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| meeting | Oldham Town DEal Board meeting | date | 5th March 2021 |
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| venue | Virtual meeting held over Zoom | time | 10:00 |
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| **present**  **apologies** | Bailey, Jack - Representative, Office of MP Jim McMahon  Barton, Emma - Director of Economy, Oldham Council  Beckett, Jessica - Communications Manager, Oldham Council  Courtie, Pete - Relationship Manager, Arts Council England  Cox, Stephen - Head of Economic and Social Development,  Mott MacDonald  DaSilva, Anna - Northern Roots Project Director, Oldham Council  Dyson, Rachel - Thriving Communities Hub Lead, Oldham Council  Fielding, Councillor Sean - Leader, Oldham Council  Flanagan, Mike - Centre Manager, Spindles Town Square Shopping Centre  *(Vice-Chair)*  Francis, Alun - Principal and Chief Executive, Oldham College  Frith, Roger - Head of Regeneration and Development, Oldham Council  Harris, Liam - Member, Oldham Youth Council  Hewitt, Sara - Markets and Town Centre Manager, Oldham Council  Holbrook, Peter - Chief Executive, Social Enterprise UK *(Chair)*  Hubbard, Maddy - Engagement and System Change Manager, Action Together  Hunt, Andrew - Programme Manager (Community Wealth-Building / Oldham Green New Deal), Oldham Council  Jenkins, Rosie - Local Growth Policy Advisor, Department for Business, Energy and Industrial Strategy  Kelly, Kathleen - Director of Collaboration, LocalMotion  Khan, Nawaz - Regeneration Team Leader, Oldham Council  Lambert, Matthew - Senior Consultant, Mott MacDonald  Lewis, Chris - Lead Youth Worker, Oldham Council  Lockwood, Stuart - Chief Executive, Oldham Community Leisure  Lovat, Bill - Regional Director, The Regenda Group  Penn, Jennifer - Regeneration Officer, Oldham Council  Rahim, Fazal - Project Coordinator, Oldham Interfaith Forum  Sutcliffe, Rebekah - Strategic Director of Communities and Reform, Oldham Council  Tweedie, Emma - Senior Category Manager, Oldham Council  Wildman, Susan - Interim Chief Executive, Oldham Coliseum Theatre  Windsor-Welsh, Liz - Chief Executive, Action Together  Abrahams, MP Debbie - MP for Oldham East and Saddleworth  Bloor, Jon - Head of Lifelong Learning, Employment and Skills, Oldham Council  Dawson, Beverley - Senior Manager (Capital and Projects), Arts Council England  Eastwood, Richard - Equity Partner, Pearson Solicitors  Hodcroft, David - Principal (Strategic Planning and Infrastructure),  Greater Manchester Combined Authority  Jago, David - Director of Finance/Chief Officer, Northern Care Alliance (Royal Oldham Hospital)  Lightfoot, Andrew - Deputy Chief Executive, Greater Manchester Combined Authority  Lister, Graham - Arts and Cultural Adviser, Artbuilding Projects  Lockwood, Helen - Deputy Chief Executive, Oldham Council  McMahon, MP Jim - MP for Oldham West and Royton  Patterson, John - Chief Clinical Officer, NHS Oldham CCG  Rayner, MP Angela - MP for Ashton-under-Lyne  Riley, Michelle - Owner, Cob and Coal Tap  Sheperd, Christina - Deputy Area Lead North West, Department for Business, Energy and Industrial Strategy  Wallin, Anna - Principal Consultant, Mott MacDonald  Wilkins, Carolyn - Chief Executive, Oldham Council / Accountable Officer, NHS Oldham CCG  Yousaf, Adnan - Real Estate Manager, The Cross Group |
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| item |  |
| **1.0** | **Welcome, introductions and apologies (Peter Holbrook)** |
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| 1.1  1.2 | The Chair opened the meeting and gave the apologies. He advised that earlier in the week, the Ministry of Housing, Communities and Local Government (MHCLG) had requested further information about three of the five projects in the Town Investment Plan (TIP) by 17th March. Assessment of the TIP would recommence thereafter. Roger Frith would provide further details and offer a broader update on the Towns Fund during agenda item five.  From agenda item six, the meeting’s focus would be community wealth-building and social value. The Board would explore opportunities for driving social value through the delivery of the Towns Fund projects and applying community wealth-building approaches to add value and opportunity for the benefit of all stakeholders. |
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| **2.0** | **Notice of urgent business to be accepted onto the agenda**  **(Peter Holbrook)** |
| 2.1 | None. |
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| **3.0** | **Declarations of interest (Peter Holbrook)** |
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| 3.1 | None. |
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| **4.0** | **Minutes of the previous meeting (Peter Holbrook)** |
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| 4.1 | The minutes of the meeting on 4th December 2020 were agreed as a true record and approved for publication to [www.oldham.gov.uk/towndeal](http://www.oldham.gov.uk/towndeal). |
| **5.0** | **Towns Fund Update (Roger Frith)** |
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| 5.1  5.2  5.3  5.4  5.5 | The Chancellor’s Budget on 3rd March listed 45 new Town Deals based on TIPs submitted in Cohorts 1, 2 and 2a. Oldham was not included because MHCLG had that week requested additional information on three of the five proposed projects: relocating Tommyfield Market, making space for live performance, and creating a flexible workspace. The main body of the TIP (Part 1) had reportedly been well received, meaning that Oldham Council (‘the Council’) and Mott MacDonald had only to update the technical appendix (Part 2) by 17th March. The update would focus upon project outputs and outcomes and offer assurances about delivery aspects including risks, interdependencies and mitigation measures.  When asked by Rebekah Sutcliffe, Rosie Jenkins was unable to confirm that Oldham would receive the outcome of the TIP by 31st March.  In February the Council applied to MHCLG for £120k in revenue to accelerate three of the five project business cases, secure expertise for the minewater heat network project, and progress the Northern Roots project planning application. The bidding process for grants worth £50k-120k was competitive. Successful bidders would be notified shortly and receive grants in the middle of March.  The Council recently secured the £1m capital acceleration grant for the redevelopment of a town centre gateway site. Negotiations with the building’s owner were ongoing.  The consultation on the future of Spindles Town Square Shopping Centre – the location for two of the five proposed projects – would run until 8th March. Details were on the Oldham Council Facebook page and website. |
| 6.0 | **Community wealth-building: ambitions for Oldham**  **(Councillor Sean Fielding)** |
| 6.1  6.2  6.3 | The Chair reflected on his experience of winning a high-value tender to host catering events for senior politicians in his former role. The public procurement exercise had had a welcome focus upon creating value from working with young people. The experience had influenced the Chair’s decision to work with other social enterprise ambassadors to drive the [Public Services (Social Value) Act](http://www.legislation.gov.uk/ukpga/2012/3/enacted) 2013, originating from a Private Members’ Bill. MP Danny Kruger had recently concluded that the Act had been one of the most transformative of the last decade by requiring people who commissioned public services to think about how they could secure wider social, economic and environmental benefits. Whilst it was not always applied as first envisaged, the Act had introduced new values into procurement. Today’s session was about exploring new ideas and opportunities, rather than prescribing project delivery models/activities.  Councillor Fielding thanked the Chair for his words and the Board members for their input into the TIP. He commented that the delay in receiving a funding offer could be attributed to assessors scrutinising bids for above £25m in greatest detail; the decision to submit the TIP in Cohort 2a rather than Cohort 1 or 2 was unlikely to be a contributing factor.  Councillor Fielding commented that the Board continued to meet regularly, demonstrating members’ commitment to establishing a legacy from Towns Fund investment in Oldham. Social value could help to create lasting benefits from capital projects rather than the limited returns of the past few decades, such as temporary construction jobs. The local commitment to social value and community wealth-building was reflected in the Oldham Model themes of inclusive economy, co-operative services and thriving communities. Much work had already been done to gear procurement policies towards spending money locally and realising social value returns from internal and external resources, such as jobs and training for young people and projects to close the equalities gap. Today’s session was a welcome opportunity to focus upon ensuring a legacy from the Towns Fund to tackle social and other inequalities. |
| 7.0  7.1  8.0  8.1  8.2 | **Icebreaker poll (Liz Windsor-Welsh)**  Attendees moved temporarily into virtual breakout rooms to share their motivations for attending the session and their knowledge and experience of community wealth-building and social value.  **Community wealth-building: the four pillars and the inclusive economy (Andrew Hunt)**  The Council’s community wealth-building process for shaping the local economy for the benefit of communities was developed with CLES, the national organisation for local economies. There were four specific pillars supporting the overarching Oldham Model: progressive social value procurement; workforce and fair employment; land, assets and property for social good; and growing a social economy.  After learning from similar schemes elsewhere, the Council supplied OCP with a £250K loan to install photovoltaics on five schools and the NEON Hub. Residents now own two-thirds of the scheme via community shares and the benefits include carbon dioxide savings, reduced energy bills, employment of local contractors, a return on investment to members and successful bids to grant schemes accessible to OCP as a truly independent organisation. |
| 9.0 | **Community wealth-building: progress at the grassroots level (Kathleen Kelly, Bill Lovat and Liz Windsor-Welsh)** |
| 9.1  9.2  9.3  9.4  9.5  9.6  9.7 | Kathleen Kelly described LocalMotion as a partnership of six funders – City Bridge Trust, Esmée Fairbairn Foundation, Lankelly Chase, Lloyds Bank Foundation, Paul Hamlyn Foundation and Tudor Trust – **working to develop new, radical and innovative ideas to support communities and drive systemic change. In the current two-year test phase designed to lead to long-term programmes, LocalMotion would identify and respond to the economic, environmental and social priorities of communities in Oldham, Carmarthen, Enfield, Lincoln, Middlesbrough and Torbay. Oldham had been chosen as a focus area because of the strong local vision and ambitions for change.**  **In contrast to the Towns Fund programme, this work would attract revenue funding rather than capital funding. LocalMotion would help to address stakeholders’ concerns about forming different working relationships, acknowledging limitations, and working bravely together to find shared solutions to shared problems. It would ensure a focus upon establishing and responding to the root causes of inequalities and poverty and shared challenges. Approaches would need to be varied and flexible as transformation would always mean different things to different people. There would be endless opportunities including co-production training journeys and learning from economist Kate Raworth’s doughnut model.**  **Bill Lovat outlined his work with partners from across the housing sector to deliver schemes incorporating resident involvement and socially just use of land (including social housing). He gave the shared vision of Greater Manchester (GM)’s housing providers to empower** communities to own assets and meet local needs, build economic resilience, tackle inequality and strengthen community cohesion.  **Recent reports had suggested that combining the key themes of community-led affordable housing, sports and leisure, and renewable energy generation would result in more community-owned assets. Local collaborations and partnerships would be necessary to realise the opportunities for new homes, facilities and opportunities linked to national funding sources. Work was therefore underway with the GM Centre for Voluntary Organisation (GMCVO) and Oldham’s housing team to try to identify land for schemes, particularly in Hollinwood and Chadderton.**  **Fasal Rahim commented that the housing work sounded exciting but encouraged learning from the shelved community-led approach to housing in Werneth that had left residents in limbo for months. Bill Lovat agreed that learning from past projects, scoping future projects clearly and openly, and being realistic about limitations would be essential to future success. He suggested finding local people who might be interested in small schemes and assessing the suitability of sites. Although community schemes could not compete with the likes of the Housing Market Renewal Programme, they could perhaps add to the value and distinctiveness of Oldham town centre.**  **Liz Windsor-Welsh described how the Voluntary, Community, Social, Faith and Enterprise (VCSFE) sector delivered community wealth-building in Oldham and encouraged Board members to critique a recent report by sector leaders:** https://vcseleadershipgm.org.uk/wp-content/uploads/2020/09/Building-Back-Better-in-GM.pdf.  **Liz Windsor-Welsh commented that the language of community wealth-building sometimes shifted the focus away from people without the means of supporting themselves equally. This was despite inequality, poverty and economic disadvantage linked to educational, structural and systemic challenges at scale being drivers for a strong economy and efficient public services. Whilst the VCSFE sector used various methods to deliver community wealth-building, successful projects such as the** George Street Chapel (Age UK) always had people at their heart. The notion of sharing power with communities featured in everyday decision-making and was designed into projects from the outset**.** |
| 10.0  10.1  10.2  11.0  11.1  11.2  11.3  11.4  12.0  12.1  13.0  13.1  13.2  13.3  14.0  14.1  15.0 | **Measuring, managing and reporting social value through the**  **Social Value Portal (Emma Tweedie)**  The Social Value Portal (SVP) toolkit had recently been embedded into the Council’s procurement process to maximise opportunities and measure, monitor and report on social value elements of projects. A working group and the SVP team had produced three sets of TOMS (Themes, Outcomes and Measures) bespoke to Oldham, aligned with the Oldham Model and based on National TOMS. ‘Multipliers’ might be added to the TOMS to focus bidders’ attention on specific measures such as spend through local supply chains and supporting small- and medium-sized enterprises’ (SME) business continuity during the pandemic. Social value propositions were submitted as part of the procurement process (worth a minimum of 10% of total marks), with bidders having been informed of Oldham’s social value needs and objectives in the form of Oldham’s bespoke Needs Analysis document.  The SVP had recently been used for a pending contract award for the food hall in the Egyptian Room of the Old Town Hall (a Future High Streets Fund project). In total c.5% Social Value Add (SVA) would be generated by the SME Contractor delivering the project. In another example, the Saddleworth School contract would generate c.40% SVA from the SME Contractor. The SVP’s analysis of the Council’s £285m Creating a Better Place investment programme demonstrated the ‘art of the possible’ and indicated, based on typical good practice, a baseline target of +22% SVA would translate into £64m of social value being delivered for Oldham.  **Comfort break**  \* Stephen Cox and Emma Tweedie left the meeting \*  **The value of, and potential for, community participation and co-production (Kathleen Kelly)**  Attendees gave short responses to the question, “How do you feel about community wealth-building in Oldham?”, at www.menti.com. When most responses were positive, Alun Francis cautioned against group thinking. He suggested that community wealth-building might not be an essential focus for the Board and commented that challenge to the majority opinion was essential to the decision-making process. He questioned the balance of the day’s presentations, noting that the economic analysis of OCP had excluded jobs, and querying the assertion that apprenticeships supported by the Apprenticeship Levy were social value benefits.  Alun Francis continued that speakers had alluded to the root causes of local problems without defining them and hadn’t acknowledged the possibility that inequalities stemming from inherited assets being grown by private companies were a greater problem than income inequality. He commented that young people from Oldham could leave for university without any assets and that those who remained might struggle to acquire assets. Ideally the Board needed greater private sector representation and a focus upon creating jobs at scale.  The Chair thanked Alun Francis for his comments, stating that voicing concerns and challenging the majority view were critical to the success of the session and broader Towns Fund programme. As Chief Executive of a private company in London working on social value with national and international businesses, the Chair hoped to bring an outsider’s perspective to the discussion about bringing jobs to Oldham. Local businesses were represented on the Board and given regular opportunities to feed into Oldham and GM strategies and plans.  Rebekah Sutcliffe suggested sharing how the Council monitored social value commitment during contracts and addressed failures by bidders to deliver obligations. She advocated the Council articulating and tracking social value activity embedded in certain projects, such as the focus on inclusivity for the flexible performance space, social enterprise for Northern Roots and the environment for the minewater heat network.  **Breakout room discussions (various facilitators)**  Attendees entered virtual breakout rooms to discuss options for community wealth-building and engagement via the Towns Fund.  **Recommendations and next steps (Peter Holbrook)**  The Chair expressed a view that community wealth-building was a proven way of realising and maximising opportunities for local people rather than a ‘nice to have’ extra. Whilst unable to solve the challenges associated with macro-economics and Oldham’s limited pool of anchor institutions, social value and community wealth-building tools could bring positive change and be a genuine alternative to the economics of recent decades that had brought limited benefits to Oldham.  Alun Francis responded that community wealth-building required input from the private, public *and* voluntary sectors and called for the approach to the Towns Fund to be rigorous.  In response to the Chair’s question to the Board, Rebekah Sutcliffe suggested meeting *at least* every 8-10 weeks in 2021/22 to discuss ideas and hold the Council to account in terms of project delivery and progress.  The following recommendations were agreed:   1. Oldham Council to schedule meetings of the Oldham Town Deal Board for every 8-10 weeks in 2021/22, starting from May. 2. Oldham Council to circulate the refreshed Part 2 of the Town Investment Plan to the Oldham Town Deal Board for information.   **AOB (Peter Holbrook)**  The Chair thanked Maddy Hubbard, Mike Flanagan and the speakers.    **Close of meeting (Peter Holbrook)**  Time and date of next meeting: 10:00-12:00 on Friday, 11th June 2021 |
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