

Public Document Pack

SUPPLEMENTARY AGENDA

- | | | |
|----|--|---------|
| 5. | Performance Monitoring of Registered Provider Partners | 1 - 12 |
| 6. | Directorate Plans 2016-17 Quarter 2 Performance Update | 13 - 32 |

Agenda Item 5



Subject: Performance Monitoring of Registered Provider Partners

Status: Publication

Report to: Communities, Regeneration and Environment Overview and Scrutiny Committee

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Cabinet Member: Cabinet Member for Housing and Environment

Report of: Director of Neighbourhoods

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1 Purpose of Report

1.1 The report provides members with an update on the performance of the Councils Registered Provider Partners in 2015/16 across a range of initiatives and the joint work they are involved in through the Strategic Housing Partnership to deliver strategic priorities at a neighbourhood and boroughwide level

2 Recommendations

2.1 The Committee notes the important work carried out by the Councils Registered Provider (RP) partners across the borough and the major contributions they make to delivering strategic priorities.

Reason for recommendation

2.2 To ensure that Members are aware of the important role of RP partners

3 Background

3.1 There are currently 14 Registered Providers (formerly known as housing associations) operating across the borough. These organisations manage over 20,000 properties, the majority of which are social or affordable homes for rent, however included in this figure are affordable homes for sale, mainly shared ownership, and supported housing.

3.2 The main RPs operating in the borough, seven in total, are members of the Rochdale Strategic Housing Partnership (RSHP). The seven RPs are:

- Rochdale Boroughwide Housing
- Contour Homes
- Great Places Housing Group
- The Guinness Partnership
- Regenda Group

- Riverside Group
- St Vincent's Housing Association

3.3 The RSHP is the boroughs high level strategic housing group and was established to maximise the contribution of housing towards the borough's broader objectives and the delivery of targets in key Council and Partner Strategies. The RSHP meets on a quarterly basis

3.4 In addition to the RSHP the main RP partners have come together with the Council to fund the boroughs unique partnership company Rochdale Housing Initiative (RHI). The company, which was formed in 1994 adds value to work in the borough by employing dedicated staff who:

- Work with partners to add value to the work they do in the borough
- Develop new and innovative projects
- Secure funding for projects
- Provide a link between the RPs and other organisations in the borough.
- Deliver the Council's Empty Property Programme

Affordable Housing

3.5 A key area of work for RP partners is the delivery of new affordable housing to meet identified housing need. All affordable schemes developed by RP partners involve close working with officers in the Council's Strategic Housing Team to ensure that they meet Council priorities in respect of meeting housing need and supporting regeneration. The majority of new homes built by RP partners are through the Affordable Homes Programme (AHP) however some homes are delivered on private developments, secured by the Council through section 106 agreements.

3.6 In 2015-16 RP partners commenced the development of four new affordable housing schemes. These schemes will deliver 62 new homes for affordable rent and investment of approximately £6.2 million. The locations of the four schemes are as follows::

Longridge Drive, Heywood (26 units) - RBH
 Queens Drive, Rochdale (11 units) - RBH
 Daventry Road, Rochdale (11 units) - RBH
 Argyle Street, Heywood (14 units) – Guinness Partnership

3.7 On 31st March 2016 the HCA ceased accepting bids for grant funding from the AHP 2015-18 due to closure of the programme. The reason for the closure was the redirecting of HCA grant funding towards the provision of low cost home ownership products,

3.8 The HCA issued a prospectus for the 2016-21 Shared Ownership Affordable Homes Programme in April 2016. The programme will provide grant funding totalling £4.7 million to facilitate the delivery of 135,000 help to buy shared ownership homes, 10,000 rent to buy properties and 8,000 specialised housing units. There is no grant funding in the programme for affordable rent developments.

3.9 The grant funding allocations made by the HCA under the 2015-18 AHP will be honoured which means that 5 RP partner schemes in the borough which were included in the programme but had not commenced prior to 31st March 2016 can

still go ahead. The 5 schemes, which are listed below, will provide 208 affordable housing units and investment of approximately £27 million.

Table 1: Remaining Registered Provider Schemes in 2015-18 AHP

Scheme Name	Registered Provider	No of Units	Start Year
Newbold, Rochdale	Guinness Partnership	37	2016/17
Mary Street, Heywood	Guinness Partnership	37	2016/17
Lower Falinge, Rochdale (Phase 2)	RBH	20	2016/17
Keswick Close, Middleton	Riverside Group	98	2017/18
The Strand	RBH	16	2017/18

3.10 The Riverside Groups Scheme at Keswick Close which is an Older Persons Accommodation (Extra Care Housing) Scheme has been delayed due the Governments review of future funding for supported housing. The Government has recently announced proposals for future funding arrangements and in the light of these discussions are to take place with Riverside about taking the scheme forward

Conversions, Disposals and Demolitions

3.11 In January 2011 the HCA published the Affordable Homes Framework which introduced a new funding model based on affordable rents. Under the framework RPs can charge higher rents for affordable housing than previously (up to 80% of market rates) both for new homes and for some new tenancies of existing homes.

3.12 The framework requires RPs to finance a greater proportion of the cost of new affordable homes themselves, through increased borrowing. In order to fund this borrowing RPs are encouraged to convert existing social rented homes to affordable rent which will provide higher rental income.

3.13 Strategic Housing is monitoring both the level and impact of rent conversions across the borough. The table below shows the numbers of affordable rent conversions for each partner RP since 2011.

Table 2: Numbers of Affordable Rent Conversions for each Partner RP since 2011

Registered Provider	Townships			
	Heywood	Middleton	Pennine	Rochdale
Contour Housing	0	29	0	0
Great Places Housing Group	6	11	8	52
Guinness Partnership	9	0	0	26
Regenda Group	0	0	0	0
Riverside Group	0	417	0	0
Rochdale Boroughwide Housing	19	170	35	233
St Vincent's Housing Association	0	0	0	20
TOTALS	34	627	43	331

3.14 In addition to monitoring conversions the Council also keeps a record of property disposals and demolitions by RP Partners. In 2015/16 the total number of property demolitions was 57 and the number of property disposals was 121,

the majority of which were Right to Buy sales.

Welfare Reform

- 3.15 A major challenge over the past four years for all RPs has been addressing the impact of welfare reforms on people and places. All the partner RPs have taken a proactive approach to helping tenants affected by the welfare reform changes by focussing on an early intervention and offering comprehensive and tailored support.
- 3.16 Examples of some of the financial inclusion working being undertaken by RP partners to assist tenants affected by welfare reform includes:
- Offering Debt and welfare benefits advice
 - Offering advice regarding budgeting and money management
 - Assisting tenants with applications for Discretionary Housing Payments
 - Offering downsizing incentives
 - Making available financial support through the provision of hardship funds
 - Helping tenants improve their employment skills through the establishment of job clubs, providing access to training courses and signposting tenants to appropriate support/service providers.
 - Participating in training schemes to offer opportunities of paid work placements within their organisations
 - Setting up direct debit and standing order arrangements with tenants for rent payments
- 3.17 The Council has been working closely with its main RP partners to monitor the impact of welfare reform on the borough. The partners provide half yearly information to the Council on the level of arrears and possession action carried out. The provided data is fed into the Welfare Reform Dashboard which contains a suite of indicators and information which is submitted to the Council's Welfare Reform Board.
- 3.18 A summary of the Welfare Reform data received from the main RP partners over the last four years is provided in the table below. As many of the welfare reform changes came into effect in April 2013 the partners were requested to provide data for 2012/13, (before the changes commenced) so that a comparison could be made on the potential impact the changes had on arrears and possession action and more recently on property void levels
- 3.19 The figures provided by the main RP partners show a continuation in the reduction of both the level of rent arrears and number of tenants in arrears. Partner RPs feel that the proactive work they have been undertaking to assist and advise tenants affected by the welfare reform changes and the effective partnership working with Council's Housing Benefits Team has helped achieve this reduction.

Table 3 – Registered Providers Welfare Reform Monitoring Data

WELFARE REFORM MONITORING	Financial Year End Figures			
	2012/13	2013/14	2014/15	2015/16
No of “live” rent arrears cases at year end	10,080	12,411	11,389	7,092
Total amount of rent arrears at year end	£3, 947,296	£5,211,539	£5,086,672	£4,429,885
Court Orders Obtained – annual figure	211	595	721	576
Evictions Carried Out – annual	131	203	222	197
No of voids at end of year	Not collected	Not collected	369	311

Common Housing Register

3.20 Eight RPs are currently participating in the Common Housing Register and the Choice Based Lettings (CBL) Scheme. In 2015/16 a total of 1,570 properties were let through the CBL scheme.

Health and Housing

3.21 The RP Partners play a key role in helping to tackle the health inequalities in the borough and adding value to the work of the statutory agencies. With RPs managing over 20,000 homes across the borough they are in a unique position to engage with and support some of the most vulnerable residents in the borough.

3.22 In 2014 the RP partners, supported by Rochdale Housing Initiative, established the Health and Housing Forum, the objective of which is to work closer with the Council and Health Agencies to improve the health and wellbeing of residents in the borough.

3.23 Members of the Forum were involved in putting together housing proposals for inclusion in the Rochdale Locality Plan and attended consultation events.

3.24 RP partners are committed to contributing to the delivery of a number of Health related projects and strategies/plans in the borough, these include:

Contributing to the 5 Ways to Wellbeing Action Plan through:

- Promoting 5 ways to wellbeing
- Signing up to the Workplace Wellbeing Charter
- Monitoring impact of our interventions through WEMWEBS

Contributing to the Healthier Lives in Rochdale Strategy through:

- Participating in the ‘Health Chats’ programme
- Sharing behaviour change messages
- Participating in the Ageing well Programme
- Developing wellbeing Champions

Contributing to the Premature Mortality Project

- Helping to improve uptake of NHS Health Checks in target groups
- Engaging with people who have multiple health problems and assisting them into clinical services

Empty Homes

3.25 During 2015/16 RP partners brought 25 empty properties back into use through leasing agreements with property owners

Investment

3.26 In addition to the amount of funding RP partners invest in building new affordable homes or helping to reduce the number of empty homes they have also invested over £28 million on improvements to their housing stock, the environment on estates and supporting the communities they work in. The table below shows the total investment by RP partners across a range of areas.

Table 4 – Total Investment by RP Partners across a range of areas

Investment Area	Amount
Investment on improvements to properties in the Rochdale borough	£23,747,087
Investment on improve the energy efficiency of homes in the Rochdale borough	£1,431,250
Investment on environmental improvements schemes in the Rochdale borough	£1,509,067
Investment on grounds maintenance in the Rochdale borough	£1,382,532
Investment on initiatives involving supporting communities in the in the Rochdale borough	£676,295
TOTAL	£28,746,231

Local Initiatives

3.27 The RP partners are involved in providing a wide range of services and projects across the borough many of which are not widely publicised yet their impact is extremely positive and the outcomes beneficial for the targeted communities. The table attached (please see appendix 1) sets out some of the excellent work undertaken by the partner RPs during 2015/16.

Development of Local Memorandum of Understanding

3.28. Work has been ongoing between the Greater Manchester Combined Authority and Greater Manchester Housing Providers Group to develop a Memorandum of understanding (MoU) which creates a framework to enhance the contribution the Greater Manchester Housing Providers can make to growth and reform in a decentralised environment. This document sets out a programme of collaborative working and provides an overview of the detailed work which will be needed to achieve this.

3.29 Discussions have taken place at the Rochdale Strategic Housing Partnership regarding the development of a local MoU between the Council and the partner RPs. The MoU would facilitate joint working and investment to deliver growth and key priorities across the borough complementing the GM wide approach. In

addition the Council and RBH are proposing to develop a high level document setting out shared priorities for the next 5 years to coincide with the end of the initial stock transfer Offer Document promise term in March 2017. The Council's Chief Executive recently attended a joint meeting of RBH's Board and Representative Body to begin a dialogue on this.

3.30 A presentation on the "Rochdale MoU" was given to Cabinet members in early October 2016.

Alternatives considered

3.31 Not applicable.

Consultations proposed/undertaken

3.32 Not applicable

4 Financial Implications

4.1 There are no specific financial implications relating to this monitoring report

5 Legal Implications

5.1 There are no specific legal implications relating to this monitoring report

6 Personnel Implications

6.1 There are no personnel implications relating to this monitoring report

7 Corporate Priorities

7.1 The RP partners play a key role in supporting and facilitating the delivery of the Council's strategic objectives. The services and joint working that RP partners are involved in delivering contribute to the following Corporate priorities:

- Strategic Housing targets as set out in the Council's Housing Strategy, Homelessness Strategy and Empty Property Strategy
- Tackling deprivation through supporting Council strategies and initiatives aimed at reducing the boroughs overall deprivation levels particularly on the estates they manage
- Working with the Council and partners to address the impact of welfare reform.
- Contributing to the sustainability agenda in terms of reducing the carbon footprint, tackling fuel poverty, improving building standards and business practices
- Promoting and enabling healthy lifestyles and achieving good health and wellbeing.
- Encouraging people to take personal responsibility for their neighbourhoods and developing our communities to make them more resilient and cohesive.
- Promoting and supporting efficient and effective land use by ensuring that RP developments are consistent with the Council's overall objectives.
- Working with the Council to deliver the objectives of Public Service Reform

8. Risk Assessment Implications

8.1 There are no specific risk issues for Overview and Scrutiny Committee to consider arising from this report

9. Equalities Impacts

9.1 Workforce Equality Impacts Assessment

There are no workforce equality issues arising from this report.

9.2 Equality/Community Impact Assessments

There are no equality/community issues arising from this report.

Background Papers	
Document	Place of Inspection
None	Not Applicable

APPENDIX 1

REGISTERED PROVIDER LOCAL INITIATIVES 2015/16

Registered Provider	Initiative	Details
Contour	Health Action Group	Contour in partnership with Big Life formed a Health Action Group within its sheltered housing schemes which enables residents to participate in health improvement activities and provides health checks.
Contour	Financial Inclusion Service	Contour's Financial Inclusion Service provides support and advice to its tenants on maximising their income levels. The work carried out by the Service in 2015/16 has helped Contours residents in the borough increase their household income by a total of over £113k
Contour	Rochdale Employment Skills Group	A representative from Contour sits on the Rochdale Employment Skills Group which shares best practice in respect of the provision of employment support across the borough
Regenda	Community Champions Programme	Regenda led a project in the Wardle area of Rochdale which involved partnership working with the Council and other organisations. The aim of the project was to improve wellbeing of residents through training and volunteering and to improve access to opportunities for local residents.
Regenda	Health and Housing	Regenda has worked with Rochdale Housing Initiative to support activity and develop projects around health and housing. This joint work has led to the establishment of a number initiatives in the borough relating to improving health and wellbeing.
Regenda	Petrus	Petrus has formally become part of the Regenda Group and this will enable Regenda to increase its capability to support its communities across the borough.
St Vincent's	Therapy Project	St Vincent's HA in partnership with Rochdale Housing Initiative ran a 12 week therapy project for pregnant mums from the Deeplish Children's centre, The project operated for one full day per week over the 12 week period.






Registered Provider	Initiative	Details
St Vincent's/Great Places	Holiday Kitchen	<p>The holiday kitchen was held in August 2015 within the Newbold area of Rochdale and was a partnership initiative involving Great Places Housing Group, St Vincent's Housing Association and Rochdale Council. It has been recognised that during school holidays vulnerable and low income families have no free school meals as well as a loss of regular social contact and play opportunities. This can result in financial, emotional and nutritional challenges for affected children. The project aimed to add to children's health and well being through a series of two days per week activities over a four week period. The activity days included healthy foods prepared by the families for the children to eat, drama and craft based activity sessions. Visits were also arranged to a local community allotment to learn about growing vegetables and to Hollingworth Lake, to complete a scavenger hunt.</p> <p>In total 10 families from Great Places participated in the project and it was also noted that the families by attending the project also benefited in increased community cohesion and social integration.</p>
Great Places	Rochdale Diversity Awards	On 26 May 2016 the Diversity Awards were held at Rochdale Town Hall. Great Places Housing Group presented the winners of the 2016 Housing Award to the overall winners Petrus.
Guinness Partnership	Darnhill Festivals	Guinness provided financial contributions for both the winter and summer festivals on the Darnhill estate
Guinness Partnership	Partnership Community Day	Guinness arranged the event to promote local support services. Organisations which attended included Sure Start, the Police, RBH and Petrus.
Rochdale Boroughwide Housing	Community Gardens and Healthy Eating	Development and support of community growing sites and healthy eating projects at 9 sites across the borough
Rochdale Boroughwide Housing	RBH Apprenticeships, Traineeships and Work Experience Placements	RBH ran a training programme providing 3 trade apprenticeships, 11 traineeships and 26 volunteer work experience placements.

Registered Provider	Initiative	Details
Rochdale Boroughwide Housing	RBH Member Community Funding	RBH established a new funding process to support community organisations to develop projects around work and skills, health and wellbeing, digital inclusion, reducing social and/or financial exclusion.
Rochdale Boroughwide Housing	RBH Community Training Programme	This is an annual volunteer training programme which RBH operates with CVRS. The programme provides a range of accredited training including first aid, paediatric first aid and food hygiene.
Rochdale Boroughwide Housing	Prison Me No Way Programme	RBH in partnership with the Police Crime Commissioners Fund delivered eight 1 day sessions in secondary schools across the borough focussing on crime, anti-social behaviour and personal safety
Riverside Group	Langley Neighbourhood Partnership Launch	The event was held at Burnside Community Centre and was well supported by a number of community groups, organisations and the community. The Langley Neighbourhood Partnership's main aim is to provide an opportunity for community groups, organisations and statutory agencies to come together to share, promote ideas, events and services that will improve the area and support the residents of Langley
Riverside Group	Keep Warm Keep Well	Riverside held a Keep Warm and Keep Well event at 'Your Hub' in partnership with Big Life to raise awareness about keeping fit and well during the cold winter months in addition to health checks. Keep Warm and Keep Well packs were distributed to interested participants on request. Employment and Training, Affordable Warmth and Money Advice was also on offer by Riverside for those needing support.
Riverside Group	Family Food & Fun	The school holiday initiative was delivered by Burnside Community Centre in partnership with Riverside and focuses on providing families a hot meal once a week during the school holidays following a successful partnership funding bid for £3,895 from Church Urban Fund. This was highlighted as one of the Neighbourhood Action Plan priorities last year 'Providing more practical support for families', arising from the impact holidays have on families who are in receipt of free meals with children's progress when they return to school with their lack of nutrition.

		<p>Various services were invited to participate to engage with the families in attendance such as the Employment and Training Officer, Health Trainers etc. Two Riverside volunteers were also involved. To date over 200 meals have been served.</p>
<p>Riverside Group</p>		<p>In the Langley area, 15 volunteers have been recruited and trained. This was done in partnership with staff from Rochdale Community Champions Scheme. Volunteers have primarily focused on the themes of Digital Inclusion, Affordable Warmth, Financial Inclusion and Employment and Training. In addition to supporting and assisting at events and signposting for those who require support.</p> <p>This project has attracted people who have a range of skills. Notable successes include supporting our tenants and residents in the following:</p> <ul style="list-style-type: none"> - Carers allowance (2) - DLA renewal Middle rate (2) - DLA renewal Low rate (1) - PIP High Rate (1) - Support with form filling (8) - Warm Home Discounts (3) - Financial Statements (2) - Backdated ESA Benefit worth £4,000 - Scottish Power Hardship Fund worth £2,000 - £735 overpayment recovered from Scottish Power - In terms of the outcomes for volunteers: - 1 volunteer has secured an apprenticeship. - 4 volunteers have secured employment.

1. Investment & Marketing

Key Priority No	Work Area	Lead	Timing	Action	
A. Lead Generation aimed towards Target Sectors					
2	Development of key sectors to produce investment leads: <ul style="list-style-type: none"> • Manufacturing, inc. textiles • Logistics • ICT • Food & drink 	CN	Sep	Research target sectors to identify industry trends, key players and location drivers Prepare lead generation strategy, marketing plan and campaign approach for each sector Create sector propositions and sector-based marketing material Obtain list of companies in target sectors in Greater Manchester, West Yorkshire and East Lancashire Deliver proactive company contact and communication programme to sector-based businesses <ul style="list-style-type: none"> • Research phase commenced in September 2016 • Other activity will follow on from research phase 	→
		CN	Dec	Develop relationships with 10 local businesses, multipliers, and others involved in each sector <ul style="list-style-type: none"> • To follow work above 	→
2	Work alongside agents and other professional advisors to promote the positive messages about the borough and generate new enquiries	CN/MW	Aug	Develop portfolio of key messages and case studies to share with partners <ul style="list-style-type: none"> • Work commenced in September 2016 – linked to research into target sectors above 	→
		CN	Sep	Identify 5 key agents (Manchester based and more local ones) to build relationships with <ul style="list-style-type: none"> • Long-list of agents identified. Targets for relationship management still to be 	→

				finalised	
		CH/CN	Dec	<p>Hold one agent event to share information and help promote opportunities across the borough</p> <ul style="list-style-type: none"> Agents' Launch of Kingsway 216 took place in June with 35 Manchester property agents attending the event Agent launch for Plot K at Kingsway is planned for January 2017 	
		CN	Aug	<p>Identify key professional advisors that may work with companies in the borough and develop a communications strategy to promote Rochdale to them</p> <ul style="list-style-type: none"> Work commenced but not complete. Ongoing 	
2	Respond to target sector enquiries, particularly those with high levels of investment, employment generation and retention (including apprentices) and provision of improved skill levels	CN	Jul	<p>Review activity of Investment and Marketing Team to determine how resources can best be used to achieve inward investment and business growth in target sectors in the borough</p> <ul style="list-style-type: none"> Work commenced but not complete. Ongoing 	
		MW/CN	Jul	<p>Review online property search service and whether this can be improved to support the team</p> <ul style="list-style-type: none"> Team are continually working on this to keep property info up to date Detailed review of current service will take place later in the year 	
		Team	Ongoing – RDA offer	<p>Focus time and effort on those enquiries within the target sectors, where there will be the biggest economic impact</p> <ul style="list-style-type: none"> Pipeline of enquiries from target sectors being managed by the Team <p>Ensure businesses made aware of the local funding opportunities that exist at the time of their move/expansion</p> <ul style="list-style-type: none"> RBC grant and business rate relief scheme is discussed with appropriate growing businesses Ensure employers aware of the enhanced apprenticeship funding offer Offer available via training providers rather than through the Business Support Team as there is so little available. Apprenticeship lead for RBC has advised 	




				<p>there is no need to promote the offer</p> <p>Make appropriate referrals to partner organisations who can support training and development</p> <ul style="list-style-type: none"> Referrals made where appropriate – ELP and Rochdale Training in the main 	
		CN	Aug	<p>Develop appropriate economic data to help support relocation decisions e.g. labour market information, local wage rates etc.</p> <ul style="list-style-type: none"> Internal resources being reviewed for sources of data to replace the work that the consultant was due to carry out on demographics and location costs 	→
B. Account management of local businesses					
2	Identify a portfolio of top companies across the borough	CH	Dec	<p>Create a database of leading Rochdale businesses based upon turnover, employment and sector</p> <p>Identify 50 businesses to be targeted for account management and undertake research into each one</p> <p>Develop a 'call and care' programme of activity to engage with these businesses - target one per month</p> <ul style="list-style-type: none"> Work continued during September to identify key sectors Created a pro-forma meeting form 	↗
		CH	Sep	<p>Create an account manager group to include RBC Chief Executive and senior council officers, who will be participating in the programme. Establish coordination and management of the programme</p> <ul style="list-style-type: none"> Internal Group is under development – Mark Widdup, Mark Robinson, Steve Rumbelow and John lined up to participate 	↗
		CH	Sep	<p>Launch account management programme, monitor progress, and review</p> <ul style="list-style-type: none"> To follow work above 	→
		All	Mar 17	Use Tractivity as a fully integrated client management system to record all business	

				interactions <ul style="list-style-type: none"> To follow work above 	➔
2	Targeted business support through the Business growth hub advisor	CH	Ongoing – RDA offer	Promote the Business Growth Hub advisor and the joint offer around business support <ul style="list-style-type: none"> To follow work above 	➔
2	Promotion of new and existing sector networks	CH/RP	Mar 17	Develop a manufacturing network encouraging businesses to share best practice and learn from each other Hold 3 networking events each year Bring a specialist facilitator on board to ensure the events run smoothly and businesses feel empowered to participate <ul style="list-style-type: none"> Meeting held 21st September at Comfy Quilts – 2 new businesses joined 9 business attended and agreed to continue with group Evaluate success of network and consider whether appropriate for other key sectors	➔
2	Closer links to the GM group of companies, in particular MIDAS and the Business Growth Hub	CH/CN	Jul 16	Quarterly update meetings with MIDAS to be reviewed and new ways of sharing information and working together to be explored <ul style="list-style-type: none"> Ongoing dialogue with MIDAS officers Joint meeting with JW Lees took place this month 	➔
		CN/MW	Aug 16	Develop relations with sector managers at MIDAS and other business support bodies, to share information about Rochdale businesses. Explore opportunities to work together <ul style="list-style-type: none"> Ongoing dialogue with MIDAS officers 	➔
		CN/MW	Sep 16	Develop relations with researcher at MIDAS and other business support bodies, to identify information sources and establish key data for supporting the promotion of Rochdale as a business location	

				<ul style="list-style-type: none"> MW attended MIDAS Systems Working Group meeting on 6th September, next meeting January 2017 	↗
		CH/CN	Aug 16	<p>Relations with Manchester Growth Company and GM Chamber to be reviewed to explore opportunities for working more closely together on key sectors and in promoting Rochdale as a business location</p> <ul style="list-style-type: none"> Team Rochdale meeting held 10th August with good sharing of information 	↗
C. Marketing strategy – to attract inward investors					
2	Prepare and implement a new marketing strategy for businesses in our target sectors	CN	Sep	<p>Use input from Lead Generation marketing plans to create an overall marketing strategy for promoting Rochdale that links the work on target sectors and with professional advisors</p> <ul style="list-style-type: none"> Work will follow research into target sectors – see above 	↘
		CN	Sep	<p>Devise suitable campaign branding to promote Rochdale as a priority business location</p> <ul style="list-style-type: none"> Work will follow research into target sectors – see above 	↘
		CN	Sep	<p>Build a network of 5 or more partner organisations, and businesses, that will support the marketing strategy and contribute to it</p> <ul style="list-style-type: none"> Work will follow research into target sectors – see above 	↘
		CN	Sep	<p>Review best practice on location promotion from other areas to develop and improve the marketing strategy in 2017 and in subsequent years</p> <ul style="list-style-type: none"> Work will follow research into target sectors – see above 	↘
2	Increased usage of social media to support campaign	MW/CN	Aug	<p>Create a communications plan for the promotion of Rochdale as a business location; to include the use of social media, and the generation of regular content to be shared with social media followers</p> <ul style="list-style-type: none"> Communication plan template created and continually updated Monthly review meetings held with Perfect Circle 	↗

		MW	Aug	Develop social media channels and build connections with those that will support the overall marketing campaign – using third party suppliers to support the development of the campaign as required <ul style="list-style-type: none"> • RDA social media plan launched – twitter account, July 2016 • RDA social media plan has been created. Will monitor and update monthly 	➔
		MW	Aug	Develop a programme of social media activity <ul style="list-style-type: none"> • Social media plan template agreed. Monthly updates provided 	➔
2	Structured approach to press releases and positive PR	Team	Mar 17	Minimum of 12 positive press releases a year Work with businesses to help with their promotion, arranging senior management visits where appropriate <ul style="list-style-type: none"> • Visits to businesses ongoing with the Leader and follow up press releases issued • 5 press releases issued in Q2 	➔
2	Work in partnership with the Place Brand initiative	CH/CN	Mar 17	Work with Rochdale Council's Place Brand lead to share consistent messages, and to make use of the initiative where it can benefit the promotion of Rochdale as a business location, whilst retaining the RDA brand <ul style="list-style-type: none"> • Meetings with Place Northwest due to take place in October 	➔
2	Work with Rochdale Business Awards steering group	CH	Feb 17	Work with the group to identify possible categories for entries, based on identified target sectors <ul style="list-style-type: none"> • CH sits on the steering group and will promote opportunities via networking and Business Matters newsletter 	➔
		Team	Oct 16	Secure sponsorship or entries from targeted businesses <ul style="list-style-type: none"> • Complete 	●

2. Business Parks

Key Priority No	Work Area	Lead	Timing	Action	
A. To promote and improve a portfolio of competitive, high quality Business Parks and Industrial Estates including (but not limited to):					
3	Kingsway Business Park	RD	Sep	Work with Kingsway Partnership to secure physical completion of the “Kingsway 216” development <ul style="list-style-type: none"> Construction work at Kingsway 216 completed in August 2016 	
		RD	Mar 17	Work with Kingsway Partnership to secure physical completion of Plot K development <ul style="list-style-type: none"> The Plot K development is scheduled to complete in December 2016 	
		CN/RD	Mar 17	Work with Kingsway Partnership to secure occupants for 2 of the 5 speculative units <ul style="list-style-type: none"> Brochure and website created for Plot K units Ongoing monthly marketing and enquiries meeting 	
		RD	Mar 17	Work with Kingsway Partnership to submit planning applications for 2 new buildings	





				<p>across the Business Park</p> <ul style="list-style-type: none"> • A planning application has now been approved for 73 new homes as a second phase of the David Wilson Homes scheme and a start on site has been achieved • A planning applications for the extension of the JD Sports distribution warehouse has been submitted (September 2016) 	➔
		RD	Dec	<p>Work with Transport for Greater Manchester to secure the continuation of the Kingsway Link bus service for 2017/18 and beyond</p> <ul style="list-style-type: none"> • Funding for 2017/18 has been identified from within the s106 payment associated with the second phase of the David Wilson Homes scheme • Invoices have been sent to ASDA and JD Sports to cover costs until the end of 2016. An agreement needs to be sought to secure continued contributions for 2017 	➔
		RD	Sep	<p>Agree a strategy and action plan with the Homes and Communities Agency for Dixon Green and Silver Hill Farms</p> <ul style="list-style-type: none"> • The Homes and Communities Agency have been advised to appoint specialists to undertake a Heritage Significance Study of the two farms • Requested a quote from a specialist heritage company to commission a Heritage Significance Study 	➔
3	Stakehill Industrial Estate	MW/RD	Mar 17	<p>Work with Commercial Estates Group and other landowners to improve the offer at Stakehill and secure further lettings</p> <ul style="list-style-type: none"> • 300,000 sq ft of previously vacant floor space has recently been sold by CEG to an inward investor, Howard Tenens Logistics, who are currently refurbishing the property with completion expected in early 2017 • Four new lets have been agree at Stakehill within the last two months, totalling 69,000 sq ft of floorspace 	➔
		RD	Mar 17	<p>Implement an agreed security solution at the Whitbrook Way entrance to the Stakehill Industrial Estate</p> <ul style="list-style-type: none"> • Discussions are ongoing about the precise form of the security measures, with Automatic Number Plate Recognition appearing to be the most technically feasible solution • Meeting arranged with a Security Company to discuss the cost and specification for an ANPR System and monitoring package 	➔
		RD	Dec	<p>Implement a programme of environmental upgrades in the central green corridor around Whit Brook</p>	

				<ul style="list-style-type: none"> Work has commenced on site to clear a previously overgrown Public Right of Way to improve access through the Central Green Corridor 	➔
		RD	Mar 17	<p>Work with CEG to implement a consistent and coherent signage strategy across the estate</p> <ul style="list-style-type: none"> A planning application is currently being considered by the Council for various signage at the entrance to the estate 	➔
		MW/RD	Dec	<p>Deliver an occupier event</p> <ul style="list-style-type: none"> RDA are working with the Business Growth Hub to deliver an occupier event in late 2016 or early 2017 	➔
3	Various business parks in the South Heywood Employment Area, including the creation of a new road link to the M62	DC/RD	Dec	<p>Work with partners to secure submission of a planning application for a new link road and Outline development between the M62 and Pilsworth Road</p> <ul style="list-style-type: none"> Pre application discussions are ongoing between the developer and the local planning authority Events for local businesses were held in July & September, with a further round of public engagement in early October 	➔
		DC/RD	Mar 17	<p>Agree heads of terms for the legal agreement between the Council and the developer for the Junction 19 Link Road scheme to secure funding for the scheme</p> <ul style="list-style-type: none"> To be progressed after the submission of planning in November 	➔
		CN/MW	Mar 17	<p>Work with agents to promote the portfolio of business parks located in Heywood, notably the speculative units on Hareshill and HDP, and secure occupiers for each</p> <ul style="list-style-type: none"> Unit H1 HDP (67,000 sq ft) has been let to a logistics company Units are put forward to enquiries as appropriate 	➔
		RD	Mar 17	<p>Work with partners to secure legal agreements, discharge planning conditions and resolve other outstanding matters to enable the installation of a wind turbine at Birch Business Park in 2017/18</p> <ul style="list-style-type: none"> Regular conference calls take place with the turbine supplier An option agreement has been signed between RBC and the landowner which will secure the site until May 2017 	➔
B. Proactively encourage new investment in sites and premises by:					
3	Undertaking Direct Development	DC	Dec	<p>Secure a Development Fund working with partners within the Economy Directorate and Finance</p> <ul style="list-style-type: none"> Approval agreed at Cabinet meeting on 11th July 	●
		DC/RD	Sep	Identifying opportunities to bring publicly owned sites to market	

				<ul style="list-style-type: none"> A list of sites has been prepared and progress has been made on the design of a small units scheme for the first site – Dodgson St – with a planning application submitted in September 	➤
		DC/RD	Dec	Prepare financially viable direct development schemes for 3 council owned sites across the Borough <ul style="list-style-type: none"> A list of sites was approved at the DDM in August. Work continues to establish the viability 	➤
		DC/RD	Dec	Submit a planning application for 1 direct development scheme <ul style="list-style-type: none"> Planning application for Dodgson St submitted in September 	➤
		DC/RD	Mar 17	Commence the construction of the first direct development <ul style="list-style-type: none"> Work will be programmed for shortly after the planning application is determined 	➤
3	Working with the private sector to bring forward unviable or stalled sites and deliver development	DC/RD	Dec	Work with site owners / developers to establish the financial and commercial viability of development on one stalled site <ul style="list-style-type: none"> A number of sites are being explored 	➤
		DC/RD/CN	Mar 17	Assisting site owners / developers to access appropriate financial assistance from the Council and other sources to support private sector investment in 2 sites <ul style="list-style-type: none"> Discussions are ongoing with a number of owners/developers 	➤
		RD	Mar 17	Assisting property owners / occupiers to submit a planning application for redevelopment – target number is 1 <ul style="list-style-type: none"> Discussions are ongoing with a number of owners/developers 	➤
3	Supporting the private sector to deliver high quality redevelopment and refurbishment of existing premises	CN/DC/RD	Dec	Work with property owners / developers to establish the financial and commercial viability of redevelopment or refurbishment of 2 existing premises Redevelopment of Unit 30 at Stakehill is underway	➤
		RD	Mar 17	Assisting property owners / occupiers to submit 2 planning applications where necessary <ul style="list-style-type: none"> Planning application approved for the refurbishment of Unit 30 Stakehill Industrial Estate 	➤
		CN/RD	Mar 17	Work with property owners/ developers to carry out refurbishment works on 2 existing commercial buildings across the Borough <ul style="list-style-type: none"> Refurbishment of Unit 30 at Stakehill Industrial Estate is well underway 	➤

		CN	Mar 17	Assisting property owners / occupiers to secure appropriate financial assistance from the Council to support private sector investment in premises and job creation – target number is 2 <ul style="list-style-type: none"> Working with potential occupier on financial assistance for a project to connect two office properties for the companies own use at Sandbrook Office Park. 	↗
C. Support development along major gateways					
3	A627M from its junction with the M62 including Crown Business Park, Sandbrook and the former Royle Works	CN/MW	Dec	Work with the owners of Crown Business Park to promote the available land and vacant property with the aim of securing 1 new occupier <ul style="list-style-type: none"> Crown has been offered as a D&B solution to industrial enquiries – one meeting held with developer and potential occupier on a D&B scheme Meeting requested re: council involvement in speculative scheme 	↗
		RD/CN	Mar 17	At Royle Works, assist the owner to develop a viable scheme which is fitting for a key gateway site and work towards submitting a planning application <ul style="list-style-type: none"> Mark Robinson met owner of the site in June 2016. Waiting for company to come forward with a proposed masterplan 	→
		RD/CN	Mar 17	Work with the owners of the Sandbrook Office Park to agree a strategy for the remainder of their site <ul style="list-style-type: none"> Northern Trust meeting held in July but offices not viable in the current market 	↘
3	Rochdale Station Gateway (Lincoln Close Access Road, development sites along Oldham Road/Lincoln St	RD	Sep	Secure possession by agreement of the car park land required for the new road at Lincoln Close <ul style="list-style-type: none"> Following the sale of property at Lincoln Close, the land required for the proposed road has been secured by Rochdale BC 	●
		RD	Dec	Work with RBC Highways to commence construction of the new road at Lincoln Close <ul style="list-style-type: none"> Highways envisage all design works and statutory undertaker diversions will be undertaken in 2016/17 with construction commencing early next financial year. Funding has been re-forecast and will need to be spent by 17/18 	↘
		DC/RD	Mar 17	Secure a developer for the Lincoln Street development site <ul style="list-style-type: none"> The site is likely to be used for a direct development by RBC 	↗
		DC/RD	Dec	Produce a development masterplan for the Oldham Road Corridor <ul style="list-style-type: none"> Initial discussions held with Planning and Housing officers at Rochdale Council 	→

3. Town Centres

Key Priority No	Work Area	Lead	Timing	Action	
A. Reduce vacancies in all Town Centres					
6	Business Rates Reduction Scheme and associated business support initiatives for Rochdale, Heywood and Middleton designed to encourage the re-occupation of vacant retail properties	JB	Jun	Promote and implement the year three extension and the expansion of the scheme into Heywood and Middleton town centre <ul style="list-style-type: none"> • New scheme launched 	
		JB	Jun	Work with the Council's Communications Team to promote the scheme to potential occupiers, landlords & investors <ul style="list-style-type: none"> • Grant publicised in local papers • Web pages have been updated 	
		JB	Mar 17	Support potential occupiers, landlords & investors to submit applications and provide bespoke advice in a timely manner Six applications have been received for the new scheme <ul style="list-style-type: none"> • One applicant has since withdrawn • One applicant has been refused an additional year of 80% reduction as the property has already received grant last year • Three have been approved and; • One is being processed There are three other enquiries that are expected to lead to an application	
		JB	Mar 17	Monitor enquiries and the success of the scheme by reviewing vacancy levels on a quarterly basis <ul style="list-style-type: none"> • Baseline survey still underway 	

		AB/JHi	Jul	<p>Confirm and implement the shopfront & start up grant scheme for Independent Traders, including scope, criteria and eligibility of the scheme</p> <ul style="list-style-type: none"> • Scheme development complete. Scheme will offer up to £5,000 of 50% of shop front and fit out works • The scheme to be launched in October and publicity will be undertaken 	➔
B. Rochdale Riverside					
6	Deliver the new retail and leisure development – Rochdale Riverside	GD	Nov	<p>Work with Genr8 to secure further occupiers for the scheme</p> <ul style="list-style-type: none"> • M&S, Next and Reel have all formally signed up to the scheme and other potential occupiers are in negotiation • The scheme is required to be at least 65% let before start on site 	➔
		GD	Nov	<p>Work with Genr8 to finalise the programme, scheme appraisal and cost plan</p> <ul style="list-style-type: none"> • The programme will be finalised once the design of the scheme is concluded and the planning application is ready to be submitted (the design is dependent on potential flood risk issues being resolved) • An initial detailed cost plan and appraisal have been prepared. However, only when the design of the scheme is fixed can the costs and the appraisal be finalised 	➔
		GD	Nov	<p>Work with Genr8 to satisfy the pre-conditions of the legal agreements (site assembly, lettings, viability, planning and funding) to allow the scheme to start on site in 2017</p> <ul style="list-style-type: none"> • Site assembly is being progressed. Issues still to resolve include HCA/PCT restrictions, Land Registry confirmation and indemnity insurance • M&S, Next and Reel have all formally signed up to the scheme and other potential occupiers are in negotiation • The planning application is expected to be submitted in November, subject to the potential flood risk issues being resolved with the Environment Agency. The approach to the funding market will depend on the timing of the planning application submission. A draft marketing brochure has been prepared 	➔
		GD	Nov	<p>Work with Genr8 to finalise other related legal & financial matters</p> <ul style="list-style-type: none"> • Work is on-going to ensure Council's obligations under the legal agreement are satisfied. Most of these will be triggered when the scheme goes 'unconditional' • The Council & RDA are currently reviewing options for the terms of the funding structure 	➔

		GD	Mar 17	Work with Genr8 to establish the proposals for Phase 2 of the scheme <ul style="list-style-type: none"> Phase 2 options are currently on hold pending progress on Phase 1 	➔
6	Complete the land acquisition, including the demolition of Telegraph House	LG	Jul	Complete the relocation of the remaining tenant in Telegraph House and secure vacant possession of the building <ul style="list-style-type: none"> Works to the new property on The Esplanade completed in July 2016 and the Tribunals Service are now occupying the Post Office building Telegraph House is now vacant and was handed over to the demolition contractor in late July 2016 	●
		LG	Aug	Ensure that the Council obtains Good and Marketable Title to the Property <ul style="list-style-type: none"> All land is now in Council ownership Discussions well advanced with the PCT and HCA to remove restrictions on title and legal provisions. These will be concluded ASAP Appropriation to be refreshed to deal with outstanding rights Quotes for Indemnity Insurance being obtained to deal with leasehold absolute land, private rights of way and statutory services 	➔
		JB	Dec	Tender the contract and complete the demolition of Telegraph House <ul style="list-style-type: none"> Asbestos removal is currently underway Web cam is now operational overlooking the site The demolition is due to be complete by early December 2016 	➔
	Submit the Rochdale Riverside planning application	GD	Jun	Support Genr8 to progress detailed design in order to submit a detailed planning application for the scheme during summer 2016 <ul style="list-style-type: none"> The planning application is expected to be submitted in November, subject to the potential flood risk issues being resolved with the Environment Agency 	➔
		GD	Nov	Confirm and implement the necessary road closure & TRO requirements for the scheme <ul style="list-style-type: none"> The road closure & TROs to be progressed as part of the planning application 	➔
C. Rochdale Town Centre					
6	Create a relocated indoor and outdoor market	GD	Jul	Secure Council approval to the preferred option for the outdoor and indoor market <ul style="list-style-type: none"> Approval from Cabinet to the preferred option was secured in July 	●
		JHi	Dec	Confirm the design & layout of the outdoor market, secure planning permission and ensure its establishment on The Butts <ul style="list-style-type: none"> A planning application is due to be submitted in October 	➔
		JHi	Oct	Confirm the operating model, lease arrangements and business case for the outdoor	

				and indoor markets <ul style="list-style-type: none"> The procurement process of an external market operator will take place in October 	➔
		LG	Mar 17	Start implementation of the acquisitions strategy for the indoor market and associated shop front scheme <ul style="list-style-type: none"> Offer submitted for the freehold acquisition of a key property to support the outdoor market. Surveys of the property are complete Initial discussions with other property owners underway 	➔
6	Public Realm improvements (The Walk, Baillie Street and lower Yorkshire Street)	JB	Jun	Work with RBC to complete the detailed design and confirm the programme and costs <ul style="list-style-type: none"> Paving works start on the 26th September on The Walk There will be a four week shutdown from the 2nd December 2016 New programme issued by contractor and works due to complete March 2017 	➔
		JB	Aug	Coordinate the implementation of the scheme & undertake consultation and liaison with businesses <ul style="list-style-type: none"> Businesses informed of the works that will be starting this week Some concern re cash deliveries to banks etc. – meeting with G4S to be arranged 	➔
6	Implement Highways Masterplan	GD	Oct	Work with RBC Highways to prepare Phase 2 of the Highway Movement Framework <ul style="list-style-type: none"> Phase 2 review is currently on hold. The review will be undertaken as part of the Rochdale Riverside scheme, following completion of Town Hall Square and Baillie Street schemes 	➔
		GD	Sep	Support Highways to complete town centre car parking review <ul style="list-style-type: none"> Parking review is now underway (led by RBC Highways) 	➔
		GD	Nov	Support RBC Highways & Planning to secure the necessary TROs and highway closures needed to accommodate the Rochdale Riverside scheme <ul style="list-style-type: none"> The road closure & TROs to be progressed as part of the Rochdale Riverside planning application 	➔
D. Middleton Town Centre					
6	Warwick Mill Redevelopment	RD/CH	Sep	Liaise with the Warwick Mill owners to support their proposals for the re-use of the building <ul style="list-style-type: none"> The owners of Warwick Mill have recently advised that the project is being put on hold for a period of some 12 months (ie until summer 2017) 	➔






		RD	Mar 17	Work with RBC Planning and the Warwick Mill owners ensure that the scheme maximises its linkages with Middleton town centre <ul style="list-style-type: none"> The importance of linkages has been emphasised in discussion with the owners and this is reflected in the alignment of public openings in the building fabric, however the project has been put on hold by the owners until 2017 	→
		RD/CH	Oct	Work with the Warwick Mill owners to develop a programme of key marketing activities to promote the development to potential investors and customers <ul style="list-style-type: none"> See note above regarding timetable 	→
		RD/CH	Sep	Support the owners to ensure that the local supply chain and contractors are utilised wherever possible so that the scheme delivers maximum benefit for Rochdale and Greater Manchester residents. <ul style="list-style-type: none"> The importance of local labour has been raised throughout the feasibility and design process with the owners, who have been invited to present at the Rochdale and Oldham Construction network 	→
		RD/CH	Mar 17	Work with MIDAS to promote this project on a regional and national scale to maximise the economic development benefits of this substantial inward investment <ul style="list-style-type: none"> See note above regarding timetable 	→
	Public Realm Investment around Middleton Triangle	MW/RD	Mar 17	Coordinate the tender process and confirm the costs for the property improvements <ul style="list-style-type: none"> Tender process complete in June 2016, costs reported to the Middleton Regen Group 	↗
		MW/RD	Sep	Secure occupier and landlord consent for the property improvements <ul style="list-style-type: none"> Tenants aware of the proposed improvement works On-going discussions with property owners. Majority of the consent forms received 	↗
		MW/RD	Dec	Implement the agreed public realm and paving improvements during summer 2016 <ul style="list-style-type: none"> Contractor appointed for the paving works. Paving works started 11th July due for completion Oct 16 Consultation with the occupiers re access throughout the paving works Jackson & Jackson appointed to complete the property improvement works due to start mid-October. 	↗
E. Rochdale Town Hall					
6	Implement the long term Town Hall HLF strategy	NE	Sep	Work with partners and stakeholders on more detailed community engagement & consultation - initial drafting of activity plan, initial testing of activity plan with	

				<p>stakeholder groups and experimental activity programme in mothballed parts of building</p> <ul style="list-style-type: none"> • Discussions with community groups ongoing • Consultation launched online and newsletter sent out. On-street surveys to be undertaken throughout October and stakeholder workshops • Programme being developed 	➔
		JHi	Nov	<p>Preparation of revised Stage 1 HLF bid - develop strategy for fundraising programme and detailed business planning</p> <ul style="list-style-type: none"> • Specialist advisors appointed • Fundraising strategy being developed • Programme being developed 	➔
		JHi	Nov	<p>Preparation of RIBA Stage 1 Design, including coordinated and updated proposals for structural design, building services, outline specifications and cost information</p> <ul style="list-style-type: none"> • Full condition survey undertaken by specialist conservation architects • Plans being refined by design team alongside more detailed cost planning 	➔
		JHi	Dec	<p>Submit Stage 1 application to HLF</p> <ul style="list-style-type: none"> • The revised bid will be submitted on 1st December 2016 	➔
6	Implement short term adaptation and improvement works	JHi	Mar 17	<p>Prepare phasing & action plans for short term adaptation & improvement works</p> <ul style="list-style-type: none"> • Kitchen upgrade and WC improvements in planning • Planned maintenance (including roof works) with RBC Property team • Rochdale Music Service have completed their move into temporary space on floor 2 as part of pilot engagement programme 	➔
		JHi	Mar 17	<p>Coordinate implementation and spend on the works</p> <ul style="list-style-type: none"> • Bi-monthly working group meetings established 	➔
6	Town Hall Square public realm and installation of Gracie Fields statue	JB	Aug	<p>Confirm the public realm works and programme for the Town Hall Square</p> <ul style="list-style-type: none"> • Working with Landscape designer to produce 3 options for Town Hall surrounds. Draft options prepared but need refining 	➔
		NB	Sep	<p>Work with RBC to complete the detailed design & programme for the Phase 1 work and coordinate implementation (including statue and paving)</p> <ul style="list-style-type: none"> • Gracie Fields statue project is being managed by RBC Planning Services and was installed in September • The public realm works now underway 	➔
F. Heritage assets					

6	Work with the public/private sector to develop long term strategies for the commercial use of the Borough's heritage assets	NB	Mar 17	Support RBC to complete the Middleton Tonge Hall restoration project strategy <ul style="list-style-type: none"> • Scheme currently planned and managed by RBC Planning service 	➔
		NB	Mar 17	Support RBC to bring forward the Hopwood Hall restoration project <ul style="list-style-type: none"> • Scheme currently planned and managed by RBC Planning service 	➔
		NB	Mar 17	Support RBC to complete the Station Gateway masterplan and bring forward plans by the private sector to re-use the former Fire Station <ul style="list-style-type: none"> • Scheme currently planned and managed by RBC Planning service 	➔
		NB	Mar 17	Support RBC to define and bring forward the East Lancs Railway project <ul style="list-style-type: none"> • Scheme currently planned and managed by RBC Planning service 	➔

Performance Indicators	Target for B&I Team	Target for RDA	Cumulative Performance (Q2)	Status	Commentary
Number of companies receiving support from Business Growth Hub	48	same	31 (14)		Advisor continues to make good progress with local businesses
Number of successful inward investment	10	same	1		Team continues to work with clients who are looking to

projects			(1)		move into the borough
Number of local companies successfully relocating and/or expanding within the borough	20	same	10 (6)		Team continues to work with clients looking to expand, including support with grant applications
Number of jobs safeguarded/relocated by assisted companies	350	same	152 (150)		Q2 has seen a marked improvement in job numbers, and the team continues to work with Clients on their expansion plans
Number of new jobs created by assisted companies or projects	250	same	93 (84)		Q2 has started to show an improvement and the team continues to work with Clients on their expansion plans
Total level of public sector investment secured or spent on RDA assisted projects	£750k	£6.5m	Annual figure		
Total level of private sector investment generated by RDA assisted projects	£15m	£23m	Annual figure		
Key Activity Indicators					
Total number of enquiries	250	same	102 (65)		Enquiries have dipped this month, but the ones received have been more substantial with better job outcomes
No of enquiries receiving assistance	125	same	60 (31)		These are businesses receiving more intensive assistance
No of companies account managed	80	same	56 (16)		These are businesses that from part of our account management programme that may or may not have a property requirement
Amount of floorspace (m2) built	20,000	40,000	Annual figure		
Amount of floorspace (m2) refurbished	8,200	40,000	Annual figure		
GVA created from Development Activity					
Business Rates Growth	£360k	£1m	Annual figure		
Number of Positive PR stories issued	20	12	9 (5)		Stories issued by Council Comms team

Key to RAG symbols			
Red		Indicates -	target not achieved or experiencing critical delays or the project is not now proceeding.
Amber		Upward arrow indicates -	project still has some issues to resolve but is improving, possibly nearing completion.
		Across arrow indicates -	there are some issues preventing satisfactory performance and/or is experiencing some delays.
		Downward arrow indicates -	there are issues with the projects performance and it is not performing as well as expected and/or is experiencing significant delays.
Green		Indicates -	target achieved/ substantially completed.