




















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"> Website: 4 enquiries – forms completed and requesting call back New website – completed and launched (www.invesinrochdale.co.uk) E shot for Kingsway - 812 views (73% open rate) of the email with 25 click throughs. To put this in perspective the average open rate is 45% and click through rate 1 – 5% is good. We are at 2.4%. 	AS		Mar 20
	Enquiry Handling	Manage investment enquiries from businesses providing tailored advice and support. <ul style="list-style-type: none"> 48 new enquires received and responded to during Q4 16 investment projects secured creating 75 new jobs and safeguarding 65 jobs. 	MM		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: Continued work with sector to monitor propositions and support where needed re: Covid19 Manufacturing: First Industrial Steering Group held for the AMI and masterplanning work completed for Kingsway Business Park including CGI and cost plan. A series of working groups are collating information to support the development of a business case, including consideration of development at South Heywood Creative & Digital: ERDF bid for approx. £650k of grant funding has been approved by the MHCLG board however timescales need to be revised due to Covid-19. 	NE		Mar 20
	Location Promotion	Develop projects to promote Rochdale as a business location locally, regionally and nationally. <ul style="list-style-type: none"> Funding for an inward investment campaign confirmed and work had commenced with STaR procurement to prepare a brief for tender and run an Expression of Interest to assess market operators. Procurement exercise on hold due to Covid-19 but can be commenced once restrictions lifted to progress swiftly Ongoing attendance at business conferences and networking events to promote Rochdale in GM. Around 45 events attended during 19/20. 	NE		Mar 20
C.	D. Business Support				
	Account Management	Develop strategic relations with account managed businesses in target sectors Rochdale. <ul style="list-style-type: none"> 15 visits made in Q4 with others postponed due to the coronavirus. Annual total is 73 	CH		Mar 20




		<ul style="list-style-type: none"> Extensive company contact with information about support available from council, growth hub and others in response to COVID-19 crisis. Newsletters issued to businesses daily from mid-March. 			
	Partner Services	<p>Work with the Growth Company to promote their advice and support services in Rochdale.</p> <ul style="list-style-type: none"> Review meetings held with Business Growth Hub and MIDAS in March 2020 to review activity of both companies in Rochdale. RDA working with Growth Hub on business coronavirus response RDA worked with MIDAS on a textile manufacturing project. Company has taken a lease for a unit at Fieldhouse Industrial Estate, but project start date delayed due to coronavirus crisis. 	CN		Mar 20
	Rochdale Ambassadors	<p>Work with This is Rochdale to deliver local networking events and develop the ThisisRochdale programme.</p> <ul style="list-style-type: none"> Ambassador board meetings held in January and March Held ambassadors meeting on Monday 2nd March – the best attended so far with 110 delegates Virtual ambassadors event to take place Wednesday 8th April 2020 on COVID-19. 	AS		Mar 20
	Business Awards	<p>Work with the Steering Group to deliver the annual Rochdale Business Awards.</p> <ul style="list-style-type: none"> Award ceremony held 8th November with 260 guests. 9 categories (including the 'ThisisRochdale' one) 	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	<p>Monitor and coordinate on-site construction activity to secure completion by Easter 2020, including monitoring compliance with the legal and planning requirements</p> <ul style="list-style-type: none"> The scheme is currently on target to open in Easter 2020 (ahead of scheduled opening) The planning application for revisions to the car park and other non-material amendments has been approved. 	GD/SP		Mar 20
		<p>Work with Genr8 to confirm asset management and operational arrangements, secure further occupiers and monitor the financial cash flow</p> <ul style="list-style-type: none"> Asset management set up planning is now complete and asset managers were appointed prior to the scheme opening Detailed discussions are on-going with other potential new occupiers including food and beverage traders The scheme cash flow continues to be monitored. 	GD/SP		Mar 20
		<p>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</p> <ul style="list-style-type: none"> Enabling works and remediation design is complete and planning consent was secured in March Tenders were received for the enabling works in early Feb and work is due to commence in June RBC agreed to progress the detailed design of the Phase 2 scheme at Cabinet in February. Work has commenced on the design despite the issues with coronavirus Funding and viability will be established when design works are progressed. 	DC/SP/GD		Mar 20
B. Rochdale Town Centre					
	Rochdale Town Centre action plan	<p>Produce an annual Action Plan for the Rochdale Town Centre Delivery Plan</p> <ul style="list-style-type: none"> The format and content of the Action Plan has now been agreed. The Action Plan will be updated every quarter. 	GD/GM		Mar 20
	Rochdale market	<p>Continue the on-going operational & financial management of the indoor & outdoor market, and conclude a review of the future management options</p> <ul style="list-style-type: none"> The market has been successfully trading for over 6 months and continues to be operated by one of the existing market traders and committee. It is no longer the responsibility of RDA however support is provided to the operator Proposals for the new use of the market building are being reviewed with a number of options considered, however no decision has been made due to Covid-19 and demand lost The market operation is now on hold since the outbreak of coronavirus and all retail has ceased. 	LR		Mar 20




	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 been completed for the project, which incorporate the property improvements, public realm and lighting elements Planning has been approved for the installation of decorative screens on the avenue No tender submissions were originally returned, works are in the process of being retendered Further consultation with adjoining businesses is underway. 	GM		Mar 20
	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"> The public realm and re-modelling of the steps outside Number One Riverside are now complete. The Smith Street / Milton Street junction section of works are going to be completed post Dippy. 	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 are taking 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"> Professional team appointed for the design and delivery of the scheme (Conservation Accredited Architects) Historic research and initial design work complete, consultation with property owners taking place, submission of planning and start of tender process in February 2020 with implementation programmes for May to September 2020 Paving scheme complete, except for reinstatement of paving subject to ENW works Concept design completed and consultation with property owners taken place with 100% sign up to detailed design, planning submission and contractor selection Works will commence when the contractor is able to start on site. 	KK/NB		Dec 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 Tendering was concluded in January with the contractor due to start in February, however delays by the Riverside contractor prevents access until March. Works commenced in March and were 	KK		Mar 20

		progressing well, however the Coronavirus has impacted on access to supplies and work has had to stop for now.			
	Drake Street strategy	<p>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</p> <ul style="list-style-type: none"> • Residential development of 1 Drake Street and 19/21 Church Lane complete • Cabinet agreed process and funding for Central Retail Park masterplan • 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 alternative options • Ongoing engagement with property owners and market, whilst developing HAZ schemes. 	NB		Mar 20
	Heritage Action Zone	<p>Implementation of the Heritage Action Zone delivery plan and PSiCA grants to secure the repair and reuse of heritage assets</p> <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 officially launched • South Parade and Drake Street PSiCA grant scheme agreed with all property owners, progressing to detailed design, planning and contractor selection. Works due to commence in Q1 20/21 subject to contractor availability and access to site • Spend for 2020/2021 PSiCA programme agreed with Historic England • Engaging with the owners of PSiCA year 2-4 target and reserve properties • Continued engagement and research programme in collaboration with Historic England • Launch of the Co-operative Enterprise HUB in 14 Drake Street in Feb 2020 • Heritage Schools projects in collaboration with Historic England and Manchester School of Architecture. 	KK		Mar 20
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 RIBA 3 underway • NLHF signed off the mid-point review due in October and team now working to submit bid in May • Detailed programming of sequencing of the work underway with specialist contractors • A Heritage Conservation Studio for the ongoing cleaning, restoration and repair work being explored to be established with education and industry partners • Phase 3 brief to be agreed by RBC now principle of RBC capital programme funding established 	EB/JH/ER		Mar 20













		<ul style="list-style-type: none"> • Further consultation took place in January and February 2020 to pick up any groups or areas that had been missed in the first round of consultation • The team are now working on producing all the necessary documents to submit for our second Round NLHF application – on target for the end of May. 			
		<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 have completed RIBA Stage 2 designs and are working on RIBA Stage 3 detail • The decant of the building is being managed by RDA with the RBC Estates Team with options being evaluated for the relocation of current services. Monthly group established • Decant of the building is progressing and options for the relocation of Registrars and the Music Service have been identified and confirmed at informal cabinet in February. Design work to convert retail unit N1R for registrars commissioned • Further opening up works planned for January 2020 and various workshops to be held regarding areas such as the roof and windows which will inform the final programme and cost plan • Opening up works took place which informed the design work to give a more detailed schedule of works for Phase 1. This helped to bring costs down in line with original budget • Programme Consultant appointed to sense check the overall programme and suggest more efficient ways of working to maximise time on site • Decant of the building is still progressing well and the TH team have now started to tackle furniture and belongings to ensure these are removed before the end of the year. 	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 • TH Board confirmed their desire to progress with the full scheme • Consents strategy for closure of the highway has been confirmed with Planning and Highways • Gillespies progressing RIBA 3. The programme for works will align with the town hall restoration • Counter terrorism measures have now been agreed and incorporated into the design • Details for the terracing are nearly finalised which will form part of the LBC application for the building • RIBA 3 design work and associated cost plan to be finalised by the end of April 2010. 	ER/JH		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 	NB		Mar 20








		<ul style="list-style-type: none"> Received legal advice regarding Secretary of State and land transfer Development brief, planning permission and marketing to take place after land transfer. 			
		Prepare brief for repair works to building and delivery programme in dialogue with Historic England <ul style="list-style-type: none"> Brief for repair work to be prepared. 	NB	➔	Mar 20
	Rochdale Fire Service Museum	Coordinate implementation of the delivery phase, following the Stage 2 HLF approval, to secure a start on site in October 2019 <ul style="list-style-type: none"> Casey Group started on site 27 January 2020. Completed strip out but now stopped due to COVID19 Museum and office fit out packages to follow with scheduled opening to be reviewed. 	JH	➔	Sep 19
		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 <ul style="list-style-type: none"> Casey Group appointed to undertake main work package ERDF final bid was submitted mid-November for c£700k additional funding towards wider site to maximise council match funding and to create digital creative workplaces. Final decision still awaited from MHCLG Planning application for change of use to office determined January 2020. 	JH/NE	↗	Mar 20
	Hopwood Hall	Complete emergency repair works needed to protect features of significance and continue regular inspections in discussion with Historic England <ul style="list-style-type: none"> Emergency works due to complete in February 2020 Emergency works ongoing, delays due to contractor supply chain issues Discussions with Historic England regarding potential funding for additional works. 	NB	➔	Dec 19
		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 <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 Consideration of impact of emerging Zoo proposals. 	NB	➔	Mar 20
	Heritage Strategy	Work with RBC Planning and partners to undertake a review of heritage projects and assets and prepare a Heritage Strategy/Heritage Opportunities document <ul style="list-style-type: none"> Initial draft prepared and to be progressed in Q1 of 2020/21. 	KK/EB	➔	Dec 20
	Middleton Town centre	Complete the paving and shop front improvement scheme and secure financial closure <ul style="list-style-type: none"> Shopfront works completed and financial closure on-going Scheme complete. 	NB/KK	😊	Jan 20
D. Masterplans / Town Centres					
	Business rates reduction & shop front scheme	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) <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	Complete the review and secure approval of the revised Highway Movement Framework for Rochdale town centre <ul style="list-style-type: none"> Review is underway, including traffic modelling and initial workshop sessions Traffic Modelling exercise is still being completed by TfGM. 	AM		Mar 20
	Heywood town centre masterplan	Development of a high level masterplan to identify opportunities to strengthen the core functions of the town centre and support investment and development proposals. <ul style="list-style-type: none"> Masterplan is currently 90% complete. Meeting 10/01/20 to finalise streets for all aspect with Broadway Malyan and RBC Highways Final Meeting 03/04/20 with Broadway Malyan and Cllr Blundell to agree masterplan Following this meeting the final masterplan will be presented at the next Heywood Township Group Meeting. 	AM/PM		Mar 20
	Middleton town centre masterplan	Development of a high level masterplan to identify opportunities to strengthen the core functions of the town centre and support investment and development proposals <ul style="list-style-type: none"> Middleton masterplan refresh has begun. Presentation being produced for Middleton Township Group to provide update on work that has been completed to date on 22/01/20 Final Meeting 03/04/20 with Highway and Cllr Blundell to agree Highways Interventions within masterplan Following this meeting the final masterplan will be presented at the next Middleton Township Group Meeting. 	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"> Development area has been defined and opportunities identified. Broadway Malyan to produce the final masterplan This scheme has now been moved into the Calder Valley programme of works and is being progressed by WSP. 	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"> Castleton Masterplan completed New ELR Trust Officer appointed, led by RBC, to assist delivery of ELR 2030 objectives including Castleton & Heywood projects. 	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 Achieved GRIP Stage II. 	NB/MR		Dec 19






		<p>Undertake review of the Heywood engine shed feasibility study when completed and define and agreed scope of future project</p> <ul style="list-style-type: none"> • Feasibility Study completed, project not viable. ELR investigating smaller scale project • RDA Project Team now looking at delivery of small units for this land instead. 	NB/MR		Dec 19
	Station Gateway / Milkstone Road masterplan	<p>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</p> <ul style="list-style-type: none"> • Masterplan work by external consultants has been commissioned and stakeholder workshops have taken place • The preferred masterplan is now complete and the delivery strategy is currently being developed/finalised. 	GM/MR		Mar 20
	Rochdale Town Centre Residential Masterplan	<p>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</p> <ul style="list-style-type: none"> • Strategy was completed in Q4 • Progressing sites for town centre residential including Central Retail Park and Rochdale Riverside Phase 2 • Central Retail Park secured approval in February from Cabinet to progress detailed design and viability through to RIBA stage 4 and planning permission during 2020/21 • Procurement of the design team will be concluded in Q1 20/21. 	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"> Stage 2 Invitation to Tender submissions were received on 2nd April, with 4 contactors submitting bids Appointment of a main contractor is due in June 2020. 	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"> Russell Homes have agreed to the draft Heads of Terms, which will now be worked up into a Development Agreement. 	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"> Work on the Development Agreement is ongoing Deadline for completion is May 2020. 	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 April 2020. 	RD / AM		Dec 19
		Achieve a construction start on site <ul style="list-style-type: none"> Work is currently targeted to commence in summer 2020, although this may change as a result of Covid 19. 	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 complete. 	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 and Just Fulfil are now occupying 4 units on a permanent basis. WCCTV and Just Fulfil are now occupying 2 further units on a temporary basis 	RD / SP		Mar 19

		<ul style="list-style-type: none"> Legal terms that were agreed on 2 further units, are on hold due to Covid-19 while the prospective tenants review the situation. 			
		<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"> Negotiations progressing positively with Wilson Bowden Developments although have been slowed down as a consequence of Covid 19. 	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"> Kingsway Link Bus Service continued to operate successfully throughout 2019/20 Ongoing transport related discussions with ASDA / Wincanton and JD Sports concerning the bus operations during 2020/21. 	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 Contractor needs to return to fill in a few gaps in the lining caused by the presence of parked vehicles. 	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 system now operational. 	RD / AM		Sep 19
		<p>Working with Canmoor, organise a further occupier's breakfast event.</p> <ul style="list-style-type: none"> Three tenant meetings (including two business breakfasts) have been held this financial year. 	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"> Feasibility Report prepared by BID specialists, Partnerships for Better Business BID proposal supported by businesses across the estate, Steering Group meetings now being held. 	RD / AM		Mar 20

RDA Performance Indicators 2019-20

Performance Indicators	RDA Annual Target	Q4	Cumulative	Commentary
Number of successful investment projects receiving RDA assistance	30	17	30	
Number of jobs safeguarded by RDA assisted companies	250	65	319	
Number of new jobs created by RDA assisted companies or projects	350	75	384	
Total level of property investment secured (£)	£30,000,000		£30,200,000	
Amount of commercial floor space built with RDA support (sq. ft.)	300,000		181,000	 Rochdale Riverside will be achieved in Q1 20/21 delivering a further 220,000ft ² which would have met the target

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