


























Rochdale Development Agency – Delivery Plan 2019-20







1. Business Development Team

Priority	Work Area	Action / Workstream     	Lead		Timing
A.	B. Occupier Attraction				
	Lead Generation	Develop and deliver marketing campaigns to promote Rochdale to companies in target sectors. <ul style="list-style-type: none"> Two email campaigns promoting units at Logic at Kingsway to manufacturing and logistics - businesses within 20 mile radius delivered with 7 new company leads contacted by RDA - ongoing 4 delivered so far Printed brochure for Logic produced along with a billboard advert in the town centre. Completed Work continues on development of the new Invest in Rochdale website with the template agreed and draft copy being produced – 90% content produced. 	AS		Mar 20
	Enquiry Handling	Manage investment enquiries from businesses providing tailored advice and support. <ul style="list-style-type: none"> 49 new enquires received and responded to during Q2 (July - September) Four investment projects secured creating 33 new jobs and safeguarding 48 jobs including one at Logic: KP Industries, a local manufacturing company, have taken a lease of two units on the Logic scheme at Kingsway BP totalling 19,370 sq ft. 	MW		Mar 20
	Sector Development	Devise and develop projects in target sectors to strengthen the case for inward investment in Rochdale. <ul style="list-style-type: none"> Logistics: Meetings attended discussing clean air proposals with operators. Work ongoing to set up Rochdale Ambassadors sector group Manufacturing: Bid being prepared with support of NPL to deliver Advanced Machinery Institute in Rochdale at Kingsway Business Park. Discussions ongoing with GMCA around funding and business case, Strength in Places application to be submitted in mid-October and master planning work commissioned at Kingsway Business Park. Industry 4.0 event being held at Hopwood Hall College in early October with support of company behind the Industry 4.0 summit which is held in Manchester annually Creative & Digital: Provisional support obtained for additional grant funding into the fire station project. Steering group meetings set up in preparation for full application by mid-November and delivery of first floor office scheme from spring 2020. Rochdale Ambassadors sector group meeting held. 	NE		Mar 20
	Location Promotion	Develop projects to promote Rochdale as a business location locally, regionally and nationally. <ul style="list-style-type: none"> Additional resources approved, in principle, to develop an overarching inward investment campaign for Rochdale. Work with RBC on campaign development due to commence in Q3 	CN		

		<ul style="list-style-type: none"> Ongoing attendance at business conferences and networking events to promote Rochdale in GM. 			
C.	D. Business Support				
	Account Management	Develop strategic relations with account managed businesses in target sectors Rochdale. <ul style="list-style-type: none"> 25 account management visits to companies completed during Q1 (April – June) 15 visits made in Q2. 	CH		Mar 20
	Partner Services	Work with the Growth Company to promote their advice and support services in Rochdale. <ul style="list-style-type: none"> Review meetings held with Business Growth Hub and MIDAS in July 2019 to review activity in Rochdale Richard Perkins is now appointed and working in the team. 	CN		Mar 20
	Rochdale Ambassadors	Work with This is Rochdale to deliver local networking events and develop the #ThisisRochdale programme. <ul style="list-style-type: none"> Regular ambassador events held at Hopwood Hall College in June, with 100 attendees; and 107 attendees at the football club in September Two board meetings held with recommendation to form sector sub groups to be taken forward – these have been formed. IT, Manufacturing and skills have had their first meeting. Logistics sub group is being headed up by Gary Atkinson from Dachser New brand identity for #ThisisRochdale agreed and distributed to ambassadors. Complete. This is now being used by the ambassadors on email footers, letter head, stickers and pin badges. 	AS		May 20
	Business Awards	Work with the Steering Group to deliver the annual Rochdale Business Awards. <ul style="list-style-type: none"> Launch event for 2019 awards held with 40 business people attending, including new contacts Entries closed on 27 September and judging will take place early October. 	CH		Dec 20

2. Major Projects Team – Delivery Plan 2019-20

Key Priority no.	Work Area	Action / Workstream     	Lead		Timing
A. Rochdale Riverside					
	Rochdale Riverside retail and leisure scheme	Monitor and coordinate on-site construction activity to secure completion by Easter 2020, including monitoring compliance with the legal and planning requirements <ul style="list-style-type: none"> The scheme is currently on target to open in Easter 2020 (ahead of scheduled opening) An application for revisions to the car park and other non-material amendments is to be submitted later in 2019 once detailed design issues are confirmed. 	GD/SP		Mar 20
		Work with Genr8 to confirm asset management and operational arrangements, secure further occupiers and monitor the financial cash flow <ul style="list-style-type: none"> Asset management set up planning is on-going Hollywood Bowl have formally signed a lease to occupy the scheme, taking on a 20,000 sq. ft. unit. This deal takes the scheme to 75% let based on floor area. Detailed discussions are on-going with other potential new occupiers including food and beverage traders. 	GD/SP		Mar 20
		Work with Genr8 to identify a viable scheme and confirm the delivery & funding options for Phase 2 of the scheme, including a programme to commence enabling works <ul style="list-style-type: none"> Enabling works design & delivery options are under review On-going discussions are taking place between Genr8 and RDA to review funding and delivery options for the main Phase 2 site. 	DC/SP/ GD		Mar 20
B. Rochdale Town Centre					
	Rochdale Town Centre action plan	Produce an annual Action Plan for the Rochdale Town Centre Delivery Plan <ul style="list-style-type: none"> The format of the Action Plan has now been agreed. The Action Plan will be updated every quarter. 	GD/GM		Mar 20
	Rochdale market	Continue the on-going operational & financial management of the indoor & outdoor market, and conclude a review of the future management options <ul style="list-style-type: none"> The last day of trading for the outdoor market and food hall is planned to be 14 October 2019 The artisan market continues to operate on last Saturday of the month. 	LR		Dec 19
	The Walk / The Butts shop front improvement scheme	Complete the design work, confirm costs, prepare tender documents and procure a contractor to undertake a comprehensive shop front improvement scheme <ul style="list-style-type: none"> Initial ideas for improvements to The Walk are being prepared. Surveyors will be appointed to carry out some initial surveys of the properties prior to agreeing a scheme 	GM		Mar 20
	Butts Avenue improvement scheme	Complete the design work, confirm costs, prepare tender documents and procure a contractor to undertake the agreed scheme <ul style="list-style-type: none"> Detailed designs have now been completed for the project. The Council's Property Services are 	GM		Oct 19












		currently preparing the tender documents, which will incorporate the property improvements, public realm and lighting <ul style="list-style-type: none"> • Further consultation with adjoining businesses is underway. 			
	Smith Street paving scheme	Complete the design work, confirm costs, prepare tender documents and procure a contractor to undertake the agreed scheme <ul style="list-style-type: none"> • Smith Street paving scheme is being delivered by RBC Highways and is due to start on site October 2019 • The work will complete in the New Year before Dippy the Dinosaur arrives at Number One Riverside. 	GM		Mar 20
	Rochdale town centre mural festival	Coordinate activity needed to secure delivery of festival including planning permission and building owner consents <ul style="list-style-type: none"> • The Mural festival took place from 23rd-26th August and delivered 12 large scale murals together with and events programme • Discussions about potential future murals or continuation of the festival will take place. 	KK		Mar 20
	South Parade improvement scheme	Complete design work, confirm costs, prepare tender documents and procure a contractor to undertake a property frontage & block improvement scheme along with improved paving <ul style="list-style-type: none"> • Scheme to be progressed in 2019 as part of the Drake Street strategy • Professional team appointed for the design and delivery of the scheme (Conservation Accredited Architects) • Paving scheme delivered by RBC Highways in autumn 2019. 	KK/NB		Mar 20
	Bell Street improvement scheme	Secure a licence with the owners, complete the design work, confirm costs, prepare tender documents and procure a contractor to undertake an environmental improvement scheme <ul style="list-style-type: none"> • The lease has been agreed with the site owners and scheme designs are complete • A simple landscaping improvement scheme will be implemented as part of the Rochdale Riverside contract. 	AM		Dec 19
	Drake Street strategy	Coordinate implementation of the Drake Street strategy in accordance with the approved Delivery Plan and Action Plan to secure the reuse of vacant properties & sites and the completion of identified improvement schemes <ul style="list-style-type: none"> • A number of residential schemes are complete or are nearing completion, including 1 Drake Street and 19-21 Church Lane • Work with partners on-going to bring forward a development for the former Iveson's site • Agreed purchase of key Drake Street property fallen through. Engaging with owner and considering options. 	NB		Mar 20
	Heritage Action Zone	Implementation of the Heritage Action Zone delivery plan and PSiCA grants to secure the repair and reuse of heritage assets <ul style="list-style-type: none"> • Manchester School of Architecture's exhibition was in N1R from June to August • The PSiCA historic building repair grant scheme has been approved by Historic England and 	KK		Mar 20

		<p>officially launched</p> <ul style="list-style-type: none"> • Delivery of the first year PSiCA scheme (eligible properties 7 South Parade to 12 Drake Street, Deaf and Dumb Institute) • Continued engagement and research programme in collaboration with Historic England • Launch of the Co-operative Enterprise HUB in 14 Drake Street in Jan 2020 • Heritage Schools projects in collaboration with Historic England and Manchester School of Architecture. 				
C. Heritage assets						
	Rochdale Town Hall	<p>Coordinate work needed to progress the HLF development stage submission in mid-2020 to secure a Round 2 award in autumn 2020</p> <ul style="list-style-type: none"> • Full consultant team appointed. Monthly co-ordination meetings with full team and robust reporting process established with risk management process • RIBA Stage 2 designs now completed for all 3 Phases and costs now being evaluated. Major gateway of mid-point review due in October with NLHF trustees • Accurate scale drawings and elevations of the building are now available for the first time. 	EB/JH/ER		Mar 20	
		<p>Confirm programme and coordinate procurement and implementation of the Phase 1 improvement works to the building including the decant arrangements for late 2020</p> <ul style="list-style-type: none"> • Definition of Phase 1 works is complete. Opening up works undertaken in August and design team able to refine scope and understand construction and condition far better • The decant of the building is being managed by the RBC Estates Team with options being evaluated for the relocation of current services. Monthly group established. 	EB/JH/ER		Mar 20	
	Town Hall Square public realm	<p>Progress the design to transform the square including public consultation and confirm the delivery programme</p> <ul style="list-style-type: none"> • RIBA Stage 2 designs being worked up in tandem with town hall scheme to ensure access, counter-terrorism measures co-ordinated • Scope of project under review due to complex issues and budget constraints. 	JH/ER		Mar 20	
	Tonge Hall	<p>Complete land transfer, prepare development brief, secure planning permission, market the development opportunity and secure capital receipt</p> <ul style="list-style-type: none"> • Change in Executive Management at Academy Trust has led to review of land transfer agreement, working with new Academy Trust Chief Executive and professional to progress agreement • Development brief, planning permission and marketing to take place after land transfer. 	NB		Mar 20	
		<p>Prepare brief for repair works to building and delivery programme in dialogue with Historic England</p> <ul style="list-style-type: none"> • Brief for repair work to be prepared. 	NB		Mar 20	
	Rochdale Fire Service Museum	<p>Coordinate implementation of the delivery phase, following the Stage 2 HLF approval, to secure a start on site in October 2019</p> <ul style="list-style-type: none"> • Design team have completed RIBA Stage 4 process and the tenders were issued in July 	JH		Sep 19	

		<ul style="list-style-type: none"> Currently working with museum team to develop the exhibition and interpretative design. Some testing of ideas at recent Heritage Open Days with some further community input Contractor tenders returned (3 of which GM based companies). Final assessment of tenders underway prior to appointment. Due to start on site October 2019. Opening autumn 2020. 			
		<p>Confirm proposals for the adaptation, fit out and use of the first floor of the building and agree the implementation programme, operational arrangements and funding</p> <ul style="list-style-type: none"> Tenders returned and being assessed. Large asbestos removal cost ERDF stage 1 bid approved with final bid to be submitted for mid-November for c£800k additional funding towards wider site to maximise council match funding and to create digital creative workplaces Continued discussions around operation and marketing of project under development. 	JH/NE		Mar 20
	Hopwood Hall	<p>Complete emergency repair works needed to protect features of significance and continue regular inspections in discussion with Historic England</p> <ul style="list-style-type: none"> Main contractor on site. 	NB		Dec 19
		<p>Work with Hopwood DePree and Historic England to prepare a deliverable strategy and programme for the repair, restoration and re-use of the building including a review of the existing option agreement</p> <ul style="list-style-type: none"> Preparation of strategy & programme and review of option agreement is on-going Development of strategy to include synergies with tourism major opportunity within the locality. 	NB		March 20
	Heritage Strategy	<p>Work with RBC Planning and partners to undertake a review of heritage projects and assets and prepare a Heritage Strategy/Heritage Opportunities document</p> <ul style="list-style-type: none"> Initial draft prepared and to be progressed in 2019. 	KK/EB		Dec 20
	Middleton Town centre	<p>Complete the paving and shop front improvement scheme and secure financial closure</p> <ul style="list-style-type: none"> Shopfront works completed and financial closure on-going. 	NB/KK		Nov 2019
D. Masterplans / Town Centres					
	Business rates reduction & shop front scheme	<p>Identify, promote and implement Business Rates relief scheme and the shopfront & start up grant scheme to secure the re-occupation of vacant properties in the town centres (Rochdale, Heywood & Middleton)</p> <ul style="list-style-type: none"> Re-advertising of the scheme will take place via an online campaign New businesses across the town centres continue to take advantage of the two schemes. 	GM		Mar 20
	Highway Movement Framework	<p>Complete the review and secure approval of the revised Highway Movement Framework for Rochdale town centre</p> <ul style="list-style-type: none"> Review is underway, including traffic modelling and initial workshop sessions. 	AM		Mar 20
	Heywood town centre masterplan	<p>Development of a high level masterplan to identify opportunities to strengthen the core functions of the town centre and support investment and development proposals</p> <ul style="list-style-type: none"> New project - to be progressed. 	AM/PM		Mar 20
	Middleton town centre masterplan	<p>Development of a high level masterplan to identify opportunities to strengthen the core functions of the town centre and support investment and development proposals</p> <ul style="list-style-type: none"> New project - to be progressed. 	AM/PM		Mar 20

	Littleborough masterplan	Development of a high level masterplan to identify opportunities to strengthen the town centre and support investment and development proposals <ul style="list-style-type: none"> • New project - to be progressed. 	AM/PM		Mar 20
	Castleton masterplan and East Lancashire Railway	Development of a high level masterplan for Castleton to identify residential opportunities and other regeneration potential, and to support visitor and economic growth along the East Lancashire Railway between Heywood & Castleton <ul style="list-style-type: none"> • Consultants appointed and workshops taken place. 	NB/MR		Mar 20
		Undertake review of the Network Rail approved Castleton extension feasibility study when completed and define and agreed scope of future project <ul style="list-style-type: none"> • Network Rail appointed to carry out feasibility study which is now complete. This will be fed into Castleton Masterplan process. 	NB/MR		Dec 19
		Undertake review of the Heywood engine shed feasibility study when completed and define and agreed scope of future project <ul style="list-style-type: none"> • Feasibility Study completed, project not viable. ELR investigating smaller scale project. 	NB/MR		Dec 19
	Station Gateway / Milkstone Road masterplan	The development of a masterplan and associated work programme of physical improvements to create a more attractive retail and living environment and to secure additional private investment <ul style="list-style-type: none"> • Masterplan work by external consultants has been commissioned and two stakeholder workshops have taken place. 	GM/MR		Mar 20
	Rochdale Town Centre Residential Masterplan	Development of a strategy for Rochdale town centre to create the market conditions to deliver new residential units within the town centre and bring forward a viable package of sites, including Central Retail Park <ul style="list-style-type: none"> • New project - to be progressed. 	GM/MR		Mar 20

3. Business Parks and Development






Key Priority No	Work Area	Action     	Lead		Timing
A. To promote and improve a portfolio of competitive, high quality Business Parks and Industrial Estates including (but not limited to):					
	South Heywood Employment Area / Junction 19 Link Road	Work with Partners and Rochdale Council to progress the Junction 19 Link Road Scheme to enable a start on site in early 2020/21	RD / SP		
		Work with Rochdale Council and partners to complete a main contractor procurement process, including appointment of a contractor. <ul style="list-style-type: none"> 13 expressions of interest received 8 companies selected to take forward to the Invitation to Tender stage, which is due to commence in October 2019. 	RD		Mar 20
		Secure agreement of the heads of terms for the development agreement between Rochdale Council and the developer for the delivery of the Junction 19 Link Road <ul style="list-style-type: none"> Draft Heads of Terms issued to Russell Homes. 	RD / SP		Dec 19
		Complete the development agreement between Rochdale Council and the developer for the delivery of the Junction 19 Link Road <ul style="list-style-type: none"> Will follow on from agreement of Heads of Terms. 	RD / SP		Mar 20
		Work with Rochdale Council and partners to secure Growth Deal Funding from the Greater Manchester Combined Authority (through their agent TfGM) including approval of a Full Business Case <ul style="list-style-type: none"> Work is ongoing on the preparation of the Business Case with target date for submission to TfGM of early 2020 First draft should be submitted in October. 	RD / AM		Dec 19
		Achieve a construction start on site <ul style="list-style-type: none"> Work is currently targeted to commence in spring 2020. 	RD / AM		Mar 20
		Kingsway Business Park	Work to deliver development across the Business Park in accordance with the overall Strategic Objectives of the Kingsway Partnership	RD / AM	
		Work with Wilson Bowden and contractors to secure construction completion of the Logic small unit development at Plot D <ul style="list-style-type: none"> Practical completion achieved in June 2019, snagging works ongoing. 	RD / SP		Jun 19
		Work with commercial letting agents to secure tenants for 50% of the Logic development <ul style="list-style-type: none"> KPI Industries and Commercial Blinds now occupying 3 units Extensive marketing works undertaken to secure occupiers for the remainder of the units. 	RD / SP		Oct 19

		<p>Work with Wilson Bowden Developments to agree a commercially acceptable funding package and progress development of a medium unit scheme on Plot G</p> <ul style="list-style-type: none"> Working through the Stamp Duty and procurement issues to agree a deal with WBD and agree a construction programme for early 2020 New occupiers have recently commenced operations either side of Plot G at Plot F (Dachser Logistics) and Plot N (Trade Mouldings). 	SP / DC		Dec 19
		<p>Work with Transport for Greater Manchester and Kingsway Businesses to secure the continuation of the Kingsway Link bus service for 2019/20 and beyond.</p> <ul style="list-style-type: none"> Transport focussed meeting held with ASDA / Wincanton Meeting held with commercial bus operator looking at feasibility of 'works bus' style service for Kingsway. 	RD / AM		Dec 19
Stakehill Industrial Estate		Work with Canmoor and other landowners and occupiers to secure and enhance the economic attractiveness of Stakehill Industrial Estate	RD / AM		
		<p>Work with Rochdale Council to secure completion of a Traffic Regulation Order to introduce on-street parking restrictions</p> <ul style="list-style-type: none"> Traffic Regulation Order approved in July. 	RD		Sep 19
		<p>Work with Rochdale Council to secure the installation of on-street parking restrictions</p> <ul style="list-style-type: none"> Double yellow lines implemented in September. 	RD / AM		Dec 19
		<p>Work with Rochdale Boroughwide Housing to secure the implement and operation of a CCTV system across the Estate</p> <ul style="list-style-type: none"> CCTV cameras now installed on lampposts. Ongoing work to secure installation of relay units to bounce signal back to GMP Control Room. 	RD / AM		Sep 19
		<p>Working with Canmoor, organise a further occupier's breakfast event.</p> <ul style="list-style-type: none"> Two tenant meetings (including one business breakfast) have been held this financial year so far Further occupiers meeting arranged for November. 	RD / AM		Dec 19
		<p>As part of a Steering Group, work with specialist consultants to Investigate the feasibility of a Business Improvement District covering Stakehill Industrial Estate.</p> <ul style="list-style-type: none"> Initial tenant engagement work is underway, to understand the appetite for a Business Improvement District Further Steering Group meeting in October, with open discussion for tenants in November. 	RD / AM		Mar 20

RDA Performance Indicators 2019-20

Performance Indicators	RDA Annual Target	Q2	Cumulative	Commentary
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Number of successful investment projects receiving RDA assistance	30	4	6	→
Number of jobs safeguarded by RDA assisted companies	250	48	148	↗
Number of new jobs created by RDA assisted companies or projects	350	33	78	↗
Total level of property investment secured (£)	£30,000,000		£6,600,000	↗
Amount of commercial floor space built with RDA support (sq. ft.)	300,000		63,000	↗

Key	
	Achieved
	Progress on track to achieving target
	Steady progress with minor risk of potential delays
	High Risk of project not being achieved
	Not Achieved