





Major Projects Team – Delivery Plan 20-21




Project	Summary	Action / Work stream	Lead	Deadline
Rochdale Riverside 1 (retail & leisure)	<ul style="list-style-type: none"> Undertake asset management, lettings and financial management 	<ul style="list-style-type: none"> Monitoring of on-going asset management and operational arrangements, maintaining and securing further occupiers, monitoring the financial cash flow. The scheme opened on Monday 6th April with M&S Food. Other occupiers (Next, Boots, River Island, H&M, Superdrug, Bean, Reel Cinema and Putt Stars) opened in June and July The asset management arrangements are in place October 2020: The financial cash flow continues to be monitored Four additional lettings were agreed in Q2 including The Works, which opened in September. 	GM & SP	March 21
Rochdale Riverside 2 (residential & Hotel)	<ul style="list-style-type: none"> Progress detailed design, enabling works and confirmation delivery & funding arrangements 	<ul style="list-style-type: none"> Enabling Works - complete tendering and Implementation Completion of Detailed Design, submission of planning application, identify a viable scheme if possible, confirm the delivery & funding options and confirm legal/governance structure October 2020: The enabling works contract will start on site in mid-October RIBA Stage 2 designs are now complete for the main scheme (residential, hotel, apartments). Cabinet approval secured to continue detailed design through to planning submission Delivery and funding options are being considered. 	GM & SP	March 21
Rochdale Town Centre environmental improvements	<ul style="list-style-type: none"> Progress delivery of a range of environmental improvement works across Rochdale town centre <ul style="list-style-type: none"> e.g. Bell Street works 	<ul style="list-style-type: none"> Undertake design work, confirm costs, prepare tender documents, procure contractors and complete works for a range of environmental improvement including Butts Avenue, Bell Street, Smith Street, South Parade, The Walk and other new schemes identified during 20/21. The Smith Street paving scheme, public realm and re-modelling of the steps is complete. October 2020: The Butts Avenue environmental and property improvement project will commence in November 2020 South Parade Property Improvement works out to tender. Planning Permission secured. 	GM & NB	March 21
Drake Street	<ul style="list-style-type: none"> Coordinate implementation of the Drake Street strategy and Heritage Action Zone 	<ul style="list-style-type: none"> Coordinate implementation of the strategy in accordance with the approved Delivery Plan and Action Plan to secure the reuse of 	NB & JH	March 21

		<p>vacant properties & sites and the completion of identified improvement schemes</p> <ul style="list-style-type: none"> • Implementation of the Heritage Action Zone delivery plan and PSiCA grants to secure the repair and reuse of heritage assets, including South Parade • 20/21 HAZ and PSiCA Delivery Plan agreed with Historic England and HAZ Board • October 2020: Drake Street and South Parade Property Improvement works out to tender. Planning Permission achieved • Discussions ongoing with key PSiCA property owners • HAZ Project Officer post being advertised – closing date 16th October. 		
Town Hall & Town Hall Square	<ul style="list-style-type: none"> • Progress delivery of the Town Hall and Town Hall Square projects 	<ul style="list-style-type: none"> • October 2020: Phase 1 out to tender, contractor to be appointed by December 2020 • Planning & Listed Building consent granted for Phases 1 & 2 • RIBA 4 for Phase 2 to be completed by December 2020 • NLHF grant to be confirmed by October 2020 • Public realm proposals agreed to be permitted development • Section 247 submitted for consent for public realm development • Decant of services and artefacts/equipment underway. Fit out projects for registrar and music service now on site and due to complete by end December. 	EB & ER	<p>March 21</p> 
Heritage assets	<ul style="list-style-type: none"> • Progress delivery and co-ordination of a range of heritage projects and initiatives across the borough <ul style="list-style-type: none"> • E.g. Fire Station Museum 	<ul style="list-style-type: none"> • Tonge Hall - complete land transfer, prepare development brief, secure planning permission, market the development opportunity and secure capital receipt. Prepare brief for repair works to building and delivery programme in dialogue with Historic England • Waiting on completion of land transfer from school, subject to SOS approval. Programme will proceed upon completion • Rochdale Fire Service Museum – October 2020: Casey Group on site and work progressing with handover due in December. Fit out contractor appointed for the museum exhibition space. Confirmation of proposals for the adaptation, fit out and use of the first floor of the building and ERDF bid underway. Works to Richard Street and Drill Hall (ex museum) buildings will commence in January once the 2 tenants have been relocated. A £1m Towns Fund accelerator grant will support the works and has to be spent by end of March 2021 • Hopwood Hall - complete emergency repair works. Work with Hopwood Hall College to resolves access arrangements. Work with Hopwood DePree and Historic England to complete a deliverable 	NB & JH	<p>March 21</p> 



		<p>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"> • October 2020: Discussions with Historic England regarding Phase 2 of emergency works ongoing. • Heritage Strategy – complete the Heritage Strategy for the borough. 		
Town centre business support	<ul style="list-style-type: none"> • Undertake a range of economic initiatives to support existing & attract new businesses and secure the re-use of vacant properties, including a recovery plan for Covid-19 	<ul style="list-style-type: none"> • Yorkshire Street strategy & Water Street strategy - develop a strategy to improve and re-define the role of the two streets and attract new investment and new businesses, and improve connectivity with Rochdale Riverside and the transport interchange • October 2020: The Yorkshire Street strategy & Water Street strategy will be progressed during 2020 as part of a wider masterplan review. • Review, promote and implement the 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) • Due to Covid'19, there has been only a few enquiries have been received in relation to the business rates relief and the shopfront/ start-up grant schemes. • Prepare an Empty Property Strategy, monitor vacancy levels and encourage bespoke actions with landlords & agents to secure occupation of vacant properties • The Empty Property strategy will be progressed during 2020 • Liaise and engage with stakeholders and property owners to support the town centre economy, including liaison with Town Centre Management, BID Board, Early Evening Economy Board, Wheatsheaf Centre, Exchange Centre and the town centre recovery group (Covid-19) – October 2020: work ongoing. 	JH & GM	<p>March 21</p> <p style="text-align: center;">➔</p>
Town centre Masterplans	<ul style="list-style-type: none"> • Develop a series of masterplans and strategies to identify development opportunities to strengthen the core functions of the borough's town centres and support investment 	<ul style="list-style-type: none"> • 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 • Masterplan presented to members and was approved by all. No major comments have come following the briefing. The next step will be to present the Masterplan to the Heywood Township Group. • October 2020: Updated Masterplan presented to members briefing on 30th September for comments. Next period of works will involve engagement with local businesses and further feasibility into options to be progressed. 	MG & AM	<p>March 21</p> <p style="text-align: center;">➔</p>


		<ul style="list-style-type: none"> • 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. • Masterplan presented to members 25/06/2020. Areas of development agreed. Highways implementations must undertake a feasibility study to prove functionality for approval by members. Further meetings to set in diaries with members to ensure this item can be progressed swiftly. • October 2020: Review of masterplan options ongoing following discussions with members. UTC colleagues are completing individual junction modelling of the Middleton proposals with the view of feeding these back into the Aimsun Model which will feed into the highways interventions included within the masterplan. • Littleborough masterplan - Development of a high level masterplan to identify opportunities to strengthen the town centre and support investment and development proposals • October 2020: Littleborough masterplan presented to Members, feedback to be incorporated into updated version. This workstream to be included as part of Rail Corridor work. • WSP are currently reviewing the masterplan and highlighting key interventions. • Highway Movement Framework - complete the review and secure approval of the revised Highway Movement Framework for Rochdale town centre. • October 2020: This item is still currently with TfGM who are running the modelling. It will be progressed during Q3. 		
<p>Calder valley masterplans (includes Station Gateway & Castleton Masterplan)</p>	<ul style="list-style-type: none"> • Develop a series of masterplans to identify development opportunities and other regeneration potential around the Calder Valley line stations and support investment 	<ul style="list-style-type: none"> • Neighbourhood Rochdale (Central Retail Park) – Agree Procurement process and PCSA stage with Wilmott Dixon and Capital & Centric, Legal and Governance Structure, Detailed Design & Approvals, Financial Viability and Funding & Delivery Options • Project team are still going through a period of negotiation and agreement with WD/C&C to ensure the PCSA is signed off. Completion is expected in Q2 • October 2020: PCSA signed & series of design workshops arranged for Neighbourhood Rochdale. Unit mix and layout to be reviewed. • Station Gateway / Milkstone Road masterplan - Development of a masterplan and associated work & resource programme of physical improvements to create a more attractive retail and living environment and to secure additional private investment 	<p>MG & AM</p>	<p>March 21</p> <p style="text-align: right;"></p>

		<ul style="list-style-type: none"> • October 2020: Station Gateway work ongoing – various reports due from WSP for each project. Design workshops to be arranged with Planning, Highways and Street lighting to discuss / agree parameters. • Castleton masterplan - 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. • Castleton Masterplan action plan has been finalised. Projects have been identified. Peter Woodhouse and AM have identified the key schemes with which RDA input and management will be required. • October 2020: Surface car park at Castleton to be progressed in conjunction with Bee Network scheme. • East Lancashire Railway - undertake a review of the Network Rail approved Castleton extension feasibility study and define and agreed scope of future. 		
External funding	<ul style="list-style-type: none"> • Prepare and submit bids for funding to the Future High Streets Fund and Towns Fund 	<ul style="list-style-type: none"> • Prepare and submit bids for funding to the Future High Streets Fund and Towns Fund for Rochdale. October 2020: £1m accelerator funding bid submitted by the team and received for the Fire Station project that has to be spent by the end of the financial year. • Monitor future funding announcement and prepare and submit bids to the Future High Street Fund and Towns Fund for Heywood & Middleton where the opportunities arise. • October 2020: Future High Street Fund – the full business case was submitted in July 2020. A further clarification submission was issued in October. A decision is expected by Autumn 2020. • The Town Board has been established. Work continues to identify projects for inclusion in the Town Investment Plan as part of the Towns Fund • October 2020: Towns Fund Board have identified list of opportunities and are considering submitting the bid in early 2021 to see outcome of the FHSF bid. 	GM, AB & JH	March 21 

Property Team – Delivery Plan 20-21






Project	Summary	Action / Work stream	Lead	Deadline
Commercial Property Portfolio	<ul style="list-style-type: none"> Coordinate implementation of the effective and efficient management of the commercial property portfolio 	<ul style="list-style-type: none"> Coordinate implementation of new legal agreements and align rents with market level across the portfolio Coordinate implementation of condition surveys and priority works to achieve compliance and preserve rental and capital values across the portfolio Manage the income, expenditure and service charge budgets for each industrial estate ensuring compliance and effective monitoring. June 2020: Rent increases while agreed informally prior to Covid-19 have been put on hold. The priority has been to support tenants during this time and preserve income. Extensive support is being provided to tenants including rent deferrals where appropriate. Despite this rent collection of 89% has been maintained for the first quarter. October 2020: Rent for the first quarter has now been fully recovered. Rent collection for the June Quarter has increased to 94%, the September Quarter is 90%. Only four tenants have debts of three months or more. 	LR, ML, MH & MN	March 21 
Direct Development Projects	<ul style="list-style-type: none"> Progress delivery and co-ordination of a range of commercial direct development projects across the borough 	<ul style="list-style-type: none"> Bradferns - secure planning permission, coordinate the specification and tendering of the scheme, market the scheme to secure tenants and future rental income Progress existing opportunity sites and identify new opportunity sites for income generation, business growth and job creation. June 2020: Planning permission has been secured for Bradferns and the specification has been passed to the Quantity Surveyors to price and start the tender process – expected start on site Nov 2020. October 2020: Expressions of interest have been issued to contractors to assess the construction market before progressing with the tender process for the Bradferns scheme The Mossfield scheme, Heywood, has progressed and layout plans have been finalised. There is interest from national trade counter occupiers. 	LR, ML, MH & MN	March 21 

Environmental Projects	<ul style="list-style-type: none"> Progress delivery and co-ordination of a range of climate change emergency and renewable energy projects across the borough 	<ul style="list-style-type: none"> Chamber House Solar Farm – secure planning permission, secure funding, coordinate the specification and tendering of the scheme, coordinate the delivery and operation of the scheme Roof mounted solar schemes – establish scheme viability, secure planning permission, secure funding, coordinate the specification and tendering of the scheme, coordinate the delivery and operation of the scheme Identify new opportunities for carbon footprint reduction, energy efficiency and renewable energy generation. June 2020: A new planning application has been submitted for a 5 MW solar panel scheme at Chamber House. The ERDF grant funding agreement is being produced and a draft is expected to be received in July. Grid connection costs are higher than expected, this has been escalated to GMCA who will engage with Electricity North West. October 2020: Oldham have withdrawn from the consortium, 5 authorities remain. The partnership agreement has been delayed to end of October due to their withdrawal but the funding agreement has been signed by RBC for a larger scheme. 	LR & ML	March 21 
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Business Parks and Development – Delivery Plan 20-21







Project	Summary	Action / Work stream	Lead	Deadline
South Heywood Employment Area / Junction 19 Link Road	<ul style="list-style-type: none"> Work with Partners and Rochdale Council to progress the Junction 19 Link Road Scheme to enable a start on site in 2020/21 	<ul style="list-style-type: none"> Secure Growth Deal Funding from the Greater Manchester Combined Authority (through their agent TfGM) including approval of a Full Business Case, completion of a Development Agreement between RBC and Russell Homes, and completion of Funding Agreements with TfGM and Highways England Completion of the procurement and formal appointment of a main contractor for the construction of the Link Road, including a start on site. October 2020: £10.3m of Growth Deal Funding secured in July 2020 following approval of Business Case by GMCA, along with £1.75m from Highways England and a further £10m from the Get Building Fund secured in August. Development Agreement signed with Russell Homes in July 2020. Contractor appointed and work commenced on site in September. Road scheme due to complete Spring 2022. 	RD/AM/SP	March 21 
Kingsway Business Park	<ul style="list-style-type: none"> Work to deliver development across the Business Park in accordance with the overall Strategic Objectives of the Kingsway Partnership 	<ul style="list-style-type: none"> Work with Transport for Greater Manchester and Kingsway Businesses to secure the continuation of the Kingsway Link bus service for 2020/21 and beyond Agree a commercially acceptable funding package and progress development of a medium unit scheme on Plot G and progress design through to planning permission Work with commercial letting agents to secure tenants for 80% of the Logic development and other vacant units on site Work to secure further development on one other plot. October 2020: Kingsway Link Bus has continued to operate throughout Covid pandemic with good level of patronage and continued private sector funding contributions Discussions continuing concerning the medium sized unit scheme at Plot G At Logic, all units are now occupied or legally committed £3.5m of investment has been secured from the Get Building Fund for the completion of the remaining highway infrastructure at Michael Faraday Avenue. 	RD/AM/SP	March 21 




Stakehill Industrial Estate	<ul style="list-style-type: none"> • Work with Canmoor and other landowners and occupiers to secure and enhance the economic attractiveness of Stakehill Industrial Estate 	<ul style="list-style-type: none"> • Investigate the feasibility and cost of providing off street vehicle parking within the estate. • Working with TfGM, investigate feasibility and costs of a providing a demand responsive link bus to serve the estate. • As part of a Steering Group, work with Stakehill businesses and specialist consultants to develop the Business Improvement District proposal covering Stakehill Industrial Estate. • Look for opportunities to extend the industrial estate to create further development. • October 2020: The BID Steering Group continues to meet and is chaired by a representative from the private sector. The Steering Group are working towards a potential vote on the BID in February 2021. RDA's main activity recently at Stakehill has been providing business support to mitigate the impacts of Covid 19. 	RD/AM	March 21 
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Business Development Team – Delivery Plan 2020-21



Work Area	Summary	Activity / Output	Lead	Deadline
Coronavirus Pandemic	Provide support to businesses in Rochdale in response to the economic impact of COVID-19.	<p>June 2020:</p> <ul style="list-style-type: none"> Issued daily news bulletins for first month , then twice weekly Signposted businesses to range of support from RBC and partners Supported work undertaken by Public Protection in sharing key safety messages Supported Business Rates team in payment of Small Business Rate Relief Grant Developed and processed almost 200 grants under the discretionary grant scheme Supported a business WhatsApp group of c. 80 businesses and weekly Zoom meetings with c. 20 businesses Had telephone contact with 80 businesses and completed COVID 19 surveys to gather info working with GC Business Growth Hub <p>SEP 2020</p> <ul style="list-style-type: none"> Continued to issue Business Matters on a regular basis, with recipients now at 1100 Final grant payments made at the end of August, totalling £2.3m. 	CH	March 21 
Lead Generation	Develop and deliver marketing campaigns to promote Rochdale to companies in target sectors.	<ul style="list-style-type: none"> Work with the council communications department to create the materials for the inward investment campaign to achieve an up lift to 50 enquiries for 25 projects October 2020: Currently working with NE to develop the tender document for the consultants who will work with the RDA on this campaign. Deliver direct mail campaigns for properties on Kingsway to generate 5 enquiries for D&B developments & explore how these campaigns can be done virtually October 2020: Just about to commission a project to create a virtual campaign of Rochdale business parks which will then be used in a direct mail campaign to attract a further four D&B enquiries – we have already had 1 63.5% (131 out of 206) of the property enquiries are via a digital source (email via website, contact form, social media). Traffic to the 	AS	March 21 

		RDA website has double YTD (based on the enquiries sheet "source" and crossed referenced with sharpspring).		
Enquiry Handling	Manage investment enquiries from businesses working with partners to provide tailored advice and support.	<ul style="list-style-type: none"> Maintain regular contact with MIDAS, Growth Company, commercial agents and developers. Track number of enquiries received, and provide quarterly updates Work in conjunction with colleagues on promoting Rochdale as a place to do business and provide support and point of contact for businesses. Monitor number of successes per quarter Complete Safe guarded and new job creation figures every quarter <p>June 2020:</p> <ul style="list-style-type: none"> Received and responded to 86 enquiries in Q1, working closely with property agents, developers and partners including MIDAS and the BGH There has been 9 successful investment projects receiving RDA support in Q1. This includes 2 Rochdale Riverside successes, these will be added each quarter as the retailers/leisure operators open Creating 21 new jobs and safeguarding 6 jobs in Q1. Rochdale Riverside jobs will be included when the information is available <p>Oct 2020:</p> <ul style="list-style-type: none"> Received and responded to 123 enquiries in Q2, working closely with property agents, developers and partners including MIDAS and the BGH There have been 25 successful investment projects receiving RDA support in Q2. This includes Rochdale Riverside successes, these will be added each quarter as the retailers/leisure operators open Created 261 new jobs and safeguarded 143 jobs in Q2. 	MM	March 21 
Sector Development	Devise and develop projects in target sectors to strengthen the case for inward investment in Rochdale.	<ul style="list-style-type: none"> Develop Advanced Manufacturing Park proposition for the Northern Gateway Develop Advanced Machinery Institute proposition Establish and run bi-monthly manufacturing, logistics and digital sector groups Develop proposition for Rochdale Fire Station with digital and creative community. June 2020: Continue to work with developers on AMP at Northern Gateway. Value proposition work underway for AMPI and Funding for Business Case secured from Innovate UK. Sector group work ongoing with manufacturing and digital. Business plan for Fire Station being finalised and conversation set to be held with Richard Tang from Zen Internet. 	NE	March 21 

		<ul style="list-style-type: none"> • October 2020: International Benchmarking and value proposition completed for AMPI. A workshop has been held with industry to understand interest and one-to-one discussions are being held with the support of AMPI's project director. Strategic discussions underway with partners including Zen Internet and the Business Growth Hub to finalise the business plan for the Fire Station. 		
Location Promotion	Develop an inward investment campaign to promote Rochdale as a business location regionally and nationally.	<ul style="list-style-type: none"> • Map out investor journey and sales decision process • Develop PowerPoint slide deck or virtual investor programme • Review CRM and datasets. • June 2020: Strategic review of RDA's activities and understanding of how Covid 19 might impact these activities undertaken, including potential impacts on sectors, opportunities and threats. • October 2020: Covid review complete and significant opportunities related to manufacturing identified. Expression of Interest and procurement process to be undertaken in October / November to support delivery of inward investment campaign. Zoho will be in place as new CRM by end of October. 	NE	March 21 
Account Management	Develop strategic relations with account managed businesses, working with partners, in target sectors Rochdale.	<ul style="list-style-type: none"> • Make 80 account management visits or hold virtual meetings • Introduce senior leaders where appropriate • Develop new initiatives to support and strengthen the local business community and embed them in Rochdale. • June 2020: Q1 focus has been on the response to COVID 19 and supporting businesses (see content above) • Sep 2020 – 23 businesses contacted with 11 of these being F2F visits • Some businesses new to the account management programme as contact had been established following the discretionary grant scheme • Hosted a Zoom event to promote electric vehicles in conjunction with TfGM. 	CH	March 21 
Rochdale Ambassadors	Work with This is Rochdale to deliver local networking events and develop the This is Rochdale programme.	<ul style="list-style-type: none"> • Deliver quarterly ambassador events – real or webinar • Identify, facilitate / broker with the 'new normal' meetings between key decision makers who will affect investment decisions into Rochdale • Create assets such as talking heads videos for use in the promotion of Rochdale as a business location • Deliver positive news for Rochdale from the ambassadors achieving at least 12 pieces of positive PR in publications based outside the borough. 	AS	March 21 

		<ul style="list-style-type: none">• October 2020: The next Ambassador event will be held on 14th October with GM Mayor Andy Burnham. So far 200 people have registered for the event• The creation of assets will be included in the inward investment campaign• 9 positive PR stories issued for outside of the borough issued. Focus going forward will be to get greater coverage in the trade press and national coverage.• 34 press releases were issued in total during Q2		
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RDA Performance Indicators 2020-21

Performance Indicators	Annual Target	Q2	Cumulative Total	Commentary
Number of successful investment projects receiving RDA assistance	30	26	35	↗ Figures include the Rochdale Riverside scheme
Number of jobs safeguarded by RDA assisted companies	250	143	149	↗
Number of new jobs created by RDA assisted companies or projects	350	261	282	↗
Total level of property investment secured (£)	£60,000,000		57,000,000	↗
Amount of commercial floor space built with RDA support (sq. ft.)	200,000		200,000	😊