








































RDA Quarter 4 2016/17 Delivery Plan Report










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"> • Sector propositions have been created by consultant for advanced manufacturing (including textiles, engineering, and food and drink) and logistics. • Options for target company lists and delivery of proactive marketing campaign will be developed in 2017/18 (Q1). • Company contact and communication programme will now be delivered in April 2017. 	
		CN	Dec	Develop relationships with 10 local businesses, multipliers, and others involved in each sector <ul style="list-style-type: none"> • Team has good relationships with more than 20 manufacturing businesses, ten logistics businesses, and two ICT companies. • These relationships will be developed and extended in 2017/18. 	
2	Work alongside agents and other professional advisors to promote the positive	CN/MW	Aug	Develop portfolio of key messages and case studies to share with partners <ul style="list-style-type: none"> • Key messages will be developed from the sector propositions in 2017/18 (Q1). 	









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	messages about the borough and generate new enquiries			<ul style="list-style-type: none"> Two case studies have been prepared for advanced manufacturing, and two for companies at Kingsway Business Park. More to follow throughout 2017/18. Place Board work has brought together representatives from around 90 businesses to promote the Borough and generate positive messages about Rochdale. 	
		CN	Sep	Identify 5 key agents (Manchester based and more local ones) to build relationships with <ul style="list-style-type: none"> Team has regular contact and good relationships with more than ten property agents. These relationships will be developed in 2017/18 to support work of the team. 	
		CH/CN	Dec	Hold one agent event to share information and help promote opportunities across the borough <ul style="list-style-type: none"> Plot H Launch for around 35 property agents carried out in June. Launch for Plot K at Kingsway held in January attracting 40 industrial agents. RDA sponsorship secured for Logistics event for property sector in June 2017. 	
		CN	Aug	Identify key professional advisors that may work with companies in the borough and develop a communications strategy to promote Rochdale to them <ul style="list-style-type: none"> List of ten professional companies and advisors in Rochdale created. Options for working with these advisors will be developed in 2017/18 (Q1). Meeting held with Pro-Manchester to discuss membership and working together. 	
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	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. <ul style="list-style-type: none"> Team review meeting held in March. Collaborative working with Partners increased throughout the year (MIDAS, Growth Hub, etc). Further consideration of effectiveness of current activity to be made in 2017/18 (Q1). 	
		MW/CN	ongoing	Review online property search service and whether this can be improved to support the team. <ul style="list-style-type: none"> New website improves property search service. Tractivity to be used for all enquiries from April 2017. 	

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		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 with many receiving support. Appropriate referrals to partner organisations who can support training and development have been made throughout the year - ELP, Business Growth Hub 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"> Regular monitoring of available data – working with MIDAS. Developing information for use to support sector propositions will be undertaken in 2017/18 (Q1), with the support of a location consultant and MIDAS. 	
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 is now being combined with the Place Board activity following the launch event on 24th March with over 50 top companies added to the account management programme. 	
		CH	Mar	<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</p>	












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				programme. <ul style="list-style-type: none"> Visits with Leader and Chief Executive have taken place throughout the year. 	
		CH	Mar	Launch account management programme, monitor progress, and review. <ul style="list-style-type: none"> Linked to activity above. 	
		All	Mar 17	Use Tractivity as a fully integrated client management system to record all business interactions <ul style="list-style-type: none"> Tractivity now used for all company interactions. 	
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"> Attended the Rugby Club and Football Club networking events and did presentations to businesses throughout the year. 	
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 Bring a specialist facilitator on board to ensure the events run smoothly and businesses feel empowered to participate <ul style="list-style-type: none"> Manufacturing Network set up in 2016 and first meeting held 17th Jan at Holroyds including a factory tour. 	
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 about individual MIDAS enquiries. Review meeting held 24 Feb with Allison and Andrew. Working with MIDAS on visiting companies from account managed list. 	
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		












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				<p>business location.</p> <ul style="list-style-type: none"> MW attends MIDAS Systems Working Group meeting, the next meeting is in April. Ongoing dialogue with MIDAS researcher regarding information and business data. Fed into the Food and Drink Sector Analysis tender issued by MIDAS in February. 	
		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"> Referrals taking place and good joint working evident. New Partnership Manager for the Growth Hub has visited and next team Rochdale meeting has been planned for June. 	
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"> Research underway to support Marketing Strategy. Place Board work compliments this. Development of marketing strategy will be undertaken in 2017/18 (Q1). 	
		CN	Sep	<p>Devise suitable campaign branding to promote Rochdale as a priority business location</p> <ul style="list-style-type: none"> Approach to campaign branding will be reviewed in in 2017/18 (Q1). Launch of Place Branding project supersedes requirement for sector marketing branding. 	
		CN	Sep	<p>Build a network of five or more partner organisations, and businesses, that will support the marketing strategy and contribute to it.</p> <ul style="list-style-type: none"> Approach to involving partner organisations will be reviewed in in 2017/18 (Q1). Launch of Place Branding project may have an impact on sector marketing work – 10 businesses sit on the steering group. 	












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				<ul style="list-style-type: none"> Working with Zen and Tetrosyl and a number of other businesses on marketing group as part of Place Branding project. 	
		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"> This activity will now take place in 2017/18. 	
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 – Perfect Circle issued numerous social media releases throughout the year. Monthly review meetings held with Perfect Circle ongoing for 17/18. Review of current activity was undertaken in February. Revised plan for 2017/18 will be developed in 2017/18 (Q1). 	
		MW	Aug	<p>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.</p> <ul style="list-style-type: none"> RDA social media plan launched – twitter account, July 2016. RDA social media plan has been created. Will continue to monitor and update monthly to link in with regular monthly review meetings with Perfect Circle. 	
		MW	Aug	<p>Develop a programme of social media activity</p> <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	<p>Minimum of 12 positive press releases a year</p> <p>Work with businesses to help with their promotion, arranging senior management visits where appropriate</p> <ul style="list-style-type: none"> 22 press releases have been issued during the year. 	













Key Priority No	Work Area	Lead	Timing	Action     	
2	Work in partnership with the Place Brand initiative	CH/CN	Mar 17	<p>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</p> <ul style="list-style-type: none"> Place Board meeting and launch undertaken by the team during 16/17. 2 meetings of Place Board members held in early 2017. Launch event held on 24th March at Zen Internet – 90 participants. 	
2	Work with Rochdale Business Awards steering group	CH	Feb 17	<p>Work with the group to identify possible categories for entries, based on identified target sectors</p> <ul style="list-style-type: none"> Ceremony took place 4th Nov with 300 guests in the Great Hall. 	
		Team	Mar 17	<p>Secure sponsorship or entries from targeted businesses</p> <ul style="list-style-type: none"> Sponsorship obtained from range of local businesses with work already commenced for the 2017 event. 	













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"> • Kingsway 216 was completed in August 2016. • Agents held an event in January 2017 and continue to market the site but there is currently no occupier identified. 	
		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 completed in December 2016. • Agents held an event in January 2017 and continue to market the buildings but there are currently no occupiers identified. 	
		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 and agent launch took place in January 2017. • Agents continue to market both sites but currently no occupier identified. 	
		RD	Mar 17	Work with Kingsway Partnership to submit planning applications for 2 new buildings across the Business Park <ul style="list-style-type: none"> • A planning application was approved for 73 new homes as a second phase of the David Wilson Homes scheme and a start on site has been achieved. This phase is branded as a Barratt development and there are 13 reservations already secured. • A planning application for the extension of the JD Sports distribution warehouse was approved in December 2016 and work commenced February 2017. 	
		RD	Dec	Work with Transport for Greater Manchester to secure the continuation of the Kingsway Link bus service for 2017/18 and beyond <ul style="list-style-type: none"> • Financial cover has been achieved for 2017/18 and the early months of 2018/19 with contributions from JD Sports and David Wilson Homes. • Discussions with other occupiers are ongoing to seek further funding. • TfGM have indicated informally that they would like the Link Bus to continue for a further two years (2018/19 and 2019/20) subject to funding availability. 	
		RD	Sep	Agree a strategy and action plan with the Homes and Communities Agency for Dixon Green and Silver Hill Farms	

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				<ul style="list-style-type: none"> HCA have appointed external advisors to develop an exit strategy for their involvement in the farms. The results of this work will be provided in 2017/18. 	
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"> CEG owned units are 100% let. Howard Tenens have completed the refurbishment of Unit 30 and are close to letting the entire building. Approximately 400,000 sq ft of employment floorspace (excluding Tenens) has been refurbished during 2017/18 and is currently on the market with strong interest in the former Aldi unit. A further 300,000 sq ft will be refurbished in early 2017/18 and is expected to be back on the market by the autumn. 	
		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"> RBH have provided a quote for installing a monitored CCTV system on the Estate. The next steps are to consult with businesses and property owners including seeking permission to mount cameras on some of these buildings. The cameras will be installed in summer 2017. 	
		RD	Dec	<p>Implement a programme of environmental upgrades in the central green corridor around Whit Brook</p> <ul style="list-style-type: none"> A previously overgrown Public Right of Way was reinstated to improve access through the Central Green Corridor. Prices are being sought for installing picnic benches on the central green space in Spring 2017. 	
		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"> New signage was installed across the site with the remaining totem signage to be installed by the end of May 2017. 	
		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 2017. Planning for the event will start in April. 	
3	Various business parks in the South Heywood Employment Area, including the creation of a	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"> A planning application was submitted by Russell Homes in November 2016 and is currently being considered by Rochdale Council Planners. 	












Key Priority No	Work Area	Lead	Timing	Action     	
	new road link to the M62			<ul style="list-style-type: none"> A promotional / lobbying strategy is currently being devised by RDA, RBC, Russell Homes and their communications consultants. 	
		DC/RD	Mar 17	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 <ul style="list-style-type: none"> Heads of Terms were issued in April to RH. Put on hold until after the determination of the planning application following advice from Counsel. 	
		CN/MW	Mar 17	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 <ul style="list-style-type: none"> Kleeneze have taken a 100,000 sq ft unit at HDP. HDP is now around 90% occupied, Hareshill and Birch are fully let (other than the new Link 95 unit completed in summer 2016, and Broadfield is close to being fully let. RDA/RBC supporting HDP as a location for Project Grande – 350,000 sq ft D&B project. Units are put forward to enquiries as appropriate. 	
		RD	Mar 17	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 <ul style="list-style-type: none"> An option agreement has been signed between RBC and the landowner which will secure the site until May 2017. However The American wind turbine supplier, Ogin, have hit financial trouble and the project looks likely to be shelved in early 17/18. 	
B. Proactively encourage new investment in sites and premises by:					
3	Undertaking Direct Development	DC	Dec	Secure a Development Fund working with partners within the Economy Directorate and Finance <ul style="list-style-type: none"> Approval agreed at Cabinet meeting in July 2016. 	
		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 – and planning permission has been granted. Feasibility work has now commenced on other sites. 	
		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 (including Dodgson Street, Oldham Road/ Durham Street (Bradferns), Plot V at Kingsway and Kelvin Avenue). 	

Key Priority No	Work Area	Lead	Timing	Action     	
				<ul style="list-style-type: none"> Tender prices have been received for construction of the Dodgson Street units and work will commence in April. 	
		DC/RD	Dec	Submit a planning application for 1 direct development scheme <ul style="list-style-type: none"> Planning application for Dodgson Street units was approved November 2016. 	
		DC/RD	Mar 17	Commence the construction of the first direct development <ul style="list-style-type: none"> Start of work on the Dodgson Street scheme has been programmed for April 2017. 	
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"> Work has taken place to identify opportunities for the last plot on Crown Business Park and on Kingsway on various plots. Significant work has been undertaken with private developers at the former Mossfield school site in Heywood. 	
		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"> Manufacturing company has secured financial assistance for their expansion at Gorrells Way, which will enable them to increase their workforce. Planning approved for redevelopment of Hilton Point in Middleton to provide 48,000sqft of warehouse and office for an owner/occupier. 	
		RD	Mar 17	Assisting property owners / occupiers to submit a planning application for redevelopment – target number is 1 <ul style="list-style-type: none"> Planning approval was granted to PIN Properties for the refurbishment of the former Woolworth property in Castleton. 	
3	Supporting the private sector to deliver high quality redevelopment and refurbishment of existing premises	C N/DC/RD	Dec	Work with property owners / developers to establish the financial and commercial viability of redevelopment or refurbishment of 2 existing premises <ul style="list-style-type: none"> Work has been undertaken with RCD Leaflets to secure their relocation to previously vacant premises at Lincoln Close. Tetrosyl have recently relocated into refurbished premises in Rochdale Town Centre. 	
		D R	Mar 17 M	Assisting property owners / occupiers to submit 2 planning applications where necessary <ul style="list-style-type: none"> Planning application approved for refurbishment of Unit 30 Stakehill Industrial Estate. RDA worked in partnership with the private sector to secure the submission and subsequent approval of the planning application for the JD Sports extension at Kingsway Business Park. 	

Key Priority No	Work Area	Lead	Timing	Action     	
		N/RD C	Mar 17 M	Work with property owners/ developers to carry out refurbishment works on 2 existing commercial buildings across the Borough <ul style="list-style-type: none"> PIN properties have refurbished the former Woolworths building in Castleton. Refurbishment of Newgate House, Rochdale completed in December. 	
		N C	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"> Financial assistance for inward investment company to connect two office properties at Sandbrook Office Park and convert them for their own use. Rochdale company secured financial assistance to refurbish Halfpenny Bridge Works. Inward investment company received a grant towards fit out of a photographic studio within their unit on Heywood DP. 	
C. Support development along major gateway					
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. Development appraisal for speculative scheme has a significant funding gap that is preventing the small unit scheme from going ahead. 	
		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"> Difficult to engage the owner of this site. Advised that progress is being made and owner is working on clarifying the position on planning, surveys and development costings, however no sign of activity on site. 	
		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"> RBC Highways Design & Construction team is in the process of agreeing service 	










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				diversions and associated costs. <ul style="list-style-type: none"> When this is completed, works will commence on site, which is likely to be mid-2017/18. 	
		DC/RD	Mar 17	Secure a developer for the Lincoln Street development site <ul style="list-style-type: none"> The site has been identified as the next direct development under the Asset Development Fund. Focus will switch onto this site once the Dodgson Street development has progressed sufficiently. 	
		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. This action will be carried over into next year. 	

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	LR	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"> Since launch there have been eleven applications, one has withdrawn and one has been refused, eight have been approved. There is still a lot of interest in the scheme interest and the possibility of more applications coming forward soon. Eight of these applicants have now opened. 	
		LR	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. Promotion of the schemes to be reviewed and updated. 	
		LR	Jun	Support potential occupiers, landlords & investors to submit applications and provide bespoke advice in a timely manner. <ul style="list-style-type: none"> Engaged with landlords and agents to understand requirements to enable them to submit applications. 	
		LR	Jun	Monitor enquiries and the success of the scheme by reviewing vacancy levels on a quarterly basis <ul style="list-style-type: none"> New Rochdale Town Centre boundary established with TCM. Work with TCM to share data and provide quarterly updates. 	
		LR	Jul	Confirm and implement the shopfront & start up grant scheme for Independent Traders, including scope, criteria and eligibility of the scheme <ul style="list-style-type: none"> Scheme launched in 2016. One application received and approved. Awaiting promotion update from RBC Comms Team. 	
B. Rochdale Riverside					
6	Deliver the new retail and leisure development –	GD	Nov	Work with Genr8 to secure further occupiers for the scheme <ul style="list-style-type: none"> M&S, Next and Reel have all formally signed up to the scheme and other potential 	









	Rochdale Riverside			<p>occupiers are in negotiation.</p> <ul style="list-style-type: none"> It is hoped to make further announcements in Spring 2017 once legal agreement are completed. 	
		GD	Nov	<p>Work with Genr8 to finalise the programme, scheme appraisal and cost plan</p> <ul style="list-style-type: none"> The scheme programme will continue to be updated to reflect the latest position. The costs and the appraisal will be finalised once detailed design is complete. 	😊
		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. A revised appropriation has been confirmed. 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 determined in April 2017. The approach to the funding market has commenced. 	😊
		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. 	😊
		GD	Mar 17	<p>Work with Genr8 to establish the proposals for Phase 2 of the scheme</p> <ul style="list-style-type: none"> Phase 2 options are currently on hold pending progress on Phase 1, however funding has been identified from Phase 1 to progress Phase 2. 	➔
6	Complete the land acquisition, including the demolition of Telegraph House	GD	Jul	<p>Complete the relocation of the remaining tenant in Telegraph House and secure vacant possession of the building</p> <ul style="list-style-type: none"> Telegraph House demolition is complete. 	😊
		GD	Aug	<p>Ensure that the Council obtains Good and Marketable Title to the Property</p> <ul style="list-style-type: none"> Discussions well advanced with the PCT and HCA to remove restrictions on title. A revised appropriation has been confirmed. 	😊
		ER	Dec	<p>Tender the contract and complete the demolition of Telegraph House</p> <ul style="list-style-type: none"> Demolition is complete. 	😊
	Submit the Rochdale Riverside planning application	GD	Jun	<p>Support Genr8 to progress detailed design in order to submit a detailed planning application for the scheme during summer 2016</p> <ul style="list-style-type: none"> The planning application was submitted in November. 	😊
		GD	Nov	<p>Confirm and implement the necessary road closure & TRO requirements for the scheme</p> <ul style="list-style-type: none"> The road closure & TROs will be progressed following the planning approval. 	➔
C. Rochdale Town Centre					
6	Create a relocated indoor and outdoor market	GD	Jul	<p>Secure Council approval to the preferred option for the outdoor and indoor market</p> <ul style="list-style-type: none"> The preferred option on The Butts and the adjoining former Santander building has been confirmed by Cabinets. 	😊






		JHi	Dec	<p>Confirm the design & layout of the outdoor market, secure planning permission and ensure its establishment on The Butts</p> <ul style="list-style-type: none"> The planning application was submitted in November and is due for determination in April – delays from the EA and Highways have held things up. The design of the highways loading scheme has been confirmed. 	
		JHi	Oct	<p>Confirm the operating model, lease arrangements and business case for the outdoor and indoor markets</p> <ul style="list-style-type: none"> The procurement process to appoint an external market operator is complete. The Council recently announced it intends to appoint Quarterbridge to take forward the redevelopment of Rochdale's new market. Quarterbridge were selected following a formal procurement process in January. Contract discussions ongoing – conclusion expected in April. 	
		JHi	Mar 17	<p>Start implementation of the acquisitions strategy for the indoor market and associated shop front scheme</p> <ul style="list-style-type: none"> The Santander building was purchased by the Council. Surveys of the property are complete and phase 1 strip out work is complete. Works to fit out the property and to renew roof to be tendered. Progress on the outdoor market has been put on hold pending completion of the indoor market. 	
6	Public Realm improvements (The Walk, Baillie Street and lower Yorkshire Street)	ER	Jun	<p>Work with RBC to complete the detailed design and confirm the programme and costs</p> <ul style="list-style-type: none"> Paving to The Walk and Lower Yorkshire Street is complete. Baillie Street work is expected to complete in May 2017. Additional paving on Lords Square has been included and agreed with the Exchange Shopping Centre. 	
		ER	Aug	<p>Coordinate the implementation of the scheme & undertake consultation and liaison with businesses</p> <ul style="list-style-type: none"> All businesses visited re road closure and delivery times. G4S have been allocated a place to park for deliveries to banks etc. The construction company have a dedicated liaison officer to work with affected businesses as the work progresses. There will be a need to liaise with M&S as works near completion to discuss their click and collect service no longer being available due to no access. 	
6	Implement Highways Masterplan	GD	Oct	<p>Work with RBC Highways to prepare Phase 2 of the Highway Movement Framework</p> <ul style="list-style-type: none"> Phase 2 review will be undertaken as part of the Rochdale Riverside implementation. 	
		GD	Sep	<p>Support Highways to complete town centre car parking review</p> <ul style="list-style-type: none"> A comprehensive town centre parking review is on-going (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 will be progressed following the planning approval. 	
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 confirmed that the project remains on hold and an alternative residential scheme is being explored. The reason for this is the lack of clarity on any future trade deals between the UK and the European Union, which could result in trade tariffs for goods leaving the UK. Building has been vandalised and an update meeting with representatives from G-Suite has been arranged for early April. 	
		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. 	
		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. 	
		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 Regeneration Group. 	
		MW/RD	Sep	Secure occupier and landlord consent for the property improvements <ul style="list-style-type: none"> Tenants made aware of the proposed improvement works in Summer 2016. All consents from property owners have been 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 and complete October 2016. Jackson & Jackson appointed to undertake the property improvement works. Contractor 	

				<p>visited occupiers prior to start on site 17th October.</p> <ul style="list-style-type: none"> Property improvements mainly completed in February, snagging works continue. Positive press release circulated. 	
E. Rochdale Town Hall					
6	Implement the long term Town Hall HLF strategy	NE	Mar 17	<p>Continue to work with partners and stakeholders to ahead of Round 1 announcement.</p> <ul style="list-style-type: none"> Regular engagement through project newsletter. Video now produced and will be used to promote project in future. Additional consultation and meetings to understand match funding have been held. Successful visit from HLF Trustees on 7th March. 	
		JHi	April 17	<p>Preparation of revised Stage 1 HLF bid - develop strategy for fundraising programme and detailed business planning</p> <ul style="list-style-type: none"> Revised bid submitted that has taken account of HLF advice, responded to the feedback from 1,000 stakeholders during the consultation process. Further consultation on the plans will take place in the spring with a decision due in May. Fundraising strategy being developed and discussions taken place with major funders including Arts Council England and HLF. 	
		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 has been undertaken by specialist conservation architects. Plans have been produced for the HLF bid to RIBA Stage 1 following consultation with Historic England and conservation team. Detailed cost planning (to RIBA stage 1) completed to understand costs and risks. 	
		JHi	Dec	<p>Submit Stage 1 application to HLF</p> <ul style="list-style-type: none"> The revised bid was submitted on 1st December 2016 to the national board. A HLF trustee assessment visit has taken place in advance of their decision in May. 	
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 & servery upgrade to enable more flexibility in serving both the Clock Tower Dining Room and catering for functions & events has recently been completed. Planned maintenance (RBC Property team) - continuing to undertake necessary repairs to roof above Great Hall, Council chamber, Magistrate's corridor and Zodiac bar to prevent water damage. 	
		JHi	Mar 17	<p>Coordinate implementation and spend on the works</p> <ul style="list-style-type: none"> Bi-monthly working group established and monthly budget monitoring meetings. 	
6	Town Hall Square public realm and installation of Gracie Fields statue	JB/JHi	Aug	<p>Confirm the public realm works and programme for the Town Hall Square</p> <ul style="list-style-type: none"> Following discussions with Historic England and RBC conservation team, a design competition is being considered due to the significance of the immediate space. 	

				<ul style="list-style-type: none"> An initial concept design and brief for the competition has been commissioned with the intention of launching it after the HLF funding decision for the Town Hall in May. 	
		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 was installed in September. The public realm works now completed. 	
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	NE	Mar 17	<p>Support RBC to complete the Middleton Tonge Hall restoration project strategy</p> <ul style="list-style-type: none"> RDA will provide project management and coordination support for the project. Meeting held with Historic England to understand scope of enabling development and works to remove hall from at EH Heritage At Risk Register. Work with Planning to structure the project has taken place. 	
		NB	Mar 17	<p>Support RBC to bring forward the Hopwood Hall restoration project</p> <ul style="list-style-type: none"> Scheme currently managed by RBC Planning service. RDA to support the project following the submission of the Town Hall HLF bid. 	
		NE	Mar 17	<p>Support RBC to complete the Station Gateway masterplan and bring forward plans by the private sector to re-use the former Fire Station</p> <ul style="list-style-type: none"> RDA providing project management support to the Fire Service Museum to assist with Round 2 development phase. Potential for RMBC to become joint applicant to reduce VAT liability of project. Specialist design team procurement with STaR – tenders to go live at end of March. 	
		NB	Mar 17	<p>Support RBC to define and bring forward the East Lancs Railway project</p> <ul style="list-style-type: none"> Scheme currently planned and managed by RBC Planning service with the aim to bring it under the RDA project management system in 17/18. 	

Performance Indicators	Target for B&I Team	Overall target for RDA	Year end	Status	Commentary
Number of companies receiving support from Business Growth Hub	48	same	67		Dedicated Business Advisor post continues to work well within the team, with many joint visits undertaken.
Number of successful inward investment projects	10	same	6		Whilst assisted businesses are low, we are aware of many other relocations that have taken place.
Number of local companies successfully relocating and/or expanding within the borough	20	same	20		
Number of jobs safeguarded/relocated by assisted companies	350	same	386		
Number of new jobs created by assisted companies or projects	250	same	442		Includes Kleeneze and Greenage projects which account for 213 jobs.
Total level of public sector investment secured or spent on RDA assisted projects	£750k	£6.5m	£6.5m		
Total level of private sector investment generated by RDA assisted projects	£15m	£23m	£31.3m		
Key Activity Indicators					
Total number of enquiries	250	same	192		This doesn't include any specific Kingsway enquiries which are monitored separately. There have been over 70 such enquiries – many of which are from agents rather than the business direct.

Performance Indicators	Target for B&I Team	Overall target for RDA	Year end	Status	Commentary
No of enquiries receiving assistance	125	same	124		
No of companies account managed	80	same	79		Some of the businesses classified as having been account managed may well have started as an enquiry requiring assistance. There will be some duplication of names.
Amount of floorspace (m2) built	20,000	40,000	39,000		
Amount of floorspace (m2) refurbished	8,200	40,000	32,700		This includes some key inward investment including Howard Tenens on Stakehill and Barnes Logistics in Rochdale.
GVA created from Development Activity					
Business Rates Growth	£360k	£1m			
Number of Positive PR stories issued	20	20	22		Stories issued by Council Comms team.

