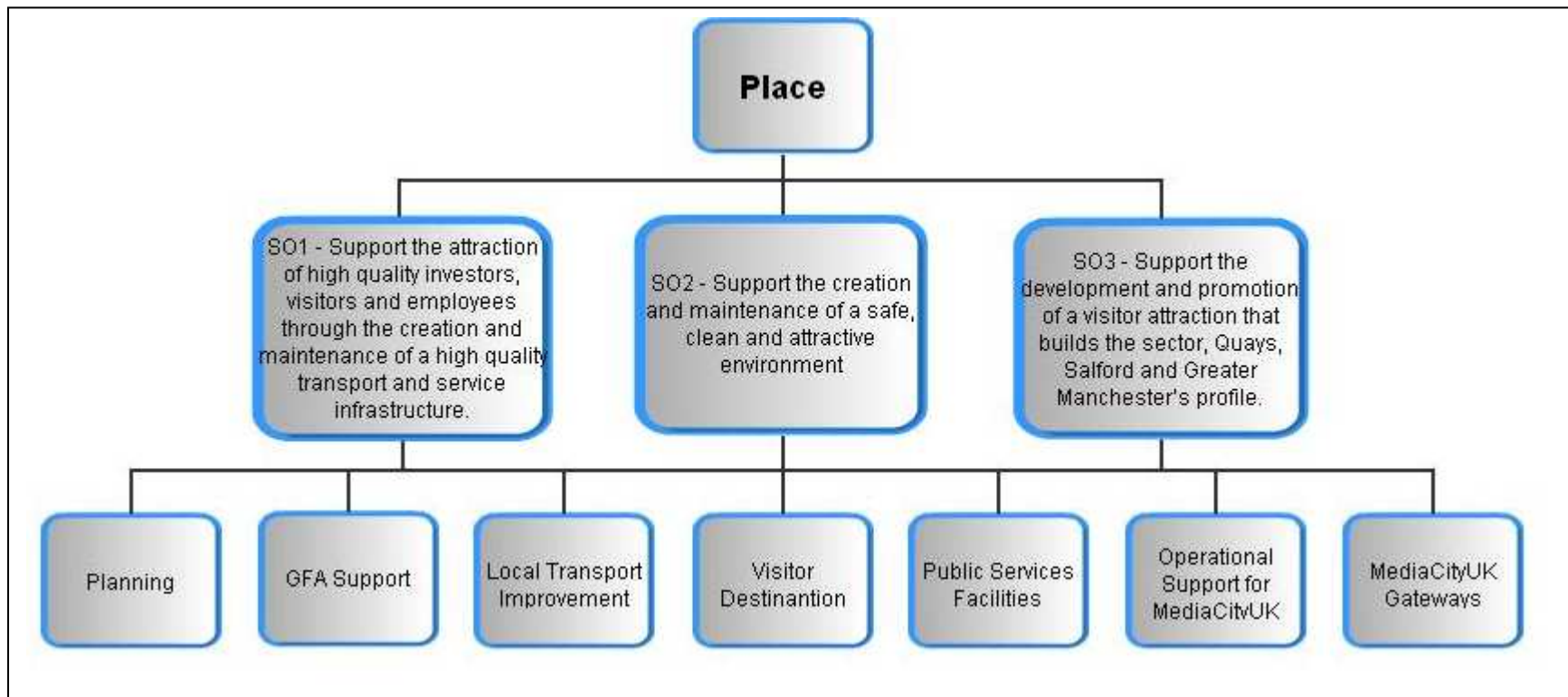


Figure 7: Place Programme Area

4.3. SECTOR AND ECONOMY

The Sector and Economy Programme seeks to use MediaCityUK as a catalyst to grow the digital and creative industries and develop relevant skills in the local, regional and northern economy. The North West Development Agency (NWDA) is the lead partner for this programme, supported by Salford City Council.

There are five primary shared objectives associated with this Programme Area: -

- **SO4** - Support the creation of a diverse digital economy, made up of academia, blue chip companies, Small and Medium Enterprises (SMEs) and start-ups.
- **SO5** - Support the creation of an environment where innovation and convergence are stimulated and supported.
- **SO6** - Support the creation of an employment centre of scale resulting in significant high value employment in the digital and creative sector and wider economy.
- **SO7** - Support the creation of a globally significant digital and creative cluster, by way of scale, productivity, skill sets and international awareness.
- **SO8** - Support the creation of an environment where the majority of multi-platform content in Europe is commissioned.

The following work streams have been setup to deliver and co-ordinate specific outputs in support of the wider shared objectives: -

- **Inward investment** – A range of initiatives, directed at key international markets and target companies, to attract foreign direct investment into the North of England and to secure a diverse, large scale and globally significant tenant base at MediaCityUK.
- **Business Support Activity** – A coordinated programme of support initiatives, delivered by mainstream and sector-specialist providers working in partnership and in close consultation with industry, to assist the creation and growth of businesses at MediaCityUK and within the wider regional DCI sector.
- **Sector Finance** – Working with the Regional Cluster Organisation and Business Link North West to integrate access to finance for growth and innovation with sector and business support organisations and to engage with the private sector.
- **Employment** – Helping to create and sustain new jobs, by supporting the development of MediaCityUK as a major employment site and working with the BBC and other employers to identify and attract talent from within and outside the region.
- **Sector Development Strategy** – Working with the Regional Cluster Organisation and Business Link North West to integrate access to finance for growth and innovation with sector and business support organisations and to engage with the private sector.
- **Innovation Activities** – A range of projects and initiatives to promote and support innovation and collaboration between digital media content creators, deliverers, users and commissioners and between academia, industry and the voluntary sector.
- **Workforce Development** - A programme of initiatives aimed at increasing skills levels and improving productivity within the regional DCI sector workforce, from grass roots, through Further Education and Higher Education, to professional development and higher-level skills. The development of both new and existing initiatives will be informed by a mapping study of current training provision in the region against current and future industry skills needs.
- **Marketing** – Development and implementation of an international marketing campaign to support the attraction of companies to MediaCityUK and its positioning as a globally significant DCI cluster and brand.

Figure 8 provides a diagrammatic representation of how the shared objectives and work streams interlink to deliver the programme objectives.

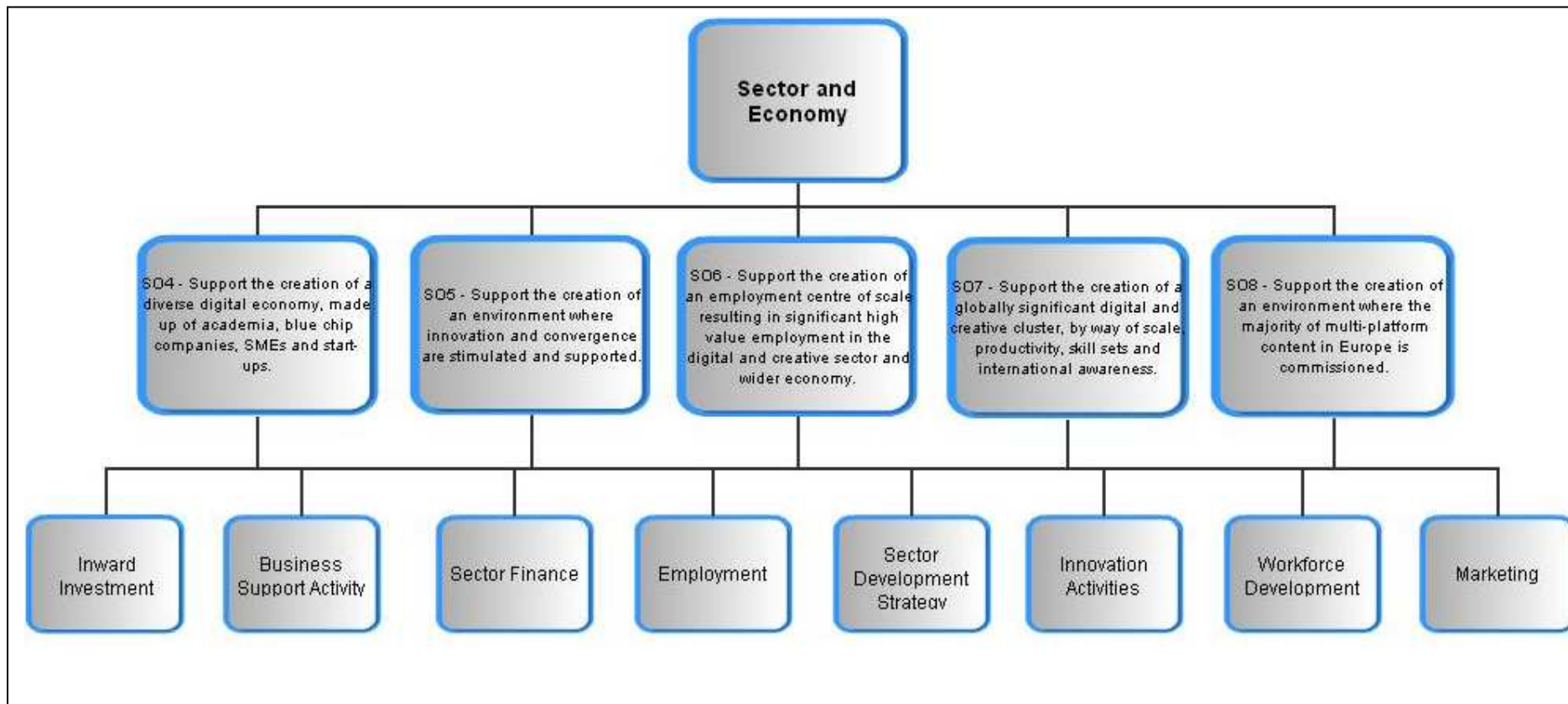


Figure 8: Sector and Economy Programme Area

4.4. PEOPLE AND COMMUNITIES

The People and Communities Programme Area strives to use MediaCityUK to increase aspirations and opportunities for local people by delivering community benefits, up-skilling, linking education and jobs and exploiting regeneration opportunities. Salford City Council are the lead partner in this programme area and are being supported in its delivery by Central Salford URC.

Three primary shared objectives have been identified for this Programme Area: -

- **SO9** - Build skills of local people and connect and support them into jobs.
- **SO10** - Build and sustain positive community perceptions of MediaCityUK & BBC, and their value to Salford's communities, families and life chances.
- **SO11** - Support the arrival of the BBC (and other occupiers) to MediaCityUK.

The following work streams have been setup to deliver and co-ordinate specific outputs in support of the wider shared objectives: -

- **Pathways to Employment in MediaCityUK** - A broad and far reaching range of initiatives to understand the demand for skills related to the MediaCityUK development, and to support the provision of the supply of those skills. This includes the construction and fit-out for MediaCityUK and the longer-term jobs created by MediaCityUK. This work stream will focus on digital and creative jobs and non-digital jobs (e.g. hotel, shops etc) created at MediaCityUK.
- **Community Media** - This work stream has been created to co-ordinate Community Media involvement in MediaCityUK. By using Media in the Community, pathways to employment and skills can also be developed.
- **Community Engagement** - This work stream has been created to ensure local people have positive perceptions and potentially involvement in MediaCityUK.
- **Marketing and Communications** - A set of activities to promote the MediaCityUK Public Sector Partners Programme, and in particular the activities of the People and Communities Programme Area.
- **Support BBC (and future tenants move)** – To provide support to the BBC in their move to the North. This includes supporting the BBC familiarisation tours and liaising with the BBC and their relocation company (Cartus) to support other initiatives and requests.
- **BBC Operational Planning** - Plan for BBC's operational role in Salford – work with each BBC department to identify and agree how they will wish to interact with local communities. In addition, to identify the wider skills / employment / educational opportunities that each individual department from the BBC can bring to the region (e.g. BBC Sport broadcasting more local events).

Figure 9 provides a diagrammatic representation of how the shared objectives and work streams interlink to deliver the programme objectives.

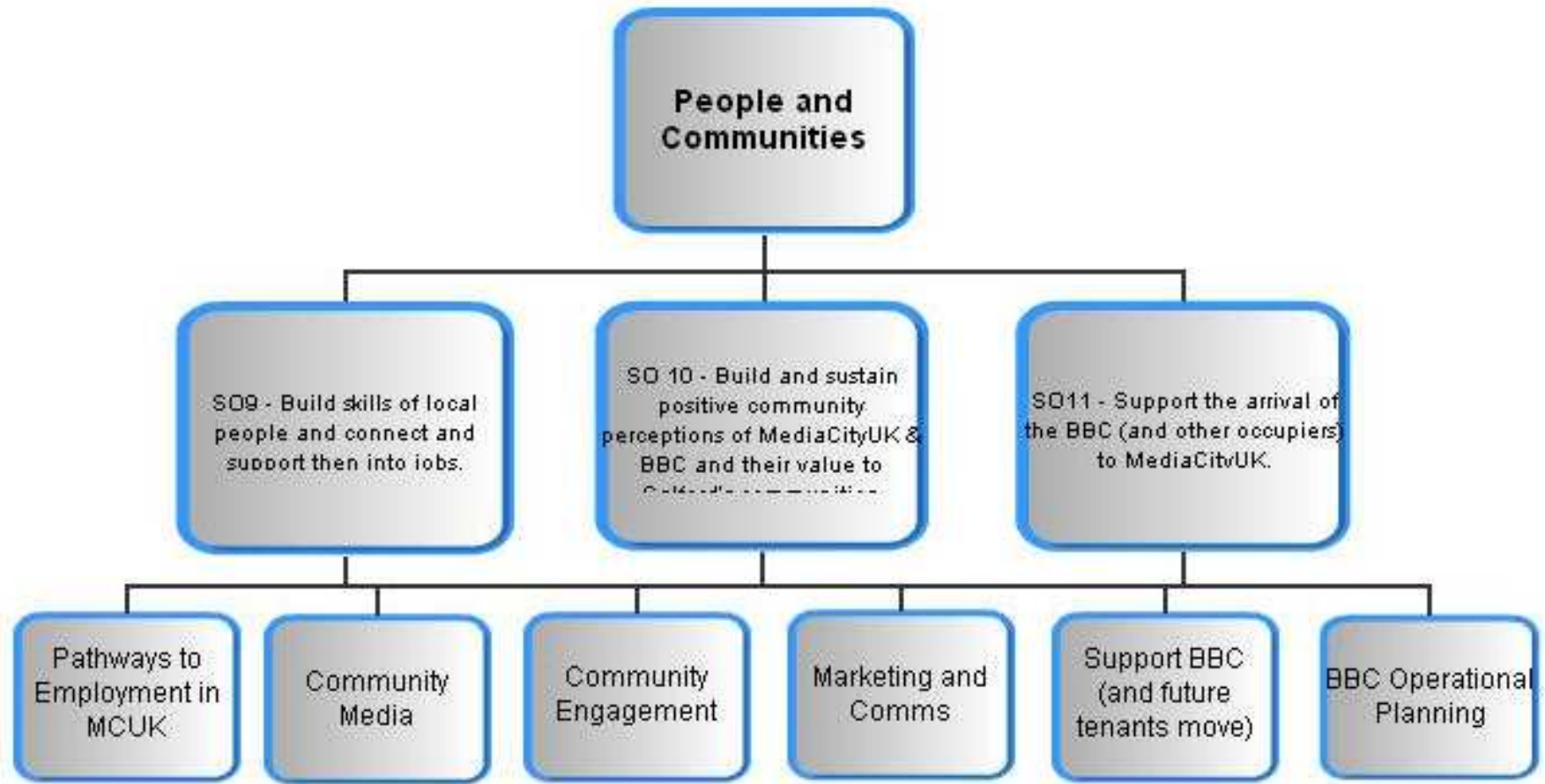


Figure 9: People and Communities Programme Area



MediaCityUK

5.0 OPTIMISING THE IMPACT OF MEDIACITYUK ON LOCAL COMMUNITIES

The MCUK PSP is a comprehensive programme that aligns public sector interventions with the overall vision and objectives of MediaCityUK. It will be a major factor in determining the fortunes of MediaCityUK as a destination, the economic development of Salford, Greater Manchester, the North West and the North, and the digital and creative industries sector in the North. The programme will also play a major role in the improvement of places, families and individuals affected by the development of MediaCityUK.

Of the 12 identified objectives, the following objectives are anticipated to have the most direct impact upon the neighbouring wards of Ordsall, Langworthy and Weaste & Seedley:

- SO2:

Support the creation and maintenance of a safe, clean and attractive environment;
- SO9:

Build skills of local people and connect and support them into jobs; and
- SO10:

Build and sustain positive community perceptions of MediaCityUK & BBC, and their value to Salford's communities, families and life chances.

Accordingly, these objectives are considered to be the most relevant to this LAP. The subsequent section of the LAP will therefore examine each these objectives in greater detail and will identify some of the key measures that will be implemented to achieve the objectives.

5.1 SO2: SUPPORT THE CREATION AND MAINTENANCE OF A SAFE, CLEAN AND ATTRACTIVE ENVIRONMENT.

The creation and maintenance of safe, clean and attractive environments are paramount to bind communities together and contribute towards the creation of sustainable communities. New development should be of high quality in both design and workmanship, reflecting the positive aspirations of the local environment, aiming to create safe, clean, attractive buildings, streets and spaces that are accessible for all users.

Peel, as developer is responsible for the physical development of MediaCityUK and ultimately the creation of a place that people and companies will want to invest in. Despite the dependency on Peel for delivering MediaCityUK and the overall vision, the PSP are committed to supporting this strategic objective.

MediaCityUK will be developed to create an attractive and sustainable environment to ensure that visitors, workers and investors find MediaCityUK and its environs an attractive place to work, live or visit. Local Area Agreement indicators and targets for environment will be used for the Quays, Langworthy and Ordsall. These targets include reducing the instances of litter from 12% to 9%; detritus for 5% to 3%; graffiti from 5% to 3% and fly posting from 1% to less than 1%.

It is widely recognised that encouraging the involvement of local people on projects, such as MediaCityUK, can foster a sense of pride in, and ownership of, the project and the local

environment which helps ensure that regeneration projects are embraced by the community and can help to reduce instances of vandalism and anti-social behaviour. The PSP aim to tackle instances of crime, through developing an environment where the likelihood of crime and disorder is minimised. The planning system has a key role to play in achieving attractive and well-managed environments, which can influence the level of criminal and antisocial activity. Planning also has an important role to play in reducing social exclusion, a key factor influencing crime levels.

The PSP envisage that the delivery of MediaCityUK will help to reduce the potential negative impact of crime on the wards of Ordsall and Langworthy. Targets for crime reduction have been set through the PSP. The crime rate in Salford is currently 35.01 per 1000, with a target of 29.76 per 1000 set for 2011.



5.2 **SO9: BUILD SKILLS OF LOCAL PEOPLE AND CONNECT AND SUPPORT THEM INTO JOBS.**

It is widely recognised that regeneration is about more than renewing the physical fabric of an area. Regeneration must also deliver real improvements to the lives of people and the places they live in.

Large-scale projects, such as MediaCityUK, can provide a major stimulus to regeneration. Nevertheless, without robust mechanisms to extend the benefits of these projects to local people who are ill equipped to access the opportunities that investment brings, flagship projects can fail to address the economic fortunes of people in areas characterised by high levels of deprivation and social exclusion.

Whilst each area has different economic and social circumstances, transport within cities and across wider city areas, together with information about transport options, is widely recognised as a key barrier to people entering work⁹. This can be especially significant in deprived communities where the poor quality and pay levels of jobs available to low skilled entrants may offer insufficient incentive for wider commuting¹⁰ and where the travel needs of socially excluded groups cannot be wholly met through the traditional commercial bus network as service routes may be commercially unviable without revenue subsidies to support them. It is also particularly pertinent in communities that are fragmented by roads and communication infrastructures that provide significant barriers to movement.

Connecting local people to jobs is however not just about ensuring that there is sufficient public transport, going to the right places at the right times and operating with adequate frequency and reliability. Those with poor skills have fewer opportunities and face more constraints in the labour market¹¹. Therefore, without mechanisms to overcome these barriers to employment, levels of unemployment and deprivation can be stubbornly resistant to change; social and economic polarisation can become further entrenched; and the detachment of residents from economic opportunity can increase.

Building the skills of local people and connecting them to the jobs that will be available at MediaCityUK are key objectives of the PSP programme. The PSP has endeavoured to ensure that employment opportunities are available to local people throughout the whole process of the development, from the initial construction of MediaCityUK itself to when the development is fully occupied. In particular, the PSP team have been working with the construction management company, Salford Construction Partnership and the Salford City Council's Skills and Work team to maximise the job opportunities for the city's residents and businesses to ensure they benefit from the construction work at MediaCityUK and continue to do so for years to come through improved skills, training and business connections.

As a result of this partnership approach, over 1500 local people have been employed onsite during the construction phase of MediaCityUK and local businesses have received more than £111 million due to the commitment of the construction management company to involve local businesses in the supply chain. In addition, a wide range of apprenticeships and training opportunities have been offered to local residents through the construction phase of the project which has resulted in over 4000 people being involved in training on the project to date.

The 2010 Greater Manchester Employer Coalition (GMEC) Corporate Friend has been awarded to Peel's construction partners, Bovis Lend Lease for its ground-breaking partnership work with Salford City Council, Central Salford Urban Regeneration Company and Peel Media.

A new partnership, Bridges to MediaCityUK, has been established by Salford City Council and a wide range of specialist partners including Job Centre Plus, the Skills Funding Agency, Salford City College, the National Apprenticeship Service and Vision + Media. One of the key aims of this partnership is to work closely with all the new employers moving to MediaCityUK to maximise jobs and training opportunities for local residents. As one of the first employers onsite at MediaCityUK, the group worked closely with Holiday Inn hotel to identify opportunities and offer a range of support for the company, including a bespoke two week pre-recruitment course aimed at long-term unemployed. Group partners Job Centre Plus and Salford City Council's Skills and Work service identified suitable candidates, with Work Solutions appointed to deliver the course, which covered the full mix of jobs and levels available at the hotel. All people that completed the course were guaranteed an interview by Holiday Inn. As a result of these activities nearly half of the employees at the hotel are Salford residents. The partnership is now working a number of other employers who will be moving to MediaCityUK to achieve similar commitments.

⁹ Lucas, K., Tyler, S. and Christodoulou, G. (2008) *The value of new public transport in deprived areas: Who benefits, how and why?* York: Joseph Rowntree Foundation

¹⁰ Green, A. and White, R.J. (2007) *Attachment to Place: Social Networks, Mobility and Prospects for Young People*. York: Joseph Rowntree Foundation.

¹¹ Green, A. and Owen, D. (2006) *The Geography of Poor Skills and Access to Work*. York: Joseph Rowntree Foundation.



A range of other initiatives has been established to help unemployed local people access the job opportunities that will be available at MediaCityUK. For instance, the Raising Aspirations programme covers a wide range of contracts with Third Sector Organisations looking at moving people furthest from the mainstream into work. This involves Creative Industry In Salford (CRIS) which currently provides training to unemployed local people in video production and film making.

In addition, the Salford Community Media Partnership (SCMP) was established in 2007 following the announcement that the BBC was coming to Salford. SCMP is a partnership of voluntary and community sector organisations in Salford who are active in the creative and media industries. The partnership recognised that MediaCityUK would provide enormous opportunities for the city in terms of jobs and economic improvement. However, whilst it was considered that there was provision planned to specifically enable younger people to follow a media related pathway, the SCMP considered that this pathway was less obvious for local adults. The partnership seeks to improve the skills of members of the local community and link them to the creative industries. Accordingly, the SCMP has delivered over 20 courses, made films, magazines and dramas, produced photography, run media seminars, social events and benefited over 300 local people.

In addition to the measures to improve the skills of local people and link them to the jobs available, the PSP Programme recognises that efforts to optimise the regeneration benefits of MediaCityUK also depend on the delivery of enhanced physical connections to the site itself. Given that public transport routes between the Quays and several communities in Central Salford remain undeveloped, these improvements are considered to be imperative for ensuring that local residents in parts of Ordsall, Langworthy and Weaste & Seedley and elsewhere in Salford are able to access the commercial and employment opportunities that MediaCityUK will offer.

A MediaCityUK Transport Users Group, comprising of members from Salford City Council, Central Salford URC, Greater Manchester Public Transport Executive (GMPTE), University of Salford, Urban Vision, Highways Agency and the BBC, has therefore been established to coordinate the implementation of a range of schemes to improve the accessibility of the site by a choice of means of transport.

This Transport Users Group has already overseen the extension of the existing Metrolink network into the heart of the MediaCityUK development through the provision of a new terminus within the MediaCityUK Piazza area itself. This £20 million upgrade, funded jointly by Salford City Council, the NWDA and Peel Holdings, was completed in summer 2010 and the first trams stopped at the MediaCityUK station on 20th September 2010. In addition, the accessibility of the MediaCityUK by Metrolink will be further enhanced through the provision of five additional services per hour between MediaCityUK and Manchester City Centre which, when coupled with the existing services to Eccles, will give a peak period service of 10 trams per hour into the MediaCityUK area. This is effectively double the current frequency.



Figure 10: New MediaCityUK Metrolink station

Nevertheless, whilst these measures will undoubtedly improve the accessibility of the site for those local residents who already live in close proximity to a Metrolink station, they are likely to have a more limited impact on the many Salford residents who do not live near the Metrolink and for whom it is easier to first travel into Manchester and then take the tram back into Salford rather than travel directly to the Quays.

The working group has therefore identified the potential for other transport improvements. One such measure being pursued is the development of a high frequency bus shuttle between Salford Crescent Railway Station and Salford Quays. Crucially, this new route would run via the Pendleton bus interchange at Salford Shopping City in the Langworthy ward and would therefore provide the potential for interchange with 1,000 buses per day. A feasibility study is also being undertaken for a second direct bus route linking Salford Quays with Broughton/Kersal, which would run through the Ordsall ward. Both of these routes would significantly enhance the accessibility of the MediaCityUK site from residents in parts of Ordsall, Langworthy and Weaste & Seedley.

The Transport Users Group is also overseeing a range of measures to improve the accessibility of the MediaCityUK site from the surrounding local communities by walking and cycling. These are likely to be particularly important for residents in Ordsall, Langworthy and Weaste & Seedley given the proximity of these areas to MediaCityUK. From the east, cycle / pedestrian routes are being developed through the Ordsall Estate. In addition, the Irwell City Park proposals will enable

residents in the southern parts of Ordsall to walk/cycle to MediaCityUK along an attractive, quiet and traffic-free waterside route. The improvements to the M602 underpass made as part of the Quays Gateway proposal will also make it easier for local residents in Pendleton and Ordsall to reach The Quays by reducing the fragmentation caused by this barrier to movement.

Road access to The Quays is being improved through the new Broadway Link Road (completed summer 2010). A new 2,200 space multi-storey car park will also be available on-site.

5.3 SO10: BUILD AND SUSTAIN POSITIVE COMMUNITY PERCEPTIONS OF MEDIACITYUK & BBC, AND THEIR VALUE TO SALFORD'S COMMUNITIES, FAMILIES AND LIFE CHANCES.

It is widely acknowledged that effective regeneration cannot happen without support from – and full engagement with – the people and communities involved.

The Community Engagement Strategy for Salford¹² recognises this crucial importance of effective community engagement and sets out the essential contribution it can make towards, inter alia, empowering local citizens to have control over their lives; reducing inequalities; ensuring that services genuinely meet the needs of service users; and fulfilling our commitment to local democracy. In the case of peripheral cities, such as Salford, effective community involvement can assume an even greater salience where there is a need to develop and/or consolidate an urban identity.

To ensure that MediaCityUK has a real value to Salford's communities, and to build and sustain positive community perceptions of MediaCityUK & BBC, the PSP recognises that community involvement has to be embedded in all aspects of the MediaCityUK development. The PSP therefore distributed a questionnaire to stakeholders and local communities, conducted a series of one-to-one interviews and commissioned a qualitative research survey in order to gauge perceptions of MediaCityUK in various groups, and develop a framework of engagement. The results from this highlighted the need to ensure that local communities are aware and informed of the opportunities MediaCityUK presented.

To achieve this, the PSP have developed a Community Engagement Strategy and Action Plan to enable local communities to engage with MediaCityUK in ways that are productive and have a positive impact on communities. This Strategy and Action Plan contain a wide range of measures to build and sustain positive community perceptions of MediaCityUK and the BBC. These range from simple awareness raising activities that seek to increase knowledge and consciousness of MediaCityUK, what it is, how it already supports local people to developing a calendar of events in each ward to enable local communities to access information on issues such as educational activity, employment and skills.

The PSP programme has also funded an extensive programme of activities to engage with school children. The programme comprises of the following four specific projects:

- Higher Futures 4 U – which seeks to raise the aspirations of children whilst they are still at primary school and encourage them and their families to think about careers by providing Year 5 pupils (children aged 9/10) with the opportunity to visit the 'World of Education' at the University of Salford and the 'World of Work' at the BBC to give them an insight into the range of job opportunities available to them.
- Me and My Movie – which is an innovative film-making project supported by Creative Industries in Salford which provides classes of Year 6 pupils (children aged 10 / 11) with

¹² Community Engagement Strategy for Salford – Partners IN Salford

their own camcorder and they are trained in everything from story-boarding to production skills. The pupils then have the opportunity to create their own film at the end of the course.

- Radiowaves – which funds each secondary school in Salford to set up their own online radio station, offering pupils the chance to develop their own pages and use broadcast media across all their classes and projects.
- Supporter to Reporter – which is an intensive sports journalism course that gives talented Year 10 and 11 children the chance to develop their skills in this highly competitive field and granting them exclusive press access to high-profile sporting events.

This schools programme is open to every child in the city and aims to encourage young people to make the most of the opportunities that will be provided by MediaCityUK. 35 schools have participated in the Higher Futures 4 U project and over 40 schools have taken part in the Me and My Movie project, including a number of schools from the Ordsall, Langworthy and Weaste & Seedley wards.

Neighbourhood working is the main tool for community engagement in Salford. The MediaCityUK Community Engagement Strategy and Action Plan therefore recognises the importance of engaging communities at this level. Accordingly, to develop positive perceptions of MediaCityUK and the BBC amongst the wider community, a devolved budget has been set aside to provide a series of roadshows and information events in each ward of the city. Presentations on MediaCityUK were also made to each of the Community Committees in the city. To ensure that these events are accessed by all sections of the community, the Action Plan proposes to use trusted local organisations that are presently engaging with communities at the neighbourhood level to deliver some of these events. Many of the identified organisations are based in the neighbouring wards of Ordsall, Langworthy and Weaste & Seedley, such as the Seedley and Langworthy Trust (SALT), Langworthy Cornerstone, Ordsall Community Café and the Salford Lads Club in Ordsall.

A dedicated website has also been established and as one of the principal occupiers of MediaCityUK, the BBC has also launched their own newsletter. This newsletter is available to all residents of Salford and is intended to help them to engage with the broadcaster ahead of its departmental move to the MediaCityUK site.

6.0 DELIVERY OF THE PROGRAMME BY THE PUBLIC SECTOR PARTNERS

The MediaCityUK PSP Programme Board is the overarching decision making and direction setting body for the Public Sector Partners and contains representatives from Peel, Central Salford URC, Salford City Council, and the North West Development Agency. The board is programmed to meet at least monthly, however further meetings can be arranged as required. The programme board is accountable for the achievement of the programmes shared objectives and associated benefits.

The Chief Executive of the Central Salford URC chairs the MediaCityUK PSP Programme Board and is ultimately accountable for the success of the programme. A Programme Team headed by a Programme Director and supported by a Programme Manager coordinate the activities of the programme on behalf of the Programme Board. In particular the Programme Team will work to coordinate and support activities which cut across more than one programme area and will work to coordinate areas where interdependence exist.

The realisation of benefits is at the heart of the MediaCityUK PSP programme. Identification and achievement of these programme benefits is owned by the MediaCityUK Public Sector Partners Programme Board. The Board identify benefits as being a “set of measurable improvements, which provide evidence to articulate how the programme is achieving the overarching Shared Objectives.”

A series of indicators have been identified for each of the PSP programmes, based upon existing indicators used by each of the key partners. Throughout the life of the PSP programme, the benefits and associated performance measures will be reviewed and assessed by the MediaCityUK PSP Programme Board. This review process will be used to assess the effectiveness of the PSP programmes and in turn suggest a range of options to achieve the identified aims.

The indicators that will be monitored to assess the effectiveness of the programmes that will be implemented to achieve each of the PSP objectives that are anticipated to have a direct impact upon the neighbouring wards set out in Figure 11 below.

Figure 11: Implementation of the PSP Objective

PSP Objective	Monitoring Implementation
<p>SO2: Support the creation and maintenance of a safe, clean and attractive environment.</p>	<p>The objective seeks to support the creation of an environment where crime is minimised and to ensure that there is no negative impact to the surrounding Quays area.</p> <p>Existing Local Area Agreement crime indicators and targets will be monitored for Salford Quays, Langworthy and Ordsall to assess the effectiveness of the programme.</p>

	<p>The objective strives to support the adherence to positive environmental standards on the development and ensure there is no negative impact to the surrounding Quays area. In doing so, the objective seeks to ensure that visitors, workers and investors find MediaCityUK and its environs an attractive place to work, live or visit.</p> <p>Existing Local Area Agreement crime indicators and targets will be monitored for Salford Quays, Langworthy and Ordsall to assess the effectiveness of the programme. These will cover issues such as litter, detritus, graffiti and fly posting.</p>
<p>SO9: Build skills of local people and connect and support them into jobs.</p>	<p>A study will be commissioned by the PSP in order to define targets for this objective. The following issues will be monitored to measure implementation:</p> <ul style="list-style-type: none"> • Numbers of local (Salford, Greater Manchester and North West) people who work at MediaCityUK; • Increase in supply chain jobs; • Increase opportunities for local firms; and • Construction jobs that are created by the development. <p>In addition, as part of Salford's Local Area Agreement, the following indicators will be monitored:</p> <ul style="list-style-type: none"> • 16 – 18 year olds who are not in employment, education or training (NEET); • Overall employment rate; and • Working age people claiming out of work benefits in the worst performing neighbourhoods.
<p>SO10: Build and sustain positive community perceptions of MediaCityUK and the BBC, and their value to Salford's communities, families and life chances.</p>	<p>The objective aims to ensure that perceptions of MediaCityUK are positive and that local people feel that the development adds to them and their communities.</p> <p>To establish whether this objective is being achieved, perception polls will be used to record local opinions and understanding of MediaCityUK. Peel has already commissioned a poll of neighbouring communities and further work will be timetabled and commissioned.</p>

	<p>SO10 also seeks to ensure that wider perceptions of MediaCityUK are positive through engagement with communities and groups in the wider</p> <p>To establish whether this has been achieved the number of local events/publications which MediaCityUK has a presence at will be monitored.</p>
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Salford City Council will undertake a socio-economic profile of the wards of Ordsall, Langworthy and Weaste & Seedley on a biannual basis. These ward profiles will provide a statistical snapshot of the conditions within each of the wards. They draw upon a wide range of statistical information available to the Council and will consider a wide range of issues, including health, education, crime, employment, social exclusion and housing stock. Comparisons will also be made between the socio-economic profiles of these wards with district, county, regional and national figures.

These ward profiles will demonstrate whether there has been any reduction in the levels of deprivation experienced in Ordsall, Langworthy and Weaste & Seedley. Nevertheless, it is acknowledged that it may be difficult to establish any direct causal links between MediaCityUK and any changes to the socio-economic conditions in these wards.

7.0 CONCLUSION

7.1 SUMMARY

The Salford Docks area was formed as a result of opening the Manchester Ship Canal in 1894. The Docks area was one of the country's busiest dock systems, handling millions of tones of cargo a year. However, Salford Docks suffered from decline of heavy industry and the containerisation of shipping resulting in its closure in 1982. Over this time, a number of urban regeneration projects have occurred transforming the image of the docks area, the latest of which is the MediaCityUK development.

The vision for MediaCityUK is to create a globally significant new media city capable of competing with similar emerging locations in places such as Copenhagen, Seoul and Singapore. It is being developed and managed by Peel Media, a division of the Peel Group, supported by a public sector partnership of Central Salford Urban Regeneration Company, Salford City Council, the North West Development Agency and a range of other stakeholders.

MediaCityUK covers an area of 14.8 hectares, located at the heart of a wider 220-hectare site that covers Salford Quays and Trafford Wharfside. Upon completion, MediaCityUK will be a world-class innovative and creative hub, and its development will be anchored by the location of the largest BBC presence outside of London. MediaCityUK will provide a purpose built home for creative and digital businesses and will be the natural destination for a whole range of businesses including broadcasting, film, publishing, digital, gaming, advertising, mobile, software, ICT and academia. MediaCityUK will house one of the largest high definition studio facilities in Europe, featuring seven high definition studios and two audio studios. It will incorporate offices, apartments, bars, restaurants, shops, healthcare services and a new tram stop.

The MediaCityUK Public Sector Partners Programme (MCUK PSP) has been established to optimise the regeneration benefits presented by MediaCityUK, for the people living and working in Salford, the Northwest and further afield. The PSP endeavours to lead and co-ordinate partnerships with a range of public and private organisations and community groups.

The PSP programme is based around three Programme Areas: -

- **Place** – supporting the development of the MediaCityUK physical site and transport infrastructure.
- **Sector and Economy** – using MediaCityUK as a catalyst to grow the digital and creative industries and developing relevant skills throughout the Northwest; and
- **People and Communities** – using MediaCityUK to increase aspirations and opportunities for local people by delivering community benefits, linking education and jobs, and exploiting regeneration opportunities.

Within the context of the LAP there are various programmes and schemes identified within each of the three programme areas that will have direct benefits for the residents of the neighbouring wards of Ordsall, Langworthy, Weaste and Seedley. These can be briefly summarised as: -

- Improved and enhanced local environment;
- Improved community perceptions and sense of place;
- Increased educational attainment and access to training opportunities; and
- Increased employment opportunities and reduced social exclusion through introduction of various projects and programmes;

7.2 LINKS TO NeT-TOPIC THEMES

The NeT-TOPIC project at the outset identified a Core Theme and a series of five Sub Themes: -

Core Theme

- Building new models of urban development in peripheral cities in metropolitan areas

Sub Themes

- The development and consolidation of an urban identity;
- The enhancement of new forms of urban and metropolitan governance;
- Tackling urban fragmentation caused by roads and communication infrastructure;
- Recovering and conditioning abandoned and obsolete industrial areas; and
- The planning and management of the transformation from a mono-functional to a multi-functional city.

Our involvement in NeT-TOPIC has incorporated a range of activities including participation and attendance at seminars and workshops, and the elaboration of this Local Action Plan. The following section of the LAP aims to draw together some conclusions identified as a result of our involvement in the NeT-TOPIC project, identified against the five sub themes.

The development and consolidation of an urban identity

Urban identity is recognised as a complex, multi-faceted, multi-layered and evolving phenomenon. It is recognised as a particularly potent foundation of community building and/or image development. NeT-TOPIC partners recognise that it is important to deal with urban identities, in particular trying to maintain local and distinguishable identities as a means of binding and attracting citizens and relevant stakeholders.

The development of Salford Quays as a whole represents a significant movement away from the industrial past of Salford and with it a distinct change in identity for this part of the city. Although the area has undergone a significant change in terms of its identity, the area still retains some elements of the working dock. A new identity has been formed for the Quays; building upon the retained elements of the working dock to include offices, residential units and leisure attractions, resulting in the development of a multifaceted identity.

MediaCityUK will further develop the identity of Salford Quays and Salford as a whole. It will be Europe's first purpose built creative and media development, offering an innovative complex designed to bring together companies from across the sector and establish an international centre for excellence in the digital media and creative industries.

The BBC's decision in 2007 to move five major departments to the North West as the anchor tenant of MediaCityUK in Salford Quays triggered the development of a wholly new environment for convergent media in the UK. Led by the private sector, MediaCityUK offers the unique combination of a dedicated world-class location for content and technological innovation within an established cluster of digital and creative businesses.

MediaCityUK PSP recognise that community engagement should be embedded into all aspects of MediaCityUK development. Through undertaking various community engagement activities with the Seedley and Langworthy Trust, The Broughton Trust as well as many smaller voluntary groups such as residents and tenant organisations, all neighbourhoods have had the opportunity to take part in developing and shaping the identity of MediaCityUK.

The PSP recognise that the area must develop into an attractive and sustainable environment for visitors, workers and investors. To achieve this, targets have been identified in relation to reducing the instances of crime, littering, graffiti and fly posting.

MediaCityUK is the first scheme in the world to become a BREEAM approved sustainable community. MediaCityUK will use water from the Manchester Chip Canal to power, heat and cool on-site buildings. Buildings including the 216 bed hotel and the seven High definition and two

audio studios will benefit from the use of a combined heat and power plant energy system, which will result in the reduction of carbon dioxide emissions.

Tackling urban fragmentation caused by roads and communication infrastructure

All cities belonging to NeT-TOPIC suffer, to some degree from fragmentation, lack of urban cohesion and territorial integration as a result of road and railway infrastructures crossing their area.

Salford's role as a peripheral city has led to fragmentation of communities through infrastructure, including major commuter routes, motorways and railways. The River Irwell acts as a natural barrier between Manchester and Salford and whilst public transport links to Manchester have been historically good, linkages between communities in terms of public transport can be weak and discourage the movement of people between communities.

To ensure that the benefits of MediaCityUK are maximised, the Public Sector Partners programme has identified and introduced a range of programmes that will assist in tackling urban fragmentation caused by transport infrastructure. A Transport User Group has been introduced to oversee the co-ordination of schemes identified to improve the accessibility of the site by a range of transport modes.

People travelling to MediaCityUK will be encouraged to use public transport wherever possible. A new waterside tram terminus will combine with the existing tram stop at Broadway to provide a service in both directions (Eccles and city centre bound) every six minutes. The two-mile journey into Manchester city centre takes around 15 minutes by tram, providing a connection with the national rail network at Piccadilly station.

A new link road with the M602 motorway will give car users the option to approach MediaCityUK from either end of Broadway (the A5186). The M602 provides onward linkages to major routes leading in all directions. A high frequency shuttle bus service between Salford Crescent railway station and Salford Quays will be introduced and a range of walking and cycling improvements will be introduced to improve access to the site.

Recovering and conditioning abandoned and obsolete industrial areas

The recovery and improvement of abandoned or obsolete areas is a key issue for all partner cities of NeT-TOPIC. The reclamation of derelict or disused areas, specifically ones that have been shaped by a very distinct use over time, both physically and culturally, pose a set of particular challenges and questions.

The decline of a once important industrial area, such as Salford Docks can have a negative impact upon the social and economic fabric of whole communities. In the 19th Century Salford was at the heart of the industrial revolution; it was a thriving port and the centre of Lancashire's textile industry. Yet by 1950, business had declined to an all time low. The canal journey had become too slow and therefore uneconomical for factories and companies. The port could no longer respond to the pressures placed on it by changes in technology. The docks lay neglected and derelict. Vandalism and crime rates were high, as was unemployment. However, with the help of government funding, grants and publicity the city began to address its social, economic and physical problems resulting from past industrial decline.

The regeneration of Salford Quays has been one of the most significant and overtly successful brownfield redevelopment projects of its kind in Western Europe. Between 1983 and 1984, the whole future of the Ship Canal was reviewed. Salford City Council, using derelict land grant purchased Manchester Docks from the Ship Canal Company. The area was re-branded as Salford Quays and redevelopment began in 1985 under the Salford Quays Development Plan, signalling the start of one of the UK's first and biggest urban regeneration projects. During the intervening 25 years the area has been redeveloped to create a world-class business, cultural and residential area of great international, national and regional significance.

The MediaCityUK development is the latest phase of the wider Salford Quays regeneration. MediaCityUK, a purpose built home for digital and creative businesses, will continue to develop the area's economy as well as providing educational and leisure facilities.

The planning and management of the transformation from a mono-functional to a multi-functional city

Partner cities of NeT-TOPIC are experiencing various regeneration activities that will transform the function of these areas, often from mono-functional to multi-functional centres. Regenerated cities will incorporate a diversity of uses, which may result in a significant shift in relation to the dynamics and function of the city.

Salford is currently experiencing a massive transformation. During the last decade, massive investment, more jobs, greater economic prosperity, improved environment quality and lower crime levels are changing the perception and image of the city for the better. Significant areas of the city are being regenerated to deal with areas affected by population and industrial decline. Through these activities the city is moving towards multi-function: with various leisure spaces, high quality housing and employment opportunities being developed.

MediaCityUK will represent a dramatic change for an area once characterised by industry and more recently by dereliction. It is an ambitious scheme to deliver the United Kingdom's first media city – an innovative, creative hub, to rival other media cities emerging around the world. It is a national project that will enable the UK to compete in an international media marketplace that is growing fast.

A concentration of new media technology and content companies, in one purpose-built environment, will mean that the BBC can stay ahead of the game as a global leader in using new media and technologies to reach an ever wider audience.

Working alongside regional screen agencies, universities and skills providers across the North, the next generation of highly skilled media professionals will be trained and nurtured. Through a combination of utilising the resources of the neighbouring Universities and the commercial research and development activities of the BBC, it is envisaged that this will help to ensure that Salford and the North West region as a single entity is at the forefront of digital media innovation.

The enhancement of new forms of urban and metropolitan governance

The Local Action Plan does not link directly to this sub issue.



MediaCityUK

8.0 APPENDICES

8.1 Salford's Urban Local Support Group

Partners IN Salford is the Local Strategic Partnership (LSP) for the city, an organisation that aims to encourage a joint approach across all organisations to improve the city of Salford. The LSP brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together. The LSP provides a co-ordinated approach to tackling major challenges like poor health and housing, high unemployment, high crime and low levels of education.

The LSP provides a single overarching local co-ordination framework within which other partnerships can operate and as such forms the basis of Salford's Urban Local Support Group (ULSG) for the NeT-TOPIC project.

The Urban Local Support Group is separated into a 'Core' and 'Wider' groupings. Due to the scale of the LSP, it was decided that only those members with a direct interest in the development and regeneration of the City would be involved directly in the Core Group. The Core Group has had a role in developing the LAP and offering a peer review process as the document developed.

The Core Group is composed of the following officers:

- Cllr Derek Antrobus – Lead Member for Planning
- Chris Marsh – Director of Community Regeneration
- Jane Deane – BBC Programme Director
- Chris Findley – Assistant Director Planning and Transport Futures
- Sheila Murtagh – Salford Strategic Partnership
- Emily Kynes – Strategic Director Employability
- Bernie Vaudrey – Strategic Director – Business / Investment
- Diana Martin – Neighbourhood Management Co-ordinator
- Dave Evans – Economic Futures Management Team
- Jonathan Pennick – Urban Vision Planning Consultant
- Matthew Maule – Urban Vision Planning Consultant

Although the wider group had no direct role to play in the development of the LAP, they will be involved in the promotion and dissemination of the findings.

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URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 300 cities, 29 countries, and 5,000 active participants

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