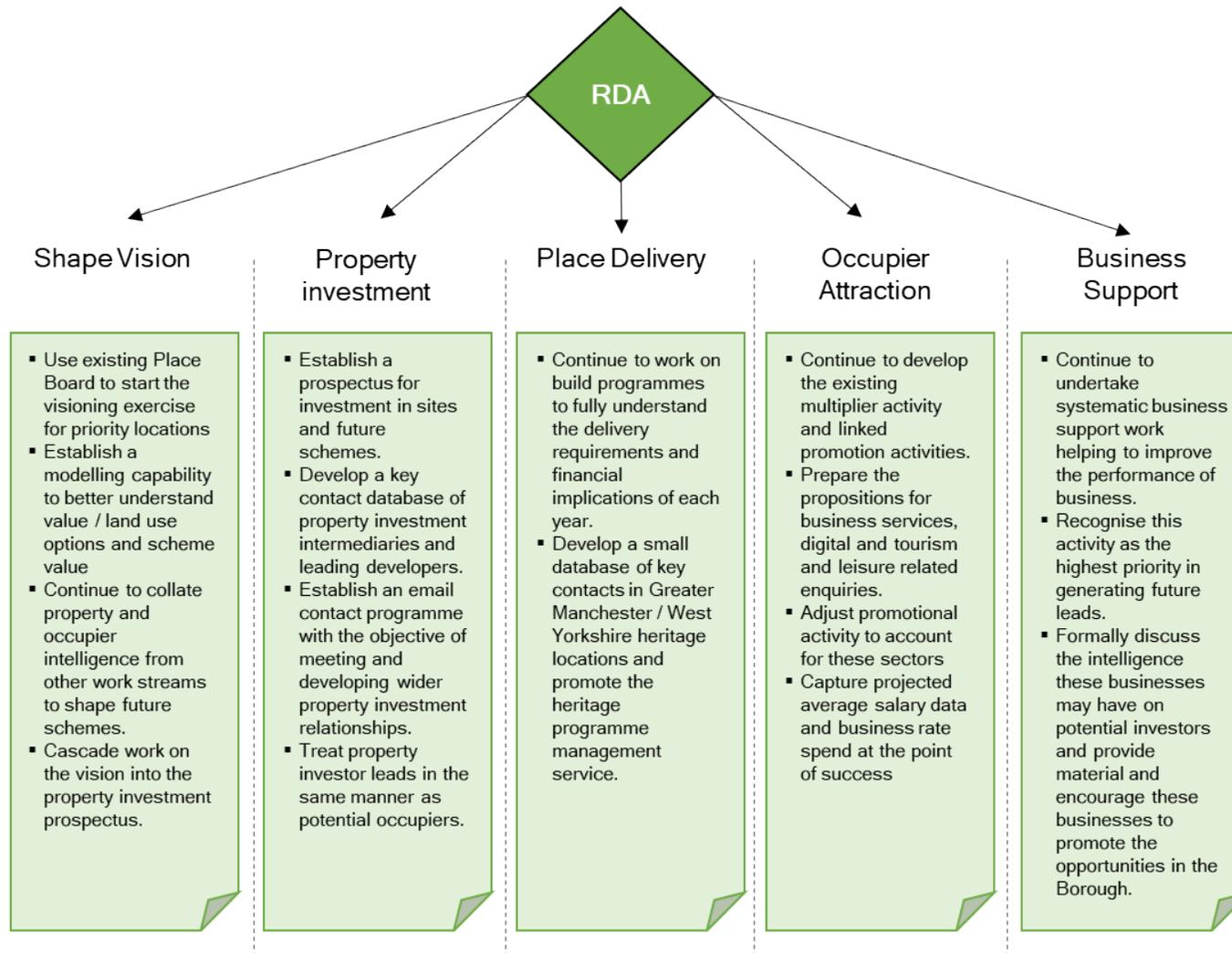


Rochdale Development Agency Delivery Plan – 2021/22

Background

The RDA produced a 5-year Business Plan in 2019. The key activities of the business are summarised below:



RDA Performance measures and targets

The RDA will continue to report on performance against a set of priority indicators aligned to the objectives of the team. Targets will be set against these 5 key measures each year and cascaded into the job objectives of team members.

The performance of the RDA against its objectives has been very strong in previous years. The targets for the next five year period have been set to create a challenge for the organisation which matches the ambition of the

Borough. Given the opportunities that are coming forward as a result of new developments and the Greater Manchester Spatial Framework, the targets are considered achievable.

Historically the RDA reported on its activity measures. Whilst activity measures will be used internally in the future, their use is to understand the resources required to achieve the overall results of the organisation rather than become a target in themselves.

	Performance Indicators	5 yr plan
		Target
Property Investment	Total property investment achieved	£500m
Place Delivery	Amount of commercial floor space built with RDA support (sq ft)	5m ft ²
Occupier Attraction	Number of successful investment projects receiving RDA assistance	200
	Number of new jobs created by RDA assisted companies or projects	3000
Business Support	Number of jobs created / safeguarded by RDA assisted companies	2000

Shape Vision	Action / Workstream     	Lead	Timing	Progress
Rochdale Town Centre Vision	<ul style="list-style-type: none"> Rochdale town centre vision – development of a 10-year strategic vision for Rochdale town centre, acting as a pilot for GMCA Place Development Framework 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 Prepare a roadmap for delivering heritage and cultural projects and develop propositions Highway Movement Framework - complete the review and secure approval of the revised Highway Movement Framework for Rochdale town centre, ensuring alignment with the emerging Rochdale town centre vision <p>June 2021</p> <ul style="list-style-type: none"> First draft of Town Centre vision complete, awaiting final round of feedback from members and public before publication on RDA website Latest iteration of the HMF is currently being finalised with Highways. Key projects and strategies aligned with various schemes have been identified. This will be presented to the working group for comments within this period (July 2021). Yorkshire St & Water St strategy work to develop from the vision work 	NE JH AM	March 2022	
Middleton Town Centre Masterplan	<ul style="list-style-type: none"> Development of a high level masterplan to identify opportunities to strengthen the core functions of the town centre and support investment and development proposals Compile a pipeline of potential projects and complete business plans for those requiring a capital programme submission <p>June 2021</p> <ul style="list-style-type: none"> Viability of Mayoral Development Corporation or another development vehicle for Middleton being evaluated in partnership with GMCA 	NB	March 2022	
Heritage Strategy	<ul style="list-style-type: none"> Complete the Heritage Strategy for the borough <p>June 2021</p> <ul style="list-style-type: none"> Work on cultural assets strategy completed and next work is to review linkages to Heritage Strategy 	JH	March 2022	
External Funding	<ul style="list-style-type: none"> Monitor future funding announcements, prepare and submit bids for Rochdale, Littleborough, Heywood & Middleton where the opportunities arise Continue to manage funding process for the Future High Streets Fund and Towns Fund for Rochdale <p>June 2021</p> <ul style="list-style-type: none"> The £17.1m FHSF award for Rochdale town centre (Upperbanks) has been confirmed and the funding agreement is complete 	JH AB	March 2022	
Rail Corridor Masterplans	<ul style="list-style-type: none"> Station Gateway / Milkstone Road - progress feasibility work for Station Gateway masterplan; finalise design for Station Square & secure planning permission; progress design & viability appraisal for multi storey car park; identify funding for Platform Park; procure architect for next stage of design to include new station entrance; liaison with TfGM to progress bus service arrangements 	MG	March 2022	

	<ul style="list-style-type: none"> • <i>Castleton Masterplan</i> - secure planning permission and implement car park & cycle scheme; agree design layout & confirm viability for Railway Brow and Maltings Lane sites; progress Trub Lane and Maltings Lane development opportunities in dialogue with site owners • <i>Littleborough Masterplan</i> - Support targeted property acquisition & implement public realm works; agree masterplan layout for station area & refine financial appraisal to assess viability; progress commercial opportunities • <i>Smithy Bridge masterplan</i> – finalise and agree design, layout & unit mix for Smithy Bridge masterplan area. Joint working with LCR to agree development boundary and possible acquisitions or opportunities for joint land promotion • <i>Slattocks</i> - support the TfGM business case development for new station. • <i>Rail Corridor</i> - liaise with Homes England on revenue funding opportunities across the Rail Corridor masterplan areas <p>June 2021</p> <ul style="list-style-type: none"> • Planning Permission secured for Castleton surface level car park • Continuous engagement with landowners and Co-op at Littleborough 			
<p>Northern Gateway</p>	<ul style="list-style-type: none"> • Work with the JV and other stakeholders to agree an aspirational vision for the employment uses at Northern Gateway that maximise economic benefits and support a planning application • Work with TfGM and other stakeholders to develop a transport strategy for the Northern Gateway • Work with the Infrastructure Board and any relevant stakeholders to prepare an infrastructure strategy for the Northern Gateway • Define and agree the formal governance arrangements between Bury and Rochdale Council needed to deliver the Northern Gateway project • Establish the leadership board, steering group, infrastructure board and any other necessary groups needed to develop the project <p>June 2021</p> <ul style="list-style-type: none"> • Individual meetings held with all infrastructure providers to gain greater clarity on the providers' strategic programmes, and to develop a programme for the Infrastructure Board that will meet next quarter • A new partnership with TfGM will see the development of a Transport Delivery Plan specifically for Northern Gateway, with the aim of highlighting opportunities to enhance access to the site for local residents 	SB	March 2022	➔
<p>Partnership Working</p>	<ul style="list-style-type: none"> • Manage the strategic relationship for Rochdale with MIDAS and GC Business Growth Hub to maximise the benefits for the borough <p>June 2021</p> <ul style="list-style-type: none"> • Relationships continued to be managed by RBC in Q1 <ul style="list-style-type: none"> • Maintain a strategic relationship with Your Trust to identify suitable heritage and cultural projects that could receive grant funding. <p>June 2021</p>	CN JH	Mar 2022	➔

	<ul style="list-style-type: none"> Ongoing joint working Maintain a strategic relationship with GMCA and GM LEP to support Rochdale's growth aspirations in advanced manufacturing 	NE		
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Property Investment	Action / Workstream     	Lead	Timing	Progress
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 <p>June 2021</p> <ul style="list-style-type: none"> Rent collection for the quarter is 91%. The 20/21 service charge actuals are being reconciled 11 new leases have been agreed and are currently with legal 	ML, MH & MN	March 2022	
Direct Development Projects	<ul style="list-style-type: none"> Mossfield - 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 <p>June 2021</p> <ul style="list-style-type: none"> Planning application for the Mossfield site in Heywood has been submitted 	ML, MH & MN	March 2022	
Environmental Projects	<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 <p>June 2021</p> <ul style="list-style-type: none"> Contract document template issued by STAR has been agreed with Salford Council. Final procurement documents are being reviewed by Manchester City Council for ERDF compliance 	ML, MN	March 2022	

Place Delivery	Action / Workstream     	Lead	Timing	Progress
Rochdale Riverside (retail & leisure)	<ul style="list-style-type: none"> Monitoring of on-going asset management and operational arrangements, maintaining existing tenants, securing further occupiers, and monitoring the financial cash flow <p>June 2021</p> <ul style="list-style-type: none"> The asset management, operational arrangements and financial cash flow continue to be monitored. Negotiations with potential further occupiers are continuing 	SP	March 2022	
Rochdale Upperbanks (residential & hotel)	<ul style="list-style-type: none"> Complete enabling works contract Complete detailed design and confirm costings for the main contract Confirm and secure approval for the delivery and funding structure Secure approval for main contract award, complete procurement and achieve start on site Ensure compliance with the grant funding agreements (Brownfield Land Fund & Future High Street Fund) <p>June 2021</p> <ul style="list-style-type: none"> The second phase of the enabling works contract is progressing well and is on programme to be completed by the end of August 2021 RIBA Stage 4 Designs are now complete and the work packages have now been issued to Willmott Dixon's supply chain. The RIBA Stage 4 full submission, which will include the confirmed costings, will be received by 02.08.21 Independent advice has been received in relation to the delivery structures and discussions are ongoing finalising both structures with all relevant parties All work streams are on track to seek Cabinet approval prior to the expected start on site of the end of September 2021 to ensure the grant funding is spent within the set timeframes by MHCLG 	GM	March 2022	
Rochdale Town Centre environmental improvements	<ul style="list-style-type: none"> Complete works at Butts Avenue <p>June 2021</p> <ul style="list-style-type: none"> All works are now complete at The Butts Avenue <ul style="list-style-type: none"> Consider options for improvements to The Walk and other new schemes identified during 2021/22 <p>June 2021</p> <ul style="list-style-type: none"> Review of schemes underway as part of capital programme review 	GM JH	March 2022	
Drake Street / Heritage Action Zone	<ul style="list-style-type: none"> Implementation of PSiCA Delivery Plan 2021/22 project, including completion of Drake Street and South Parade scheme, 23 Church Lane and secure the repair of a further 3 targeted heritage assets Implement HAZ Delivery Plan to meet cultural & educational objectives for year four of the programme. Support strategy development and masterplanning for key sites and areas within the HAZ area (e.g. Neighbourhoods Rochdale, Station Gateway) <p>June 2021</p>	NB JY NB	March 2022	

	<ul style="list-style-type: none"> • South Parade and Drake Street Property Improvement Scheme is now underway with 11 properties having their front facades restored, new shop fronts installed and roofs repaired. Shop front installation started on 6th July and the estimated completion in December 2021 • 23 Church Lane, 25 Church Lane and 28-30 Baron Street are three projects that are at various advanced stages of approval for PSiCA funding. Further work is being done to develop Waterside House and Champness Hall to a stage where a funding application can be submitted. Expressions of interest has been received for a further two properties on Drake St. • The first educational event since the end of lockdown has been planned. The Rochdale Cooperative Connections Banner Workshop will work with three primary schools and a textile artist to learn about the Rochdale Principles and how they can help fight climate change and creating a banner to represent this 			
Town Hall & Town Hall Square	<ul style="list-style-type: none"> • Complete Town Hall Phase 1 enabling works contract by summer 2021 • Manage successful Town Hall Phase 2 procurement process to secure suitable contractor and commence Phase 2 on site • Develop and secure consent for a Phase 1+ programme of works to mitigate the delay in the procurement of the Phase 2 contractor • Start and establish community engagement programme including the archaeological dig in Summer 2021 • Complete appointment of full Town Hall project team including apprentice, volunteer officer and further specialists and consultants • Complete the Section 247 and POD consents process and relocate taxi rank and disabled parking <p>June 2021</p> <ul style="list-style-type: none"> • Phase 1 is almost complete and Phase 1+ will start immediately after to pick up work from Phase 2 in advance of the Phase 2 contractor being procured • Phase 2 Contractor tenders have been returned and are currently being scored by the team • Archaeological dig has commenced and over 400 people are signed up to attend • PM Apprentice has been selected and will start in September 2021. First interviews for the Stained Glass Trainee have been undertaken and 2nd interviews are planned at YGT Studio 	ER	March 2022	
Heritage Assets	<ul style="list-style-type: none"> • <i>Tonge Hall</i> - complete land transfer, prepare development brief, secure planning permission, market the development opportunity and secure capital receipt. Prepare brief for repair works to the building & delivery programme in dialogue with Historic England <p>June 2021</p> <ul style="list-style-type: none"> • <i>Tonge Hall</i> – Programme delayed due to waiting for Secretary of State decision regarding the transfer of land from Middleton Technology School <ul style="list-style-type: none"> • <i>Rochdale Fire Service Museum</i> – complete implementation of the museum & first floor co-working space. Confirm proposals for the operation of the first floor co-working space. Continue management of the NLHF, Towns Fund & ERDF grants (see progress report below) 	NB JH JH	March 22	

	<ul style="list-style-type: none"> • <i>Rochdale Cultural Improvement District (CID)</i> – work with YourTrust and other stakeholders (including Arts Council, GMCA, National Lottery Heritage Fund & Co-op Heritage Trust) to develop proposals and projects for the emerging CID in line with the adopted Cultural Asset Strategy <p>June 2021</p> <ul style="list-style-type: none"> • Cultural Development Fund bid to be submitted to Arts Council England with YourTrust – EOI in July with full bid by October – very competitive as only £18m nationally <ul style="list-style-type: none"> • <i>Littleborough Arts Centre</i> – complete the feasibility planning and assist formation of a community-led steering group <p>June 2021</p> <ul style="list-style-type: none"> • Initial feasibility completed. Estates team awaiting response from owner <ul style="list-style-type: none"> • <i>Hopwood Hall</i> - complete emergency repair works. Work with Hopwood Hall College to resolve access arrangements. Work with Hopwood DePree and Historic England to agree a deliverable strategy and programme for the repair, restoration & re-use of the building including a review of the existing Option Agreement <p>June 2021</p> <ul style="list-style-type: none"> • Hopwood Hall – First phase emergency works completed. Bid for funding for second phase of works submitted to Historic England and a decision is expected during Q2 	JH NB		
<p>Neighbourhood Rochdale (residential)</p>	<ul style="list-style-type: none"> • Confirm financial viability & funding options • Confirm and secure approval for the delivery structure • Complete detailed design and confirm costings for the main contract • Secure planning consent for enabling works and main contract works • Secure approval for enabling works contract & main contract, complete procurement and secure start on site • Ensure compliance with the grant funding agreements (Brownfield Land Fund & Towns Fund) and complete monitoring returns <p>June 2021</p> <ul style="list-style-type: none"> • Consultation completed for Neighbourhood Rochdale, including Stakeholder, Portfolio Holder & Ward Member engagement • Cabinet approval secured to submit planning permission and continue to Stage 4 design • Further design work on hold pending market tested costs for Stage 3 and Gateway review 	MG	March 2022	

<p>South Heywood Employment Area / Junction 19 Link Road</p>	<ul style="list-style-type: none"> • Work with Rochdale Council and partner agencies to ensure that construction works stay on programme during 2021-22 • Complete drawdown of grant funding from the GMCA Growth Deal • Complete drawdown of grant funding from the MHCLG Get Building Fund • Ensure that any updated legal documentation is agreed between Rochdale Council and partner agencies – e.g. Development Agreement • Support the private sector development partner to secure planning permission for the first phases of commercial and residential development • Promote and market the site to potential occupiers and work with the developer to secure 1 Design and Build project <p>June 2021</p> <ul style="list-style-type: none"> • Road construction remains on programme for completion in Summer 2022 • All grants on schedule to be drawn down by March 2022 • Planning application approved for first commercial unit with applications submitted for the first two phases of residential development 	<p>RD / MM</p>	<p>March 2022</p>	
<p>AMPI</p>	<ul style="list-style-type: none"> • Work up plans to deliver the main AMPI building, define an operating model and secure a package of funding to enable the building's delivery • Prepare the business case to develop, fund and operate the plots surrounding AMPI • Maintain strategic relationships with NPL and project partners to secure long-term revenue funding for AMPI • Increase engagement with AMPI from Rochdale based businesses • Develop skills programme working with partners to support the delivery of the AMPI programme <p>June 2021</p> <ul style="list-style-type: none"> • Initial feasibility work completed on AMPI building. Evergreen bids submitted for further funding of the projects through H2 2021. Project management and business development expertise confirmed • Revenue funding in place and press release prepared. Skills working group continues to meet and is growing in size 	<p>NE / AMPI PM</p>	<p>Mar 2022</p>	
<p>Kingsway Business Park</p>	<ul style="list-style-type: none"> • Complete the procurement and secure a construction start on site for the missing section of Michael Faraday Avenue to meet the GBBF funding deadlines • Complete drawdown of grant funding from the MHCLG Get Building Fund • Work with the private sector to secure an occupier for Kingsway 216 • Work with Wilson Bowden to secure planning permission for two commercial developments • Work with Transport for Greater Manchester and Kingsway Businesses to secure the continuation of the Kingsway Link bus service throughout 2021/22 <p>June 2021</p> <ul style="list-style-type: none"> • Report to July cabinet to confirm appointment of contractor for Michael Faraday Avenue. Get Building grant drawdown on schedule 	<p>RD</p>	<p>Mar 2022</p>	

	<ul style="list-style-type: none"> Tenant undertaking fitting out works to Kingsway 216. Planning permission granted for a medium unit scheme on Plot G and vehicle storage on Plot J2 (for the occupier of Kingsway 216). Further planning application submitted for a speculative unit on Plot I 			
Stakehill Industrial Estate	<ul style="list-style-type: none"> As part of the Stakehill Business Improvement District Steering Group, work to develop and deliver a programme of activities and interventions to enhance the economic viability of the Industrial Estate Work with the private sector to progress the potential extension of the Industrial Estate. <p>June 2021</p> <ul style="list-style-type: none"> Stakehill BID becomes operational from 1st July. Programme of interventions being developed by the Steering Group 	RD/MM	Mar 2022	↗
Fire Station	<ul style="list-style-type: none"> Complete the capital aspects of the NLHF Fire Station Museum Project Complete the ERDF capital works for the first floor of the fire station Deliver the refurbishment of the Richard Street Properties and secure a commercial use for the refurbished space Perform an account management function between the operator of the fire station / FM service providers and Rochdale Council / RDA Implement the operating model for the fire station offices and procure a suitable operator as necessary Maintain strategic relationships with digital and creative industry partners to advance the proposition for the fire station <p>June 2021</p> <ul style="list-style-type: none"> Museum fit-out completed and museum team now placing objects and preparing for launch. Date still TBC by museum Community Renewal Fund (CRF) funding bid for £377k revenue submitted via GMCA to government to help to establish the pilot co-working operation. Tender for furniture and ICT fit-out in progress with first floor to be opened in September 	JH	Mar 2022	↗

Occupier Attraction	Action / Workstream ↗ → ↘ 😊 ☹	Lead	Timing	Progress
Enquiry Handling	<ul style="list-style-type: none"> Manage large investment enquiries from businesses providing tailored advice and support smaller enquiries from businesses providing advice and support as appropriate <p>June 2021</p> <ul style="list-style-type: none"> Responded to 63 enquiries in Q1. RDA continues to work closely with developers, property agents and partners 9 successful enquiries which includes 5 inward investment projects The projects have created 66 new jobs in the borough and safeguarded 135 jobs 	MM/BQ	Mar 2022	↗

Sector Development	<ul style="list-style-type: none"> Support the development of projects in target sectors to strengthen the case for inward investment in Rochdale <p>June 2021</p> <ul style="list-style-type: none"> Hosted a business roundtable for sustainability in April 	MM	Mar 2022	
Location Promotion	<ul style="list-style-type: none"> Develop projects that engage businesses in promoting Rochdale as a location for investment and make the Borough more attractive to businesses Work with Property Agents and Investors to promote the Borough as a business location and secure investment and development <p>June 2021</p> <ul style="list-style-type: none"> Continuing to build and maintain good relationships with agents and partners to promote the borough as a destination using the marketing tools including the Kingsway 360 model 	MM	Mar 2022	
Management Information	<ul style="list-style-type: none"> Implement a new CRM system and provide management information on enquiries and account management visits <p>June 2021</p> <ul style="list-style-type: none"> CRM training undertaken, strategic engagement with MIDAS complete and licences acquired by team to begin utilising system. Work underway on reporting, dashboards, further customisation and optimisation of the system 	BQ	Mar 2022	
Lead Generation	<ul style="list-style-type: none"> Deliver second phase of Kingsway virtual tour and a marketing campaign to promote design and build sites at Kingsway <p>June 2021</p> <ul style="list-style-type: none"> The second phase of the Kingsway tour (which now includes interviews from tenants) has now been delivered and a campaign for D&B enquiries is underway https://www.kingswaybusinesspark.com/availability-street-view/index.html Improve web traffic and social media outputs through content refreshment and promotion to generate enquiries <p>June 2021</p> <ul style="list-style-type: none"> Website visits: 4050 per month Twitter: average of 19.5k impressions per month LinkedIn: 185 new followers this quarter and 1200 views Obtain press coverage for a pipeline of positive business news stories about Rochdale <p>June 2021</p> <ul style="list-style-type: none"> 30 positive stories this quarter 	AS	Mar 2022	
Rochdale Ambassadors	<ul style="list-style-type: none"> Deliver quarterly ambassador events, in-person or online <p>June 2021</p> <ul style="list-style-type: none"> The last event was held on 10th June, 163 registrations, 125 attendees, and 220 views of the video post the event 	AS	Mar 2022	

	<ul style="list-style-type: none"> Support the ambassador's board to develop a business plan June 2021 Awaiting news on the potential funding for the ambassadors Manage the transition of the ambassadors to a fee-paying membership model June 2021 Awaiting news on the potential funding for the ambassadors 			
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Business Support	Action / Workstream     	Lead	Timing	Progress
Town centre business support	<ul style="list-style-type: none"> Liaise and engage with stakeholders and property owners to support the town centre economy, including the BID Board, Early Evening Economy Board, Exchange Centre & the town centre recovery group (Covid-19) Review the Business Rates relief scheme and shopfront & start up grant scheme and promote & implement any changes to secure the re-occupation of vacant properties in the town centres (Rochdale, Heywood & Middleton) Prepare an Empty Property Strategy, monitor vacancy levels and encourage bespoke actions with landlords & agents to secure occupation of vacant properties June 2021 <ul style="list-style-type: none"> Ongoing C19 work with BID and Middleton TCM. Review of grant schemes over summer in light of end to government support and need for a more targeted approach 	JH JH JH	Mar 2022	
Account Management	<ul style="list-style-type: none"> Make 80 account management visits or hold virtual meetings, with the aim of making 10 partner referrals and delivering two investment projects Increase participation of Rochdale companies in the GM Good Employment Charter, working with GC Business Growth Hub. June 2021 <ul style="list-style-type: none"> 10 'visits' undertaken – 3 in person. Some businesses still nervous about having F2F meetings Promoting GEC via social media with support from Dunsters who have signed up 	CH	Mar 2022	
Partner Services	<ul style="list-style-type: none"> Work with the Growth Company to promote their advice and support services in Rochdale Work with the Operator of the Fire Station to support activities and business engagement June 2021 <ul style="list-style-type: none"> Ongoing work with advisors Introduce 1 potential user and Business Growth Hub have made links to HOST and cyber security operator 	CH CH	Mar 2022	

RDA Performance Indicators 2021-22

Performance Indicators	Annual Target	Q1	Cumulative Total	Commentary
Number of successful investment projects receiving RDA assistance	30	9	9	
Number of jobs safeguarded by RDA assisted companies	250	135	135	
Number of new jobs created by RDA assisted companies or projects	500	66	66	
Total level of property investment secured (£)	£40,000,000			

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