

**Towns
Fund** [©]
Delivery Partner

STAGE 2 SUPPORT OFFER

WORKING WITH YOU IN STAGE 2

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WORKING WITH YOU IN STAGE 2

This document summarises the support TFDP can provide to you to support your Business Cases and project development. We highlight key areas of support, including:

- Peer-to-Peer programmes
- Training programmes
- Reminder of our ongoing support
- Support through the Business Case development process
- Our offer across the five Cases, in detail.

PEER-TO-PEER PROGRAMMES

Bringing Towns together to share lessons, good practice and learn from one another is key to the Towns Fund Delivery Partner programme. You can connect informally, through your Town Coordinator, or more formally through Town Working Groups or the Our Town Stories programme.



TOWN WORKING GROUPS

You have told us via your Town Coordinators that you would like to collaborate more with other Towns with similar objectives, challenges or geographical characteristics.

To share lessons learned and insights throughout the development of your TIP and Business Cases, we have established [Town Working Groups](#) covering a wider variety of themes.



[OUR TOWN STORIES](#) [+ TOWN-LED BLOG POSTS](#)

Through a series of stories created with, and by you, 'Our Town Stories' celebrates the remarkable people committed to making a difference through the Towns Fund. If you have a story you would like to discuss, contact storytelling@townsfund.org.uk or speak with your Town Coordinator.

If you would like to write a blog post on the TFDP blog page about your programme and lessons for other Towns, please contact hello@townsfund.org.uk

TRAINING PROGRAMMES



We have been listening to you and what support you would find most helpful for Stage 2. The two programmes below have been developed to help you tackle challenges regarding community engagement, private sector investment, leadership and Business Case development.



MAKING CONNECTIONS COUNT – INVESTMENT

Building on your existing knowledge and experience, we will support you to develop a practical plan for effective and long-term engagement with the private sector with a specific focus on taking a project to market and securing external funding. To achieve this, we will adopt a practical and scenario-based ‘action-learning’ approach.

The programme content and structure is currently being designed. If there are specific aspects or elements relating to private funding and finance that you would like to see covered please email connections@townsfund.org.uk

This programme will run in September and October 2021.



BETTER BUSINESS CASES TRAINING™

The Better Business Cases™ foundation level offers a comprehensive introduction to developing a Business Case using the ‘Five Case Model’ and HM Treasury’s guidance.

Through tips and advice on good practice, pitfalls to avoid, mock exam questions, case studies and examples, you will gain insight into developing an effective Business Case and gain a recognised qualification to relevant standards.

There are 12 places available for each of the two-day courses we offer. More sessions will be scheduled if these are oversubscribed. Please check the ‘Events’ page on the TFDP website for the forthcoming training dates.

ONGOING SUPPORT



The TFDP programme is built on bringing Towns together with experts to develop the best TIPs, Business Cases and projects that will have a positive impact on Towns. We will continue to support your Business Case and project development in the formats and forums below.

SPECIALIST SUPPORT WITH EXPERTS

Our **Core Service teams** provide the support and services that you require in developing and implementing your projects and Business Cases.

There are certain requirements for every Business Case for which we can provide you with specialist tools, advice and best practice guidance.

In addition to our Core Services, there is a wide range of **leading experts** available covering a variety of topics. This additional support and advice will help to ensure your Business Cases are technically robust in terms of delivery.

Supplementary to the support provided by the Towns Fund Delivery Partner, a number of **External Partners** can provide assistance and advice to you throughout the development and implementation of your TIPs.

EXPERT DROP-IN HOUR

Expert Drop-in Hours provide you with the platform to meet one-on-one with our experts to discuss a key issue or question. These one-hour sessions will provide bespoke advice on any chosen topic, and you can use this time to determine whether you want to explore a topic or seek further support from TFDP. Simply fill out a form, and an expert will be in touch to arrange a meeting.

WEBSITE RESOURCES

We are constantly developing new content including **online resources**, toolkits, templates and guides to help with your Business Case and project development. The TFDP website also hosts a **Business Case Resources** page, pulling together all the resources for each of the five Cases and stakeholder engagement. We also want to hear from you about which resources would be most useful, so please complete our **survey** (which will be regularly updated) to let us know.

We regularly host **Events** such as workshops and LiveStreams to bring Towns and experts together on specific topics. You can sign up online and watch previous events you missed. You may request additional events through your Town Coordinator. Also, check out our **Blog** for insights, lessons and case studies on relevant topics.

HOW SUPPORT EVOLVES THROUGH **THE BUSINESS CASE DEVELOPMENT PROCESS**



PROJECT CONFIRMATION / BUSINESS CASE PLANNING

Direction of Travel Reviews

Offered in the early stages of Business Case development, our team can provide a well-rounded, forward-looking assessment of your Business Case plan or outline. Based on your draft-to-date, our expert team will advise on how to improve the Case or resolve any questions, including a plan for further support or resources to set your Case on the best path.



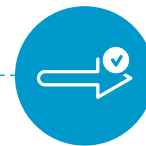
CASE DEVELOPMENT

Group Review Sessions

When Towns have shared questions, we will convene workshops on specific topics, such as 'estimating benefits of public realm schemes' or 'sustainable procurement.'

Case-specific Support

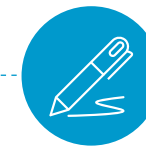
We can offer detailed support for any of the five Cases –strategic, economic, commercial, financial and management –throughout Business Case development. Case-specific support is detailed over the next three pages.



PREPARATION FOR SUBMISSION

Green Book Challenge Sessions

For Towns that are ready to submit Business Cases, we can review the specific elements (rather than general review) of draft Business Cases against Green Book guidance and the TFDP proportionality guide. This can help build confidence in your approach while identifying missed opportunities or non-compliance with Green Book guidance.



LEGACY PLANNING

Critical Friend Training

Through our experts in Business Cases and training/facilitation, we can help you develop tools and techniques to provide 'critical friend' reviews internally or with one another. We can share skills in facilitation, evaluation and research to help you feel confident to self-assess Business Cases.

A man with glasses and a woman with glasses are sitting at a desk, looking at a laptop. The man is pointing at the screen. The woman is resting her chin on her hand.

OUR OFFER: FIVE CASES IN DETAIL

The TFDP Services team will offer a wide range of support tailored across the five Cases, set out here.



STRATEGIC CASE

The aim of the Strategic Case is to demonstrate the rationale for investment and outline options for investment. Following the Heads of Terms agreement, the TFDP Services team can offer:

- Advice on refining the vision and strategy of TIPs, and setting project/programme objectives that are SMART
- Advice on refining the Theory of Change and the 'golden thread'
- Support with identifying and articulating the case for change and rationale for intervention
- Help with optioneering and multi-criteria analysis (MCA) guidance and workshops
- Support for planning ongoing community and stakeholder engagement
- Support for identifying the level of detail for major projects required at each stage



ECONOMIC CASE

The aim of the Economic Case is to demonstrate the environmental, economic and social benefits, and value for money of the investment. The TFDP can offer:

- Best practice guidance and advice on cost-benefit analysis (CBA), including advice on calculating CBA measures such as the benefit-cost ratio (BCR), and how to account for additionality (including leakage, displacement, substitution and multiplier effects)
- Advice on defining and formulating your scenarios, including defining the Business-As-Usual (BAU) scenario in a time of COVID-19
- Advice on approaches and methodologies related to quantification of economic and natural capital benefits, including environmental benefits, social benefits, natural asset enhancement, Land Value Uplift (LVU) if appropriate, jobs and business growth GVA and transport benefits, with consideration of the latest Green Book guidance
- Help with showcasing wider societal benefits and social value, including qualitative benefits
- Advice on economic assumptions and parameters such as appraisal period, discounting, optimism bias and additionality
- Advice on applying sensitivity testing
- Help with demonstrating benefits are clearly linked to the Theory of Change
- Advice on costs and how to include in the BCR, including accounting for optimism bias and analysing costs and benefits in net present value terms



COMMERCIAL CASE

The aim of the Commercial Case is to assess the commercial viability of the investment. The TFDP Services team can offer:

- Support with the commercial structure of projects and delivery structures
- Help with identifying opportunities to attract private sector investment, including advice on engaging with investors/businesses
- Support with a market overview and help Towns understand how to best facilitate and maximise soft market testing
- Help to articulate the risks associated with the procurement plan, including how to manage risks and who manages them
- Advice on embedding social value in your procurement strategy
- Advice on commercial and supply chain management



FINANCIAL CASE

The aim of the Financial Case is to assess the affordability of the investment. The TFDP can offer:

- Financial modelling workshops – advice and guidance on building better financial models
- Advice on funding strategies, linked with your Commercial Case
- Advice on financial assumptions and parameters such as inflation, cost allowance, risk and other key issues
- Support in assessing proposals made from private sector co-investors in shaping their strategies to attract investment.
- Help to understand the level of certainty required throughout the Business Case development and how best to address uncertainty
- Support with understanding market prices and considerations for cost estimates
- Advice on shaping narrative around the Financial Case, including private sector engagement



MANAGEMENT CASE

The aim of the Management Case is to assess the deliverability of the investment. The TFDP Services team can offer:

- Support with identifying and assessing governance arrangements and organisation models
- Help to develop your programme and timeline for delivering the projects
- Help with planning and implementing best practice approaches to project and programme management
- Access to case studies and examples of the most common risks to consider
- Support with designing and developing a stakeholder engagement and communication plan
- Advice on developing a benefits realisation plan
- Advice on developing a monitoring and evaluation strategy with identified KPIs
- Advice on writing delivery plans and benefits realisation plans
- Advice on understanding and planning for risks and mitigations



KEY LINKS

[Homepage](#)

[Business Case Resources](#)

[All Resources](#)

[FAQs](#)

[Expert Drop-in Hour](#)

[Blog](#)

[Events](#)

[Town Stories](#)

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