

Towns Fund[®]
Delivery Partner

TOWNS FUND PLAYBOOK

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Towns Fund[®]

OVERVIEW

- 3. INTRODUCTION
- 4. HOW TO ACCESS TOWNS FUND RESOURCES
- 5. YOUR RESOURCE LIBRARY
- 15. USING YOUR NETWORK



INTRODUCTION

This guide provides an overview of the resources that have been produced throughout the Towns Fund Delivery Partner (TFDP) programme. It is provided for Towns Fund programme leads and delivery teams to enable engagement with the library of resources produced by TFDP and Department for Levelling Up, Housing and Communities (DLUHC). It also signposts to official documents which have been issued by DLUHC.

Whether you have already been engaging with TFDP throughout, or are new to the programme, this playbook links to a range of resources that will assist you in finalising your Business Cases and delivering your projects.

“Since the launch of the Towns Fund programme 26 months ago, the Towns Fund Delivery Partner (TFDP) has provided formal support on attracting investment, place leadership, project and programme management and net zero – as well as tailored support on a wide range of topics ranging from communications and engagement to business case development, financial strategy, and social value.

Now that the TFDP contract has come to an end, we want to continue this support through the Levelling Up Major Programmes team, and I want to assure you that the Department for Levelling Up, Housing and Communities will continue to support you in delivering your Towns Fund programmes.

We encourage you to make the most of the Towns Fund website and all the guidance provided. To help with this, TFDP have created a streamlined website to enable easier access to all these topics. We hope the guidance produced through our partnership with the TFDP will help set your Towns Fund programme up for success. However, if you have any questions or challenges, please continue to engage with us through your DLUHC contacts, or contact the central team at towns.fund@levellingup.gov.uk.”

Peter Sutton, Towns Fund Programme Delivery Lead

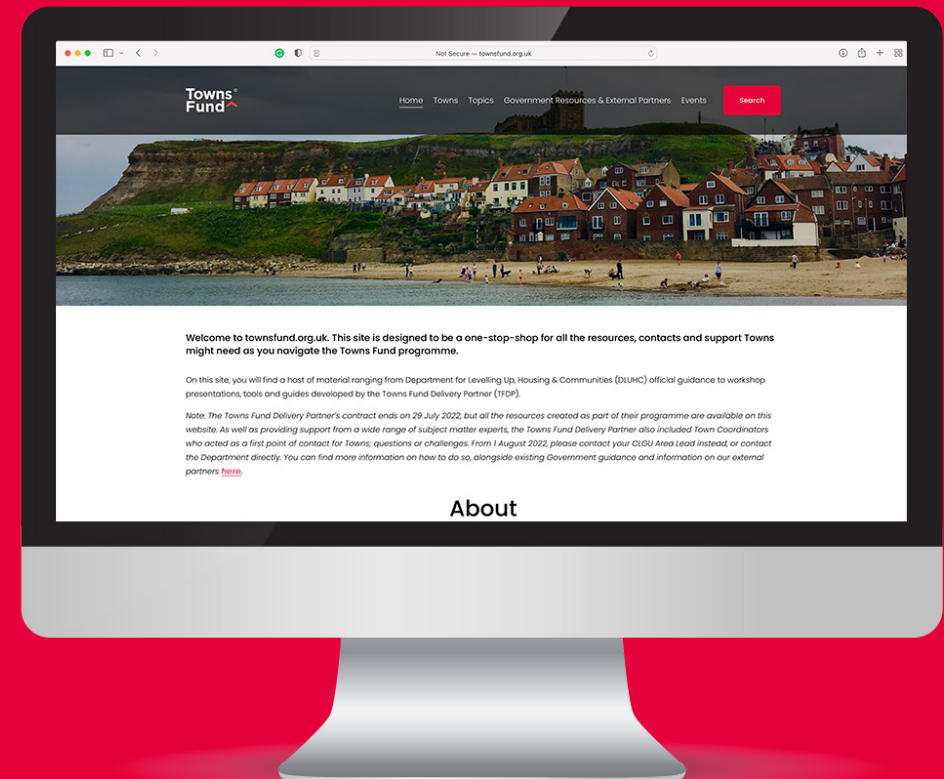


HOW TO ACCESS TOWNS FUND RESOURCES

The Towns Fund website is one-stop-shop for all the resources, contacts, and support you might need as you navigate the Towns Fund programme. On this site, you will find a range of workshop presentations, tools, and guides developed by the Towns Fund Delivery Partner.

Official documents that have been issued by DLUHC have also been signposted.

<https://townsfund.org.uk/>



YOUR RESOURCE LIBRARY

These topics, set out below, were most used by Towns throughout the TFDP programme. More information and insights from these topic areas are provided in the following pages.

Attracting Investment

Business Cases

Communications and Engagement

Monitoring + Evaluation

Net Zero

Project and Programme Management

Place Leadership

We also provide a wide range of specific topic expertise which you can access on the site, as well as FAQs for the programme.



ATTRACTING INVESTMENT

OVERVIEW

The scale of funding required, coupled with the number of Towns seeking investment, means that attracting and securing private sector investment is critical to the success of the Towns Fund.

Private sector investment comprises approximately one third of the funding required to deliver the full suite of projects that have been identified within the approved Town Investment Plans.

The Attracting Investment programme helped Towns showcase themselves and become 'investor-ready.'

To see all the resources related to Attracting Investment, visit the TFDP website.

DELIVERY

The Towns Fund support programme provided unique opportunities for DLUHC and the Towns to explore different options to enable them to address understand market trends and engage with investors.

You can still access key insights and resources from these sessions – and more – on the website.

Attracting Investment



INSIGHTS

You said...

- How should we best engage with private sector investors?
- What types and scale of projects private sector investors are most interested in?
- What different delivery/funding models are available to Towns?

We prepared...

- A programme of workshops involving investors to provide insight into what they are looking for and how best to engage with them.
- A range of webinars and blogs on different issues relating to private sector investment, including how to prepare a pitch and practical methods on how to best showcase your Town.
- A guide on different commercial models to help attract investment.



BUSINESS CASES

OVERVIEW

All Towns are expected to develop Business Cases for their Towns Fund projects.

We brought together experts from across the TFDP consortium, who gave real-life experience of developing business cases, ranging from simple to complex and small to landmark.

DELIVERY

We produced advice and resources tailored across each of the five cases, as well as two dedicated series of events facilitated by TFDP:

- **Business Case Festival** – a series of webinars providing an introduction and overview of each of the five cases, as well as stakeholder engagement.
- **Measuring Impact Series** – a series of webinars focusing on measuring and quantifying economic benefits of different types of interventions, from environmental benefits to culture and heritage benefits.

You can still access key insights and resources from these sessions – and more – on the website. Just click the link below.

[Business cases](#)



INSIGHTS

You said...

- How do I know what a best practice business case looks like?
- How do I structure Business Cases and what level of detail is needed?
- How do I quantify and monetise economic benefits, particularly for regeneration and culture projects, and subsequently demonstrate whether my project(s) delivers Value for Money?

We prepared...

- Business Case Festival, including “An introduction to Business Cases” webinar.
- TFDP Business Case Template and proportionality guidance to help you consider the level of detail required based on the scale, complexity or novelty of your project.
- Economic Case: Best Practice Guidance.



COMMUNICATIONS & ENGAGEMENT

OVERVIEW

Our wide range of Communications and Engagement services and content has aimed to assist Towns with preparing a plan for engaging, communicating and consulting with their local communities and key stakeholders.

As a result, Towns have the necessary tools to secure the best engagement at their fingertips, ensuring the views of their Town were met and best reflected in the entirety of their project's preparation and delivery.

You can still access key insights and resources from these sessions – and more – on the website. Just click the link below.

Communications and engagement



INSIGHTS

You said...

- How should we identify and engage with stakeholders before and during delivery? How should we engage with businesses, reach seldom heard groups, and communicate success?
- How should we best identify our stakeholders?
- How should we address specific challenges, like communicating during quiet periods, utilising branding as an engagement tool, and managing media relations?
- What can we learn from other Towns, especially early cohorts?

We prepared...

- Guidance notes on Stakeholder Investment Plans, Engaging Younger Audiences, Engaging Businesses, Stakeholder Engagement to support Business Cases, Communicating and Engaging through Delivery, Media Relations, Engaging in a Post-Covid world and How to Engage with Branding through Delivery.
- We hosted interactive workshops and webinars on engaging and communicating methods. We then followed up with blogs and further suggestions.
- We were able to connect Towns together and showcase examples across the TFDP via Our Town Stories.



MONITORING & EVALUATION

OVERVIEW

Monitoring and Evaluation (M&E) is a combination of data collection/analysis and assessing to what extent a programme or intervention has or hasn't reached its objectives.

This is an important activity, as understanding what works, why, and what difference it has made is critical to any programme or intervention. M&E can support communication and engagement with different stakeholders; provide transparency and accountability; and ensure that learning is captured and disseminated.

This is particularly important for a government programme of the scale and nature of the Towns Fund.

The various forms of guidance and resources apply to Towns dependent on their stage of delivery.

You can still access key insights and resources from these sessions – and more – on the website. Just click the link below.

Monitoring & Evaluation



INSIGHTS

You said...

- How do I know what to monitor and evaluate?
- How do I deliver effective evaluation?
- When should I undertake evaluation?

We prepared...

- A detailed monitoring and evaluation framework to support in planning evaluation activity.
- A series of webinars and teach-ins to help places understand what is required.
- A range of webinars, workshops and blogs on different issues relating to effective monitoring and evaluation.



NET ZERO

OVERVIEW

The Towns Fund Net Zero programme supported Towns in four key areas: retrofit, new build, transportation and nature, and greening. Experts provided detailed technical insights, and the Delivery Partner team supported knowledge exchange amongst Towns and responded to service requests to address very particular technical and implementation challenges.

DELIVERY

We produced 11 webinars, which covered a wide range of topics including:

- Retrofit: Retrofit and heritage; Net Zero Retrofit; RE:FIT Model for retrofit
- New Build: Net Zero New Build; Net Zero Public Realm
- Transport: EV Transition; Active Travel
- Nature and Greening: Nature Solutions for Carbon Sequestration; Climate Resilience and Biodiversity; Flooding and Nature Based Solutions
- Private sector role and commitments in achieving net zero

Over 15 one-to-one conversations and 'coffee chats' were held, in addition to the webinars above.



INSIGHTS

You said...

- Many local authorities have declared a climate emergency and have climate action plans, but need detailed information to support practical implementation.
- Towns have challenges encouraging or requiring net zero from the private sector.
- Cost of net zero and retrofit of existing building are some of the most significant challenges.

We prepared...

- 11 webinar presentations.
- Guidance on Renewable Powered Towns.
- Guidance on Net Zero Procurement.
- Identification of Net Zero actions along the lifecycle.

You can still access key insights and resources from these sessions –and more– on the website. Just click the link below.

[Net Zero](#)





PROJECT AND PROGRAMME MANAGEMENT

OVERVIEW

As Towns moved from the Business Case stage into project delivery, TFDP supported project teams to navigate this transition through a Project and Programme Management (PPM) capability programme. We also provided PPM specific support to Towns via service requests.

DELIVERY

The PPM programme was delivered three times in total. We ran two full 10-week programmes, and a slimline five-week version closer to the end of our contract. The programme included five seminars covering the fundamental elements of successful projects.

On alternate weeks, we held drop-in clinics in which participants could discuss real life examples related to the previous seminar topic with experts and peers.

You can still access key insights and resources from these sessions – and more – on the website. Just click the link below.

Project And Programme Management



INSIGHTS

You said...

- What are the practical programme management tools we need and how do we apply the learning to our own projects?
- We want to engage with other Towns to hear how others had, or would, approach similar challenges we are facing.
- We want to continue to build the informal Towns Fund PPM network after the end of the PPM programme.

We prepared...

- A programme to focus on areas that would give Towns the best chance of being set up for success in delivery.
- A forum in which participants could discuss specifics, raise problems, share experiences and learn from each other.
- Terms of Reference for an enduring PPM network.
- Templates on reporting and project close out to broaden the PPM content available on the TFDP website.



PLACE LEADERSHIP

OVERVIEW

The Towns Fund has engaged the private, public and community sectors to provide leadership, formalised in the Town Deal Boards. Bringing together these diverse experiences, skillsets and perspectives was an important aspect of developing a Town Investment Plan and business case, but it has also meant people taking on new Business Cases and forging new relationships to lead together.

DELIVERY

In support of those individuals (principally Town Deal Board Chairs and Programme Leads), we have run several phases of the Place Leadership Programme, as well as a programme on Making Connections Count. We have provided expert input, frameworks to support towns thinking, and lots of opportunities for peer learning.

We covered topics such as:

- What it means to be a place leader or a Town Deal Board Chair.
- Engaging your full range of stakeholders.
- Leading through economic recovery.
- Leading in the delivery phase.



INSIGHTS

You said...

- How can I build strong stakeholder relationships?
- How can I think holistically about the longer-term factors and considerations in shaping a thriving, healthy and economically-sustainable place?
- How do we ensure that our TDB can continue to operate effectively in the delivery phase?

We prepared...

- A programme on Making Connections Count.
- An outcomes framework to identify the people, skills and investment you'll need to achieve the longer-term aspirations you have for your place.
- A guide on leadership in the delivery phase.

You can still access key insights and resources from these sessions – and more – on the website. Just click the link below.

[Place Leadership Programme](#)





TOPICS

OVERVIEW

TFDP provided access to experts across 25+ themes over the course of our support. This breadth of expertise was provided to enable you to develop your best TIP, high quality Business Cases, work through project challenges and support you into delivery. Themes cover everything from sustainability, health and wellbeing and social value – as well as core technical areas of projects including design.

The most common themes we received requests on included Community & Stakeholder Engagement, Learning & Public Sector Transformation and Business Case and Delivery Planning. Almost every area of expertise was accessed by a Town at some point in the programme. There are many resources on the website which can help you with your projects as they progress into procurement and delivery.

If you have not engaged with some of these themes and resources, we encourage you to browse the website to see if there is something that can be directly helpful for your projects to spark ideas and inspiration.

To see resources for additional topics, visit the TFDP website.

Additional Topics



INSIGHTS

You said...

- How do I build social value into my project?
- I need to strengthen my financial strategies.
- Having a critical friend review our designs to consider other options has helped provide good alternatives and helpful solutions.

We prepared...

- A range of guides and workshops on how to build social value into your project and measure it in your business cases
- A number of blogs on Towns Fund finance, capturing changing trends and how to produce an effective capital strategy
- Workshops and blogs on helpful design tips
- Resources and links to helpful organisations and tools to support healthier communities and health into your project design.



FAQS

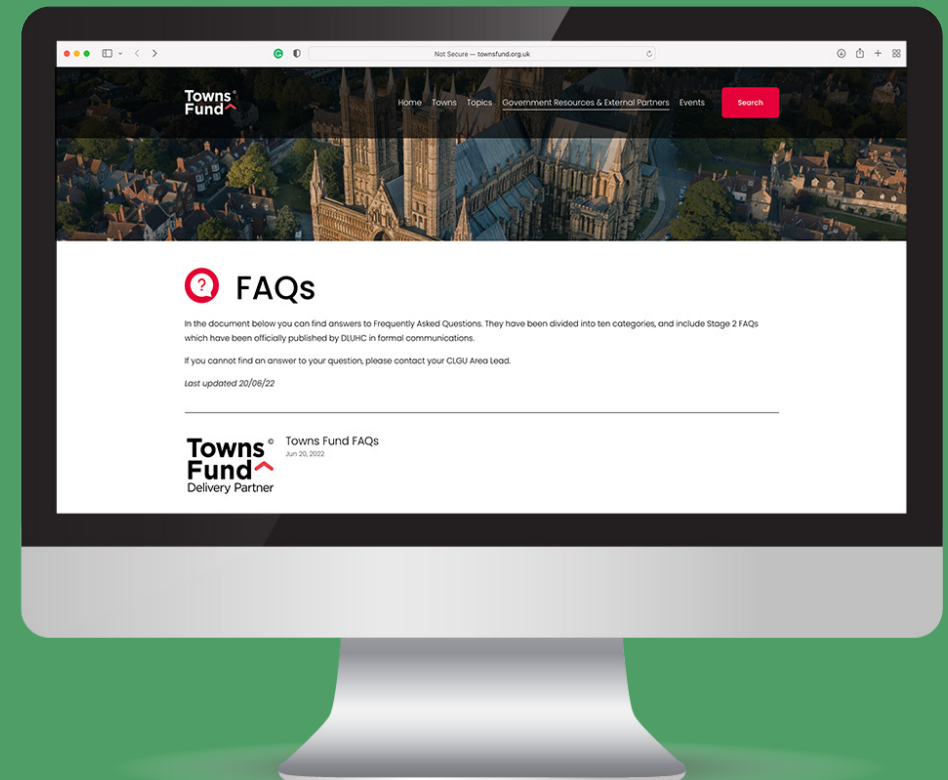
OVERVIEW

Within this document you can find answers to the Frequently Asked Questions regarding the Towns Fund Delivery Partner support in the Towns Fund programme.

The documents has been updated throughout the Towns Fund programme, and you can find the most recently updated guidance here. This reflects the current questions raised.

If you cannot find an answer to your question, please contact your CLGU area lead.

FAQs



USING YOUR NETWORK

We encourage you to continue to get involved within the community network of towns working together, sharing lessons learned and helping one another succeed. Moreover, to continue this support on your project delivery journey, the contact details for your main government contacts are included within this section.

As well as learning lessons from one another through a 'community' style network and maintaining contact with DLUHC, you can discover a series of stories created with, and by you, called 'Our Town Stories' which celebrates the remarkable people committed to making a difference.

Towns Fund Community

Our Town Stories

Engaging with CLGU and DLUHC

External Partners



TOWNS FUND COMMUNITY

There are 101 towns taking on the same journey through the Towns Fund programme. We encourage you to continue to develop a community of towns working together, sharing lessons learned and helping one another succeed.

How can towns work together?

- **s151 Officers** – We encourage s151 Officers to stay engaged with one another and provide support on any issues through the s151 Officer network.
- **Wave 1 network** – This has been set up to connect the Wave 1 towns together. We encourage this to continue, supporting each other on delivery stage and key lessons learned.
- **Opt-in Directory** – This has been set up for Towns across the country to share their contact details and topics for which they would like to engage with other towns.

If you want to connect with other towns with similar projects or interests, talk to your CLGU Area Lead to find out how you can link up.





OUR TOWN STORIES

OVERVIEW

This programme was created by the Towns Fund Delivery Partner (TFDP) to reflect the stories that lie at the heart of the programme. It explores different ways the projects have changed the lives of the community and also celebrates the people committed to making a difference as they shape the future.

Twenty two stories have been shared. Although they are all different, they have one thing in common -- the investment in a better future by reflecting the voices of their Town.

You can read the 'Our Town Stories' storybook from 2021 by following the link below.

[Town Stories](#)



Shahina Johnson with Create Co-Directors Marilyn Fitzgerald and Gurchetan Singh and the Create team © Elmar Rubio for Create Studios



Artist's impression of Campus for Future Living, Mablethorpe © East Lindsey District Council



EXTERNAL PARTNERS

OVERVIEW

A number of External Partners can provide assistance and advice to towns throughout the production of business cases.

These External Partners can prove a very valuable resource for developing the relationships to build out and implement your projects.

More details of the External Partners can be found on the Towns Fund website.



Business in the Community



Carnegie UK Trust



Crown Commercial Services



Department for Digital, Culture, Media & Sport



DCMS Digital Infrastructure



DCMS Pc



What Works Centre for Wellbeing



ENGAGING WITH CLGU & DLUHC

The central towns team within the Cities and Local Growth Unit (CLGU) in DLUHC and, towns-focused colleagues in CLGU's regional teams are here to support you.

Many of you will already know and work closely with officials from the CLGU regional teams. They will remain your key contacts for engaging with the overall Towns Fund programme, connecting you into Government Departments, and briefing Ministers. Your CLGU Area Lead can help provide any clarifications or support with emerging issues, and they can help you understand how to handle any changes to the process or your programme.

If you are unsure who to contact regarding a programme question or issues, you can email towns.fund@levellingup.gov.uk.





Visit the [Towns Fund website](#) for
more resources