







## APPENDIX 1





Quarter 3: October 2015 – December 2015

BUSINESS PLAN OBJECTIVE SO1 – ACCELERATING BUSINESS GROWTH						
Key Priority No	Target/Action	Lead	Timing	Progress		
<b>To improve the productivity &amp; competitiveness of local companies through targeted business support</b>						
1.1	Assistance to Local Businesses <ul style="list-style-type: none"> <li>Continue to deliver quarterly networking events with the Chief Executive and/or the Leader</li> <li>Issue monthly business newsletter to share information</li> <li>Assist local businesses to relocate/expand within the borough – annual target of 18</li> </ul>	CH CH CH	Quarterly Monthly Quarterly	<ul style="list-style-type: none"> <li>Next event now due early in new year.</li> <li>Continue to issue monthly newsletter using MailChimp.</li> <li>14 businesses assisted in year to date, with 3 in Q3.</li> </ul>		
1.2	Working with the Business Growth Hub <ul style="list-style-type: none"> <li>Attend 2 Team Rochdale meetings a year to share knowledge and information</li> </ul>	CH Advisor	Sep15, Mar 16 Monthly	<ul style="list-style-type: none"> <li>In diary for 27<sup>th</sup> January. Delay due to contracting issues with Growth Hub and BIS.</li> <li>Growth Hub now confirmed permanent advisor as</li> </ul>		

	<p>about business activity</p> <ul style="list-style-type: none"> <li>• Hub Advisor to attend monthly RDA Business &amp; Investment Team meetings</li> <li>• Assist company with production of growth plans – annual target of 60</li> </ul>			<p>Richard Perkins, to take effect from 1<sup>st</sup> Dec.</p> <ul style="list-style-type: none"> <li>• 50 growth plans completed by the Growth Hub advisors in year to date, offering support on a range of issues around growth plans and grant applications where appropriate.</li> </ul>	
1.3	<p>Support businesses with external finance packages, in particular national and regional grants/loans</p> <ul style="list-style-type: none"> <li>• Monitor grant applications, collating information about investment levels and job outcomes in line with the KPIs</li> </ul>	CH	Quarterly	<ul style="list-style-type: none"> <li>• Spreadsheet completed on an ongoing basis with info regarding successful and pipeline bids.</li> </ul>	
1.4	<p>Property Information and Advice</p> <ul style="list-style-type: none"> <li>• Provide bespoke property information based on client needs – annual target of 200 property enquiries handled</li> <li>• Support clients by attending meetings with premises owners and/or agents</li> </ul>	CH	Quarterly	<ul style="list-style-type: none"> <li>• 168 property enquiries received in year to date (Q3 53).</li> <li>• Continue to work with 71 live enquiries.</li> </ul>	
1.5	<p>Public Relations and Media</p> <ul style="list-style-type: none"> <li>• Offer PR assistance, including writing of articles and circulation to local media outlets</li> </ul>	CH	Monthly	<ul style="list-style-type: none"> <li>• Press releases issued in conjunction with companies where appropriate.</li> </ul>	
1.6	Promote and support local supply				



	<p>chain opportunities</p> <ul style="list-style-type: none"> <li>• Work with STaR to deliver one networking meeting a year with procurement as the main theme</li> <li>• Support the Oldham &amp; Rochdale Construction Network by arranging speakers with supply chain opportunities</li> <li>• Encourage local developers to bring their own projects to the network, helping them meet some of their local economic benefit targets</li> <li>• Support the Scout Moor Wind Farm Meet the Buyer event in May</li> </ul>	CH	Annually	<ul style="list-style-type: none"> <li>• Construction meeting took place in September with support from Gleeson Homes and the STaR team.</li> </ul>	
		CH	Quarterly	<ul style="list-style-type: none"> <li>• Attended meeting and support steering group by collating information on forthcoming projects.</li> </ul>	
		CH	Monthly		
		CH	May 15	<ul style="list-style-type: none"> <li>• Attended the event and made contact with Turleys, consultants leading on the scheme.</li> </ul>	
<b>To provide a high quality and bespoke investor support service for incoming firms</b>					
1.7	<p>Property Information and Advice tailored to investor clients</p> <ul style="list-style-type: none"> <li>• Provide bespoke property information based on client needs - annual target of 200 property enquiries handled (both inward investors and existing businesses)</li> <li>• Support clients by attending meetings with</li> </ul>	CH	Ongoing	<ul style="list-style-type: none"> <li>• Investment pack in use.</li> <li>• Total of 168 enquiries received to date, with 26 of these from inward investors.</li> </ul>	  
		CH		<ul style="list-style-type: none"> <li>• Many businesses visited and assisted, often with property agents.</li> <li>• 11 companies relocated in year to date (Q3 3).</li> </ul>	

	<p>premises owners and/or agents</p> <ul style="list-style-type: none"> <li>• Successful inward investment projects – annual target of 7</li> </ul>				
1.8	<p>Provision of economic and labour market data to investors/developers</p> <ul style="list-style-type: none"> <li>• Produce quarterly summary of Rochdale economic and labour market data and circulate to stakeholders</li> </ul>	CH	Quarterly	<ul style="list-style-type: none"> <li>• RDA and RBC continue to work with New Economy to provide this data.</li> </ul>	➔
1.9	<p>Public Relations and Media</p> <ul style="list-style-type: none"> <li>• Offer PR assistance, including writing of articles and circulation to local media outlets</li> </ul>	CH	Monthly	<ul style="list-style-type: none"> <li>• Press releases issued in conjunction with companies where appropriate.</li> </ul>	➔
<b>To promote the attractions of the borough for new development and pro-actively engage with prospective investors, especially within the target sectors</b>					
1.10	<p>Working with Property agents</p> <ul style="list-style-type: none"> <li>• Work with Insider or Place North West to deliver a developer forum</li> <li>• Deliver/support two agents briefing events to develop awareness and relationships</li> </ul>	CH CH	Dec 15 Twice yearly	<ul style="list-style-type: none"> <li>• Proposals received but still being considered – likely to be in 2016.</li> </ul>	➔

1.11	<p>Working with the Property Media</p> <ul style="list-style-type: none"> <li>• Work with the Business Desk on a Kingsway promotion</li> <li>• Share all press releases with the regional media</li> <li>• Attend the Insider Business of Property Conference</li> </ul>	CH CH DC	Jun 15 Ongoing	<ul style="list-style-type: none"> <li>• Kingsway featured in every email bulletin from the Business Desk during June.</li> <li>• All press releases shared with regional and specialist media.</li> <li>• 2 staff attended the Insider Conference in May.</li> </ul>	
1.12	<p>Focussed Marketing</p> <ul style="list-style-type: none"> <li>• Advertising Kingsway on Business Desk website and daily bulletin</li> <li>• Develop targeted marketing campaign for growth sectors</li> </ul>	CH CH	Jun 15 Jul 15	<ul style="list-style-type: none"> <li>• Complete – increase in June of around 25% of visits.</li> <li>• Initial work undertaken.</li> </ul>	
1.13	<p>Social media communication</p> <ul style="list-style-type: none"> <li>• Undertake staff training for social media in the workplace</li> <li>• Develop strategy for public and business facing social media including mobile websites, Twitter and LinkedIn</li> </ul>	CH CH	Sep 15 Oct 15	<ul style="list-style-type: none"> <li>• Further training undertaken in October – LinkedIn &amp; Hootsuite / Twitter.</li> <li>• Link strategy work to training and develop plan after delivery – aim for January launch.</li> </ul>	
<b>To support local employment, recruitment &amp; skills development activities at the borough levels</b>					
1.14	<p>Helping existing employers through advice and referrals</p> <ul style="list-style-type: none"> <li>• annual target of 50 referrals to partner support agencies</li> </ul>	CH	Quarterly	<ul style="list-style-type: none"> <li>• Total of 67 referrals made in year to date (Q3 7) – many companies referred to more than one partner. These include MAS, UKTI, A2F and</li> </ul>	

				Growth Hub.	
1.15	Supporting agencies that recruit Rochdale residents <ul style="list-style-type: none"> <li>Ensure new job opportunities are shared with delivery partners to maximise local job opportunities</li> </ul>	CH	Quarterly	<ul style="list-style-type: none"> <li>ELP staff attend monthly team meeting. Where they are unable to meet a need, they share vacancies with commercial organisations.</li> </ul>	↗
1.16	Developing skill levels <ul style="list-style-type: none"> <li>Liaise with the Rochdale Skills Advisor to share information</li> <li>Link the Skills Gateway website to the RDA and Kingsway websites</li> </ul>	CH CH	Quarterly Jul 15	<ul style="list-style-type: none"> <li>Meeting took place in June with advisor and Bus &amp; Invest team staff.</li> <li>Skills Gateway funding expired at end of September and we are yet to understand new offer.</li> </ul>	→
1.17	Promote apprenticeships to Businesses <ul style="list-style-type: none"> <li>Ensure team are up to date with current apprenticeship offer and are able to signpost to Rochdale Council lead officer .</li> </ul>	CH	Quarterly	<ul style="list-style-type: none"> <li>No referrals this quarter, however RDA took on an Apprentice starting in January.</li> </ul>	→

## BUSINESS PLAN OBJECTIVE SO2 – PROMOTING ECONOMIC AND EMPLOYMENT GROWTH

Key Priority No	Target/Action	Lead	Timing	Progress	
<b>To maintain the momentum of development at Kingsway Business Park as a major mixed-use development area</b>					
2.1	<ul style="list-style-type: none"> <li>Successfully implement a development aid programme to ensure the viability of development projects to maximise investor interest</li> </ul>	DC	Jul 15	<ul style="list-style-type: none"> <li>The Council and Wilson Bowden have agreed the principle of a deal for the Council to share the letting risk for Plot H. The Agreement was signed and sealed in December. A subsequent deal is being considered for Plot K.</li> </ul>	
2.2	<ul style="list-style-type: none"> <li>Secure 3 developments on Kingsway during 2015/16</li> </ul>	DC	Mar 16	<ul style="list-style-type: none"> <li>Construction work has now finished on the Wireless CCTV building and the company are in the process of relocating, which will be completed prior to the end of 2015.</li> <li>David Wilson Homes obtained planning permission in March 2015 for a scheme for 68 new homes on land between The Hornet pub and their current site. On their current site 125 out of 167 houses have already been sold and occupied.</li> <li>Construction work at Plot H is ongoing for a 216,000 sq ft warehouse (known as “Kingsway 216”) with completion scheduled in Summer 2016.</li> <li>Planning permission has been granted for 4 speculative units on Plot K totalling 200,000 sq ft and work is expected to commence in early 2016.</li> </ul>	



2.3	<ul style="list-style-type: none"> <li>Commence construction of 200,000 ft<sup>2</sup> unit on Plot H by end of summer</li> </ul>	DC	Sep 15	<ul style="list-style-type: none"> <li>See note in section 2.2 above.</li> </ul>	●
2.4	<ul style="list-style-type: none"> <li>Work with JD to promote the business</li> <li>Secure JD's future growth by additional land purchase, and</li> <li>Support JD's internal expansion</li> </ul>	RD RD RD	Mar 16 Jun 15 Mar 16	<ul style="list-style-type: none"> <li>2 Press releases have been issued for JD Sports since April. RDA will re-engage with JD Sports after their Christmas trading peak.</li> <li>JD Sports have advised that initial design work on their new building is likely to commence in early 2016.</li> <li>The installation of further mezzanine floors at JD Sports existing building means their total floorspace is now 1.4m sq ft.</li> </ul>	●
2.5	<ul style="list-style-type: none"> <li>Pursue a retail operator for Plot U or Plot V</li> <li>Develop a hotel investment strategy for Kingsway</li> </ul>	DC DC	Mar 16 Sept 15	<ul style="list-style-type: none"> <li>Discussions are ongoing with Lidl but the current position is they are not looking for a site in the Kingsway area at present. We continue to pursue alternative retailers.</li> <li>The hotel strategy is being discussed with the Kingsway agents who have advised that there is little demand for high quality hotels at present, but that this will be reviewed in the first quarter of 2016.</li> </ul>	↘
2.6	<ul style="list-style-type: none"> <li>Resolve land issue with Kingsway Park High School and RBC Legal</li> <li>Develop a Masterplan for Plots M &amp; V</li> </ul>	DC RD	Sept 15 Mar 16	<ul style="list-style-type: none"> <li>The Kingsway land (part of Plot M) can no longer be offered to the Kingsway Park High School Trust as there is a pre-emption agreement in place between the Council and WBD. The school has now been offered another piece of land which it has accepted.</li> <li>Initial work has commenced on a Masterplan for plots M &amp; V and will continue in 2016.</li> </ul>	↗
2.7	<ul style="list-style-type: none"> <li>Secure the S106 contribution from David Wilson Homes Phase 2 development to pay for the</li> </ul>	RD	Mar 16	<ul style="list-style-type: none"> <li>Planning permission was granted in March 2015 for 68 units. The s106 agreement makes provision for funding the Kingsway Link bus service for 15/16. The first payment is due in February 2016 or when</li> </ul>	



	Kingsway Link and assist with the commencement of development			David Wilson Homes make a start on site, whichever is the earlier. DWH will be reminded of this commitment in January 2016. <ul style="list-style-type: none"> <li>Discussions are ongoing with JDS and Asda regarding a contribution towards the 16/17 bus service and we await confirmation from TfGM that the service will operate with the same level of subsidy in 2016/17.</li> </ul>	→
<b>To progress the improvement &amp; development of the borough's other business parks &amp; major employment sites</b>					
2.8	<ul style="list-style-type: none"> <li>Work with Crown Business Park to promote the available land and vacant property via the database and through an agents' event</li> </ul>	CN	Mar 16	<ul style="list-style-type: none"> <li>Greenage Utilities have taken a 5,800 sq ft office building in Phase II, and the three smaller offices have been taken by Fortis Trading, Loneworker Solutions and AC Ventilation meaning the offices are now completely let.</li> <li>There are two smaller sites remaining for possible buildings but no interest as yet.</li> </ul>	↗
2.9	<ul style="list-style-type: none"> <li>Work with Preston O'Herlihy to promote the new 95,000 ft<sup>2</sup> speculative unit at Hareshill Business Park to potential occupiers via the database and through an agents' event</li> </ul>	CN	Mar 16	<ul style="list-style-type: none"> <li>Work on the building commenced in September 2015 and the steelwork is close to being erected on site.</li> </ul>	→
<b>To maintain and support the sustainable renewal and modernisation of the borough's stock of existing employment premises</b>					
2.10	Stakehill Business Park <ul style="list-style-type: none"> <li>Arrange for the completion of the Landscaping Contract</li> <li>Deliver Occupiers</li> </ul>	RD RD RD RD	Sept 15 Sep 15 Sept 15 Mar 16	<ul style="list-style-type: none"> <li>The landscaping works are now complete.</li> <li>The Occupiers Briefing is planned for 2016, when proposals for signage, the gatehouse and other traffic management proposals are sufficiently</li> </ul>	

	<p>Breakfast Briefing</p> <ul style="list-style-type: none"> <li>• Present and agree Gating Order proposals</li> <li>• Implement gating order proposals including TRO and yellow lining</li> </ul>			<p>advanced.</p> <ul style="list-style-type: none"> <li>• RDA met with specialist security control manufacturers Geoquip (who are based at Stakehill) in early December and have agreed the design principles to be used for the barrier control system. Geoquip have prepared designs and cost estimates, and now Highways need to work these up into a highway design.</li> <li>• Commercial Estates Group are developing their signage strategy for the estate. A planning application for the first phase of signage has been submitted with further applications to follow in early 2016.</li> <li>• Discussions are ongoing with RBC Highways about the form of Traffic Regulation required to implement double yellow lines across the estate to reduce problem associated with truck parking.</li> </ul>	→
2.11	<p>Managed offices and smaller industrial workspace</p> <ul style="list-style-type: none"> <li>• Work with RBC and private property owners to market any vacant space through the property database</li> <li>• Promote the development of available land through the Investment Pack and Property Portfolio</li> </ul>	CN	Mar 16	<ul style="list-style-type: none"> <li>• All available space is captured and constantly updated to send out to agents, developers and to any potential occupiers who enquire about land and property.</li> <li>• The investment pack is available to send out and includes a prospectus of sites and the available land and property.</li> </ul>	↗
2.12	<p>Selective redevelopment of older industrial stock</p> <ul style="list-style-type: none"> <li>• Work with property owners / developers and planning to determine the</li> </ul>	CN	Mar 16	<ul style="list-style-type: none"> <li>• This is carried out in response to developer enquiries and work carried out by the strategic planning team in RBC.</li> </ul>	↗



	<p>requirement for maintaining employment land and property within the Borough</p> <ul style="list-style-type: none"> <li>• Work with Property owners / developers to establish the viability of redevelopment of old premises or a change of use where necessary</li> <li>• Work with property owners and developers to carry out refurbishment works on three existing commercial buildings across the Borough</li> </ul>	DC	Mar 16	<ul style="list-style-type: none"> <li>• Done through regular and ongoing meetings with agents, developers and landlords and includes sites such as Woolworths, Royle Works, units on Stakehill, Crown, Hareshill and Heywood Distribution Park.</li> <li>• Hanson Court in Middleton has been refurbished and was available from May 2015.</li> <li>• Planning application approved for the redevelopment of former Woolworths building to provide high-bay industrial accommodation. Work will start in the new year.</li> <li>• CEG have redeveloped a large 300,000ft<sup>2</sup> unit on Stakehill in advance of selling it in early 2016.</li> </ul>	
		RD	Mar 16		
<b>To promote the development of new build employment premises, including speculative schemes to satisfy identified demand</b>					
2.13	<ul style="list-style-type: none"> <li>• Provide support and demand reports to investors or developers who are considering investment in commercial premises in the Borough</li> </ul>	CN	Mar 16	<ul style="list-style-type: none"> <li>• This is done through regular meetings with developers and investors, and also in response to enquiries which come through to the RDA.</li> </ul>	➔
2.14	<ul style="list-style-type: none"> <li>• Review the take up of larger speculative units and communicate to potential investors/media</li> <li>• Promote further speculative development at</li> </ul>	CN DC	Mar 16 Mar 16	<ul style="list-style-type: none"> <li>• A review of the take up is ongoing and shows interest in the medium to larger units. A deal is close to 2 speculative units in Greater Manchester which are close to the Kingsway 216 unit size. We closely monitor the interest in 2 speculative units on HDP and Link 95, in addition to the Kingsway units</li> <li>• Plot H (Kingsway 216) speculative development</li> </ul>	➔




	Kingsway and other locations			has started on site, and Plot K development is expected to start in January 2016. RDA will look at direct development of spec units in the New Year.	
2.15	<p>Creative property solutions to mitigate speculative development risks</p> <ul style="list-style-type: none"> <li>Establish the principle of RBC investing in new development</li> <li>Secure legal, state aid and accountancy advice as appropriate</li> <li>Commit the first phase of the scheme</li> </ul>	DC DC DC	Jun 15 Jun 15 Oct 15	<ul style="list-style-type: none"> <li>The principle of RBC investing in speculative development has been established and agreed with the Leader and Chief Executive. Legal and state aid advice has been secured to confirm the process. The first project is Plot H which is now on site. Plot K will follow in the new year.</li> </ul>	
<b>To support the development of a number of major mixed-use area regeneration schemes in selected locations outside the main town centres</b>					
2.16	<p>Royle Works</p> <ul style="list-style-type: none"> <li>Work with West Register to agree terms for a disposal of Royle Works to a developer or occupier</li> <li>Assist the purchaser to develop a viable scheme which is fitting for a key gateway site and does not compete with the town centre</li> </ul>	RD RD	Dec 15 Mar 16	<ul style="list-style-type: none"> <li>Royle Works – currently under control of West Register following the owners going into administration in the past. RDA have been involved in discussions with West Register and potential investors and developers to try and influence the development plans in line with the Masterplan created in 2009.</li> <li>Offers for the site were submitted in May and a number of developers had pre-submission discussions with RDA. It has been confirmed that an offer from a local employer has been accepted. They are currently undertaking site investigations. RDA has had meetings with the employer to offer assistance with the potential scheme and will</li> </ul>	

				continue to engage with them as proposals are developed.	
2.17	<p>Castleton Railway Sidings</p> <ul style="list-style-type: none"> <li>• Work with potential occupier and the Growth Hub to establish a business case for funding of a new unit</li> <li>• Assist potential occupier and architect to submit a planning application</li> </ul>	CN	Mar 16	<ul style="list-style-type: none"> <li>• RDA's work to support Rileys, has resulted in them taking a unit in Heywood for 5 years while Tata resolve their plans for Castleton.</li> <li>• Harris Lamb (acting for Tata, who own the site) working on a revised residential scheme that may, or may not, leave land available for the proposed Riley facility.</li> <li>• Outline planning permission anticipated Quarter 1, 2016.</li> <li>• Riley's have taken a 5-year lease for an industrial unit of 22,000 sq ft in Heywood, which they relocated to at the end of 2015 with RBC grant support.</li> </ul>	➔
<b>To support the activities of the private sector in creating new employment - creating accommodation, especially in our main town centres or in locations near to major public transport hubs</b>					
2.18	<p>Former Post Office building</p> <ul style="list-style-type: none"> <li>• Work with the owners (Hurstwood) and agents (Nolan Redshaw) to identify and promote the building to potential occupiers. Direct potential occupier enquiries to agents</li> </ul>	CH	Mar 16	<ul style="list-style-type: none"> <li>• Building is included on the property database and clients are referred to it when appropriate.</li> <li>• Trillium are due to move into the old Post Office in June 2016.</li> </ul>	➔
2.19	<p>Newgate House</p> <ul style="list-style-type: none"> <li>• Support Tetrosyl to implement their planning permission, progress the highway closures and</li> </ul>	GD	Mar 16	<ul style="list-style-type: none"> <li>• The planning application has been approved.</li> <li>• The closure order has been confirmed.</li> <li>• The occupation of the Holme car park is being progressed with Tetrosyl.</li> </ul>	➔

	secure occupation of The Holme car park.			<ul style="list-style-type: none"> <li>Tetrosyl intend to occupy the building on a phased basis.</li> </ul>	
2.20	<ul style="list-style-type: none"> <li>Work with the Town Centre Management Company on property related matters in the town centre to provide support and guidance to potential investors</li> <li>Work with RBC and private property owners to promote &amp; market any vacant space through the property database</li> <li>Promote the development of available land &amp; properties through the Investment Pack and Property Portfolio</li> </ul>	CH	Mar 16	<ul style="list-style-type: none"> <li>This work is ongoing.</li> <li>This is carried out regularly and will continue throughout the year. Enquiries will drop during the summer but increase from September.</li> <li>The investment pack is available to send out and includes a prospectus of sites and the available land and property. This is to be updated to include vacant units on all major industrial estates across the borough during next quarter.</li> </ul>	→
<b>To identify, evaluate and support regeneration opportunities arising from the disposal of surplus or underperforming public property assets</b>					
2.21	<p>Reshaping the public property estate</p> <ul style="list-style-type: none"> <li>RDA to attend Council SAM, OAM and disposals groups</li> </ul>	JS	Mar 16	<ul style="list-style-type: none"> <li>RDA are attending and providing input to the groups and working with Estates to consider how to maximise the income from existing and new build property.</li> </ul>	↗
2.22	<p>Advising on property disposals</p> <ul style="list-style-type: none"> <li>RDA to provide commercial development advice to the Council service units as and when required.</li> </ul>	JS	Mar 16	<ul style="list-style-type: none"> <li>RDA are providing the commercial development advice as and when required.</li> </ul>	↗



## BUSINESS PLAN OBJECTIVE SO3 – DEVELOPING THE INFRASTRUCTURE AND CONNECTIVITY NECESSARY FOR SUSTAINABLE ECONOMIC GROWTH

Key Priority No	Target/Action	Lead	Timing	Progress	
<b>Support efforts to physically improve the strategic transport network where this directly helps enable business &amp; employment growth</b>					
3.1	South Heywood <ul style="list-style-type: none"> <li>• Coordinate the delivery of the South Heywood initiative</li> <li>• Coordinate the link road planning application for submission in the new year</li> <li>• Coordinate the acquisitions and relocations strategy to deliver vacant possession of the required site or work towards a CPO</li> <li>• Agree heads of terms for the legal agreements between the Council and the landowners/developer</li> </ul>	DC DC DC DC	Mar 16 Mar 16 Mar 16 Sep 15	<ul style="list-style-type: none"> <li>• RDA are programme managers for the South Heywood programme.</li> <li>• Design work continues to complete detailed design in order that a planning application for the road can be submitted in summer 2016. A meeting with Counsel in December has resulted in some additional design work taking place for the alignment.</li> <li>• Early discussions with residents have taken place and more formal discussions will commence when the alignment is confirmed. Update letters have been sent to residents in early December 2015.</li> <li>• Draft HoT are being produced and are being worked on to determine the funding mechanism, which is reliant on the costs of the road being agreed.</li> </ul>	



3.2	<p>Lincoln Close / Station Gateway</p> <ul style="list-style-type: none"> <li>Secure possession by Agreement of the car park land required for the new road</li> <li>Secure agreement from HCA on funding for the new road</li> <li>Work with Highways to deliver the highway scheme</li> <li>Assist Hanson Springs with the remarketing of their old site at Lincoln Close</li> </ul>	RD	Sep 15	<ul style="list-style-type: none"> <li>RMBC and RDA are engaged in ongoing dialogue with all parties. The principles of a deal have now been agreed with only one outstanding issue to resolve between the potential purchasers and the head lessee directly.</li> <li>HCA require claw back of the sale proceeds from the Bradferns Site which was included as a clause in the original funding agreement between HCA and Rochdale BC.</li> <li>Highways have been asked to programme the design work following a cabinet decision in February.</li> <li>RDA are assisting with all parts of these deals which will bring a new company into Rochdale, and enable two relocations within the borough.</li> </ul>	
		RD	Sep 15		
		RD	Mar 16		
		CN	Mar 16		
<b>Support public transport investment and services which improve the connectivity of local residential areas with major employment locations, both within the borough and across the City Region</b>					
3.3	<ul style="list-style-type: none"> <li>Work with TfGM to secure funding for the Kingsway Link for 2016/17</li> </ul>	RD	Mar 16	<ul style="list-style-type: none"> <li>Discussions are ongoing with TfGM about the continuation of this important service. TfGM has completed their tendering process for all DRT (ie Ring and Ride) services across Greater Manchester and the results of this process are expected in January. JD Sports have confirmed their financial contribution to the bus service from April 2016. Further contributions are being sought from other businesses at Kingsway.</li> </ul>	
3.4	<ul style="list-style-type: none"> <li>Work with TfGM to promote their Travel Choices agenda</li> <li>Work with Kingsway Transport Consultant and</li> </ul>	RD	Mar 16	<ul style="list-style-type: none"> <li>Updated figures from TfGM indicate Kingsway Link patronage figures are around 1,800 per month on average for 2015.</li> <li>Metrolink patronage has increased to a peak of nearly 8,000 trips per month from the Kingsway</li> </ul>	
		RD	Mar 16		





	<p>TfGM to encourage the use of Public Transport on Kingsway in keeping with the site-wide travel plan</p> <ul style="list-style-type: none"> <li>Support TfGM to encourage the usage of Metrolink to access Kingsway Business Park</li> </ul>	RD	Mar 16	<p>stop.</p> <ul style="list-style-type: none"> <li>The Kingsway Travel Plan Coordinator continues to work alongside RDA and TfGM to promote public transport links and encourage staff to use other forms of transport other than the car. JD Sports and WCCTV have recently submitted travel plans.</li> <li>Recent traffic monitoring has shown a 4-5% increase in road traffic across the Business Park in the last 6 months which is consistent with increased construction and development activity.</li> </ul>	
<b>Support the progressive development of a high-speed broadband infrastructure covering the wider borough to drive future business growth</b>					
3.5	<p>BT Outreach Programme</p> <ul style="list-style-type: none"> <li>Promote the 'Get Digital Faster' website</li> <li>Promote the Super Connected Cities voucher scheme and encourage take up by local businesses</li> </ul>	CH CH	Mar 16 Mar 16	<ul style="list-style-type: none"> <li>Rochdale is part of the GM wide Broadband programme being led by Transport for Greater Manchester with activity already underway across the borough.</li> <li>Voucher scheme has now closed as all funding has been committed by BDUK.</li> </ul>	➔
3.6	<ul style="list-style-type: none"> <li>Work with BT to finalise the installation of fibre throughout Kingsway</li> </ul>	RD	Sep 15	<ul style="list-style-type: none"> <li>BT has confirmed that fibre broadband has been installed and businesses can now place orders for this.</li> </ul>	➔
<b>Promote the adoption of high environmental standards within the construction &amp; development sectors</b>					
3.7	<ul style="list-style-type: none"> <li>Deliver a launch event for the Kingsway Sustainable Development Guide</li> </ul>	RD	Dec 15	<ul style="list-style-type: none"> <li>This is being progressed through the Kingsway Sustainability Group and a suitable launch event is being considered for before March.</li> </ul>	➔
<b>Contribute to the development of low carbon energy generation schemes, especially in connection with those regeneration schemes that the Agency is helping to deliver</b>					



3.8	<ul style="list-style-type: none"> <li>• Work with landowners and developers to identify a site for a low carbon development</li> <li>• Explore any possible funding to contribute towards the project</li> <li>• Heads of terms agreed for a renewable energy scheme</li> </ul>	RD	Mar 16	<ul style="list-style-type: none"> <li>• The proposed Wind Turbine adjacent to Broadshaw Farm is no longer viable with the reduction in FIT and the cost of the land.</li> <li>• Discussions are ongoing concerning a number of enquiries for energy schemes on Kingsway but none are very attractive to the business park at present (issues include size and scale of the building, number of deliveries, and low employment levels, plus a requirement to be away from houses which limits the available plots).</li> <li>• A representative of Omega Business Park (Warrington) visited Kingsway recently to advise on their scheme for generating power by installing solar panels on the roofs of the building across the Business Park. Discussions are ongoing about whether this model may work at Kingsway.</li> <li>• RDA will oversee the development of a wind turbine at Birch Business Park during 16/17.</li> </ul>	
3.9	<p>Promote benefits of physical activity, using Kingsway as good practice</p> <ul style="list-style-type: none"> <li>• Support the Council in delivering the inaugural Rochdale Half Marathon via Kingsway Business Park</li> <li>• Support private sector led events that may want to utilise Kingsway Business Park</li> </ul>	RD	Sept 15		
		RD	Dec 15	<ul style="list-style-type: none"> <li>• The First Rochdale Half Marathon and 10k was held in August 2015 and attracted over 1200 runners. Organisation was by Cannonball Events in partnership with Rochdale MBC. Entries are now being accepted for 2016 event, which is scheduled for 25<sup>th</sup> September.</li> </ul>	




## BUSINESS PLAN OBJECTIVE SO4 – TRANSFORMING OUR TOWN CENTRES

Key Priority No	Target/Action	Lead	Timing	Progress	
4.1	<p>Medium Term Strategy</p> <ul style="list-style-type: none"> <li>Produce &amp; distribute a revised version of the Medium Term Action Plan to prioritise &amp; guide the comprehensive regeneration proposals for the town centre</li> <li>Provide guidance, coordination and support to private sector development opportunities in the town centre including Drake Street housing and mixed use development sites</li> </ul>	GD  GD	Mar 16  Mar 16	<ul style="list-style-type: none"> <li>The Medium Term Action Plan was endorsed by Cabinet in 2013. The plan has been presented to the Programme Management Board; Borough Regeneration Steering Group; Rochdale Township; Town Centre Management Board; and the High Street Foundation.</li> <li>A full review of the plan is on hold but will be undertaken during 2016 when resources allow.</li> </ul>	
4.2	<p>Programme Management Centre</p> <ul style="list-style-type: none"> <li>Continue to provide of a coherent and coordinated programme management service for all the main physical development activities within Rochdale Town Centre</li> </ul>	GD  GD	Mar 16  Mar 16	<ul style="list-style-type: none"> <li>The PMC continues to coordinate and monitor the town centre programme, including general enquiries, communications, project liaison, master-programme, risks, town centre capital programme and Highway Movement Framework. The PMC continues to provide a central resource for dealing with ad-hoc queries and providing updates,</li> </ul>	

<ul style="list-style-type: none"> <li>• Service and prepare reports for the Programme Management Board on a monthly basis and coordination of actions arising</li> <li>• Update the established programme management tools (update notes, master-programme, risk schedule and time slices) on a monthly basis</li> <li>• Update and implement the town centre Communications Strategy on a monthly basis, including implementation of the PR and social media strategy and website</li> <li>• Coordinate, monitor and provide an operational overview of the town centre Capital Programme</li> <li>• Support project delivery and liaison with Project Managers and stakeholders. Provide information/updates to partner and stakeholder meetings</li> </ul>	GD	Mar 16	<p>including attendance at Rochdale Township Regeneration Group, TCM and HSF meetings.</p> <ul style="list-style-type: none"> <li>• The town centre website <a href="http://www.rochdaletowncentre.com">www.rochdaletowncentre.com</a> continues to be reviewed and updated to provide up to date programme information. The Twitter account is used to communicate information (the account has over 1500 followers).</li> <li>• The Communications Strategy is being implemented jointly between the Programme Management Centre and RBC Communications Team. The Rochdale town centre leaflet was updated and re-printed in late 2015. The leaflet has been distributed widely to businesses and stakeholders.</li> <li>• The TCCP monitoring meeting takes place bi-monthly.</li> </ul>	
	GD	Mar 16		
	GD	Mar 16		
	GD	Mar 16		


4.3	<p>Exchange Shopping Centre</p> <ul style="list-style-type: none"> <li>• Hold quarterly catch up meetings with the Exchange Shopping Centre</li> <li>• Provide the centre manager with monthly updates on town centre developments</li> </ul>	JS	Mar 16	<ul style="list-style-type: none"> <li>• The catch up meetings have taken place and the November update has been issued to the Exchange Centre manager.</li> </ul>	
4.4	<p>Public Realm</p> <ul style="list-style-type: none"> <li>• Coordinate the delivery of a comprehensive package of public realm improvements across Rochdale Town Centre</li> <li>• Support Rochdale Council in delivering the project to re-open the River Roch within The Butts area, revealing the mediaeval bridges and creating public open space</li> <li>• Liaise with Rochdale Council regarding the commission with consultants, BDP, to coordinate and support the delivery of public realm across the town centre, including the river re-opening, Baillie Street and the external spaces</li> </ul>	GD	Mar 16	<ul style="list-style-type: none"> <li>• A HLF bid has been approved and the river re-opening work has started on site and hoardings have been installed. The work is expected to complete in March 2016.</li> <li>• Options for the prioritisation of public realm schemes across the town centre along with funding are currently being considered. This includes the delivery of the public realm associated with the river reopening. The outcome of the river reopening scheme will influence the delivery of other public realm works across the town centre.</li> <li>• Consultation on the scheme to re-pave Baillie Street and lower Yorkshire Street is complete. The TRO to restrict vehicles using Baillie Street and lower Yorkshire Street to servicing only has been publicised and confirmed. Detailed design work is now underway. External funding is available and opportunities to deliver this scheme as part of the river re-opening contract are currently being considered.</li> </ul>	



	around the Town Hall & The Esplanade				
4.5	<p>Private Sector Investment and Development</p> <ul style="list-style-type: none"> <li>Monitor enquiries and respond in a timely manner by meeting investors and developers</li> <li>Provide bespoke advice and information to potential developers &amp; investors, and bring in support from the Council &amp; TCM as required</li> </ul>	JHi JHi	Mar 16 Mar 16	<ul style="list-style-type: none"> <li>RDA is monitoring take up of the Business Rates Scheme on a monthly basis. To date seven units have been let within the scheme. A further five lettings have taken place (see 4.10).</li> <li>Ad hoc advice to developers &amp; investors is given as required.</li> <li>Bespoke schedule of available properties produced for each enquiry if requested.</li> </ul>	
4.6	<p>Rochdale Market</p> <ul style="list-style-type: none"> <li>Through the PMC, provide support to the relocation and establish a permanent open-air market within The Butts area, immediately alongside the reopened river, including the provision of support facilities and infrastructure</li> </ul>	GD	Mar 16	<ul style="list-style-type: none"> <li>A project team to take forward the market project has been established. The project team will now start to consider key operational/delivery issues that need to be addressed.</li> <li>Specialist advisors have now been appointed to undertake a feasibility study of options for the provision of a permanent market in the town centre. This will include the delivery programme/timescales, phasing options and identify costs &amp; funding.</li> <li>Results of this study will be presented in early 2016</li> </ul>	
4.7	<p>Office and other uses</p> <ul style="list-style-type: none"> <li>Promote the take-up of other vacant units within the main town centre area, including the Post Office</li> </ul>	JHi	Mar 16	<ul style="list-style-type: none"> <li>Ad hoc advice given as required working with property agents and TCM.</li> </ul>	

	<p>conversion scheme and the vacant unit on the ground floor of Number One Riverside</p> <ul style="list-style-type: none"> <li>• Work with TCM to identify retail investment opportunities</li> </ul>	JHi	Mar 16	<ul style="list-style-type: none"> <li>• Ad hoc advice given as required working with property agents and TCM.</li> </ul>	
4.8	<p>Highways Movement Strategy</p> <ul style="list-style-type: none"> <li>• Work with Highways to develop and obtain approval to Phase 2 of the Highway Movement Framework</li> <li>• Support Highways to complete the Town Head Phase 3 scheme improvements</li> <li>• Support Highways &amp; Planning to implement new access arrangements for the river re-opening scheme</li> <li>• Support Highways &amp; Planning to put in place the necessary traffic orders and highway closures needed to accommodate the Town Centre East scheme</li> </ul>	GD GD GD GD	Dec 15 Mar 16 Dec 15 Mar 16	<ul style="list-style-type: none"> <li>• Townhead Phase 3 work is complete.</li> <li>• Future HMF schemes are being reviewed, including the highways works associated with the permanent market and Baillie Street re-paving scheme.</li> <li>• The river re-opening scheme is on site and the associated highways works are identified in the programme.</li> <li>• Progress still needs to be made on the traffic orders and highway closures needed to accommodate the Town Centre East scheme. This will take place in early 2016.</li> </ul>	
4.9	<p>Station Gateway</p> <ul style="list-style-type: none"> <li>• Liaise with Planning &amp; Highways on a monthly</li> </ul>	GD	Mar 16	<ul style="list-style-type: none"> <li>• The budget is monitored through the TCCP monitoring meetings and the programme and risks</li> </ul>	

	<p>basis to identify any delays or risks associated with the proposals</p> <ul style="list-style-type: none"> <li>Update the Station Gateway programme and risk register quarterly and report to the Programme Management Board</li> </ul>	GD	Mar 16	<p>are reported to the PMB.</p> <ul style="list-style-type: none"> <li>The updated Station Gateway masterplan is due to be considered by Members in 2016.</li> </ul>	
4.10	<p>Reuse or empty/under-used properties</p> <ul style="list-style-type: none"> <li>Support the successful delivery of the Council's pilot Business Rates Discount Scheme designed to encourage the re-occupation of presently vacant retail properties</li> <li>Monitor vacancy levels and prepare a report on the success of the Business Rates scheme on a quarterly basis</li> <li>Monitor enquiries and respond in a timely manner by meeting investors and developers</li> <li>Provide guidance and support to the High Street Foundation, TCM and TC Steering Group to help deliver property related objectives</li> </ul>	JHi	Mar 16	<ul style="list-style-type: none"> <li>RDA has launched the pilot business rate discount scheme with RBC to help tackle vacancies on Yorkshire Street, Baillie Street, The Walk and South Parade. Take up from businesses has been encouraging, with a number of previously vacant properties now let and other businesses in legal discussions to let properties.</li> <li>The current position as at the end of December is that 8 properties have been awarded grants, bringing the total of vacant properties that have been let to 14 although one additional vacancy has arisen in the designated area. There are also 3 further properties where businesses are in negotiation with agent/landlord.</li> <li>Signage in the shop windows to advertise the scheme have been fitted.</li> <li>RDA continue to provide guidance, coordination and support to the High Street Foundation/Futures Board, TCM and TC Steering Group to provide updates and complete any relevant actions.</li> </ul>	➔








4.11	<p>Site assembly and clearance</p> <ul style="list-style-type: none"> <li>Secure the relocation of the remaining tenant in Telegraph House and vacant possession of the building</li> <li>Work with RBC Legal to ensure the terms of the Development Agreement to secure 'good &amp; marketable' title of the site is achieved</li> <li>Confirm with Genr8 their proposals for the Bell Street site and the Baillie Street properties</li> <li>Tender the demolition contract for Telegraph House</li> </ul>	LG	May 16	<ul style="list-style-type: none"> <li>RDA has agreed terms with Trillium for the vacation of Telegraph House and the relocation to the ground floor of the Rochdale Post Office property. Trillium has also agreed terms with Hurstwood for a new lease of the post office property. The occupiers of Telegraph House have signed off the relocation proposals. Legal Agreements have been sent out for signing.</li> <li>The Council has acquired the majority of the TCE area with only 1 site not in public ownership (Bell Street site). In order to completely satisfy the terms of the Genr8 Development Agreement, the Council is currently seeking to upgrade its' Good Leasehold title in some areas to Leasehold Absolute and also deduce title to all the highway land and unregistered land within the development area. In order to remove any remaining rights/restrictions on the acquired land, RBC Legal have made arrangements for the TCE land to be "appropriated".</li> <li>The Bell Street site is still in private ownership and discussions have taken place with the landowner about the potential development of this site on the basis of either a joint venture, implementation agreement or alternatively an outright purchase. RDA is still waiting for Genr8 to commission development plans for this area, to aid further discussion with the landowner of the Bell Street site.</li> <li>The papers for the tender for the demolition of Telegraph House are underway and this contract will go out to tender once we have confirmation as</li> </ul>	
		GD	Aug 15		
		GD	Dec 15		
		JB	Dec 15		

				to when the building will be vacant, during 2016.	
4.12	<p>Temporary use of sites</p> <ul style="list-style-type: none"> <li>Liaise with TCM, RBC Events Coordinator and Markets Manager to identify potential events</li> <li>Monitor and record the use of the sites for events and report any issues to the PMB</li> </ul>	<p>JB</p> <p>JB</p>	<p>Mar 16</p> <p>Mar 16</p>	<ul style="list-style-type: none"> <li>The Baillie Street West car park was closed during the Feelgood Festival for four days.</li> <li>Several smaller events took place during the summer but none required the closure of the car park.</li> </ul>	
4.13	<p>Bringing forward the Genr8 scheme</p> <ul style="list-style-type: none"> <li>Review and implement new meeting structures for the TCE scheme</li> <li>Support Genr8 to progress the detailed design necessary to submit a detailed planning application for the scheme before the end of 2015, in accordance with the Development Framework</li> <li>Confirm and implement the necessary road closure &amp; TRO requirements for the scheme</li> <li>Confirm the Genr8 development plans and any associated integration arrangements with</li> </ul>	<p>GD</p> <p>GD</p> <p>GD</p> <p>GD</p> <p>GD</p>	<p>July 15</p> <p>Dec 15</p> <p>Dec 15</p> <p>Dec 15</p> <p>Aug 15</p>	<ul style="list-style-type: none"> <li>The announcements regarding M&amp;S and Next completing the legal agreements to anchor the scheme were made in November 2015. It is hoped to announce the cinema operator in early 2016. Negotiations continue with other prospective occupiers.</li> <li>RDA and Genr8 are developing a masterprogramme for the scheme to include approvals, design, CPO, planning, highways and public consultation.</li> <li>Genr8 have prepared scheme options for the layout of the site. The Development Framework which defines the design parameters of the development (as an alternative to preparing an outline planning application) was endorsed by Cabinet in March 2015. Genr8 are now progressing the scheme design and work towards the submission of a detailed planning application in 2016.</li> </ul>	



	<p>Wheatsheaf Centre needed to deliver a comprehensive scheme</p> <ul style="list-style-type: none"> <li>• Finalise the details of the TCE scheme and related legal &amp; financial matters - <ul style="list-style-type: none"> <li>○ Ensure the requirements and clauses in the Development Agreement are satisfied</li> <li>○ Agree the lease arrangements</li> <li>○ Agree the approach to monitoring the development including cost consultants and managing agents</li> <li>○ Confirm the revised development appraisal, cost plans and commercial viability of the scheme</li> </ul> </li> <li>• Complete the risk review and implement any necessary mitigation</li> </ul>	<p>GD</p> <p>LG</p> <p>GD</p> <p>JS</p> <p>GD</p>	<p>July 15</p> <p>May 16</p> <p>Mar 16</p> <p>Dec 15</p> <p>Mar 16</p>	<ul style="list-style-type: none"> <li>• A report was presented to Cabinet in March 2015 to cover issues such as funding, legals, risks, head lease options and planning to enable the scheme to be progressed. Cabinet agreed the approach to take further detailed analysis of the options for funding be completed in order for decision on the funding route to be made in line with delegated approvals. Work continues to assess the options to fund the scheme.</li> <li>• A review of the CPO programme/process has been undertaken and work is progressing to mitigate the need for a CPO process.</li> <li>• The Genr8 risk register has been updated.</li> <li>• Heads of Terms have been agreed with Trillium for the vacation of Telegraph House.</li> <li>• The detailed contractual agreements with the main anchor tenants are complete. The negotiations with other prospective occupiers has commenced but will take time to complete.</li> <li>• The proposals for Phase 2 of the scheme have not been progressed (the current priority to make progress on Phase 1).</li> <li>• A communications strategy for the scheme has been prepared and agreed between Genr8 and</li> </ul>	
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	<p>measures</p> <ul style="list-style-type: none"> <li>• Acquire any remaining acquisitions/land interests, including relocation of remaining Telegraph House occupier</li> <li>• Work with Genr8 to complete the detailed contractual agreements with the main anchor tenants and agree with Genr8 the terms of the negotiations with other prospective occupiers</li> <li>• Work with Genr8 to confirm the proposals for Phase 2 of the scheme</li> <li>• Work with RBC Comms and Genr8 to prepare and implement a communications strategy for the scheme</li> </ul>			RBC. The Comms will be rolled out as and when retailers are signed along with a marketing strategy.	
4.14	<p>Wheatsheaf Centre</p> <ul style="list-style-type: none"> <li>• Maintain access for the Wheatsheaf Centre service vehicles during the works</li> <li>• Maintain pedestrian access to the Wheatsheaf Centre</li> <li>• Achieve Practical Completion of the new</li> </ul>	<p>LG</p> <p>LG</p> <p>LG</p> <p>JS</p>	<p>June 15</p> <p>June 15</p> <p>Aug 15</p> <p>Mar 16</p>	<ul style="list-style-type: none"> <li>• Practical Completion of the new entrance works was achieved in September 2015. RDA is chasing up outstanding snagging works.</li> <li>• The Wheatsheaf Deed of Grant for the footpaths across the cleared Municipal Offices site has been sent out to the owners of the Wheatsheaf Centre for signing.</li> <li>• Discussions have taken place with the</li> </ul>	➔

	<p>entrance works</p> <ul style="list-style-type: none"> <li>• Work with the new owners of the Centre to foster the effective physical integration of the Town Centre East project with the Wheatsheaf Centre in the wider interests of the town centre</li> </ul>			Wheatsheaf Centre owners.	
<b>Middleton Town Centre</b>					
4.15	<p>Middleton Shopping Centre</p> <ul style="list-style-type: none"> <li>• Hold quarterly catch up meetings with the Shopping Centre owners and manager</li> </ul>	JS	Mar 16	<ul style="list-style-type: none"> <li>• Discussions are ongoing with the new Shopping Centre Asset Manager for potential new investment in the Centre including changes in the internal circulation, recladding elements of the exterior, small extension/reconfiguring retail space and improvements to exterior vehicle access.</li> </ul>	
4.16	<p>Fountain Street</p> <ul style="list-style-type: none"> <li>• Prepare and seek agreement from Middleton Township members to options for the regeneration of the area through property and public realm improvements</li> <li>• Begin the implementation of the agreed property and public realm improvements using capital programme funding</li> </ul>	JB JB	Mar 16 Mar 16	<ul style="list-style-type: none"> <li>• The Glenbridge scheme is not being pursued at the request of Members. Glenbridge are unhappy with the situation and threatening legal action.</li> <li>• Capital Programme funding (£500k) for public realm and property improvements is available for the 'triangle' properties. Options were prepared and reported to Middleton Members and final plans, including costs, are going back to members in January.</li> <li>• Design works for the paving elements is underway and type of paving has been agreed.</li> </ul>	
4.17	Public Investment in the Central Area	JB	Mar 16	<ul style="list-style-type: none"> <li>• RDA are working with the Council officers involved</li> </ul>	

	<ul style="list-style-type: none"> <li>• Work with the Council to seek to maximise investment in the town centre, including future schemes funded through the Council's capital programme</li> <li>• Engage with the Middleton Township Regeneration Group to monitor investment opportunities</li> </ul>	JS	Mar 16	<p>with Middleton town centre to maximise the on-going investment. The paving works will use the same contractors and materials as the Long Street Scheme and share overheads to reduce costs.</p> <ul style="list-style-type: none"> <li>• RDA regularly attend the Group to update Members and monitor opportunities.</li> </ul>	
<b>Heywood Town Centre</b>					
4.18	<p>Mossfield School</p> <ul style="list-style-type: none"> <li>• Provide guidance, coordination and support to the Council to facilitate development of the site</li> </ul>	LG	Mar 16	<ul style="list-style-type: none"> <li>• An offer has been accepted for a retail/leisure development scheme on the site and the legal agreements are currently being progressed.</li> <li>• The offer is conditional upon the site being developed out (in accordance with the planning brief for the site), in a specific timeframe.</li> </ul>	
<b>Littleborough Town Centre</b>					
4.19	<ul style="list-style-type: none"> <li>• Work with Carlisle IT to locate an alternative site for development and assist with discussions with potential retail operators for their existing site</li> </ul>	CH	Mar 16	<ul style="list-style-type: none"> <li>• RDA continue to work with Carlisle IT.</li> </ul>	



## BUSINESS PLAN OBJECTIVE 5 – INVESTING IN OUR HERITAGE ASSETS

Key Priority No	Target/Action	Lead	Timing	Progress	
5.1	<p>Rochdale Town Hall</p> <ul style="list-style-type: none"> <li>• Project coordination of the physical works to the building through the ‘transform it’ working group, including restoration &amp; repair works, design of space for new uses, adaptation works, on-going maintenance programme</li> <li>• Arrange and manage monthly ‘transform it’ workstream meetings with relevant Council services and partners to agree and implement short term works</li> <li>• Monitoring of expenditure and budget under the Capital Programme</li> <li>• Prepare and update phasing &amp; action plans for the short term works</li> </ul>	<p>JHi</p> <p>JHi</p> <p>JHi</p> <p>JHi</p> <p>JHi</p>	<p>Mar 16</p> <p>Mar 16</p> <p>Mar 16</p> <p>Mar 16</p> <p>Mar 16</p>	<ul style="list-style-type: none"> <li>• The cross-service project group led by RDA continues to meet monthly to co-ordinate workstreams including maintenance, restoration and adaptation works.</li> <li>• Works recently completed include the restoration of the Council Chamber (including new PA system, carpets, heating and lighting), a full survey of the roof, installation of new boilers and replacement of the existing lift.</li> <li>• Feasibility plans for the replacement of heating, electrical and IT services have been also completed.</li> <li>• The next phase of works will include a ‘mini-refurb’ of bistro and the detailed design for improvements to install new toilets &amp; extend the bar and are also being undertaken.</li> <li>• The restoration of the Magna Carta mural will now be undertaken as part of the wider restoration works, due to the complexity and costs involved and the significance as part of the HLF bid.</li> <li>• Ongoing meetings and work with FoRTH to increase engagement with HLF bid.</li> </ul>	

	<ul style="list-style-type: none"> <li>Undertake engagement with English Heritage and ROCH &amp; FORTH groups on the short terms works</li> </ul>				
5.2	<p>Community Consultation</p> <ul style="list-style-type: none"> <li>Deliver a programme of public consultation to help improve understanding of the building and refine options for its future use, and to support the HLF bid</li> </ul>	JHi	July 15	<ul style="list-style-type: none"> <li>A public consultation exercise on the future proposals for the building took place between the 7<sup>th</sup> and 13<sup>th</sup> of July to support the HLF bid in December 2015. Overall the responses were supportive of the plans and restoration.</li> <li>The consultation was run in conjunction with the Friends group (FoRTH).</li> </ul>	
5.3	<p>Heritage Lottery Fund bid for Rochdale Town Hall</p> <ul style="list-style-type: none"> <li>Prepare and update a programme to ensure the submission of the HLF bid by December 2015.</li> <li>Working with partners and stakeholders to manage the preparation of a Conservation Management Plan to support the HLF bid</li> <li>Arrange and manage monthly 'fund it' workstream meetings with relevant Council services and partners to identify any further funding opportunities, including other trust fund bids</li> </ul>	JHi	Dec 15	<ul style="list-style-type: none"> <li>The report to Cabinet (2<sup>nd</sup> November) approved the submission of the bid and updated Members on the progress to date.</li> <li>Since then the bid has been refined and discussions with Link4Life, The Co-operative Heritage Trust &amp; the Fire Station Museum have been undertaken regarding community engagement and activity planning. This has helped to shape the draft activity plan that is an essential requirement of the major HLF bid submission.</li> <li>The bid was submitted prior to the 1<sup>st</sup> December 2015 deadline.</li> <li>A decision is expected in April 2016 on the Stage 1 application. If this is successful, there is then a period of up to 2 years to submit the 2<sup>nd</sup> stage bid for the full funds. During this time the detailed technical designs work will be developed and the activity plan developed with the community.</li> <li>FoRTH have been fully involved in the process and</li> </ul>	
		JHi	Dec 15		
		JHi	Dec 15		
		JHi	Mar 16		



	<ul style="list-style-type: none"> <li>Maintain effective engagement with ROCH &amp; FORTH groups</li> </ul>			<p>if successful will help develop the second stage bid to HLF. They will continue to volunteer and engage people and the community in their heritage.</p> <ul style="list-style-type: none"> <li>Coordination is essential to ensure that the work is in line with the overall strategic plan for the Town Hall and not harm the proposed HLF bid. The Conservation Management Plan has been prepared and will be shared with stakeholders following approval to do so at Cabinet.</li> <li>Involvement of Historic England (formally known as English Heritage) throughout the design stage will mitigate any risks of Listed Building Consent not being granted. RDA has coordinated recent meetings with HE officers and they have expressed written support in principle for the plans. There will be further dialogue as the detailed technical design work takes place.</li> </ul>	
5.4	<p>Warwick Mill</p> <ul style="list-style-type: none"> <li>Liaise with the Warwick Mill investors to support and understand their proposals</li> <li>Work with RBC Planning and the Warwick Mill investors to influence the design of the scheme.</li> <li>Provide commercial advice on the scheme to Middleton members. Provide advice on the development process and market demand to help</li> </ul>	RD	Mar 16	<ul style="list-style-type: none"> <li>The scheme is focussed on a business showroom model, which will allow Chinese businesses to showcase their products to a UK/European market. G-Suite (the owners) wish to be operational at Warwick Mill by December 2016.</li> <li>A planning application and accompanying listed building consent have now been approved for the conversion of Warwick Mill and the demolition of London House.</li> <li>G-Suite hosted an investor launch event in Beijing in early November. This generated significant investor interest including 19 potential tenants.</li> <li>Representatives of G-Suite visited Middleton and Rochdale Borough in November.</li> </ul>	➔

	<p>foster the long-term success of this major regeneration scheme</p> <ul style="list-style-type: none"> <li>• Work with the Hong-Kong based investor / developer and MIDAS to integrate the project into Greater Manchester, Rochdale Borough and Middleton TC in particular and to optimise the wider economic development benefits of this substantial inward investment</li> </ul>			<ul style="list-style-type: none"> <li>• A marketing and communication programme is being developed jointly between G-Suite, RDA and Rochdale BC.</li> <li>• Demolition of London House is expected in February 2016 with works to convert the Mill commencing in March 2016.</li> </ul>	
5.5	<p>Former Rochdale Fire Station</p> <ul style="list-style-type: none"> <li>• Provide support to RBC Planning on property and investment matters to help maximise the regeneration potential of the building as part of the Station Gateway project</li> </ul>	JB	Dec 15	<ul style="list-style-type: none"> <li>• A meeting has been held with the Fire Service Museum to discuss their HLF funding application and links with the Town Hall.</li> <li>• The Fire Museum staff attended the consultation day on Sat 11<sup>th</sup> July at the Town Hall.</li> </ul>	
5.6	<p>River re-opening</p> <ul style="list-style-type: none"> <li>• Support Rochdale Council in delivering the project to re-open the River Roch within The Butts area</li> <li>• Provide updates to the town centre PMB to identify any key risks associated with the project, such as funding</li> </ul>	GD GD	Mar 16 Mar 16	<ul style="list-style-type: none"> <li>• The scheme is on site and is expected to complete in Spring 2016.</li> <li>• The budget is monitored through the TCCP monitoring meetings.</li> <li>• The programme is reported to the PMB.</li> </ul>	

	issues, delays and constraints on delivery				
5.7	<p>Heritage Areas</p> <ul style="list-style-type: none"> <li>To support Rochdale Council planning and Conservation officers to develop sustainable development proposals for other heritage assets such as Rochdale TC Conservation Area, Middleton THI area, Middleton Tonge Hall and Hopwood Hall College listed buildings</li> </ul>	JHi	Mar 16	<ul style="list-style-type: none"> <li>Planning for the improvement of the public realm in the wider conservation area around the river re-opening is being undertaken with RBC.</li> <li>Work with the Conservation team to prioritise activity and funding is ongoing. A report will be taken to Cabinet in the spring to set the priorities for investment in heritage across the borough.</li> <li>Met with CLP / E ON and RBC conservation officer to review the proposed replacement street lighting proposals to ensure it does not harm the conservation area and heritage of the town centre.</li> </ul>	→
5.8	<p>Baillie Street</p> <ul style="list-style-type: none"> <li>Identify a short term plan of action for maintaining 17A-21 Baillie St and securing temporary uses pending the TCE scheme</li> <li>Manage any necessary repair and improvement works to the buildings to improve marketability pending the TCE scheme</li> <li>Agree with Genr8, English</li> </ul>	JB	Mar 16	<ul style="list-style-type: none"> <li>Available to let first floor of 19 Baillie Street.</li> <li>21 Baillie Street has now been vacated by Shopmobility, however the Market Manager is now using the whole building.</li> <li>21 Baillie Street is part of the town centre east development area and only available for short term lets which limits the potential for reuse at present.</li> </ul>	→
		JB	Mar 16		
		GD	Dec 15		






	Heritage and the Planning Service the plan of action for the 17A-21 Baillie St buildings and the Bell St site				
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## Key Performance Measures

Performance Measures 2015/16	Business Plan Target	Cumulative Performance (current Q )	Status ●●●	Commentary
No. of companies directly assisted with growth plans	60	50 (0)	●	The Business Growth Hub had to retender for the delivery of Business Support during interaction. New advisor appointed wef 1 <sup>st</sup> December.
No. of successful inward investment projects relocating into the borough	7	11 (3)	●	This includes Rileys who have relocated from Bury and are currently refurbishing the
No. of local companies successfully relocating/expanding within the borough	18	14 (3)	↗	Includes Nomical who have relocated into the old Zen Internet building on Mossbr
No. of jobs safeguarded by companies assisted	350	232	↗	Figures are spread across a number of businesses.
No. of jobs created by companies assisted	250	130	→	Data gathered from some businesses, but still awaiting figures from others.
Total level of public sector investment spent on projects	£9m			Information collated annually.
Total level of private	£22m			Information collated annually.

sector investment leveraged-in by projects				
<b>Key Activity Indicators</b>				
Amount of new-build floorspace (m2) in projects assisted by RDA (includes mixed use schemes)	35,000	-		Information collated annually.
Amount of floorspace (m2) converted or refurbished in projects assisted by RDA (includes mixed use schemes)	10,000	-		Information collated annually.
Total number of enquiries received & handled by RDA	200	186 (71)	↗	Number of enquiries remains buoyant, with 71 of the 186 (38%) of these coming from
No. of inward investment projects relocating into the borough (but not registered as RDA clients)	15	59 (13)	●	Data collated via EGi which lists recent property deals across the borough. Evidence
No. of companies referred to partner	50	63 (3)	●	Some companies have been referred to more than one agency depending on their Employment Links and the Manufacturing Advisory Service. The MAS service was w

support agencies				Referrals this quarter have also been affected by the Business Growth Hub tendering
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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/completed or performing well.