







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 	<p>Monitoring of on-going asset management and operational arrangements, maintaining and securing further occupiers, monitoring the financial cash flow.</p> <ul style="list-style-type: none"> 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 now in place and an Asset Management Agreement has been completed October 2020: The financial cash flow continues to be monitored Four additional lettings were agreed in Q2 including The Works, which opened in September. January 2021: The financial cash flow continues to be monitored Four additional leases have been completed and the Works and DCM opened in late 2020. A further lease for new occupier is in legals As a result of the most recent lockdown in early 2021, apart from M&S, Boots and Superdrug, all other retail & leisure units are presently closed. <p>April 2021:</p> <ul style="list-style-type: none"> The scheme opened in April 2020. As a result of the most recent lockdown, the majority of the retail & leisure units have been closed, but the retail units are due to re-open from 12th April onwards The financial cash flow continues to be monitored Five additional leases have been completed since April 2020 (DCM, The Works, Crust Pizza, Loaded Burgers and Greggs). 	GM & SP	<p>March 21</p> <p></p>
Rochdale Riverside 2 (residential & Hotel)	<ul style="list-style-type: none"> Progress detailed design, enabling works and confirmation delivery & funding arrangements 	<p>Enabling Works - complete tendering and Implementation</p> <p>Completion of Detailed Design, submission of planning application, identify a viable scheme if possible, confirm the delivery & funding options and confirm legal/governance structure</p> <p>October 2020:</p> <ul style="list-style-type: none"> The enabling works contract will start on site in mid-October 	GM & SP	<p>March 21</p> <p></p>

		<ul style="list-style-type: none"> 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. <p>January 2021:</p> <ul style="list-style-type: none"> The enabling works contract started on site in mid-October and will continue through until Summer 2021 The RIBA Stage 3 designs are complete and the planning application was submitted in December 2020 Delivery and funding options are being considered. <p>April 2021:</p> <ul style="list-style-type: none"> The enabling works progressing in accordance with WD construction programme The planning committee is scheduled for 8th April 2021 RIBA Stage 4 design has commenced and is due to be complete by August 2021 Delivery and funding options for both the hotel and residential elements are being considered in detail and discussions will take place with Genr8 over the coming weeks. 		
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 	<p>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.</p> <p>June '20</p> <ul style="list-style-type: none"> The Smith Street paving scheme, public realm and re-modelling of the steps is complete. <p>October 2020:</p> <ul style="list-style-type: none"> The Butts Avenue environmental and property improvement project will commence in November 2020 South Parade Property Improvement works out to tender. Planning Permission secured. <p>January 2021:</p> <ul style="list-style-type: none"> The Butts Avenue project is onsite and is expected to be completed by March '21. <p>April 2021:</p> <ul style="list-style-type: none"> The Butts Avenue project is due to be completed imminently. 	GM & NB	<p>March 21</p> 
Drake Street	<ul style="list-style-type: none"> Coordinate implementation of the Drake Street strategy and Heritage Action Zone 	<p>Coordinate implementation of the 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>	NB	March 21


		<p>Implementation of the Heritage Action Zone delivery plan and PSiCA grants to secure the repair and reuse of heritage assets, including South Parade</p> <p>January 2021:</p> <ul style="list-style-type: none"> Contractor appointed for Drake Street and South Parade PSiCA Scheme HAZ Project Officer appointed. <p>April 2021:</p> <ul style="list-style-type: none"> Drake Street and South Parade PSiCA scheme on site HAZ and PiSCA Delivery Plan Reviews completed Engagement Project with Manchester School of Architecture and St. John the Baptist Church agreed HAZ Project Officer started Grant agreed for Observer Building residential scheme. 		
<p>Town Hall & Town Hall Square</p>	<ul style="list-style-type: none"> Progress delivery of the Town Hall and Town Hall Square projects 	<p>October 2020:</p> <ul style="list-style-type: none"> 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. <p>January 2021:</p> <ul style="list-style-type: none"> Phase 1 procurement complete and Contractor appointed. Press Release due to go out week of 4th January 2021 Contractor starting on site 4th January 2021 Phase 2 procurement process is underway with SSQ's submitted by 18th December 2020 and currently being reviewed. Section 247 consultation for public realm has now ended. 4 objections received from statutory utilities requesting Wayleave Agreements. These are being dealt with by RBC Legal Presentation on both schemes delivered to Members in December 2020. <p>April 2021:</p> <ul style="list-style-type: none"> RTH Phase 1 works are progressing well and will complete in July 2021 	<p>EB & ER</p>	<p>March 21</p> 


		<ul style="list-style-type: none"> Phase 2 procurement is underway with a targeted 2 Stage process. SSQs are due back on the 26th April Heritage Engagement Manager appointed, starting in May 2021. Community and Volunteer Officer submitted for job evaluation and will be advertised thereafter Liaison with local schools and colleges on training opportunities is underway THSQ – Prohibition of Driving for The Esplanade – public consultation underway, ends 14th April Lighting Scheme agreed and provision for future events agreed Planning for Community Archaeology Dig over the summer has begun. 		
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 	<p>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</p> <ul style="list-style-type: none"> Waiting on completion of land transfer from school, subject to SOS approval. Programme will proceed upon completion. <p>April 2021:</p> <ul style="list-style-type: none"> Update with school, still waiting for SOS approval. <p>Rochdale Fire Service Museum</p> <p>January 2021:</p> <ul style="list-style-type: none"> Casey Group on site and work progressing. Handover due in February due to C19 delay and delays with new electrical supply meter. This will not delay the fit out contractor for the museum exhibition space. New FIREGROUND name and branding for the museum launched by the museum team 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. <p>April 2021</p> <ul style="list-style-type: none"> Casey have achieved practical completion and handed over the main building. Works are progressing to the museum fit out. RDA are supporting the museum team to open in late May / early June Tendering for the fit out of the first floor co-working space is underway and Richard Street works are the next to be undertaken. <p>Hopwood Hall - complete emergency repair works. Work with Hopwood Hall College to resolves access arrangements. Work with</p>	NB & JH	March 21 

		<p>Hopwood DePree and Historic England to complete a deliverable strategy and programme for the repair, restoration and re-use of the building including a review of the existing option agreement</p> <p>October 2020:</p> <ul style="list-style-type: none"> Discussions with Historic England regarding Phase 2 of emergency works ongoing. <p>April 2021:</p> <ul style="list-style-type: none"> Phase 2 Historic England funding agreed, subject to RBC approvals Additional funding possibilities being discussed with Historic England. <p>Heritage Strategy – complete the Heritage Strategy for the borough.</p> <ul style="list-style-type: none"> Task to complete Heritage Strategy allocated to NB & JH. To be progressed during 21/22. 		
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 	<p>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</p> <p>October 2020:</p> <ul style="list-style-type: none"> The Yorkshire Street strategy & Water Street strategy will be progressed during 2020 as part of a wider masterplan review. <p>January 2021:</p> <ul style="list-style-type: none"> No further update. <p>April 2021</p> <ul style="list-style-type: none"> The Yorkshire Street strategy & Water Street strategy will be progressed during 21/22 as part of the wider Rochdale town centre Vision work. <p>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)</p> <ul style="list-style-type: none"> 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. January 2021: Due to Covid 19 restrictions, very few enquiries have been received again this quarter in relation to the business rates relief and the shopfront/ start-up grant schemes. <p>April 2021:</p> <ul style="list-style-type: none"> More enquiries have been received for the start-up grant scheme. There has been one approved grant in Heywood since the last quarter update. Review of the business support schemes to take place in 21/22 	JH & GM	<p>March 21</p> 

		<ul style="list-style-type: none"> Welcome Back / Reopening High Street Safely Fund draft action plan in place for Rochdale and Middleton town centres but expenditure restrictive due to ERDF eligibility rules. <p>Prepare an Empty Property Strategy, monitor vacancy levels and encourage bespoke actions with landlords & agents to secure occupation of vacant properties</p> <p>April 2021</p> <ul style="list-style-type: none"> The Empty Property strategy has been on hold during Covid. The scheme will be reviewed and then progressed during 21/22. <p>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)</p> <p>October 2020:</p> <ul style="list-style-type: none"> Work ongoing. <p>April 2021:</p> <ul style="list-style-type: none"> The town centre support activity has been focussed on Covid recovery. The support programme but will be reviewed during 21/22 as lockdown is lifted. 		
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 	<p>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</p> <ul style="list-style-type: none"> 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. <p>Jan 2021</p> <ul style="list-style-type: none"> Masterplan complete and due to be presented to Members in Feb. <p>April 2021:</p> <ul style="list-style-type: none"> Masterplan complete and next phase of works is being delivered by Planning – RDA work is complete for now. <p>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.</p> <ul style="list-style-type: none"> 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. 	MG & AM	<p>March 21</p> 

		<p>Further meetings to set in diaries with members to ensure this item can be progressed swiftly.</p> <p>October 2020:</p> <ul style="list-style-type: none"> 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. Jan 2021 – Latest draft of Middleton Masterplan due to be presented to Members on the 3rd Feb. <p>April 2021:</p> <ul style="list-style-type: none"> Presentation to members went well. Latest amendments to the masterplan are being progressed by planning. RDA work is complete. <p>Littleborough masterplan - Development of a high level masterplan to identify opportunities to strengthen the town centre and support investment and development proposals</p> <p>October 2020:</p> <ul style="list-style-type: none"> 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. <p>Jan 2021:</p> <ul style="list-style-type: none"> Work progressing on Littleborough Masterplan. <p>April 2021:</p> <ul style="list-style-type: none"> Landowners of Victoria Street (near off street parking) are supportive of upgrading the commercial premises and so a report to members is being drafted and should go to Cabinet in early April Presentation to Township Committee went well. Agreed to take Masterplan report to Township and consult on Draft following the elections. <p>Highway Movement Framework - complete the review and secure approval of the revised Highway Movement Framework for Rochdale town centre.</p> <p>October 2020:</p> <ul style="list-style-type: none"> This item is still currently with TfGM who are running the modelling. It will be progressed during Q3. <p>April 2021:</p> <ul style="list-style-type: none"> Modelling has been completed with TfGM. The traffic model captures all highway schemes up to March 2020 (Riverside Phase 1, 		
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		Penn Street). Further schemes are proposed. These include Station Gateway, Packer Street, St Marys Gate, Esplanade, Townhead, Union Street, John St/Baillie Street. Next stage of work is to update the HMF with all future schemes. Highways are currently providing an update with all current and future schemes including parking provisions.		
Calder valley masterplans (includes Station Gateway & Castleton Masterplan)	<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 	<p>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</p> <ul style="list-style-type: none"> 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 <p>October 2020:</p> <ul style="list-style-type: none"> PCSA signed & series of design workshops arranged for Neighbourhood Rochdale. Unit mix and layout to be reviewed. <p>April 2021:</p> <ul style="list-style-type: none"> Neighbourhood Rochdale – Unit mix and general arrangement agreed. Elevation options for apartment blocks under consideration. Agreed to split planning application into 2 – enabling works & main contract. Brownfield Funding secured. Completion of design work will be in Q2 21/22. <p>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> <p>October 2020:</p> <ul style="list-style-type: none"> 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. <p>April 2021:</p> <ul style="list-style-type: none"> Station Gateway & Milkstone Road – Phasing & framework plan developed. Negotiations commenced with key stakeholders. Consultation of SPD underway. <p>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.</p> <ul style="list-style-type: none"> 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. 	MG & AM	March 21 


		<p>October 2020:</p> <ul style="list-style-type: none"> Surface car park at Castleton to be progressed in conjunction with Bee Network scheme. <p>January 2021:</p> <ul style="list-style-type: none"> Neighbourhood Rochdale RIBA stage 2 report presented. Unit mix and apartment numbers still subject to review Station Square Phasing workshop held with WSP, initial stakeholder consultation session held Surveys commissioned for Station Square inc Desktop Archaeological, environmental, GPR & topo Co-ordination of planning application for car park at Castleton Littleborough Masterplan to be presented at Towns Board in February 2021. <p>April 2021:</p> <ul style="list-style-type: none"> Castleton - Hive Homes to commence on Nixon St site this month. Countryside to commence on Royle Road / Dunlop works this month. Former sidings site sold under option to Kellen Homes – planning submission summer 2021. Planning application submitted for Station Car Park. <p>East Lancashire Railway - undertake a review of the Network Rail approved Castleton extension feasibility study and define and agreed scope of future.</p> <p>April 2021:</p> <ul style="list-style-type: none"> On hold during lockdown due to ELR concentrating resources on organisational survival. 		
<p>External funding</p>	<ul style="list-style-type: none"> Prepare and submit bids for funding to the Future High Streets Fund and Towns Fund 	<p>Prepare and submit bids for funding to the Future High Streets Fund and Towns Fund for Rochdale.</p> <p>October 2020:</p> <ul style="list-style-type: none"> £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. <p>April 2021:</p> <p>FHSF – A revised bid to meet the reduced ‘in principle’ funding offer of £17m was submitted in February 2021 to MHCLG, awaiting feedback and confirmation.</p> <p>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.</p> <p>October 2020:</p>	<p>GM, AB & JH</p>	<p>March 21</p> <p></p>

		<ul style="list-style-type: none"> • 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. <p>January 2021:</p> <ul style="list-style-type: none"> • Future High Street Fund – the Council has been offered an ‘in principle’ funding offer of £17m from MHCLG • Discussions are underway with MHCLG to clarify the funding offer. • The Town Board has been established. Work continues to identify projects for inclusion in the Town Investment Plan as part of the Towns Fund. <p>October 2020:</p> <ul style="list-style-type: none"> • Towns Fund Board have identified list of opportunities and are considering submitting the bid in early 2021 to see outcome of the FHSF bid. <p>January 2021:</p> <ul style="list-style-type: none"> • Towns Fund bid submitted in early December . <p>April 2021:</p> <ul style="list-style-type: none"> • Towns Fund – An award of £24M announced to cover a number of projects including AMPI, town centre accessibility improvements, Heritage Skills. 		
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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 	<p>Coordinate implementation of new legal agreements and align rents with market level across the portfolio</p> <p>Coordinate implementation of condition surveys and priority works to achieve compliance and preserve rental and capital values across the portfolio</p> <p>Manage the income, expenditure and service charge budgets for each industrial estate ensuring compliance and effective monitoring.</p> <p>June 2020:</p> <ul style="list-style-type: none"> 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. <p>October 2020:</p> <ul style="list-style-type: none"> 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. <p>January 2021:</p> <ul style="list-style-type: none"> Rent collection for the Quarter has risen to 94%. Only four tenants have debts of three months or more Logic, Kingsway is now fully let and strong demand for industrial space continues. <p>April 2021:</p> <ul style="list-style-type: none"> Rent collection for the quarter is 96%. The 21/21 Service charge budgets have been issued and 20/21 budgets are being reconciled Condition surveys are in progress for 2 Industrial Estates New leases are starting to be rolled out replacing historic tenancies at will, both the landlord and tenant are more secure and have clarity on obligations. 	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 	Bradferns - secure planning permission, coordinate the specification and tendering of the scheme, market the scheme to secure tenants and future rental income	LR, ML, MH & MN	March 21 


		<p>Progress existing opportunity sites and identify new opportunity sites for income generation, business growth and job creation.</p> <p>June 2020:</p> <ul style="list-style-type: none"> • 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. <p>October 2020:</p> <ul style="list-style-type: none"> • 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. <p>January 2021:</p> <ul style="list-style-type: none"> • The tender for the Bradferns scheme will be issued in January 21, expected start on site March 21. Pre-app for the Mossfield scheme, Heywood has commenced. <p>April 2021:</p> <ul style="list-style-type: none"> • The Bradferns scheme is on hold while other uses for the site and wider area are evaluated, as required by Cllr Blundell • Planning application and supporting documents are being prepared for submission for the Mossfield site in Heywood. 		
<p>Environmental Projects</p>	<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 	<p>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</p> <p>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</p> <p>Identify new opportunities for carbon footprint reduction, energy efficiency and renewable energy generation.</p> <p>June 2020:</p> <ul style="list-style-type: none"> • 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. <p>October 2020:</p> <ul style="list-style-type: none"> • Oldham have withdrawn from the consortium, 5 authorities remain. The partnership agreement has been delayed to end of 	<p>LR & ML</p>	<p>March 21</p> <p></p>

		<p>October due to their withdrawal but the funding agreement has been signed by RBC for a larger scheme.</p> <p>January 2021:</p> <ul style="list-style-type: none"> • Partnering agreement has been signed. Owners engineer contract is being procured and will be tendered in Jan 21 • Procurement is being done in collaboration with Salford Council who have a similar scheme. <p>April 2021</p> <ul style="list-style-type: none"> • STAR have issued a new contract document version this is being updated and is to be agreed with STAR and Salford Council. • Templates for the management of solar panels and the use of Power Purchase Agreements to tenants are being produced with the intention of improving performance of roof mounted solar at Dodgson Street Industrial Estate. 		
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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 	<p>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</p> <p>Completion of the procurement and formal appointment of a main contractor for the construction of the Link Road, including a start on site.</p> <p>October 2020:</p> <ul style="list-style-type: none"> £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. <p>January 2021:</p> <ul style="list-style-type: none"> Enabling works have been undertaken on site including removal of Japanese Knotweed, installation of a concrete protection slab over the high pressure gas main, vegetation strip and setting out of the road line. Substantive works to construct the road will commence in February 2021. A Reserved Matters planning application has been submitted for a large commercial development on the corner of Hareshill Road and Pilsworth Road. <p>April 2021:</p> <ul style="list-style-type: none"> Work now commenced on substantive parts of the road building contract including earthworks movement and linking into J19 M62 slip road. Formal Get Building Fund grant agreement signed in March 2021. 	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 	Work with Transport for Greater Manchester and Kingsway Businesses to secure the continuation of the Kingsway Link bus service for 2020/21 and beyond	RD/AM/SP	March 21 


		<p>Agree a commercially acceptable funding package and progress development of a medium unit scheme on Plot G and progress design through to planning permission</p> <p>Work with commercial letting agents to secure tenants for 80% of the Logic development and other vacant units on site</p> <p>Work to secure further development on one other plot.</p> <p>October 2020:</p> <ul style="list-style-type: none"> • 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. <p>January 2021:</p> <ul style="list-style-type: none"> • Site Surveys and pre-development work continues on the scheme to install the missing section of Michael Faraday Avenue. Tenders will be sought from mid-January, with the submission of a planning application to update on the outcome of ongoing survey work due in February. <p>April 2021:</p> <ul style="list-style-type: none"> • Kingsway Link Bus continues to operate providing options for residents to access jobs at Kingsway Business Park. Plot G medium units development is now being progressed by a private sector funder, and there is strong interest in other plots. Logic small unit scheme remains at 100% occupancy. The formal Get Building Fund grant agreement was signed in March 2021 and a contractor is being sought to complete the remaining highway infrastructure scheme by March 2022. 		
<p>Stakehill Industrial Estate</p>	<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 	<p>Investigate the feasibility and cost of providing off street vehicle parking within the estate.</p> <p>Working with TfGM, investigate feasibility and costs of a providing a demand responsive link bus to serve the estate.</p> <p>As part of a Steering Group, work with Stakehill businesses and specialist consultants to develop the Business Improvement District proposal covering Stakehill Industrial Estate.</p> <p>Look for opportunities to extend the industrial estate to create further development.</p> <p>October 2020:</p>	<p>RD/AM</p>	<p>March 21</p> <p></p>


		<ul style="list-style-type: none"> 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. <p>January 2021:</p> <ul style="list-style-type: none"> The vote on the potential Business Improvement District for Stakehill has been confirmed for February. If successful, the BID will become operational in June 2021 for an initial period of 5 years. <p>April 2021:</p> <ul style="list-style-type: none"> A 'Yes' outcome resulted from the Stakehill Business Improvement District vote, meaning that a BID will become operational from mid-2021 for a five year period. This will then provide a focussed business lead forum to develop a prioritised intervention programme across the estate, and a coherent voice when dealing with external agencies The potential for off-street parking has been explored but there is no land available to progress this. 		
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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>Oct 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 <p>Jan 2021</p> <ul style="list-style-type: none"> Worked on new round of government grant funding for the hospitality and leisure sectors Paid out almost £1m. <p>April 2021</p> <ul style="list-style-type: none"> Continued with grant support for businesses, including 3 new schemes, paying out c. £4m Most schemes end on 31st March 2021 New Restart Grant for eligible businesses to be paid early April to allow businesses to reopen in line with Government road map Continued to issue Business Matters, now through Zoho which gives it a more professional look. 	CH	March 21 
Lead Generation	Develop and deliver marketing campaigns to promote Rochdale to companies in target sectors.	<p>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</p> <p>October 2020:</p>	AS	March 21 

		<ul style="list-style-type: none"> • Currently working with NE to develop the tender document for the consultants who will work with the RDA on this campaign – <p>Jan 2021:</p> <ul style="list-style-type: none"> • Expressions of interest have been received. <p>Deliver direct mail campaigns for properties on Kingsway to generate 5 enquiries for D&B developments & explore how these campaigns can be done virtually</p> <p>October 2020:</p> <ul style="list-style-type: none"> • 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 RDA website has double YTD (based on the enquiries sheet “source” and crossed referenced with sharpspring). <p>Jan 2021</p> <ul style="list-style-type: none"> • Virtual model of Kingsway will be completed by the end of January • 51% (35 out of 68) enquiries are via a digital source (email via website, contact form, social media) • Website – we are getting significantly more traffic (YTD) 5162 v 2341 visitors Q3 2020. News and Contact Us are the two most popular pages • Social Media - we’ve gained an additional 193 followers on LinkedIn and 83 on Twitter. <p>April 2021:</p> <ul style="list-style-type: none"> • The Kingsway virtual tour is live and a direct mail shot has been sent jointly with JLL and P3. A further 5 D&B enquiries have come in either via the web or email • Overall enquiries increased by 66% YTD (the increase from a digital source has moved from 38% to 67%) • A further 107 followers on LinkedIn with engagement of 7.3% and 23 followers on Twitter with engagement of 5%. Website traffic is maintaining higher numbers we have 139% more traffic than last year which equals 6680 visitors over this quarter V 2793 • Launched an HR professionals network, which has now met twice • Launched Marketing network. 		
Enquiry Handling	Manage investment enquiries from businesses working with partners to provide tailored advice and support.	Maintain regular contact with MIDAS, Growth Company, commercial agents and developers. Track number of enquiries received, and provide quarterly updates	MM	March 21 






		<p>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 safeguarded and new job creation figures every quarter</p> <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. <p>Jan 2021:</p> <ul style="list-style-type: none"> Responded to 68 enquiries in Q3, continuing to work closely with partners, agents and developers 8 successful investment projects receiving RDA support in Q3 which includes 3 inward investment projects 116 new jobs to the borough and 22 safeguarded. Rochdale Riverside information will continue to be added when the information is available. <p>April 2021:</p> <ul style="list-style-type: none"> Responded to 81 enquiries in Q4. RDA continues to work closely with developers, property agents and partners 8 successful enquiries which includes 4 inward investment projects Projects created 102 new jobs in the borough and 103 safeguarded jobs. 		
Sector Development	Devise and develop projects in target sectors to strengthen the case for inward investment in Rochdale.	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	NE	March 21 






		<p>Develop proposition for Rochdale Fire Station with digital and creative community.</p> <p>June 2020:</p> <ul style="list-style-type: none"> 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. <p>October 2020:</p> <ul style="list-style-type: none"> 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. <p>January 2021:</p> <ul style="list-style-type: none"> Bids for AMPI have been lodged under the towns fund programme and with NPL, the Strength in Places programme. We expect the outcome of these bids in Spring and if successful, they would be worth £15m of capital and £23m of revenue. Negotiations are underway to procure an operator for the fire station with the business plan finalised. <p>April 2021</p> <ul style="list-style-type: none"> Towns Fund bid for AMPI announced as successful. Awaiting outcome of Strength in Places bid due at end of April at earliest Innovation Corridor proposition being developed with support from GMCA which will help to define opportunity for Northern Gateway Procurement route for fire station operator clarified, discussions on MoU with Business Growth Fund underway (condition of ERDF grant) and submissions made to Community Renewal Fund for revenue funding. 		
<p>Location Promotion</p>	<p>Develop an inward investment campaign to promote Rochdale as a business location regionally and nationally.</p>	<p>Map out investor journey and sales decision process Develop PowerPoint slide deck or virtual investor programme Review CRM and datasets.</p> <p>June 2020:</p> <ul style="list-style-type: none"> 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. <p>October 2020:</p>	<p>NE</p>	<p>March 21</p> <p style="text-align: center;"></p>

		<ul style="list-style-type: none"> • 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. <p>January 2021:</p> <ul style="list-style-type: none"> • Inward Investment campaign tender process has been delayed to February to allow for the development of propositions for AMPI and Northern Gateway. Soft market tendering has been completed and specification has been produced. The new CRM has been adopted and has been integrated within the lead generation and enquiry handling activities. <p>April 2021</p> <ul style="list-style-type: none"> • Inward Investment Campaign waiting to be tendered to allow for development of AMPI / Northern Gateway Proposition given understanding of investor journey and importance of catalysts / USPs • New CRM continues to be used and integration of social media / marketing activities has commenced. 		
Account Management	Develop strategic relations with account managed businesses, working with partners, in target sectors Rochdale.	<p>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.</p> <p>June 2020:</p> <ul style="list-style-type: none"> • Q1 focus has been on the response to COVID 19 and supporting businesses (see content above) <p>Oct 2020:</p> <ul style="list-style-type: none"> • 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. <p>Jan 2021:</p> <ul style="list-style-type: none"> • Little account management undertaken with focus on COVID support • 13 contacts have been made with only 1 face to face. <p>April 2021:</p> <ul style="list-style-type: none"> • Hosted a manufacturing group in conjunction with Business in the Community 	CH	<p>March 21</p> 

		<ul style="list-style-type: none"> Launched with AS a HR professionals network, which has now met twice 13 account management meetings held in Q4, taking total for the year to 50 including AMPI company visits Number of meetings has been impacted by COVID related work, with focus being on administering the grant schemes Contact with 82 businesses was made at the start of the pandemic to assess its impact. 		
Rochdale Ambassadors	Work with This is Rochdale to deliver local networking events and develop the This is Rochdale programme.	<p>Deliver quarterly ambassador events – real or webinar</p> <p>Identify, facilitate / broker with the ‘new normal’ meetings between key decision makers who will affect investment decisions into Rochdale</p> <p>Create assets such as talking heads videos for use in the promotion of Rochdale as a business location</p> <p>Deliver positive news for Rochdale from the ambassadors achieving at least 12 pieces of positive PR in publications based outside the borough.</p> <p>October 2020:</p> <ul style="list-style-type: none"> 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 <p>Jan 2021:</p> <ul style="list-style-type: none"> We have had two Ambassador events in Q3 - Andy Burnham, 226 registered, 151 attended, 8 downloads of the video and 242 views of the video; And 2nd December with Dunsters, WCCTV, BES and RSNW, 140 registered, 119 attended, 7 downloads of the video and 50 views. The next event is planned for March with Sarfaraz Akram, CEO of Lancashire Farm Dairies. <p>April 2021:</p> <ul style="list-style-type: none"> We had a final ambassadors event in March at which had 142 attendees, 196 registrations, 69 views of the video and 1 download. For the year there were 1030 attendees at events We sent out 95 press releases and achieved over 200 pieces of positive press coverage Over the course of the pandemic we also held 13 ‘rise and shine’ meetings for businesses across Rochdale with an average attendance of 12. 	AS	<p>March 21</p> 

RDA Performance Indicators 2020-21

Performance Indicators	Annual Target	Q4	Cumulative Total	Commentary
Number of successful investment projects receiving RDA assistance	30	8	51	 Figures include the Rochdale Riverside
Number of jobs safeguarded by RDA assisted companies	250	103	274	
Number of new jobs created by RDA assisted companies or projects	350	102	500	
Total level of property investment secured (£)	£60,000,000		£73,523,000	
Amount of commercial floor space built with RDA support (sq. ft.)	200,000		221,000	 Rochdale Riverside and Fire Station

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