

Stockport Town Centre West
Mayoral Development Corporation



DRAFT Strategic Business Plan, 2023-28

Chair's foreword

I am delighted to be introducing this, our fourth Business Plan for Stockport MDC. Its record of achievements to date and the credible but ambitious plans for the future mean I am more convinced than ever that Stockport and the MDC is creating a model of national significance.

Since its creation in September 2019, the MDC has successfully transformed from novel concept to proven delivery vehicle. Our first phase of development is well advanced with key schemes delivering over 1,100 new homes, over 170,000 sq. ft of office space, state of the art transport facilities and a new two acre park now nearing completion. The quality of the schemes behind these numbers demonstrate the ambition of the MDC and our partners to bring forward development in line with our vision, whether that be the restoration of the eighteenth century Weir Mill or the cutting edge engineering methods being applied in the transport Interchange.

This progress has been against the hugely challenging backdrop of the Covid-19 pandemic, historically high rates of inflation, energy insecurity and accelerating environmental crisis. Far from knocking us off course, these challenges have redoubled the resolve of MDC partners to continue the long term work of supporting Stockport's transformation into a 'town of the future', a place which is resilient to future shocks.

Over the last twelve months our progress in establishing Town Centre West as Greater Manchester's newest urban neighbourhood has caught the eye of the property industry and beyond with positive coverage of both Stockport and MDC in the press. This recognition and profile makes a vital contribution to building local pride in the town.

At a local level, I've been hugely encouraged to hear this positivity echoed by Stopfordians. Local businesses who can now see a future for their growing businesses in the borough as we increase the high quality office space available at Stockport Exchange. Veterans and young people being equipped with the skills to find work in the construction industry through hands-on training on our state of the art construction sites. Local people whose wishes and ideas are shaping the design of the brand new two acre park which will be created on top of the transport Interchange.

Our progress means that over the next twelve months we will welcome the first new residents and visitors to the new homes and facilities we have created. This is a pivotal moment for the MDC. While our focus has and continues to on delivering hard infrastructure, it is the creation of new communities where people can live happy and healthy lives which is our ultimate goal. During the early part of this Business Planning period, we will therefore be moving to a new phase of activity, widening our focus to include:

- Collaboration with private, public and VCSFE partners on the use and animation of our new developments. This work will be crucial to ensuring that the homes, public spaces and facilities we're creating are used and developed in ways which realise our ambitions of environmental sustainability, thriving communities and the wider vitality of Stockport town centre.
- Seeking opportunities to develop the social infrastructure which will enable existing and new town centre residents have access to a range of informal and formal facilities, services and organisations they need to thrive.

This work will take place in parallel with delivery already well underway to bring forward the second phase of development in Town Centre West. Over the last twelve months the MDC Team have lead an ambitious procurement process to select a joint venture partner to develop Stockport8, an eight acre site and unique opportunity to shape the neighbourhood. During this Business Plan period we will see the joint venture bring forward approx. 1,200 new homes on the site along with supporting infrastructure.

This track record of delivery and credible pipeline for the next phase of development means that confidence is high that we can meet our ambition of delivering 4,000 new homes over the next decade – as well as the facilities and amenities which will make Town Centre West a great place to live.

Restoring civic pride in our towns and rebuilding town centres which are sustainable, inclusive and resilient so they are fit for future generations are among the most important public policy priorities we face. For too long regeneration has focused on city centres but Stockport is leading the way, demonstrating that a complementary relationship between cities and towns can be harnessed for great mutual benefit.

The MDC is a key vehicle for delivering on this potential and the years ahead are very exciting indeed.

Lord Bob Kerslake

Chair, Stockport Mayoral Development Corporation

Twelve months in the life of Stockport MDC.....

Over the last twelve months we've seen a huge amount of activity as the transformation of Town Centre West has become visible for all to see. On these pages you can hear what this change has meant to some of the local people who have been involved, designing new public spaces, developing construction skills through hands-on training in our state-of-the-art construction sites or enjoying the new facilities being created.

Shaping the future of Town Centre West

Interchange Park resident engagement: Local people shaping the design of Stockport's newest park



Stockport Council, supported by Forever Consulting, has undertaken a programme of community engagement to shape the design of the new park being created on top of the Interchange. Activities included online family art drawing sessions, primary school groups and workshops with students from Stockport college, roadshows in the town and focus groups with specialist groups including Disability Stockport, AgeUK Stockport and Stockport Race Equality Partnership and Sector 3. The images above and the quotes below were part of the ideas and views shared in these sessions which have helped to shape design and plans for the park:

"A green, relaxing space for people to wander through or even sit and relax is much needed in this area. I visit the town centre often and will make the most of this new green space."

"The nature areas to include lots of wildflowers and all trees and plants to be attractive to bees, birds and butterflies.."

I would like it to be inclusive so access for disabled people, sensory garden scented flowers, kids play equipment that includes wheelchair accessible equipment like a round-about or swing, benches, trees maybe water feature for calming feel."

People at the heart of delivery

Wilmot Dixon Building Lives Academy: Upskilling a new generation of Stockport construction professionals



Through the Building Lives Academy at Stockport Interchange, Willmott Dixon is equipping local people with skills to find work in the construction industry through hands-on training. Through intensive courses, local residents are securing qualifications including Health & Safety in Construction Level 1 certification and CSCS cards. The training is being run alongside Groundwork Greater Manchester's sustainable futures construction programme, funded by the Prince's Trust:

"It's been a fantastic learning experience to come around and see a modern site, something they're going to be part of, something they're going to walk past every day" Mark Torres, T Level Construction Liaison, Stockport College

"[The course has] transformed my confidence. I wanted to go into landscaping or bricklaying, and I didn't know much about construction, but it's been a good experience. I enjoyed the course. I learned lots about the health and safety aspects and I really enjoyed the on-site work experience placement." Cain Powers-Evans, local resident and Building Lives Academy student

Town Centre West coming to life

Businesses making their home in Town Centre West

Stockport Exchange is now established as a leading business hub in the North West. Below you can hear from business leaders who have chosen Exchange as the home for their growing businesses:



"We're eight minutes from Manchester by train and the road and air links are ideal for national and international travel." Steve Oliver, CEO musicMagpie and Chair of Stockport Economic Alliance

"What's not to love about Stockport Exchange? A beautiful setting, right on the doorstep of the station, with a modern spec, and a beautiful sunset to take in, whilst sipping a cold drink from Bask." - Benji Taylor, BASK



"We've combined open, collaborative areas with intimate meeting spaces and digital tools to give an attractive and practical working environment. When deciding where we should move our UK headquarters to, we were aware of Stockport's regeneration plans and wanted to be part of the town's exciting future." - Tom Urwin, Head of Finance, BASF plc, Stockport Office

Beyond Stockport Exchange businesses are drawn the Town Centre West and the transformation that is taking place:



"Our creative agency was originally located in the market square but we spotted an opportunity to purchase our own building in Town Centre West in 2021. Knowing a bit about the ambitious plans for the area it felt like a good time to get in early and make this place our home."

It's a great location, just a five minute walk to the train station, close to the motorway with local shops, parks, cafes and restaurants all close by. Our team love it here and are really excited about both the developments already taking place and those in the pipeline. The new amenities will massively benefit us as a company and we're proud to be at the heart of these exciting times for Stockport." Grant Mitchell, Creative Director, DesignbyFuture

A major investment in further education through the redeveloped campus for Stockport College



A £23 million investment programme into the Stockport College campus is currently underway. This redevelopment will ensure all course areas have the very highest standards of accommodation and will complement the investment already made into the college's state-of-the-art facilities:

"The redevelopment of the college campus brings new opportunities for technical education, employment, and community engagement. It is a step towards a brighter future for Stockport. Stockport College continues to be a catalyst for community and economic development in the heart of Town Centre West. The construction of the Interchange marks the beginning of an exciting new era, and we are proud that our collaboration and partnership are shaping a thriving and vibrant community. I am delighted our students have had the opportunity to take part in the behind-the-scenes gaining valuable for future employment and contributing to their local community." Tracey Wood, Group Assistant Principal Adult Skills and Employer Engagement at Trafford College Group

The Mayoral Development Corporation in context

The regeneration of Stockport

Over the last decade Stockport has led the way on town centre regeneration by reshaping the market and bringing forward new housing and commercial development, major transport infrastructure enhancements, and redefining the town as a cultural, leisure, food and beverage, and visitor destination.

Stockport's momentum and track record of delivery provides the platform for the next phase of the town's transformation as we respond to on-going challenges from the impact of the Covid-19 pandemic, historically high inflation, energy insecurity, a cost of living crisis and interconnected environmental crises. With Stockport firmly established as one of the most dynamic and exciting town centre in the north of England, the time is right to scale up our ambition and bring together the partnerships we need to turn these into reality.

The Council's work over the last ten years to deliver regeneration and improve the outcomes for its residents and businesses continues and Stockport Mayoral Development Corporation (MDC) has an important role in delivering its part of this. The image below demonstrates the diversity and scale of interventions the Council and partners has made over this time.



The creation of Town Centre West by Stockport MDC is the latest phase in this long term transformation.

What is Stockport MDC?

Created in 2019 by the Mayor of Greater Manchester, Andy Burnham, Stockport MDC is a statutory organisation created to bring forward the regeneration of Town Centre West. The MDC is chaired by Lord Bob Kerslake (former Head of the Civil Service) and consists of representatives of the Council's main political parties on Stockport Council and private sector experts.

As well as being an exemplar urban neighbourhood in its own right, Town Centre West will play a crucial role in the regeneration of the wider town centre – providing homes for a growing population who will in turn support the success of the town which serves all Stockport residents and acts as a strategically important economic centre for Greater Manchester.

Running through all our activity are three guiding principles:

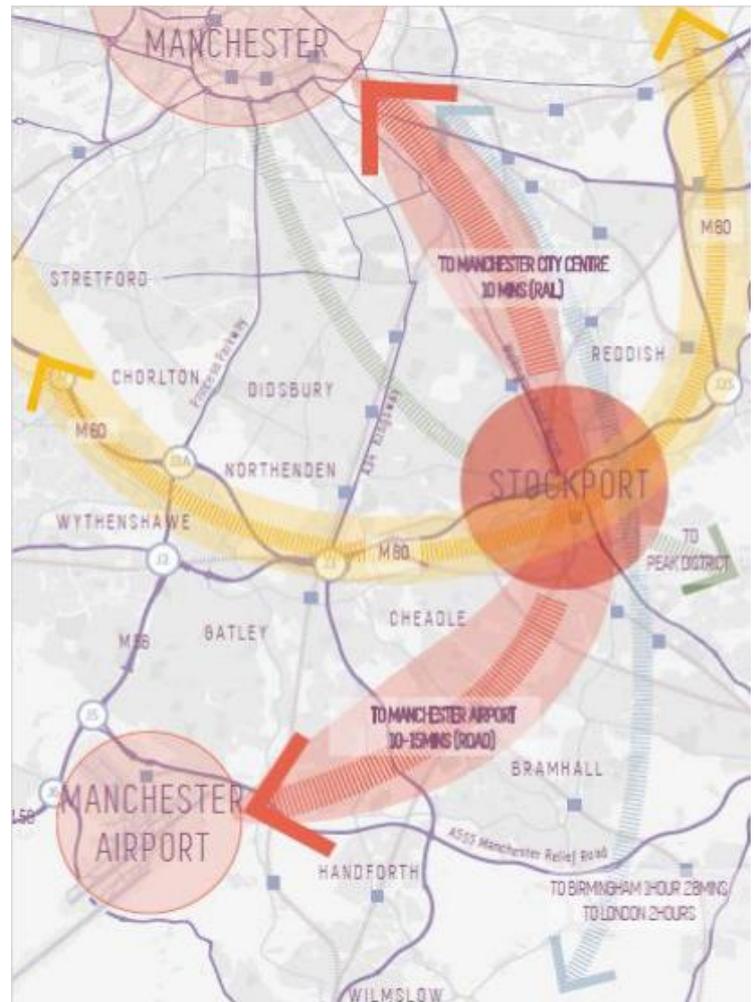
- Community – an increased population and enhanced quality of life for all
- Sustainability – a sustainable place and more attractive environment
- Innovation – a place of progress and an environment shaped for the future

Town Centre West in context

Stockport is already an exceptional place to live, work and visit. The borough is one of the most successful local economies in Greater Manchester and accommodates the third largest workforce in the city region alongside great schools, cultural attractions, and amenities.

Stockport's success is in part due to its location and exceptional transport connectivity to Manchester city centre, Manchester Airport, Sheffield, Liverpool, Birmingham, and London. Easy access to the Peak District, the Trans-Pennine Trail, and its rivers, canals, and walking routes all contribute to its attractive offer.

These advantages mean that Stockport is ideally positioned to benefit from changing patterns of investment and urban living and to capitalise on the economic growth in Manchester City Centre and the Greater Manchester region. These factors combine to create a compelling case for Stockport as the location for a significant new residential community to contribute to meeting our need for more housing and ambition to nurture a vibrant town centre.



Town Centre West forms part of the wider Stockport Town Centre and our ambition is to play an active role in supporting the regeneration of the whole Town Centre in several key ways. Firstly, by enabling a doubling of the town centre population and therefore bringing increased footfall and vibrancy to the town centre. Secondly, by setting a high bar for the pace and quality of development in the town centre to catalyse further investment. This opportunity underpins the vision and masterplan set out in the Strategic Regeneration Framework (SRF) for Town Centre West produced by Stockport Council in 2019. The SRF responds to the unique spatial characteristics of Town Centre West – as well as its proximity to the amenities and opportunities in the wider Town Centre - and provides a compelling, credible, and deliverable plan for how the area can be transformed.

Town Centre West is currently shaped by its industrial land uses and major infrastructure while the River Mersey and Hollywood Park provide exceptional natural assets. In common with other town centres the area is strongly characterised by fragmentation of land ownership which makes large-scale change difficult to achieve without a major long-term strategic initiative that brings together the public and the private sectors.



Our strategic framework

The Town Centre West Strategic Regeneration Framework (SRF) was produced by Stockport Council in its capacity as Local Planning Authority for the area and approved in its final form in November 2019 following public consultation.

The SRF sets out the vision and ambition for the regeneration of Town Centre West that the MDC has been created to deliver. The document purposely does not attempt to be prescriptive about the development that could come forward in the area but instead provides an indicative masterplan for how the area could be transformed to accommodate development at-scale while enhancing the way Town Centre West functions and serves its residents.

The ambition set out in the SRF is based on extensive market analysis, transport planning, and high-level urban design. The diagram below sets out how we have translated the SRF into a strategic framework for the MDC:

Creating Town Centre West Greater Manchester's greenest urban neighbourhood



Why were creating Town West.

Over recent decades, the way that we live, work and play has changed.

By transforming Town Centre West into an exemplar residential neighbourhood within our town centre we're supporting a transformation which will define Stockport for generations to come:

- Creating much needed new homes
- Bringing people and vitality to our town centre
- Enabling people to live happy, healthy lives
- Protecting and enhancing our natural environment

Community - an increased population and enhanced quality of life for all

- Housing a growing community
- Integrating neighbourhoods
- Supporting the provision of social infrastructure

Sustainability - a sustainable place and more attractive environment

- Enabling residents to make zero carbon lifestyle choices
- Making a positive contribution to Stockport and Greater Manchester carbon reduction goals
- Supporting good quality jobs and inclusive economic growth
- Supporting the vitality of Stockport town centre
- Utilising high quality, inclusive design to enable people to live well

Our Vision

Innovation - A place of progress, shaped for the future

- Resilience and adaptation to environmental change
- Embracing technology to deliver our ambitions

What changes you will see?

- Up to 4,000 new homes
- New office space for growing businesses
- Construction jobs and skills opportunities for Stockport residents
- A more attractive environment and access to the natural environment
- More dedicated routes for walking and cycling

Who is Stockport MDC?

Stockport MDC is a statutory organisation created to bring forward the regeneration of Town Centre West. Established by Greater Manchester Mayor, Andy Burnham, in 2019 the MDC is overseen by a Board chaired by Lord Bob Kerslake and consisting of a representatives from, the main political parties, Homes England, Greater Manchester Combined Authority and private sector regeneration experts.

Purpose of the Strategic Business Plan

The Strategic Business Plan sets out the activity that the MDC will undertake over the coming five year period to deliver the ambitions set out in the Town Centre West Strategic Regeneration Framework (SRF). It is supplemented by an Annual Action Plan which contains an additional level of detail about what the MDC will achieve in each financial year. The Strategic Business Plan should be read in the context of the SRF but also the changing economic, environmental and policy context since it was developed in 2019.

This latest version of the Strategic Business Plan (the fourth since the MDC was created), is informed by the delivery that the MDC has successfully led to-date and the platform that gives Stockport to be increasingly ambitious about its future. For the coming five year period, Stockport will continue to address the imperatives of achieving net zero, accelerating a mix of housing delivery on brownfield land thereby reducing pressure on the greenbelt, enhancing the whole of Stockport town centre as a residential and employment location of choice, improving the town's infrastructure, and attracting public and private investment into Stockport.

The fundamental regeneration opportunity in Stockport – a combination of the town's exceptional transport connectivity, market conditions, and advantageous location between Manchester City Centre, Cheshire, and the Peak District – has enabled the MDC not only to maintain Stockport's regeneration momentum despite the macro social and economic challenges of recent years but also to increase land assembly, investor engagement, infrastructure planning, and construction. This Strategic Business Plan reflects the improved position that the MDC has been instrumental in creating.

1. The MDC's delivery achievements, 2019-23

Since its creation in 2019 the Stockport MDC has established itself as a credible and effective regeneration delivery vehicle that has changed perceptions of the town with residents and visitors, the investor and developer markets, and the wider public sector.

Tasked with delivering Stockport Council's Strategic Regeneration Framework (SRF) for Town Centre West, the MDC has already overseen delivery of a range of schemes across both commercial and residential development, infrastructure, and public service transformation. These fully-delivered and on-site schemes are part of a wider 'first phase' pipeline that has seen c.1,100 new homes and 170,000 sq. ft. new commercial floorspace move into advanced stages of delivery.

Housing a growing community

At the heart of the MDC's mission is building new homes that Stockport needs as a thriving borough in the country's fastest-growing city region.

Phase 1 of MDC delivery: Over 1,100 new homes and 170,000sq.ft of grade A office space completed or in construction.

The MDC's long term commitment to delivery combined with Stockport's attractiveness as a place to live has resulted in greater market activity in the town as exemplified by **Rise Homes' Mailbox** scheme which completed in February 2020 and was the town's first new high quality private rental scheme (PRS) for a number of years. This conversion of the former Royal Mail Sorting Office – long derelict and occupying a prominent location in the town centre – as a striking modern apartment block of 117 new homes with ground floor employment use marked a major step forward in reshaping Stockport's residential market.

In a further sign of growing confidence, Capital&Centric have moved ahead with their redevelopment of the historic **Weir Mill** following acquisition of the site in 2020. This development scheme reflects the potential for Stockport's heritage assets to play an ever-greater role in defining Stockport's future while respecting and preserving its past. Construction work began in autumn 2022 and is expected to complete in 2024.

While originally conceived as a transport scheme, the **Interchange** demonstrates the vision and ambition of the MDC and Stockport Council. Alongside a new bus station the scheme will deliver a two acre park and a new walking and cycling bridge to Stockport Station and 196 new apartments. Led by a partnership of the MDC, Transport for Greater Manchester, Stockport Council, Greater Manchester Combined Authority, and Homes England alongside leading developers Cityheart and Rise Homes, the Interchange scheme shows how devolved infrastructure funding can be used to leverage large-scale public and private sector investment to bring forward a scheme which combines residential development, transport infrastructure and new public open space and public realm, as well as opening up the River Mersey. The design of the scheme has benefitted from significant public engagement and consultation to involve the people of Stockport more closely than ever in the regeneration of their town. The transport element of the Interchange will complete in 2023 with the residential element completing in 2024.

Also critical to the public service infrastructure of Town Centre West and the wider borough has been significant investment in **Stockport College**. A merger with Trafford College in 2018 secured the long term future of the College and on the back of this, we have seen the redevelopment of the Stockport

campus. This investment in the estate and the education offer at the College has made a major contribution to strengthening further education provision in the town centre. It also released 2.9 acres of surplus land adjacent to the campus. A major planning consent has been approved for a scheme on this site which will bring forward 442 new homes in a prime location in the southern part of Town Centre West. We anticipate that the scheme will commence on-site in 2023, demonstrating the growing strength of the Stockport offer in a challenging market.

The Council and Stockport Homes are working together on the **St. Thomas' Gardens** scheme which secured planning permission in March 2021 and we anticipate will commence on site in 2023. The scheme will deliver 68 affordable homes which incorporate re-use of heritage buildings, intergenerational living, sustainability and shared greenspace to create its own sense of community. Alongside this will be the provision of 82 beds of intermediate care which is will contribute to improving the quality of the adult social care offer within the borough.

The delivery of the schemes described above by 2024 will provide an tangible indication of the success of the MDC and provides a very solid platform, giving credibility to our longer-term ambitions and providing confidence to partners and the market about our ability to deliver.

Phase 2 of the MDC's Delivery Pipeline: The 8 Acre King Street West Development Site

In parallel with delivering the first phase of schemes described above, the MDC has made major progress in land acquisitions and site assembly for the next phase of scheme delivery. The MDC successfully negotiated a number of acquisitions in Brinksway and the Station Quarter to create a major new development opportunity in the heart of Town Centre West. The assembled site has an estimated potential to deliver c.1,200 new homes and represents an unrivalled development opportunity in a highly-connected strategic location between Stockport Rail Station and Junction 1 of the M60 that also benefits from the natural assets of Hollywood Park and the River Mersey. In May 2022 the MDC launched a procurement process to identify a joint venture partner to develop the site. The process is due to conclude in Spring 2023.

This second phase development pipeline also includes **two schemes being brought forward by Great Places Housing Group**. Between them these schemes will deliver an estimated 217 affordable homes, subject to planning consent.

Enhancing connectivity

The MDC recognises that Stockport's transport connectivity is vital to the town's future success and has been instrumental in moving the transformational **Interchange** scheme (described above) into construction. This scheme represents a game changing investment in the sustainable and active travel infrastructure of Town Centre West and the wider town centre. The bus station will be used by a fleet of 170 all-electric buses, following a successful funding bid from the Council.

Over the last twelve months we have seen continued progress on work to bring the **Metrolink network to Stockport town centre** and **on the redevelopment of Stockport Rail Station**. There is strong collaboration between Transport for Greater Manchester and Stockport Council in relation to the Metrolink extension and joint work to prepare the economic assessment needed to underpin the business case for investment is underway.

Of equal significance is the high-level rail industry partnership – comprising the Greater Manchester Mayor alongside the Chairs of Network Rail, Homes England, and the MDC – created to oversee the

technical design work on **redeveloping Stockport Rail Station** as well as the feasibility work for capacity improvements on the South Manchester rail network in and around Stockport. This group commissioned the production of an Outline Business Case for the redevelopment of the station which was completed in late 2022. Discussions are now taking place with both Network Rail and Avanti to bring forward investment in station enhancements in line with the wider vision.

Over the last twelve months the MDC Team and colleagues from Stockport Council's Highways and Planning teams have worked with WSP to identify practical schemes to **improve traffic flow and walking/cycling links** around Town Centre West. An allocation to realise the first phase of these improvements, linked to the Stockport8 development, has been made within the Stockport local element of the City Region Sustainable Transport Settlement (CRSTS).

Communications, external relations and engagement

Effective communication of our approach and progress has been a key priority for the MDC over the last 18 months. This has been motivated by a desire to see the scale of transformation taking place on the ground conveyed to key audiences – building pride in our town and strengthening Stockport's reputation as a credible and ambitious delivery partner. A series of communications campaigns and sustained engagement with key journalists has borne fruit and between late 2022/early 2023 we saw **significant positive coverage of the MDC from the property industry press, including features in major industry publications**. The regeneration of Stockport more generally has also received significant coverage in national newspapers.

Alongside media engagement we developed a local communications campaign to promote the MDC and the regeneration of the town centre more generally. A newspaper was created and was delivered to all Stockport households in early 2023, alongside supporting digital promotion.

People at the heart of regeneration

Social value

The MDC recognises the important role it plays in leveraging and coordinating social value from development to maximise traction in key priority areas for the MDC and Stockport Council. The Strategic Regeneration Framework for Town Centre West estimated that the development pipeline could create up to 650 construction jobs a year for up to 15 years. This projection has translated into reality, with all three first phase development schemes generating significant demand for a range of construction roles. Ensuring that this investment creates social as well as economic benefit has been a key focus for the MDC team. Employment and Skills Agreements have been negotiated with developers / contractors for all schemes, identifying targets for work experience placements, schools engagement, apprenticeships and local recruitment.

Case study: Wilmot Dixon, delivering social value through the Interchange scheme

The £96m Interchange scheme is a large scale, highly complex construction projects employing state of the art engineering technologies, with up to 250 people working on site on any one day. This investment has the potential to generate significant social value and the approach to realising this

formed a key element of the tendering process to select a contractor for the scheme. A Social Value Agreement is integral to the contract between Transport for Greater Manchester and Wilmot Dixon, aligned to the Greater Manchester Social Value Framework. This agreement includes a wide range of activities, including :

- Proportion of spend with local suppliers – to date 48% of spend is with suppliers based within 10 miles*
- Local recruitment – to date 47% of workers on the site live within a 10 mile radius and 89 new jobs created through Willmott Dixon and the supply chain across a variety of roles*
- Education and skills development activities within Stockport – with 31 Careers in Construction Information, Advice and Guidance sessions delivered in local schools and colleges to date*
- Targeted work with Stockport based organisations to engage people from disadvantaged groups, including young people not in education, employment or training, veterans, people with special educational needs and looked after children
- Employability activities with young people in Stockport, from on-site work experience to apprenticeships – to date 193 weeks of apprentice and trainee training and 19 weeks of work experience have been delivered*
- Staff volunteering within Stockport based community organisations

*figures as of end March 2023.

Social infrastructure

The Strategic Regeneration Framework identified social infrastructure as critical to the success of Town Centre West as a sustainable neighbourhood:

“As an exemplar community the provision of appropriate social infrastructure will be critical to the success of Town Centre West, ensuring that the existing and new communities are well served by schools, doctors, dentists, health centres, specialist homes and public open space”

In 2021 the MDC commissioned Cushman and Wakefield to carry out a social infrastructure study to map existing social infrastructure and model future need. This work created a [digital map](#) and set out a series of recommendations to inform future planning. This included several principles to guide delivery which were subsequently adopted by the MDC:

- **Town Centre first.** Our aim in creating Town Centre West is to create an exemplar urban neighbourhood but also to integrate the people and facilities we’re creating into the wider town centre. Supporting investment in social infrastructure in the wider town centre provides an opportunity to directly benefit wider town centre communities as well as new residents.
- **Optimising the use of existing facilities.** We will seek opportunities to enhance and strengthen existing facilities before replacing them.
- **Sustainability.** We will seek to ensure that enhancing or creating new infrastructure will create facilities which bring environmental benefit rather than contributing to environmental breakdown.

This work forms a strong foundation for the next phase of this work, as we pivot from modelling to delivery.

Innovation

The MDC is an innovative response to the challenges of creating much needed new homes and creating a vibrant and sustainable town centre. Innovation is integral to our strategy and operations of the MDC:

- In striving to tackle the systemic barriers to our core goals of brownfield regeneration, environmental resilience and sustainability and enabling local people to benefit at all stages of redevelopment we know that we will have to look beyond conventional approaches to delivery.
- We also know that the way people live is changing and demands innovation across fields as diverse as construction, design, infrastructure and place management.

This is why the MDC is striving to be at the forefront of innovation, continually asking ourselves whether we could do things differently to achieve our ultimate goals, ensuring that Town Centre West is an early adopter for new approaches to town centre living and secure its continuing relevance in the future. As the built environment innovation agenda has largely evolved in line with market conditions in cities – often global mega-cities – rather than towns, we have a unique opportunity to shape the application of new and emerging approaches in a way which is highly relevant for other UK towns.

Since its creation in 2019, the MDC has sponsored a number of innovative responses to development and wider place making, including detailed feasibility work on a renewable energy powered District Heat Network, options appraisal for Mobility Hubs and intergenerational living housing scheme at St Thomas'. To further strengthen this work and enable us to proactively identify future innovation opportunities, we worked with CBRE throughout 2022 to develop an innovation framework for the MDC which:

- Articulates the key innovation themes for the MDC
- Sets out how we will assess and progress proposals for direct delivery of investment in innovation
- Articulates the types of innovation we are keen to see advanced by our partners Town Centre West to advance

This Framework was adopted by the MDC Board in March 2023 and will be operationalised during this Business Planning period.

Employment and economic growth

The MDC's commitment to increasing employment and economic growth in Town Centre West has supported the further development of **Stockport's flagship new commercial quarter at Stockport Exchange** in partnership with Muse Developments. Since the establishment of the MDC over 170,000 sq. ft of Grade A office space has been created across two phases:

- A 61,300 ft² 20 office building - No.2 Stockport Exchange – completed in spring 2020 which is close to being fully let and builds on the success of No.1 Stockport Exchange and Holiday Inn Express which both completed in late 2017.
- A further 64,000 sq.ft. of offices are currently on site in Stockport Exchange along with a new 400 space car park which will provide all the future parking needs for the occupiers of the Exchange

including the provision for all the spaces to be used for electric vehicle charging. This phase is due to complete in summer 2023.

Stockport Exchange is 95% let and home to blue chip occupiers such as Stagecoach and BASF as well as rapidly growing firms Music Magpie and O'Neill Patient.

Sustainability and carbon reduction

The MDC's commitment to environmental sustainability has informed the design and delivery of development schemes and driven innovative responses to place making.

An example of this is the integration of **green infrastructure** into the built environment, which has become a signature feature of development in Town Centre West. The Mailbox features the biggest area of green wall in the north west of England, with over 114,000 plants across its four walls. When complete the new walking and cycling bridge between the Interchange and Stockport station will be flanked by green walls, in addition to the new two acre park on the roof of the Interchange itself.

The MDC has also sponsored detailed feasibility work on a **district heat network** to serve Town Centre West and the wider Town Centre. This study was completed in autumn 2022 and concluded that there is potential for a commercially viable Heat Network powered by renewable energy which will make a very significant contribution to carbon reduction within Town Centre West and beyond. On the back of this work we have successfully secured contributions from the government, public service partners and the GMCA to fund the final stage of feasibility work – Detailed Project Delivery – which will establish the optimal technical and commercial solutions to deliver the Network. This work will commence in spring 2023.

Investment

When establishing the MDC, Stockport Council created a £100m dedicated investment facility to enable site assembly and development. However, the intention was always to use this investment to leverage wider public and private investment. In the first phase of delivery we have successfully secured:

- Homes England grant (£12m)
- Private sector investment from developers and Joint Venture Partners including Muse (£93m)

Further private investment of approx. £250m is anticipated in the next phase of the MDC pipeline, alongside public investment from Stockport Council.

In addition to these capital investments we have secured revenue funding from a variety of public and private sources to support the operations of the MDC. In total these contributions total in excess of the £500,000 annual operating budget of the MDC. These include:

- Over £375,000 from the Heat Network Delivery Unit (Department for Business, Energy and Industrial Strategy) to progress feasibility studies for a District Heat Network
- £60,000 from Greater Manchester Combined Authority towards delivery of the District Heat Network
- £78,000 from Homes England Homes Infrastructure Fund Capacity Support Funding towards development management of the Weir Mill scheme

Governance, leadership and capacity

Governance

The MDC completes an Annual Governance and Accountability Return each year which is independently audited along with our accounts. The Council's Internal Audit report on the MDC for 2021-2021 highlighted two areas where business operations could be strengthened in relation to risk management and oversight of Board member remuneration. The MDC has addressed these points in regular reporting to the Board.

Capacity

Task and finish groups

The combined expertise, networks and influence of the MDC Board members is a huge asset to the MDC. While Board meetings are a useful forum for discussion, pressure on time limits the opportunity for in-depth dialogue to shape and inform thinking at a development stage. In 2022 the MDC Board therefore agreed to establish task and finish groups to provide a means for MDC Board members to help shape the thinking and approach of the MDC in two key strategic areas:

- Communications
- Innovation

The aim of these groups was to:

- Draw on the expertise of Board members to strengthen our strategic approach in key areas
- Mobilise the networks and profile of Board members to strengthen MDC activity in these areas

The outcome of these groups have informed the development of this Business Plan and further Task and Finish groups will be formed in the early part of this planning period.

Objectives and delivery commitments for 2023-28

Stockport MDC's overall mission is to lead the redevelopment of the 130 acres of brownfield land that make up Town Centre West as a thriving new community in the heart of the town centre that exemplifies local character, the vital importance of sustainability and carbon reduction, and maximise the benefit of Stockport's transport connectivity.

Below we set out our objectives and delivery commitments for the period 2023-28. These have been developed in line with the overarching themes of the Town Centre West Strategic Regeneration Framework and provide specific, measurable targets for the MDC. Collectively they enable the MDC to be held to account effectively by the Board and by the democratically elected Members of Stockport Council and Greater Manchester Combined Authority.

Community

Engagement with communities

During the early part of this planning period, people will move into the new homes built in the first phase of development in Town Centre West. Weir Mill and the Interchange are due to complete by the end of 2024, between them bringing an estimated 2,300 new residents to the area. In preparation for this we will be stepping up our engagement work with communities who already live in and around Town Centre West and new residents as they begin to arrive. This is important for several reasons:

- **Our ambition for Town Centre West goes far beyond creating the homes that people will live in.** We want to create a neighbourhood which provide opportunities for residents to live happy, healthy lives and make environmentally sustainable choices in their day to day lives. From active travel to energy efficiency, the habits that people establish from early on will shape the experience of living in Town Centre West for them as individuals and for the wider community.
- There is a huge amount to enjoy and get involved in Stockport – from great food and drink, art and culture, to volunteering and leisure. **We want our newest residents to feel that Town Centre West is an integral part of the wider town centre** and are aware of what's on offer and in turn support our great businesses and VCSFE organisations to thrive.
- We know **social connections are key to personal wellbeing and cohesive communities.** We want to create opportunities and spaces for new residents to meet and form positive relationships.

In the section below we set out how we will translate these commitments into delivery.

Social infrastructure

The arrival of new residents also means we will be stepping up our work on **delivery of the social infrastructure and the wider facilities needed to support a growing town centre population.** While significant work has already taken place to understand existing provision and need and model future demand, in this planning period we will shift into the delivery.

A genuine mix of housing options

As the first phase of development concludes, our second phase is already well underway and will see large scale construction during this planning period. A major contributor to this will be Stockport8 which

will bring forward an estimated 1,200 new homes over the next five years. A key focus during the business and master planning of Stockport8 will be delivering a genuine mix of housing options and tenures, with an emphasis on affordability.

Objective 1: Housing a growing community

The MDC is tasked with delivering residential development on a scale which makes a significant contribution to Stockport's overall housing requirements, provides a new approach to development on brownfield land, and reduces pressure for the release of greenbelt land.

It is imperative that the development in Town Centre West provides a broad choice of homes across all types and tenures, including homes that are genuinely affordable to those on low incomes, in response to the needs of the local population. The MDC will therefore ensure that the new housing offer provides for older people and families - as well as younger people - in an urban setting well served by educational and health facilities and attractive public open space across its distinct neighbourhoods.

Importantly, the MDC and Stockport Council will ensure it creates a flagship 'connected neighbourhood' with direct links to Stockport Rail Station, the Interchange, and the wider town centre as well as to Edgeley and the Heatons and beyond.

The MDC has already brought a number of major residential schemes into delivery which demonstrate not only the scale of its ambition for new housing in the town centre but also its ability to deliver. Over the course of this plan period, the first phase of schemes will complete, providing Stockport with c.1,100 new homes across the following schemes:

- **Stockport Interchange** provides a much-needed upgrade to the town's transport infrastructure through a new bus station with an improved cycling and walking link to Stockport Rail Station that improves connectivity and facilitates sustainable transport. The scheme also delivers a new two-acre park accessible from the A6, designed in line with Sustainable Urban Drainage principles, and 196 new homes. The transport element of the scheme is due to complete in 2023 while the residential element will complete in 2024.
- The historic eighteenth and nineteenth century mill complex that makes up **Weir Mill** is being redeveloped for 253 new homes by Capital&Centric with support from Stockport Council and Homes England revitalising the heritage of the site. The developer has a track record of successfully redeveloping and repurposing historic buildings into iconic and desirable places to live. The scheme is due to complete in 2024.
- Stockport Council and Stockport Homes are progressing the **St. Thomas' Gardens** development on the site of the former St Thomas' Hospital. Planning consent has been granted in March 2021 and construction works are due to start on site in 2023. The redevelopment will create an All-Age Living residential scheme which will include an exemplar intermediate care scheme – the Academy of Living Well built with sustainability at its heart - to support the Borough's approach to health and social care integration. The site will also deliver 68 new affordable homes through a combination of the sensitive restoration and re-use of the historic buildings and new-build homes on the site.
- In 2020 planning consent was granted for a **mixed use scheme on a 2.9 acre site on former Stockport College land** between Wellington Road and Greek Street. The site has recently been

bought by a new owner and during 2023/24 we will work with them to develop plans for delivering the scheme.

In parallel with the completion of this first phase of development, the Stockport8 scheme will move into delivery. Our joint venture partner will be announced in spring 2023 and we will work with them to develop a Business Plan to be signed off by all parties by the end of 2023/24. During 2023 we will also commence the master planning work to underpin a hybrid planning application with the aim of the delivering up to 1,200 new homes.

Delivery commitment 1

The MDC will, as a minimum, bring forward 1,100 new homes by 2024. It will aim to continue this pace of delivery by completing at least 250 new homes - of all types and tenures for all income groups - per year through this Strategic Business Plan period to 2028.

Objective 2: People at the heart of delivery

One of the key factors in the success of Town Centre West is ensuring that we have a clear focus on how our diverse residents – both existing and new - will benefit from the regeneration of Town Centre West at all stages of development.

The development process

The scale of development in Town Centre West creates a very significant opportunity to deliver significant social value during the development process. The Strategic Regeneration Framework estimates that up to 650 construction jobs could be created each year with potential for these to act as a generator of skills and employment opportunities locally if harnessed effectively. Looking beyond Town Centre West there is the potential for this to act as a catalyst for investment in the wider construction industry in the borough and the growth of much needed green construction skills and capacity. Beyond construction jobs, the MDC has an important role to play in leveraging and coordinating social value from development to maximise traction in key priority areas for the MDC and Stockport Council.

The development process also creates the opportunity for meanwhile use of sites and buildings awaiting redevelopment. These uses can help us to support the nurturing of new and existing communities in Town Centre West and trial new uses prior to permanent redevelopment. The MDC will need to work closely with communities to shape our approach to individual sites and buildings to ensure that these uses create long term benefit for communities.

Social infrastructure

The provision of appropriate social infrastructure will be critical to the success of Town Centre West ensuring that the existing and new communities are well served by schools, early years provision, health services, and public open space. Building on work done over the last two years to map existing social infrastructure and model existing and future need, we have developed the following delivery principles:

- **Town Centre first.** Our aim in creating Town Centre West is to create an exemplar urban neighbourhood but also to integrate the people and facilities we're creating into the wider town

centre. Supporting investment in social infrastructure in the wider town centre provides an opportunity to directly benefit wider town centre communities as well as new residents.

- **Optimising the use of existing facilities.** We will seek opportunities to enhance and strengthen existing facilities before replacing them.
- **Sustainability.** We will seek to ensure that enhancing or creating new infrastructure will create facilities which bring environmental benefit rather than contributing to environmental breakdown.

A Programme Board will be established in early 2023/24 to oversee delivery in this area, identify opportunities for joined-up solutions to provision of services and coordinate responses to cross cutting issues, including social value and communications and engagement.

Another important element of social infrastructure is **inclusive public space**. In order to ensure Town Centre West is fully responsive to the needs and aspirations of its different communities, the built environment will be designed prioritise safe and attractive streets and spaces that, responsive to the town's topography and historic assets, enhance liveability. While we have a strong track record of embedding accessibility considerations into the design of individual developments, it is crucial that we broaden the scope of this work to ensure that the neighbourhood is accessible and inclusive. Over the early part of this Business Planning period we will work with local and regional accessibility experts to develop a Town Centre West wide accessibility approach.

Town Centre West is a diverse area with a host of **heritage and natural assets** which give it an authenticity that should be celebrated through its regeneration. The MDC is firmly committed to maximising the potential of the area's character to shape its future. The character of the area provides great opportunity to showcase heritage assets such as its mills and the viaduct; increase the prominence of the River Mersey as a vital but under-used natural feature with enormous potential as a recreational and ecological asset; and reimagine Hollywood Park as an exceptional green setting which unites existing and new communities, together with the exciting, once-in-a-generation opportunity provided by the new Interchange park which residents are helping shape through the ongoing engagement exercise.

It is recognised that the MDC cannot deliver all of this in isolation and will work with the Council and other partners to ensure this objective is realised.

Delivery commitments 2-5

2. The MDC will take a proactive approach to maximising the **social value** of investment in Town Centre West, ensuring that residents benefit from regeneration at every stage through the creation of a Social Value Framework

3. The MDC will bring forward schemes for **meanwhile use** of sites and buildings awaiting development which support the formation of new communities and nurture existing ones within and surrounding Town Centre West

4. Working in partnership with Stockport Council, the MDC will support ongoing work to identify and bring forward credible schemes to **expand and improve healthcare, primary education and early years facilities and public spaces in the Town Centre**

5. The MDC will utilise and promote **inclusive design** principles into our approach to the built environment recognising the different ways that people experience and use buildings and public spaces and identifying ways to apply these beyond individual schemes.

Objective 3: Communications, external relations and engagement

The MDC is a unique delivery partnership that is successfully tackling the systemic barriers to regeneration faced by town centres across the country. The success of our approach is gaining increasing profile both regionally and nationally which is in turn helping to build pride in Stockport more widely.

As the first phase of MDC development nears completion, we have reviewed our communications approach for the next planning period and identified the following priorities:

- **Strengthening communications with local stakeholders.** This will involve:
 - Increasing proactive communications about the imminent and planned changes in the area to ensure that local residents and businesses are aware of new facilities and opportunities as they are brought on stream
 - Work with developers and local stakeholders to develop a common set of communications materials to be shared with new residents to communicate the vision for Town Centre West and the facilities and resources available to enable them to make the most out of living in an exemplar neighbourhood
- **Maintain and strengthen the prominence of MDC and the regeneration of Stockport with national audiences,** including the property and investment sectors and policy makers. Communicating key delivery milestones will enable us both to demonstrate momentum and credibility and build industry credibility in the MDC as a delivery vehicle. Highlighting these along with the evidence and learning we are generating and the ways in which this is relevant to priority policy areas such as Levelling Up, Good Growth and the housing crisis will enable us to inform national policy, share knowledge and increase opportunities for joint-investment with government and wider public agencies.
- **Refresh our marketing approach** to enable us to promote Town Centre West and Stockport more generally as a destination for prospective new residents, end use businesses, with a refresh of our marketing approach focused on articulating the features which distinguish us from other locations.

Community engagement

In addition to the communications activity described above we will support our work to put people at the heart of regeneration through increasing engagement with local stakeholders. The first phase of this will focus on the residential communities within and bordering Town Centre West and engaging with them to understand:

- The existing ecosystem of informal and formal organisations, networks and services, supported by different types of buildings and physical spaces which underpin their communities.

- Where opportunities investment in Town Centre West, and specifically Stockport8, could be channelled to enhance what is already in place and, where appropriate, provide new infrastructure that addresses gaps.

Delivery commitment 6

Through its communications partners, the MDC will:

1. Raise its profile as an exemplar regeneration delivery vehicle
2. Raise awareness of the transformation taking place with new and existing residents
3. Seek opportunities to expand our understanding of the needs and aspirations of new and existing residents of Town Centre West and surrounding communities to inform our delivery

Sustainability

Responding to environmental breakdown – specifically climate emergency and biodiversity loss - is of critical importance to the success of the MDC as a contributor to the future environmental resilience of the borough, Greater Manchester and the wider world and to the future thriving of Stockport's economy.

Objective 4: Carbon reduction and biodiversity net gain

Reflecting the stretching carbon neutrality targets adopted by both Stockport Council and Greater Manchester Combined Authority, carbon reduction has been a key focus for the MDC since its inception. Alongside work to ensure that individual development schemes are designed to maximise energy efficiency and limit embodied carbon, the Board has sponsored a series of innovative initiatives to make Town Centre West a low carbon neighbourhood. This includes work to establish the feasibility of a **district heat network** serving the area and wider town centre, powered by renewable energy. In autumn 2022, the latest stage of work concluded that there is potential for a commercially viable Heat Network. On the back of this we have secured further funding from the Heat Network Delivery Unit (in the Department for Business, Energy and Industrial Strategy) to undertake a Detailed Project Delivery study which will establish the optimal technical and commercial delivery models for the Network. This will commence in Spring 2023.

Given our ambition in this area during this Business Planning period we will build on the work already done to **establish a robust evidence base for how development across Town Centre West can make the maximum possible contribution to towards local and regional carbon reduction targets**. GMCA have underpinned their 2038 net zero target with a carbon budget which quantifies the reduction needed by this point to enable Greater Manchester to comply with the Paris Agreement to keep global warming below 1.5 degrees. During this planning period we will work closely with the team at GMCA to develop a complementary framework for understanding the carbon footprint of Town Centre West. This will in turn enable us to appraise interventions across key areas including:

- Sustainable heat and energy generation
- Zero carbon construction methods and building design
- Sustainable transport
- Green infrastructure

Greater Manchester Combined Authority has adopted the goal of supporting the delivery of **biodiversity net gain (BNG)** as part of its current five year Environment Plan. At a local level Stockport Council has committed to protecting and improving our natural environment as part of the Climate Action Plan adopted in 2019. In line with these commitments the MDC is working to maximise the impact of BNG activity from individual developments. During this Business Plan period we will explore the potential for an integrated approach to BNG which delivers transformational benefits within the natural assets of Town Centre West and the wider borough.

Delivery commitment 7

Informed by joint work being taken forward by the MDC, Stockport Council and GMCA to understand the contribution of development in Town Centre West to local and regional carbon budgets, the MDC will progress ongoing feasibility work across the themes of:

- Sustainable heat and energy generation
- Zero carbon construction methods and building design
- Sustainable transport
- Green infrastructure

From this we will identify a range of deliverable interventions that deliver significant biodiversity net gain and carbon reduction benefits and support the MDC's ambition to make Town Centre West an exemplar green urban neighbourhood which makes a positive contribution to carbon reduction.

Objective 5: Enhancing connectivity

The economic potential of Town Centre West - and the heart of its potential as a place to live, work, and visit - is its exceptional connectivity. But existing transport networks and patterns of movement require new investment in order to protect and enhance Stockport's strategic transport connectivity while increasing sustainable modes of transport.

Transport infrastructure

In 2022-24 work Stockport Council and the MDC jointly commissioned an options appraisal to identify potential highways improvements to consolidate traffic flow within Town Centre West and create dedicated active travel infrastructure. Over this planning period this work will support funding applications for highways schemes and inform master planning for the Stockport8 development.

Stockport Rail Station

Stockport Rail Station is the single most important economic asset in the Town Centre and is at the heart of Town Centre West. The connectivity it provides to Manchester, London, and a number of other regional cities is invaluable to the town, to the city region, and to the wider northern and national rail networks.

Enhancing the Station's role as a transport hub for the south of Greater Manchester while maximising its role as an economic driver for Stockport is a longstanding ambition for the Council that is shared by the MDC.

The Stockport Station Growth Prospectus sets out a vision for the future redevelopment of Stockport Station and its surrounding area as a key infrastructure enhancement with the potential to transform the town as a transport and economic location.

Network Rail, Homes England, Stockport Council, Transport for Greater Manchester (TfGM), Greater Manchester Combined Authority, Transport for the North, and the MDC have come together to form a Rail Industry Working Group, directed by a high-level group of the senior strategic leaders in each organisation, to commission an Outline Business Case for the redevelopment of the Rail Station. This was completed in late 2022 and both Network Rail and Avanti have committed to fund improvements in line with it. The Rail Industry Working Group is also taking responsibility to identify the capacity improvements needed across the South Manchester rail network to maintain and enhance Stockport's rail capacity and connectivity in advance of HS2.

Metrolink

In parallel with Stockport Rail Station Redevelopment, the MDC, Stockport Council, Greater Manchester, and Transport for Greater Manchester continue to work together to finalise the preferred route for Metrolink extension from East Didsbury to Stockport and to progress the Outline Business Case. The significance of new orbital light rail connectivity linking Stockport into the GM Metrolink network - and complementing the town's radial connectivity - cannot be overstated and delivering the Metrolink extension in the earliest possible timeframe is of paramount importance for the MDC and all its partner organisations.

The Council and the MDC has worked with GMCA, TfGM and Manchester and Trafford Councils to shape a shared strategy for the Southern Growth Corridor which demonstrate the economic, social and environmental opportunity created by enhancing the connectivity of Town Centre West within this wider corridor. Work is now underway to review strategic transport investment in line with the strategy.

Delivery commitment 8

Working with Stockport Council, TfGM, and the wider Rail Industry Working Group established in 2021, the MDC will support delivery of the redevelopment of Stockport Station Redevelopment and outline business case for Metrolink extension, alongside comprehensive packages of highways improvements and active travel infrastructure across Town Centre West.

Delivery commitment 9

The MDC will work closely with partners including Stockport Council and TfGM to maximise the ambition around sustainable transport in and through Town Centre West.

Objective 6: Employment and economic growth

As outlined in the 'Putting People at the heart of regeneration' section above, the development being led by the MDC in Town Centre West has the potential to act as a significant generator of skills and employment opportunities.

Beyond the development process the MDC is firmly committed to ensuring there is no net loss of end use employment in Town Centre West as a result of its regeneration plans. The provision of new employment floorspace - as is already being created at Stockport Exchange by Stockport Council and

Muse - is crucial to delivering on that commitment. Beyond this, and in line with the Greater Manchester Good Employment Charter (created by GMCA and supported by Stockport Council), we will also seek opportunities to ensure that the job opportunities created are secure, pay the Real Living Wage, deliver opportunities for people to progress and help employers in Stockport to grow and success.

Finally, successful delivery of the MDC's development and infrastructure ambitions for Stockport will have a significant economic impact on the wider town centre as a hub for employment and as a strategic growth location for Greater Manchester. The MDC will collaborate closely with Stockport Council and wider partners to support moves to attract major employers to the area, including the relocation of Stepping Hill hospital to the town centre.

Delivery commitment 10

The MDC will maximise its contribute to the creation of good quality jobs and economic activity both directly in Town Centre West and indirectly in the wider Town Centre through:

-Leveraging the scale of investment in development in Town Centre West to act as a catalyst for growth of **employment and skills opportunities in the construction sector** for Stockport residents, especially in relation to modern, green methods of construction

-Delivering **new employment workspace**

-Seeking to **match the provision of employment floorspace with end users who are committed to the creation of good quality jobs** and the flourishing of Stockport as a strategic growth location for Greater Manchester

-Collaborating with Stockport Council and other partners to attract major employers to the town centre, including the **relocation of Stepping Hill hospital.**

Innovation

Innovation is one of three guiding principles for the MDC and since our establishment in 2019 we have embraced the opportunity to shape the application of new and emerging approaches in a way which is highly relevant for other UK towns.

During 2022-23 we developed an Innovation Framework for the MDC which we will be operationalising in 2023-24. The framework:

- Articulates the key innovation themes for the MDC
- Sets out how we will assess and progress proposals for investment in innovation
- Articulates the types of innovation we are keen to see advanced by our partners Town Centre West to advance

In addition to the framework we will be undertaking a multi year programme of innovation deep dives in key thematic areas to challenge and stimulate our thinking and delivery. These include:

- Renewable energy generation

- Building management
- New engineering and construction methods
- Intelligent public service delivery
- Responsive and adaptive public realm
- Energy storage and management

Delivery commitment 11

The MDC will adopt an innovation framework to direct a range of feasible, viable, and deliverable innovation solutions for Town Centre West across both the public realm and individual development schemes and carry out annual deep dives into priority built environment innovation use cases, starting with renewable energy generation in 2023-24.

Investment

The scale of the overall ambition the MDC has for Town Centre West requires a comprehensive strategic approach to generating long-term investment funding in the context of Stockport's land values and outlook for value growth.

Cushman & Wakefield estimated in the Town Centre West Strategic Regeneration Framework that delivery of 4,000 new homes and 1,000,000 ft² new employment floorspace would require total development capital investment in the region of £1bn. A capital investment requirement of this scale poses a significant challenge to the MDC model even though significant capital investment to kick start regeneration in the early phase of the MDC's lifetime has already been secured through a £100m investment facility from Stockport Council and through £12m capital investment from Homes England in the Interchange and Weir Mill schemes. Those investment commitments are complemented by further Council investment in a number of development schemes in the area (including Interchange, Stockport Exchange, and Weir Mill) and GMCA investment (in Interchange, Royal George Village, and St Thomas' Gardens).

The MDC's Investment Framework, produced in 2021, sets out a strategy for exploring new sources of funding from both public and private sector partners to support the next phase of infrastructure and development in Town Centre West.

During the early stages of this planning period we will establish the joint-venture company to develop Stockport8 and with that will explore investment opportunities which sit alongside that. Also linked to but not limited to Stockport8 discussions are continuing with Homes England and GMCA to create a place based long term investment partnership.

Delivery commitment 12

Stockport MDC will continue to explore private and public sector investment appetite in development opportunities in Town Centre West, including through the creation of a long term place based investment partnership.

Appendix 1: Summary of delivery commitments

Theme	Delivery commitment	Draft new commitment
Housing a growing community	1	The MDC will, as a minimum, bring forward 1,000 new homes by 2024. It will aim to continue this pace of delivery by completing at least 250 new homes - of all types and tenures for all income groups - per year through this Strategic Business Plan period to 2028.
People at the heart of delivery	2	Working in partnership with Stockport Council, the MDC will Support ongoing work to identify and bring forward credible schemes to expand and improve healthcare, primary education and early years facilities and public spaces in the Town Centre
	3	The MDC will bring forward schemes for meanwhile use of sites and buildings awaiting development which support the formation of new communities and nurture existing ones within and surrounding Town Centre West
	4	The MDC will take a proactive approach to maximising the social value of investment in Town Centre West, ensuring that residents benefit from regeneration at every stage
	5	The MDC will utilise and promote inclusive design principles into our approach to the built environment recognising the different ways that people experience and use buildings and public spaces
Communications, external relations and engagement	6	Through its communications partners, the MDC will: <ul style="list-style-type: none"> • Raise its profile as an exemplar regeneration delivery vehicle • Raise awareness of the transformation taking place with new and existing residents • Seek opportunities to expand our understanding of the needs and aspirations of new and existing residents of Town Centre West and surrounding communities to inform our delivery
Environmental sustainability	7	Informed by joint work being taken forward by the MDC, Stockport Council and GMCA to understand the contribution of development in Town Centre West to local and regional carbon budgets, the MDC will progress ongoing feasibility work across the themes of: <ol style="list-style-type: none"> 1. Sustainable heat and energy generation

		<p>2. Zero carbon construction methods and building design</p> <p>3. Sustainable transport</p> <p>4. Green infrastructure</p> <p>From this we will identify a range of deliverable interventions that deliver significant biodiversity net gain and carbon reduction benefits and support the MDC's ambition to make Town Centre West an exemplar green urban neighbourhood which makes a positive contribution to carbon reduction.</p>
Enhancing connectivity	8	Working with Stockport Council, TfGM, and the wider Rail Industry Working Group established in 2021, the MDC will support delivery of the redevelopment of Stockport Station Redevelopment and outline business case for Metrolink extension, alongside comprehensive packages of highways improvements and active travel infrastructure across Town Centre West.
	9	The MDC will work closely with partners including Stockport Council and TfGM to maximise the ambition around sustainable transport in and through Town Centre West.
Employment and economic growth	10	<p>The MDC will maximise its contribute to the creation of good quality jobs and economic activity both directly in Town Centre West and indirectly in the wider Town Centre through:</p> <ul style="list-style-type: none"> - Leveraging the scale of investment in development in Town Centre West to act as a catalyst for growth of employment and skills opportunities for Stockport residents, especially in relation to modern methods of construction - Delivering new employment workspace - Seeking to match the provision of employment floorspace with end users who are committed to the creation of good quality jobs and the flourishing of Stockport as a strategic growth location for Greater Manchester - Collaborating with Stockport Council and other partners to attract major employers to the town centre, including the relocation of Stepping Hill hospital.
Innovation and future proofing	11	The MDC will adopt an innovation framework to direct a range of feasible, viable, and deliverable innovation solutions for Town Centre West across both the public realm and individual development schemes and carry out annual deep dives into

		priority built environment innovation use cases, including renewable energy generation (2023-24).
Investment	12	Stockport MDC will continue to explore private and public sector investment appetite in development opportunities in Town Centre West, including through the creation of a long term place based investment partnership.
Governance, leadership and capacity	13	Stockport MDC will maintain the highest standards of governance including commissioning an external governance audit.