

WELCOME PACK

A Guide to the Support Provided by the Towns Fund Delivery Partner

June 2020



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FOREWORD

The Towns Fund Delivery Partner

Our towns play a fundamental role in the UK economy. Home to the majority of our population, the economic success of our towns is intrinsically linked to the health and wellbeing, employment and prosperity of their residents and businesses. As part of the levelling up agenda, the Government has recognised the strategic importance of building future prosperity in our towns, and the critical role that long-lasting, meaningful and sustainable economic development must play in this.

MHCLG has committed to support each of the 100 towns shortlisted for the Towns Fund. As part of this commitment, we have been appointed as the Towns Fund Delivery Partner, a multi-disciplinary team of experts drawn from six companies: Arup, Nichols, FutureGov, Copper, Grant Thornton and Savills. We will provide technical support throughout your Towns Fund journey, working in partnership with MHCLG officials and representatives of all 100 towns.

You will be able to access a wide range of services from the Towns Fund Delivery Partner, facilitated by a designated 'Town Coordinator' who will help you navigate the support on offer. You will also have access to TownsFund.org.uk, where you will be able to share knowledge with other towns, access webinars and see content from our topic experts. An online dashboard will be made available for you to access data at a town level across a range of indicators. Our service has been designed to help you develop a robust, evidence-based Town Investment Plan and strong business cases.

As we are issuing this information, COVID-19 has had a huge impact on all our lives and has undoubtedly impacted your work and the livelihoods of your local businesses and communities. The focus of the Towns Fund has not changed, nor the positive change it can enable, but the much-needed investment has taken on an additional purpose in helping to support recovery efforts. We recognise that many of your Towns Fund plans may have changed, and we will do everything we can to support you in these challenging circumstances.

This Welcome Pack, which sits alongside the MHCLG Further Guidance, outlines our role as the Towns Fund Delivery Partner. We look forward to supporting you in your Towns Fund journey.



Joanna Rowelle

Towns Fund Delivery Partner SRO

INTRODUCTION

Here to help

As part of the government-led Towns Hub delivering the Towns Fund, the Towns Fund Delivery Partner is here to help you. We will support you in developing your Town Investment Plan (TIP) and business cases, giving you support and advice throughout the process.

The MHCLG Further Guidance explains how the Fund works, how to get a Town Deal for your community, and what needs to be included in your TIP and business cases. This Welcome Pack gives an overview of how the Towns Fund Delivery Partner can help you get the best deal for your town, the services we can offer, how to access them, and who will be your point of contact.

We are here to work *with* you. We do not presume to know better than you about what is best for your town. We have a range of services and experts to sit alongside you and provide advice, support and guidance through the process. We cannot write your TIP or business case for you, but we can help you develop the best TIP and business case to get the best change for your community.

We will tailor the support to your requirements; this is not a 'one size fits all' service. We know that progress will vary, as many towns have worked on this since last year. We also recognise that different towns will have different priorities, and different levels of knowledge and expertise across a range of disciplines. You may need more help in some areas than others. But wherever you are in the process, we can help you build best practice and strengthen your bid.

Our team will work with you to identify which services best meet your needs and to help arrange appropriate support and guidance to help you make your TIP and business cases as strong as possible.

WHO'S WHO

To make it simple for you to access the support you need, each town has been assigned a Town Coordinator who will act as your main contact from the Towns Fund Delivery Partner.

They are arranged into three Regional Teams; one for the North, one for the Midlands and East, and one for the South and West. Each team is led by a Regional Leader. Our Regional Teams will work closely with each other and officials from the CLGU Area Teams.

Your Town Coordinator will be able to connect you to our services and experts throughout the programme. Your CLGU Area Teams will continue to liaise with MHCLG and other government departments.

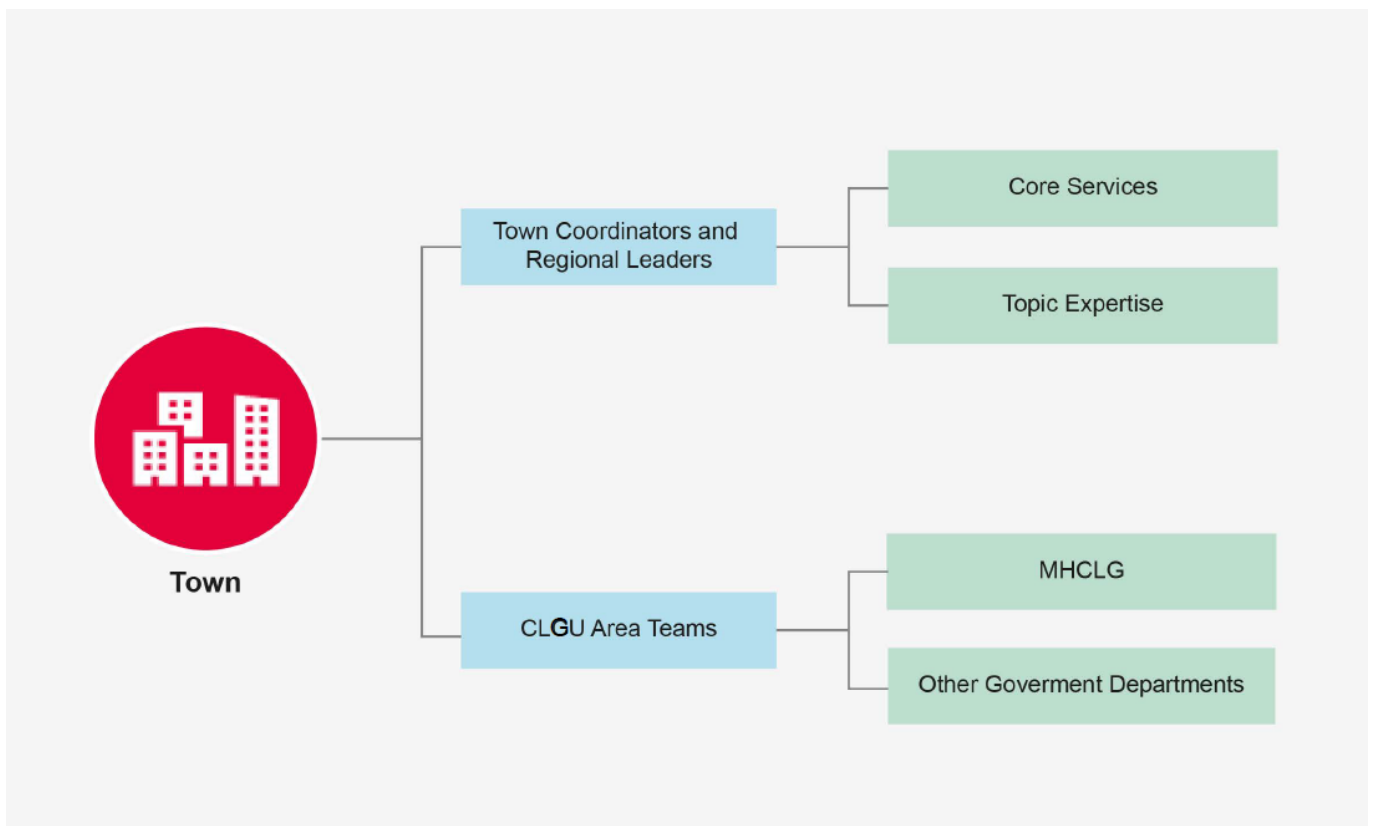


Figure 1: Structure of the programme

The Towns Hub

The Towns Hub consists of the central towns team within the Cities and Local Growth Unit (CLGU) in MHCLG, towns-focused colleagues in CLGU's regional teams, and the Towns Fund Delivery Partner (us). The central towns team in MHCLG is responsible for receiving and evaluating the Town Investment Plans (TIPs) and business cases and facilitating the signing off of the Heads of Terms.

Many of you will already know and work closely with officials from the CLGU Area Teams. They will remain your key contacts for engaging with the overall Towns Fund programme, connecting you into Government Departments, and briefing Ministers.

The Towns Fund Delivery Partner Town Coordinators will supplement government's role by connecting you to technical support to develop your TIP and business case. We are working in close partnership with the CLGU to ensure you receive a joined-up service.

Town Coordinators

The role of a Town Coordinator is to support towns in accessing the range of technical support available from the Towns Fund Delivery Partner, helping to assess your requirements and connecting you to our core services and topic expertise, and acting as a critical friend. They will also help you navigate the TownsFund.org.uk website and dashboard and provide feedback on the programme.

Your Town Coordinator will be in touch shortly to discuss your town's overall position and progress, potential impacts of COVID-19, preferred ways of working, and initial thoughts on what kind of support you need.

Following these discussions, they will propose a package of support based on your needs. They will stay in touch throughout the Towns Fund process to make sure the support provision remains appropriate as you progress towards a Town Deal and approved business cases.

Regional Leader

Our Town Coordinators report to one of three Regional Leaders covering the North, Midlands and East, and South and West of England. Your Regional Leader will provide overarching advice and support to our Town Coordinators and will ensure the effective delivery of support both within and across the regions.

Where towns face similar challenges, the Regional Leaders will ensure that the support offered meets cross-cutting needs, including through facilitating collaborative and peer-to-peer learning. They will actively seek your feedback to ensure that the support offered meets the standards you expect.

Ways of Working

Our Regional Teams are committed to working with you in an open and transparent way, guided by the following principles:

- **Working with you, not for you:** We can't write your Town Investment Plan or business case for you, but we will offer help and advice at each step of your journey;
- **Putting your needs first:** We will follow a town-centric approach in agreeing what you need and when, and helping you to access the right resources and tailoring services to meet your individual requirements;
- **Critical friend:** We will help you evaluate your progress and be open and honest about any improvements we would recommend. For example, if we believe you need to engage with a broader range of stakeholders to gain the necessary approval, we will advise you to do so and provide advice on this;

- **Sharing best practice:** We will promote the sharing of best practice, knowledge, learning and innovation between towns, building 'communities of practice' around shared challenges. For example, if we see that several towns across the country would benefit from the same workshop, we would seek to run one collectively.
- **Building capability and capacity:** We will help you strengthen capacity, knowledge and networks to benefit other projects and initiatives over the long-term. We will encourage you to make the most of the frameworks, modules and tools available through the online website.
- **Engaging communities:** We can help you develop digital and face-to-face techniques for engaging and consulting your communities and stakeholders, helping to build their confidence in your approach.

Your Regional Team in the South and West

Amy Carroll, Arup *Regional Leader*



Amy is an Associate at Arup with over 11 years' experience and has worked on a wide range of business cases and economic appraisals, with expertise in the area of transport and infrastructure investment. She is a former DfT and Defra economist, and also worked as a strategy and analysis adviser at HS2 for almost five years. Amy will coordinate responses with the other regional leads and ensure the support offered meets cross-cutting needs from several towns.

Julian Pye, Arup *Town Coordinator*



Julian is a chartered Town Planner with significant experience in dealing with development projects and strategy. Recent work has included a number of high-profile projects and secondments, including Langley Sustainable Urban Extension, UK Central, South Cambridgeshire new settlements and Kenilworth Schools.

Town Coordinator for: Rowley Regis, Wolverhampton, Smethwick, West Bromwich, Burton, Kidsgrove, Newcastle-under-Lyme, Bloxwich, Walsall, Dudley and Nuneaton

Louisa Philpott, Arup *Town Coordinator*



Louisa is a Senior Urban Designer with 21 years of experience in architecture and engineering practices. She specialises in sustainability and adaptation in the built environment and has written research pieces and planning policy on adaptation and designing for renewable technologies.

Town Coordinator for: Camborne, Penzance, St Ives, Truro, Swindon, Bournemouth, Glastonbury, Bridgwater and Torquay

Rebecca Collings, Nichols *Town Coordinator*



Rebecca is a Managing Consultant in The Nichols Group with 20 years' operational and project delivery leadership experience in central government. Amongst a range of experiences, she led the development and integration of the EU Settlement Scheme.

Town Coordinator for: Newhaven, Grays, Tilbury, Telford, Colchester, Harlow, Margate, Hastings, Crawley, Hereford, Worcester, Redditch and Stevenage

RESOURCES AND SUPPORT

As the Towns Fund Delivery Partner, we are here to support you in developing a robust and considered Town Investment Plan which will help you achieve positive change in your town.

Our service areas and expertise cover a broad range of general, and specialist, topics.

There are certain requirements for every TIP – such as community engagement – for which we can provide you with specialist tools, advice and best practice. Our core services will be provided by 11 Service Leaders.

In addition to the core services, we have Topic Experts who are on hand to provide support ranging from local transport to crime and security. These Topic Experts will be able to provide resources and tools should your projects require this type of input.

We will never assume to know more than you about what your community needs, but we are a resource that can assist you to achieve the best possible outcome for your town.

Your designated Town Coordinator will work with you to guide you through the resources available and ensure you can access the appropriate support throughout each stage of the Towns Fund process. The following section provides some more detail on the services available.

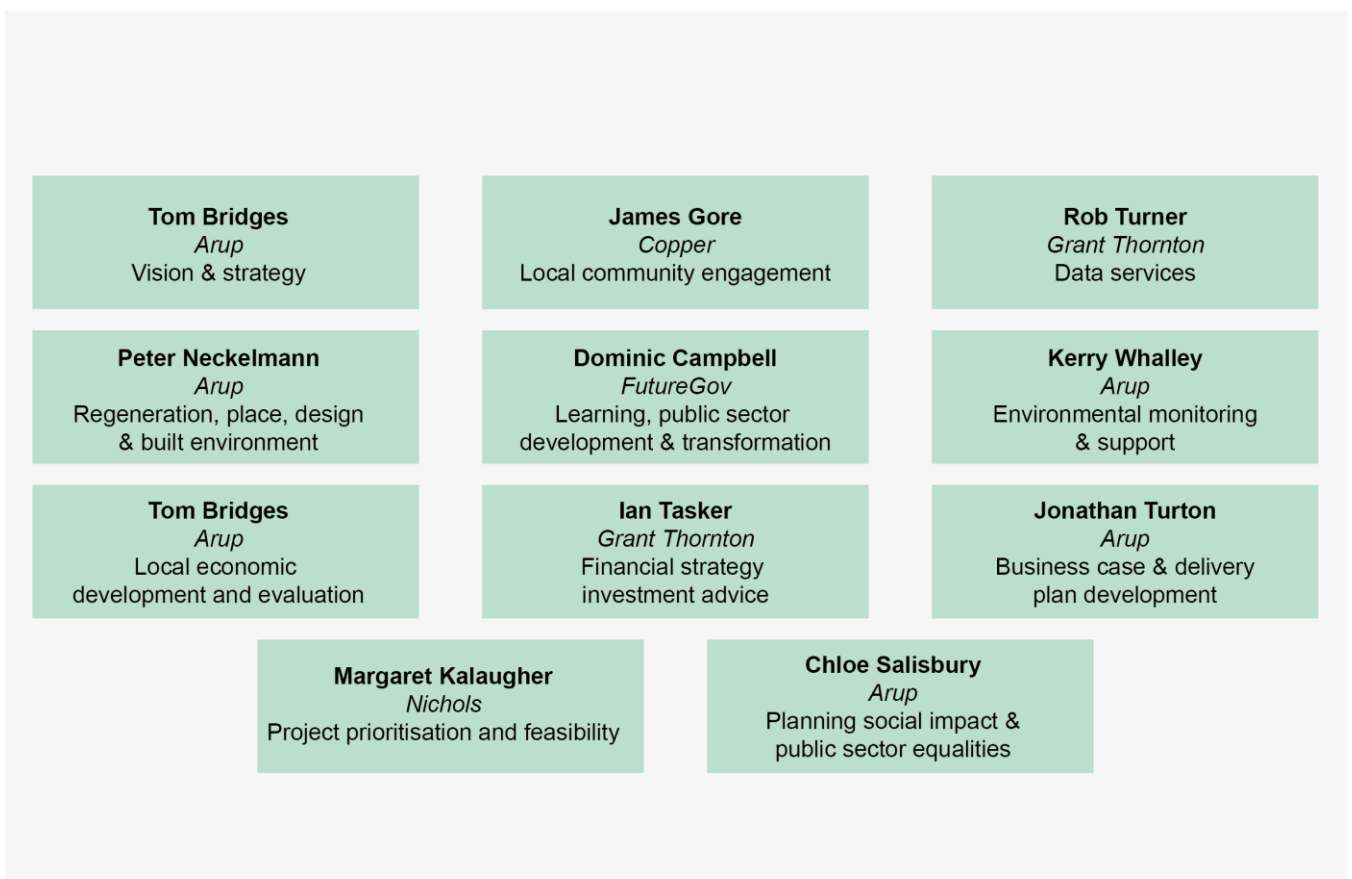


Figure 2: Core Services

Core Services

Visioning and strategy development

A high-quality TIP sets out a clear vision and strategy for the town and what each party agrees to do to achieve this vision. Our goal is to help you with any challenges you may be facing to deliver your vision and strategy. We want to make sure that you feel confident it provides the best framework to meet the town's needs and broader strategic objectives – both locally and regionally. It should also provide a robust framework for future decision-making, including for project selection and business case development. The type of support we can offer includes:

- access to seminars, surgeries and/or modules on relevant topics
- participatory visioning workshops
- data-driven strategy development
- in-depth data analysis, and coaching on how to synthesise the results
- advice on how to develop compelling strategic narratives

Local community engagement, consultation and stakeholder management

All TIPs need to illustrate an effective level of community engagement, consultation and stakeholder management in order to be approved. Every TIP should include a stakeholder engagement plan that demonstrates how the town will achieve this support and ownership across various groups in your community. Given our current circumstances with COVID-19, some of you might find engagement more challenging and need support on how to optimise engagement using digital tools or other appropriate and safe measures. This service team might help you with:

- evaluation of engagement activity to date
- guides, templates, seminars and surgeries
- support with stakeholder engagement plans and associated actions
- consultation and engagement activities
- principles for accessible consultations which uphold social distancing rules

Local economic development and evaluation

Your TIP should be embedded within the context of an evidence-based local economic development strategy to maximise impact. We can help you better understand the context, needs, strengths and opportunities in your town to ensure the projects and programmes set out in the TIP align with town-wide economic objectives. Appropriate evaluation of your investment programme will also be essential to understanding whether you have realised the intended strategic objectives. The support could include:

- context assessments, research and analysis using data analysis, GIS and spatial analysis;
- baselining workshops and statistical skills support, including training and analysis of qualitative and quantitative data of the primary economic and labour market factors
- market analysis and foresight workshops
- support in designing and developing tailored projects and programmes e.g. business support, innovation, inward investment and skills;
- developing and workshopping evaluation frameworks

Financial strategy and investment advisory

A high-quality TIP should seek to be a 'wrapper' for a wider funding package, enabling synergies, win-wins and multiplier effects. TIPs should include descriptions of how it aligns with investments from other government programmes and public or private sector funding sources. It should also consider co-funding and match-funding where possible. Through our support, we can help you better understand various funding options available and contribute to a TIP that is as commercially robust as possible in the context of your town. Services could include:

- access to seminars or workshops focused on your issues
- support on achieving alignment with other relevant funding programmes
- support on context and stakeholder analysis
- funding and investment workshops
- commercial viability analysis of your TIP

Project prioritisation

Towns will need to assess a wide range of prioritisation considerations when deciding which projects to include in the TIP; this may prove to be a challenging exercise. Considerations include alignment with the intervention framework, complex stakeholder communications and wider contextual issues such as COVID-19 and clean growth. A robust TIP should be balanced and holistic with clear and transparent methods of project prioritisation. Our team can provide you with tools, training, reviews and hands-on support in achieving this. Services might include:

- coaching, mentoring, workshops or seminars on qualitative project assessment
- quantitative assessment through tools and models through tailored support or workshops
- assistance and review of records and assurance processes
- review of project priorities and MHCLG criteria to ensure compliance

Business case and delivery plan development

Once the TIP is submitted and approved, each town will need to develop a strong business case to secure funding. A strong, comprehensive business case will include the right options and scenarios, commercial insights, modelling of economic and social impacts, and a clear strategic narrative. We are here to support you in building robust business cases that meet the required criteria and places your TIP in a strong position for funding. Services might include:

- online tools, guides and training for writing Better Business Cases
- specialist insight from our team of Topic Experts
- spreadsheet model training and reviews
- review and evaluation of project feasibility
- business case development, review and drafting

Planning, social impact, and public sector equalities analysis

Many of the projects within the TIPs will require wider planning considerations. Our team will be able to review, advise and directly support you in this area. This advice might include planning strategies, delivery requirements, land value and delivery models and process of planning applications. The team also has expertise on EqIA and social impact and can support you with analysis and assessment, ensuring equitable and inclusive outcomes. The support could include:

- review workshop with written feedback and outcomes
- hands-on assistance and review of relevant issues
- training on social impact and EqIA
- support with data collection and analysis to ensure public sector equalities duties are discharged

Environmental monitoring and impact analysis

One of the principles of the Towns Fund is clean growth. It is therefore likely that many projects included in the TIP will require sustainability reviews, environmental monitoring and environmental impact analysis. Our team of experienced environmental consultants can assist with review, design and implementation of the required elements of this topic. It could range from a review of the overall sustainability of the TIP and alignment with clean growth principles, to more targeted training and

support on designing monitoring surveys, reviewing environmental impact and risk management. The support could include:

- learning bursts, workshops and seminars designed and delivered online
- challenge and review/appraisal workshop for TIPs
- stakeholder mapping and other analysis support
- preparation of carbon assessment activities
- support on carrying out baseline surveys and drafting of reports

Regeneration, place design and built environment

For many of you, the built environment will be at the heart of your TIP, and the town centre requires consideration in all deals. To help you achieve a holistic and integrated spatial solution to your TIP and projects, our team includes urban designers, landscape architects and architects, amongst others, who can support your thinking on making the most of these projects. Services could include:

- access to support material
- design or review workshops on town proposals with experts
- workshops to develop design objectives and visions for projects
- hands-on advice and support on issues such as options development, refining project design, defining outcomes and design narratives

Learning, public sector development and transformation

Delivering public services with high-quality governance is key to planning and delivering a transformational TIP and business case. This team of experts could support you in optimising organisation, ways of working, and service and technology design, ensuring that the services you provide and the delivery of your plans are future-ready. Services could include:

- access to self-assessment tools for organisational maturity assessments
- review or design of delivery plans and associated capacity building leadership development

Data services

All TIPs should be rooted in a robust evidence base to ensure the right measures and projects are prioritised. Locating data of the best quality can be a challenge, as can identifying the most appropriate manner of analysis. The highly skilled analysts in this team have in-depth understanding of data quality and best practice, methods of analysis, and creating and sharing robust insights. Services could include:

- tools and training in various methods of baselining and data analytics
- 'health checks' on the status of your current data and intelligence compared to relevant benchmarks
- developing digital datasets and action plans for towns across a wide variety of metrics
- comparisons across towns to understand your strengths and opportunities

Topic Experts

In addition to the core services, we have leading experts available covering a range of topics. Access to support or requests for advice from our Topic Experts is also accessed through conversations with your Town Coordinator.

Richard de Cani <i>Arup</i> Transport & Connectivity	Mark Fletcher <i>Arup</i> Water & Flood Management	Katie Wood <i>Arup</i> Health & Wellbeing	Thomas Pearson <i>Arup</i> Heritage
Ben Smith <i>Arup</i> Climate Change & Resilience	Alison Norrish <i>Arup</i> Local Infrastructure	Ashley Reeve <i>Arup</i> Crime & Security	Robbie Bates <i>FutureGov</i> Creative Arts & Culture
Alison Ball <i>Arup</i> Social Value	Sophie Camburn <i>Arup</i> Youth & Child Friendly Places	Will Cavendish <i>Arup</i> Innovation & Digital	Judith Schultz <i>Arup</i> Fire
Mark Neller <i>Arup</i> Sustainable Energy	Malcom Snith <i>Arup</i> Public Realm	Sally Caldwell <i>FutureGov</i> Housing, Homelessness & Repurposing Buildings	Richard Hadfield <i>FutureGov</i> Education & Skills

Figure 3: Topic Experts

TOWNSFUND.ORG.UK

TownsFund.org.uk is an online window into the Towns Fund Programme, providing a resource for Towns to access information and online support. Your Town Coordinator will guide you through the website and its content. This is a publicly accessible resource with the following components:



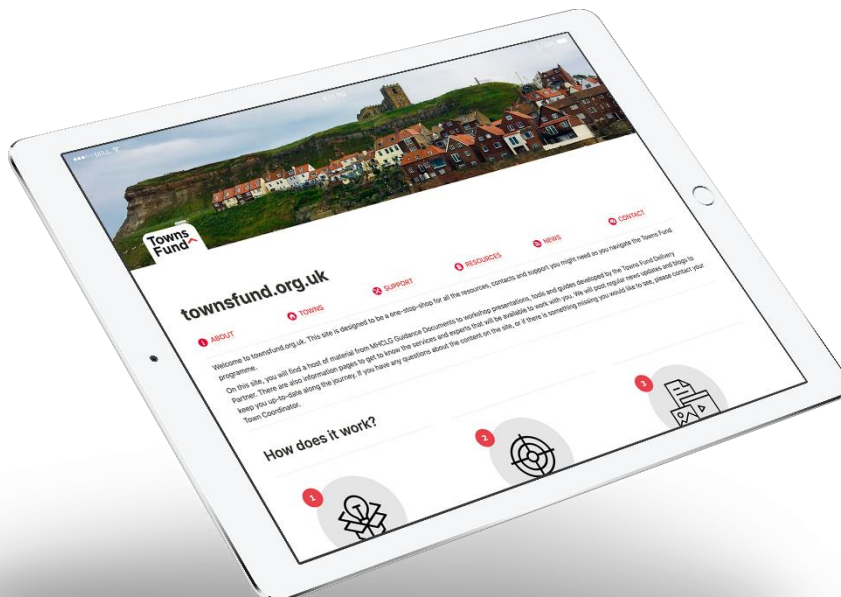
TownsFund.org.uk An open knowledge repository with a wealth of content to support the programme and assist Towns in developing Town Investment Plans and Business Cases. It is your first port of call for all news, support and insight into the Towns Fund. Key content will include templates, data, guidance, calendars, FAQs, lessons and other helpful resources which will be created to support the 100 towns and shared for the benefit of all.



Dashboards Easy access to key metrics and programme information to inform decision making. We will provide aggregate statistics supplied by the Towns Fund Delivery Partner and the Office for National Statistics. The dashboards are hosted on the web and accessed on townsfund.org.uk or via a direct link.



Forms A feedback mechanism for Towns to provide information back into the programme, our forms provide a simple way to contact the programme, whether asking a question, requesting support, or sending feedback or updates. These webforms can be accessed from any connected device and will feed information directly to the right person who can help you.



Content

The website and dashboard content will evolve through the stages of the Towns Fund. Starting with handpicked content to support towns across a range of key topics from our network of partners, this content will grow with the programme to meet specific needs from across the towns. Where multiple towns are asking for the same support, we will endeavour to provide high-quality, joined-up content tailored to giving you the support you need in the form you need it.

The content could include:

- **Lecture events:** Large-scale events with most towns attending, including a Q&A session.
- **Webinars:** Smaller scale events with presentations and discussion points.
- **TED-style talks:** Video recording of expert on a particular topic to provide insights, advice or 'how to' guides.
- **Workshops:** Interactive session on a singular topic with a small group of participants.
- **Seminars:** Working sessions or series of sessions discussing one topic in detail, including tailored 'homework' on your TIP or business case and group discussions with other Towns in the seminar.
- **Surgeries:** Drop-ins or bookable slots with a Service Leader or Topic Expert.
- **Charrettes:** Town-led sessions in which towns present an issue or challenge, and experts and other towns attend to provide advice and support.

Access

Access to the Towns Fund website is based on an 'open by default' model for maximum transparency and ease of access. Any confidential or sensitive content will be password controlled at the point of access, but we hope to make as much content freely available to everyone as possible.

The dashboards will have some restrictions to access, controlled through password protection. These will be provided as the dashboards are brought online as the programme advances.

The feedback form is accessible via TownsFund.org.uk or direct link.

Administration and support

The Towns Fund website is administrated by the Towns Fund Delivery Partner and constantly under review for improvement.

For any questions regarding the website, dashboards or forms, please either use the form itself, or email the team at info@townsfund.org.uk.

TOWN LIFECYCLE

The MHCLG Further Guidance provides an overview of the Towns Fund process. This towns lifecycle builds on that process by setting out in more detail the steps that we expect each town will need to follow. Alongside that, we show the specific support that will be offered by the Towns Fund Delivery Partner to help your TIP and business cases to meet the highest standards.

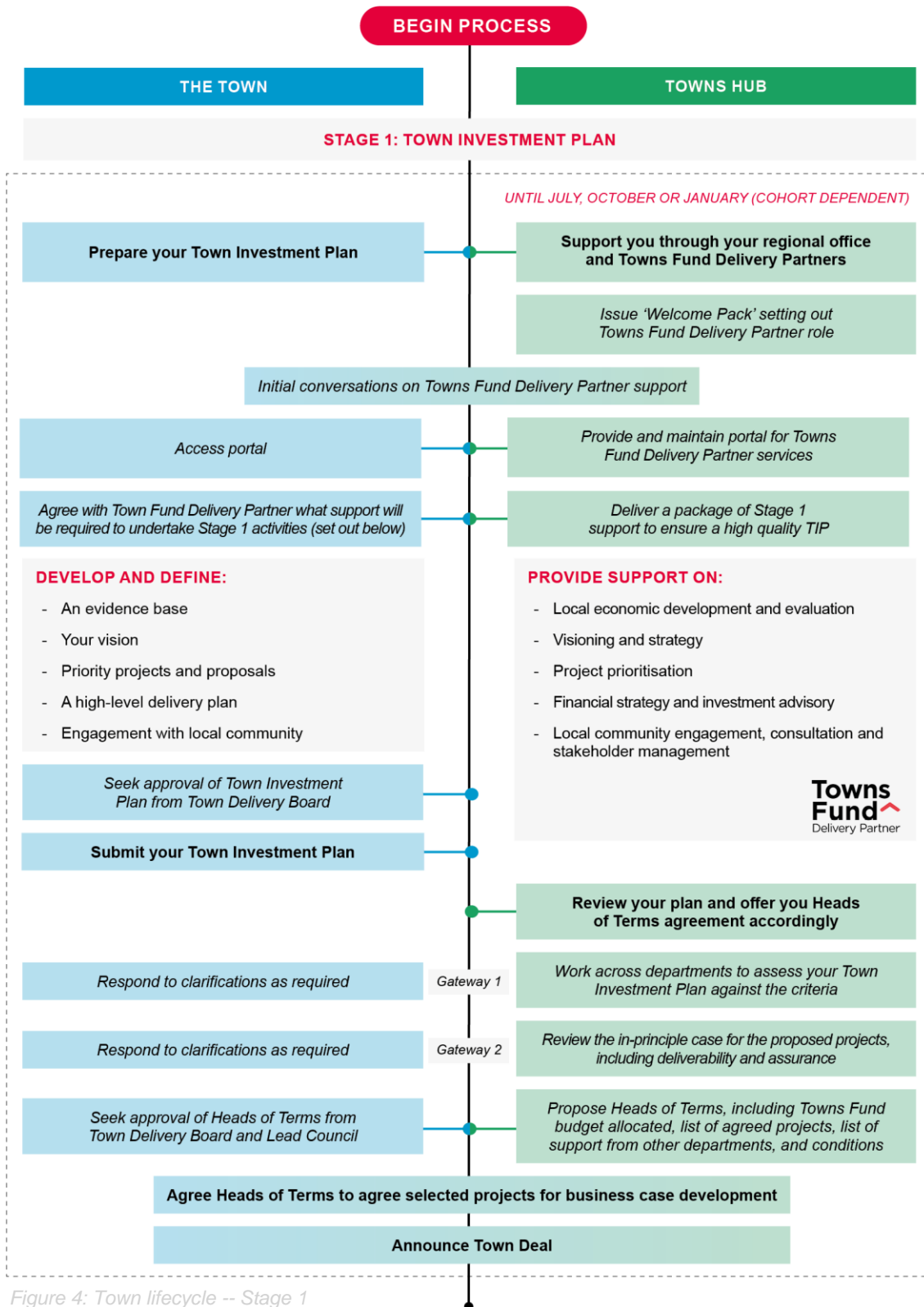


Figure 4: Town lifecycle -- Stage 1

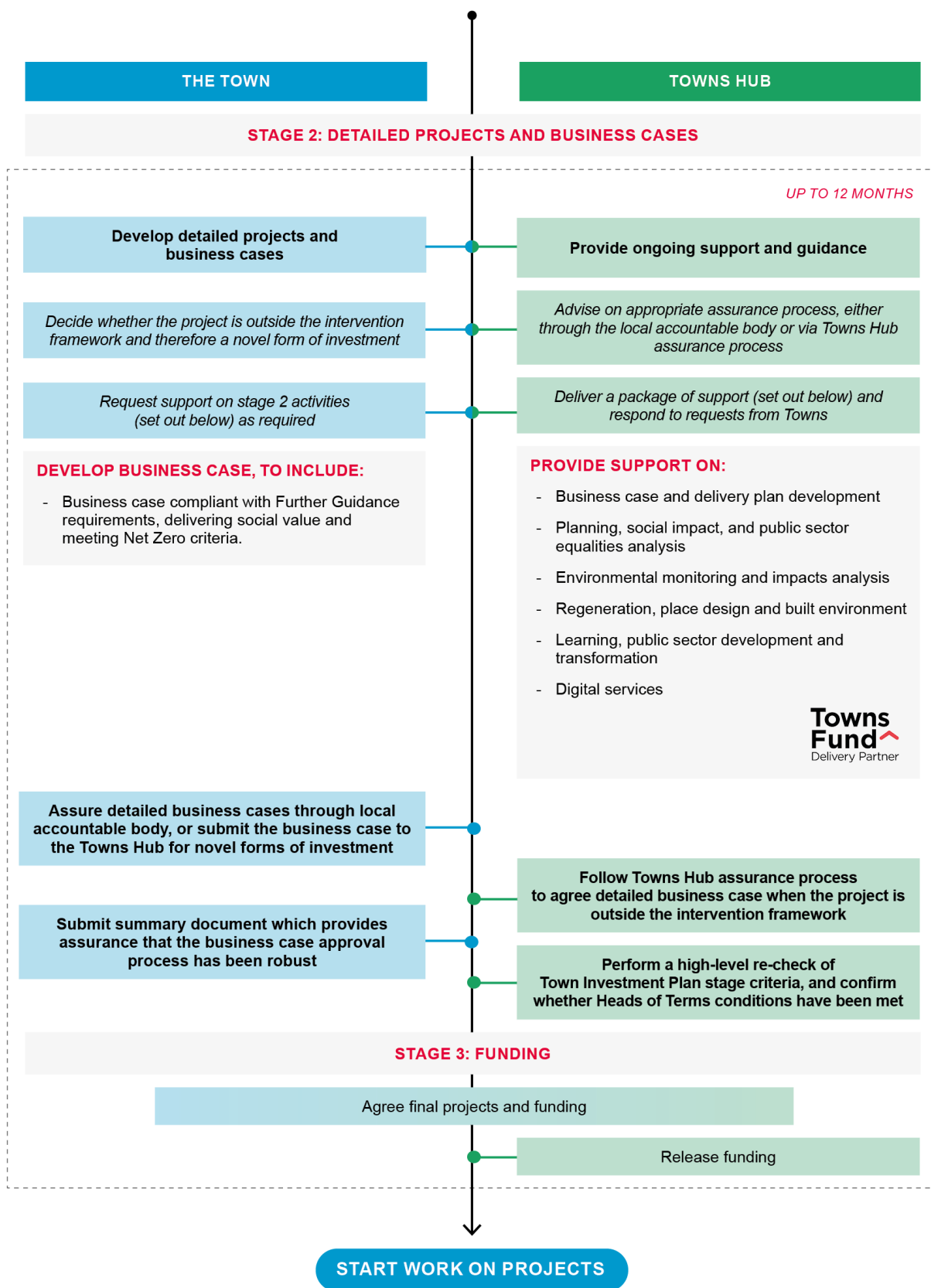


Figure 5: Town lifecycle -- Stage 2

WHAT NEXT?

We look forward to working closely with you. The diagrams below set out the immediate next steps as we move towards helping you develop the best TIP and business case for your town. Your Town Coordinator is on hand to answer any questions you may have about the Towns Fund Delivery Partner.

Email introductions



Amy is managing the Towns Fund project for her Council. She **receives an email from her Town Coordinator Lauren** introducing themselves with a link to the **Welcome Pack and the Further Guidance document**.

Tools: Teams, Email

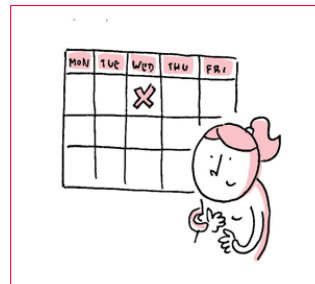
The Welcome Pack



The **Welcome Pack** shows Amy what the **process and the next steps are**. There is also an FAQ section with questions that start to give Amy some **clarity on what to expect from Towns Fund Delivery Partner & Lauren**, her coordinator.

Tools: Welcome Pack

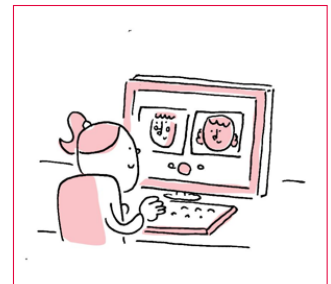
Finding time to meet



Lauren schedules a **conversation with Amy to get to know each other**. Lauren invites Michael, the local CLGU Area Lead, and Amy thinks about who else could be involved. They agree a time to **chat via Teams or another tool that Amy can access**.

Tools: Teams, Calendar, Email, other call/video tool

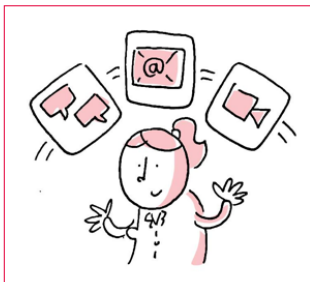
Kick-off call



Amy and Jeff from her Town Deal Board dial into a meeting with Lauren and Michael. **Using guided questions they talk about themselves, the programme, the type of support that Amy needs to develop her TIP and any questions that Amy has about how it will work.**

Tools: Teams, other call/video tool

Communication Channels



On the call, they also **agree on the communication tools** that they want to use during the engagement. Amy is keen on using zoom for video calls and trying out Teams for messaging and document collaboration. **After the call, she receives a Teams invite.**

Tool: Zoom, Teams, Outlook

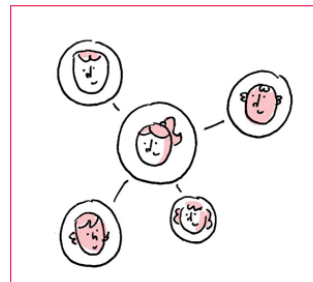
Introducing TownsFund.org.uk



During the call, Lauren introduces Amy and Jeff to **TownsFund.org.uk** and talks through its purpose. Lauren **invites them to a webinar where all towns can learn how to use the website.**

Tools: TownsFund.org.uk

Following Up



Lauren follows up with a **summary of their conversation, and some additional questions**. She tells Amy that she will use this information to **develop a proposal for support goals**. Michael, the CLGU Area Lead, connects Amy and Jeff to other Towns in their area, and Lauren connects them to other Towns with similar challenges.

Tools: Teams, Outlook

Assessing Support Needs



Lauren **shares with Amy and Michael her proposal for what the support goals are for this Town** so Amy can discuss with her team and review. She explains that the **Towns Fund Delivery Partner will be able to offer support to help meet these goals.**

Tools: Teams, TownsFund.org.uk

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