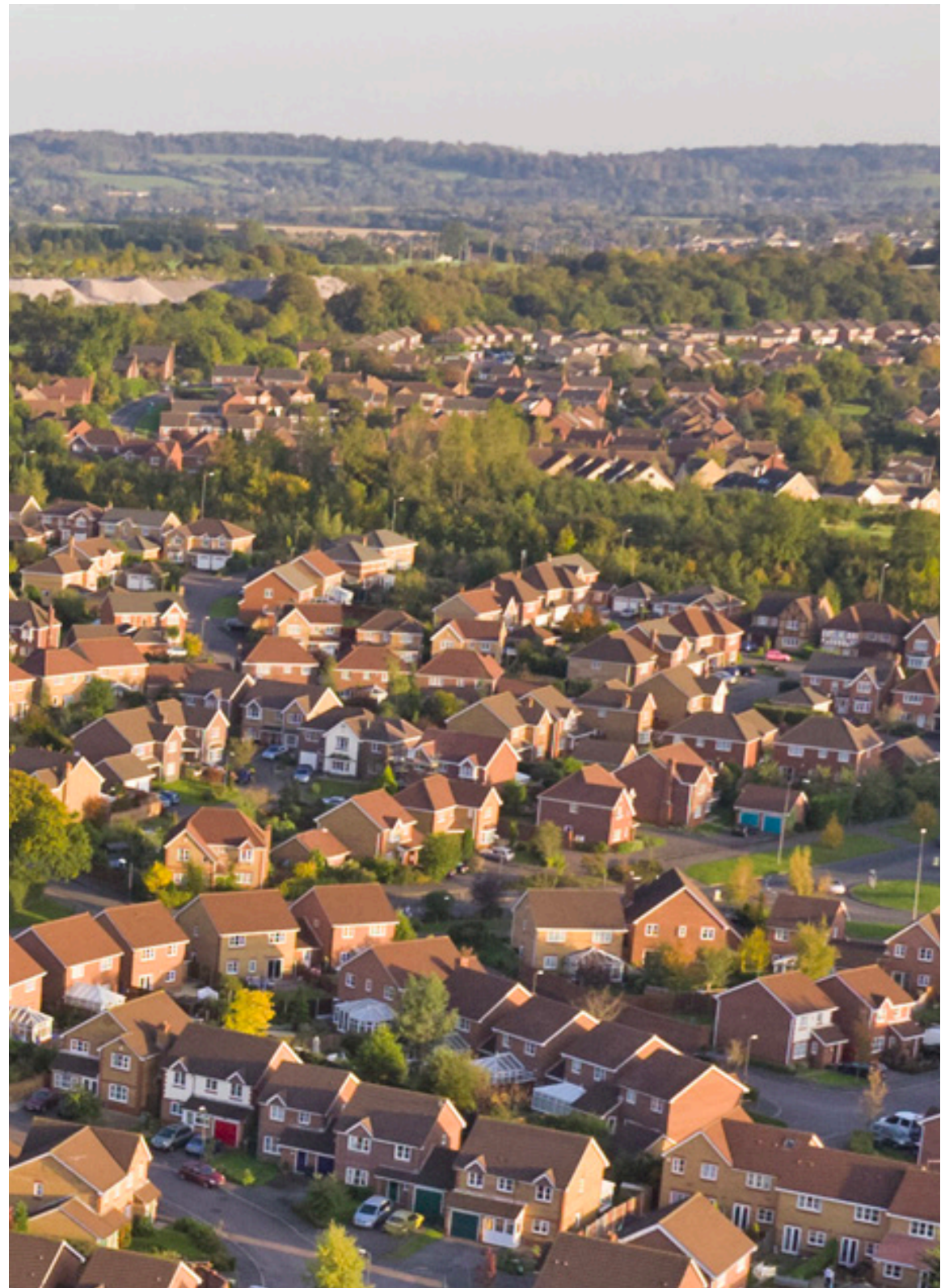


# TOTAL TOWNS OUTCOMES FRAMEWORK

August 2020



# Contents

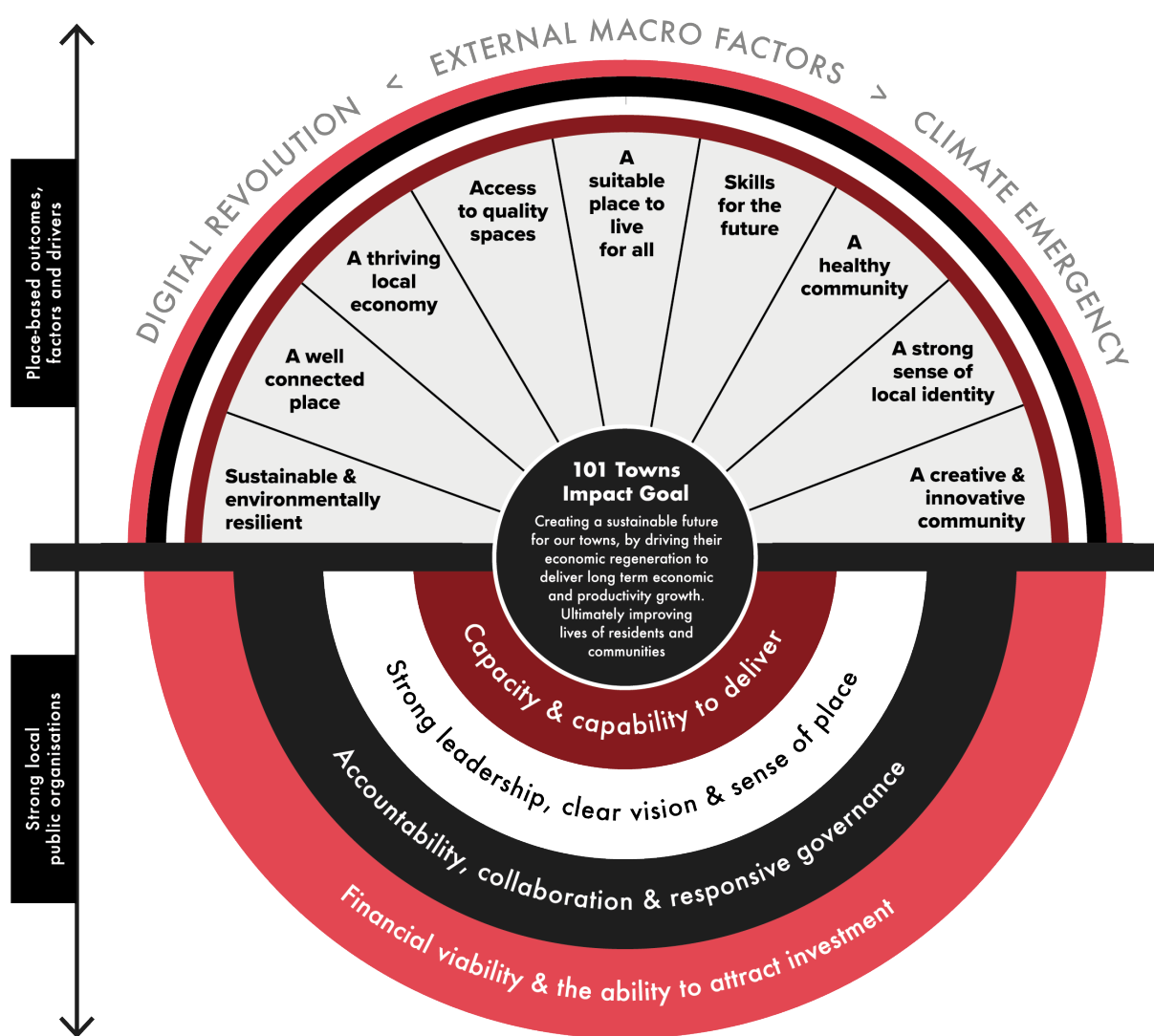
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# Introduction to the Total Towns Outcomes Framework

The Total Towns Outcomes Framework is a tool to help you think holistically about the longer-term factors and considerations in shaping a thriving, healthy and economically-sustainable place.

We recognise that every town is different and has its own context, history and unique set of circumstances, strengths and challenges. In response, this framework has been designed to help you focus on your local strengths and consider how you might build on them in the short- and longer-term. We don't expect you to be strong across every factor. Instead you should use this framework as a tool to collaboratively prioritise those factors which are most important to your town and identify the steps required to achieve them.

We've aligned this framework with MHCLG's requirements for assessing Town Investment Plans and agreeing deals. We recognise many of the outcomes this framework references go beyond the lifespan of the Towns Fund programme. We therefore hope that it provides you with a way of framing the medium- to longer-term aspirations for your town. You should use it to identify the people, skills and investment you'll need to achieve these aspirations.



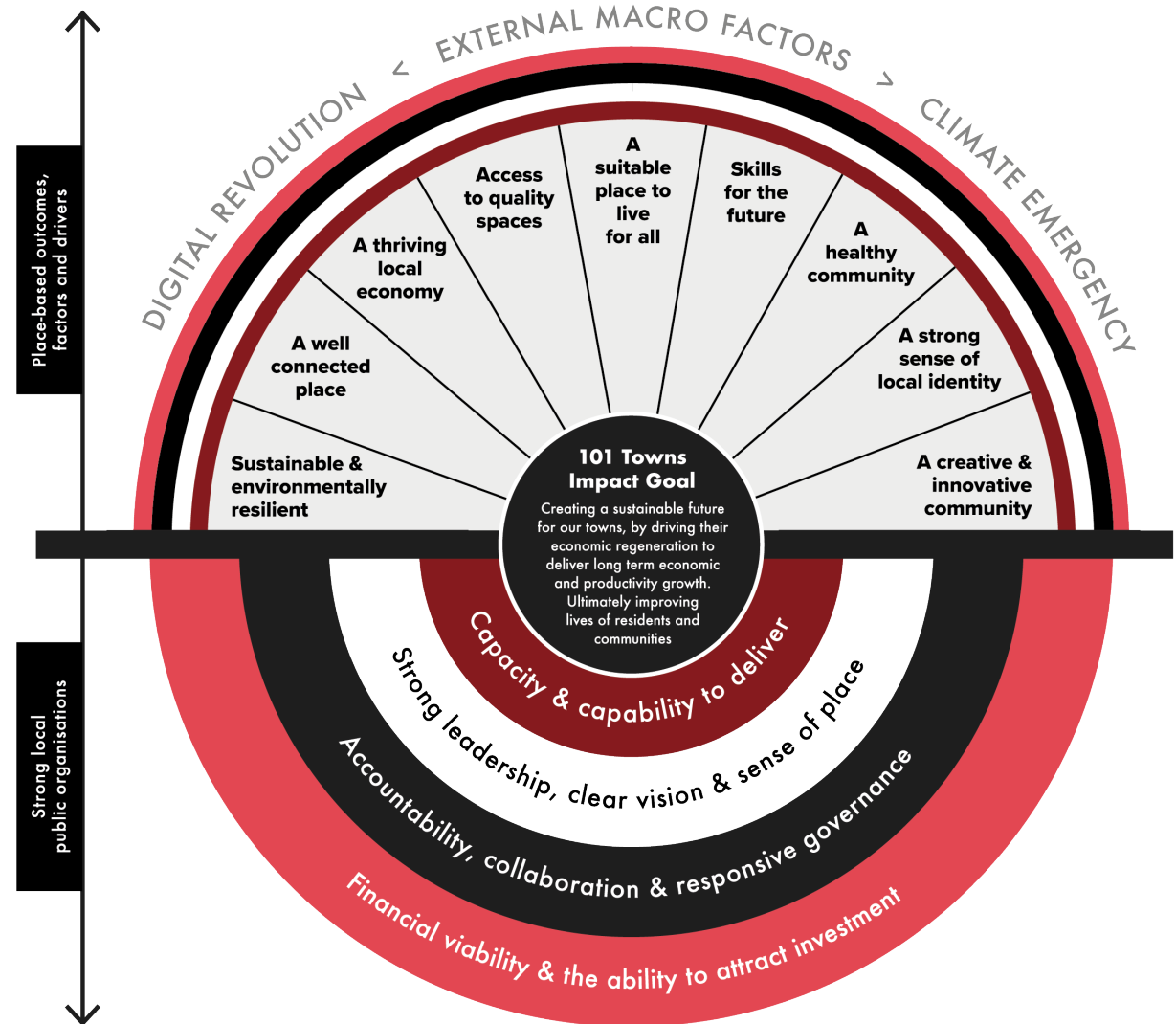
# Elements of the Total Towns Outcomes Framework

The Total Towns Outcomes Framework is split into two parts:

- **place-based outcomes and assets**
- **organisational factors and drivers**

We've designed the framework in this way to help illustrate the need to consider both the outcomes you are looking to achieve for your place and the organisational factors required to achieve them.

This document walks you through both parts of the framework and provides a descriptor of what good looks like, and some specific examples and questions to help prompt your thinking. Throughout the programme we'll be creating content, resources and support based around this framework which will help you bolster or build new skills and capabilities relevant beyond the Towns Fund programme.



## How to use the Total Towns Outcomes Framework

As Towns Fund Delivery Partner we'll be using and referencing this Total Towns Outcomes Framework throughout the programme. We'll be using it to make sure we're providing you with the right support; and curating informative and inspiring content that will be relevant beyond the Towns Fund programme.

There are a number of ways that you can use and engage with this framework both formally and informally. These include:

1

**Formally, via the Total Towns self assessment questionnaire issued at the beginning and end of the programme.**

The questionnaire is there to provide you with some prompting questions and to help us better understand your support needs and how they might change over the programme.

2

**Internally with your team or Town Deal board.**

We'd encourage you to use this framework as a collaborative tool to think about longer-term aspirations and priorities for your town, and how your town deal may support you in achieving them.

3

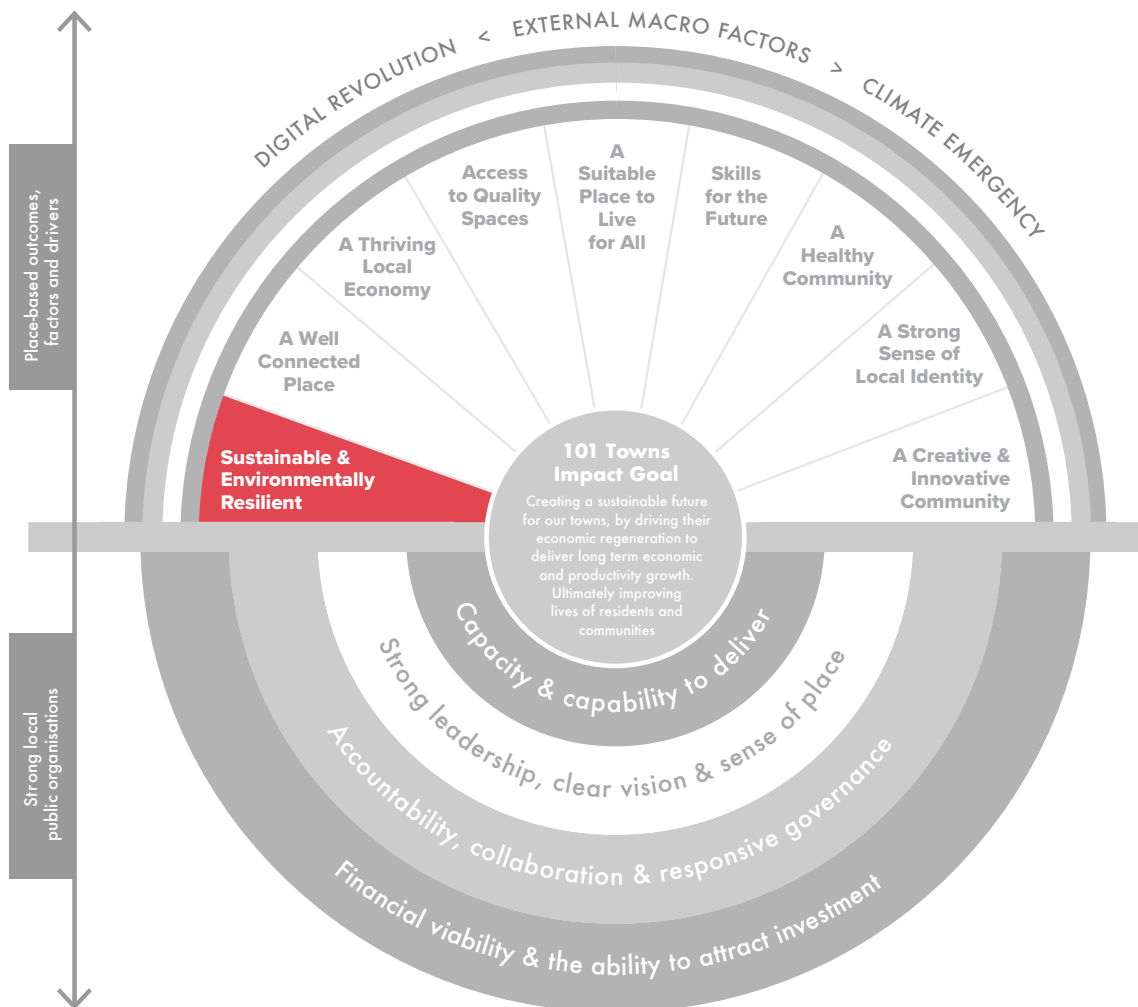
**In conjunction with other services and support that is being provided by the Towns Fund Delivery Partner.**

We'd encourage you to use the framework and any insight that it helps you glean alongside other support provided by the Towns Fund Delivery Partner.

# TOTAL TOWNS OUTCOMES FRAMEWORK

Part 1: Place-based outcomes and assets

# Place-based outcomes and assets



## Place-based outcomes & assets

### Sustainable and environmentally friendly

#### What does good look like?

The town is taking active steps to reaching net zero targets and has a clear sense of how their town can be environmentally resilient in the future. Towns have identified key environmental and climate change risks and have a strategy for mitigating and adapting to the impacts of climate change. These strategies are clearly linked to any development proposals and projects. Primary polluting sectors have a plan for mitigating their impact locally and globally, and the built environment community (e.g. planners, designers, developers, transport planners) have plans in place for reducing demand for polluting activities and improving environmental performance.

Some examples below to help prompt thinking might include:

- Clear understanding of climate change risks (e.g. increased risk of flooding, overheating, droughts) and plans to mitigate are included in the objectives of all investments
- Visibility of a town's carbon footprint and action plan to achieving net zero
- Locally led initiatives to reduce carbon emissions
- Strong Local Plan policies are in place to drive environmental investment and high levels of sustainability
- Strong network of green and blue spaces providing habitat linkages and increased biodiversity
- Priority placed on active travel and low carbon travel options
- Appropriate plans in place to mitigate impact of sea rising levels and flooding
- Innovative farming techniques in place to boost food resilience (i.e. vertical farming)

## Sustainable and environmentally friendly

**What are our strengths in this area? What are the assets, projects and expertise that we can build on?**

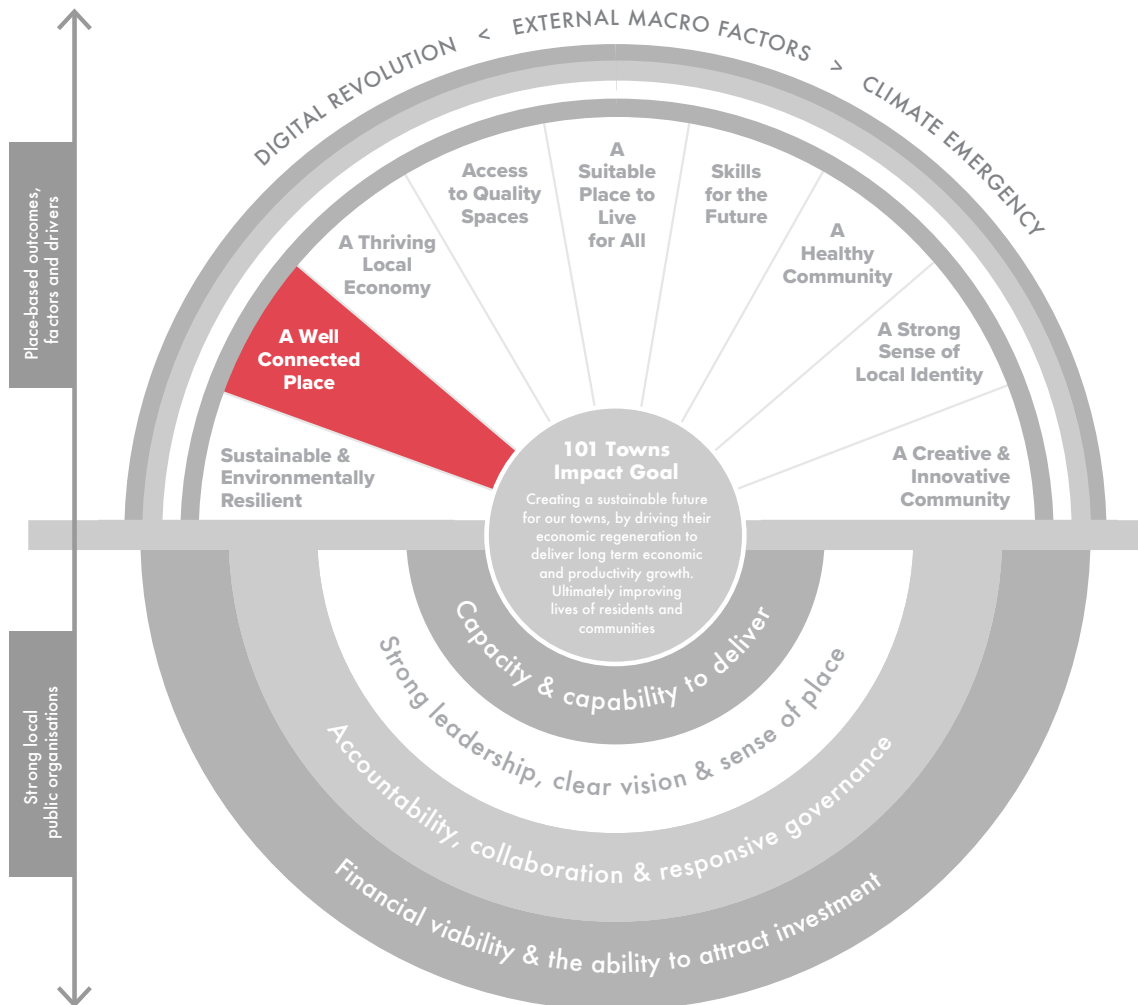
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**How will we know if we're on track to achieve the outcomes we've set out in relation to this area? What impact measures should we set up?**



# Place-based outcomes and assets



## Place-based outcomes & assets

### A well-connected place

#### What does good look like?

People are well connected across the town both physically and digitally. People are easily able to get around the town using public transport and there are accessible public walkways and cycle routes over roads and highways; the trade-offs in relation to congestion, air quality and health and wellbeing have been carefully considered. People should be able to easily access other local places including nearby villages, towns and cities. Residents and local businesses are also connected digitally and are able to access fast, affordable internet and where appropriate there are plans to implement 5G and fibre connectivity.

Some examples below to help prompt thinking might include:

- Accessible, multi-modal transport hubs
- Reliable bus and rail routes connecting areas within and outside the town
- Accessible cycle routes and walkways for all ages and abilities
- Easy access to important services, amenities and shops
- Easy to access digital services for residents
- Tactics and plans to reduce digital exclusion i.e. digital skill development
- Plans for 5G and fibre connectivity
- Timely and adequate access to help and support i.e. access to hospital

## A well-connected place

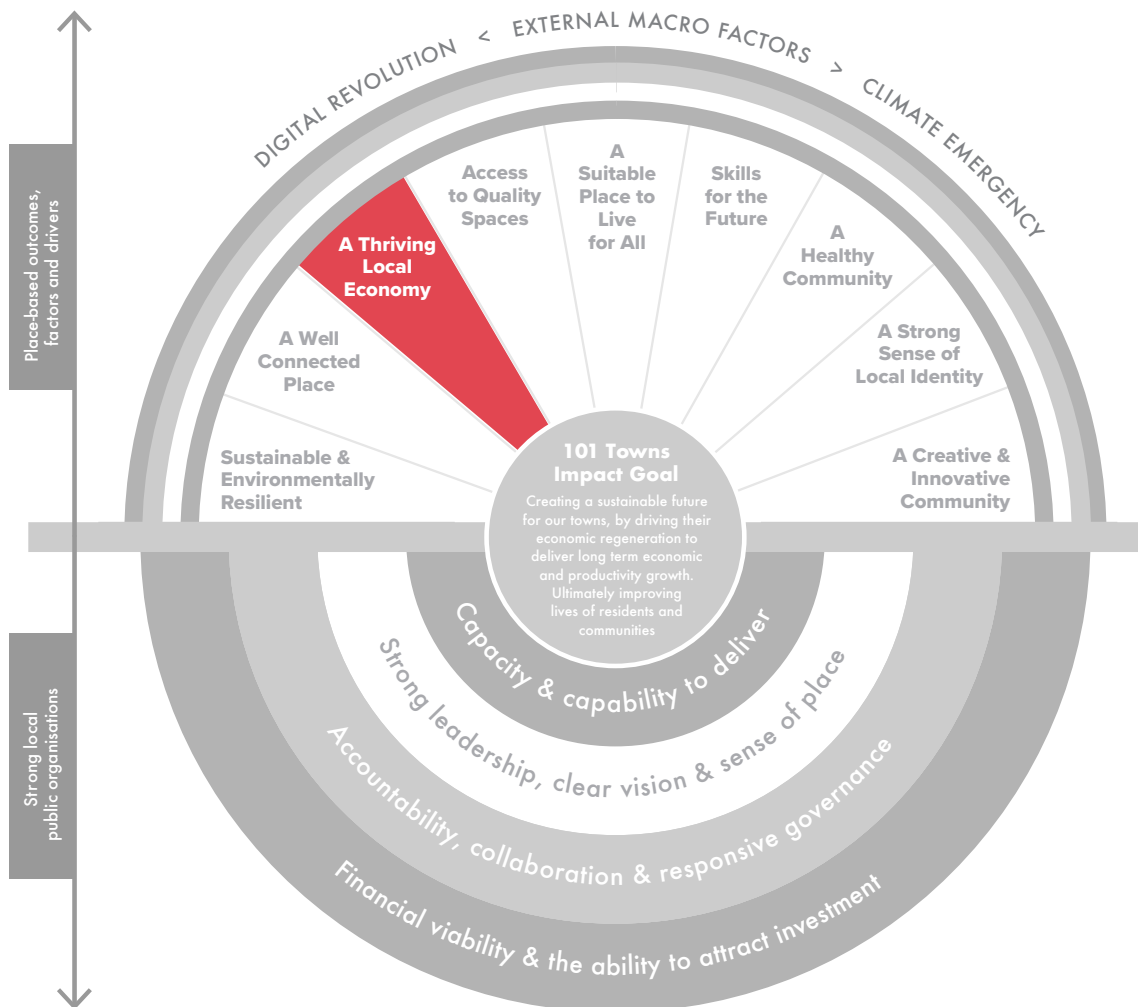
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# Place-based outcomes and assets



## Place-based outcomes & assets

### A thriving local economy

#### What does good look like?

You have been experiencing sustained levels of economic growth and are able to attract a wide range of businesses and workers to the area. Local businesses are provided with the support and expertise to thrive and grow. Within the town there is a strong local business network, and the town is able to attract both local and national investment. Local businesses have plans for how to adapt to major drivers of economic change, such as automation, the digital economy and internationalisation. You have also considered how social value is a core part of your economic growth plans, focusing on longer term outcomes for people (particularly the links between employment and health) as well as economic growth.

Some examples below to help prompt thinking might include:

- Plans for rethinking high streets, retail sector or the leisure industry post Covid-19
- Strong ability and skills to attract investment at a regional, national and international scale, including private sector investment where relevant
- Good track record and ability to attract large or significant employers
- Good local business networks and communities that are connected into the wider region
- Affordable and accessible local business spaces, suitable for a range of business sizes
- Clear long-term labour market investment and job creation strategy, including upskilling of local communities
- Local businesses have access to the resources, skills and training to operate in the digital economy

## A thriving local economy

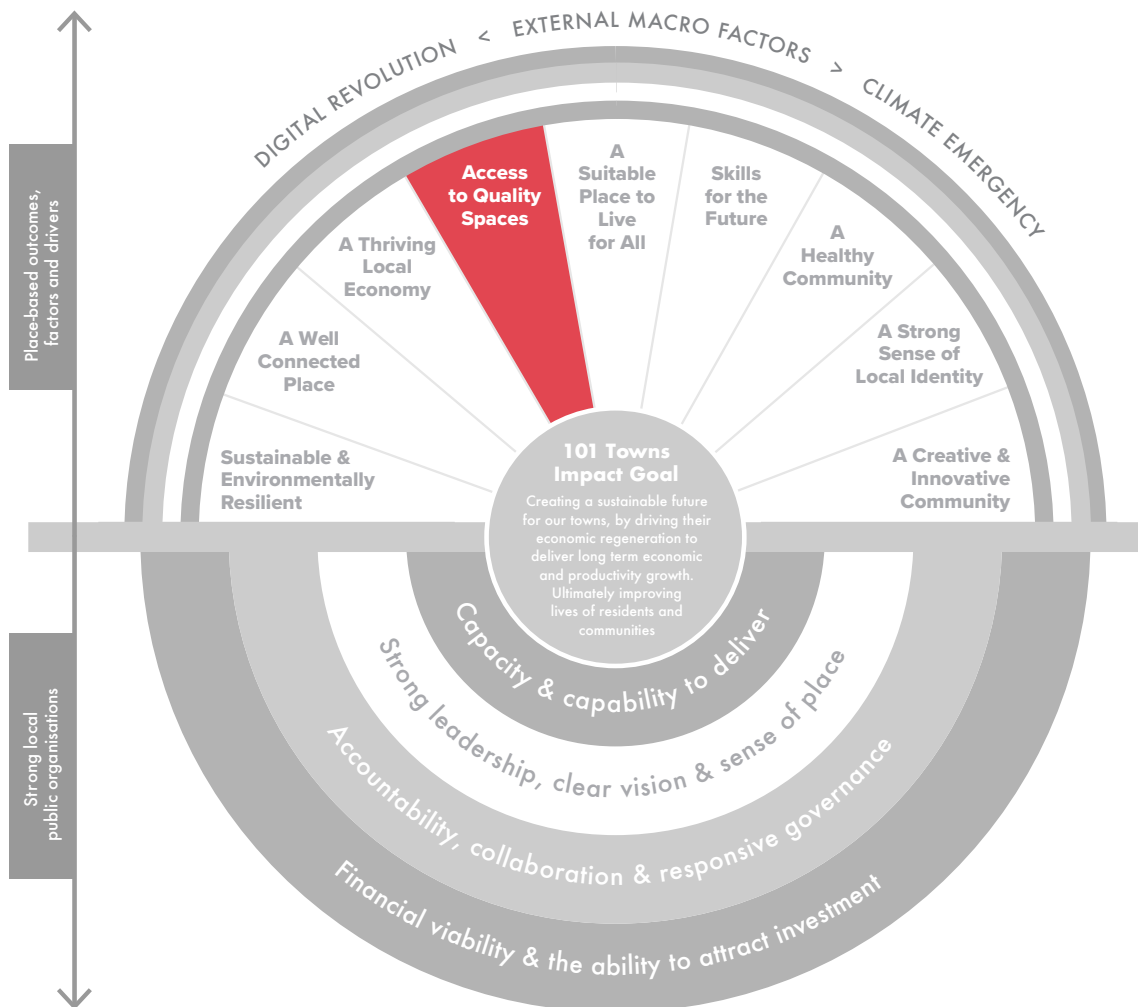
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# Place-based outcomes and assets



## Place-based outcomes & assets

### Access to quality spaces

#### What does good look like?

People are able to access green spaces such as parks and recreation facilities and usage is high. There are free and affordable spaces available so people can meet others, socialise and stay active. Leisure facilities, entertainment and cultural events are affordable and accessible to a wide range of communities across the town. People responsible for maintaining these spaces are supported with the skills and resources required in their management and operations. There is a clear understanding of the link between physical and social infrastructure and how access to quality spaces has a longer-term positive impact on both economic and social factors including health and wellbeing.

Some examples below to help prompt thinking might include:

- Easy access to safe, outdoor, green spaces and parks
- Access to free, safe communal spaces and activities e.g. community centres and youth clubs
- Affordable leisure centres, sports facilities and access to physical activity
- Easy access to libraries and social infrastructure including community and faith groups
- Spaces and places that are safe, inclusive and provide access for all people with a range of abilities and ages – including those with disabilities, the elderly and youth
- A varied streetscape where historic buildings are valued and celebrated alongside meaningful modern architecture

## Access to quality spaces

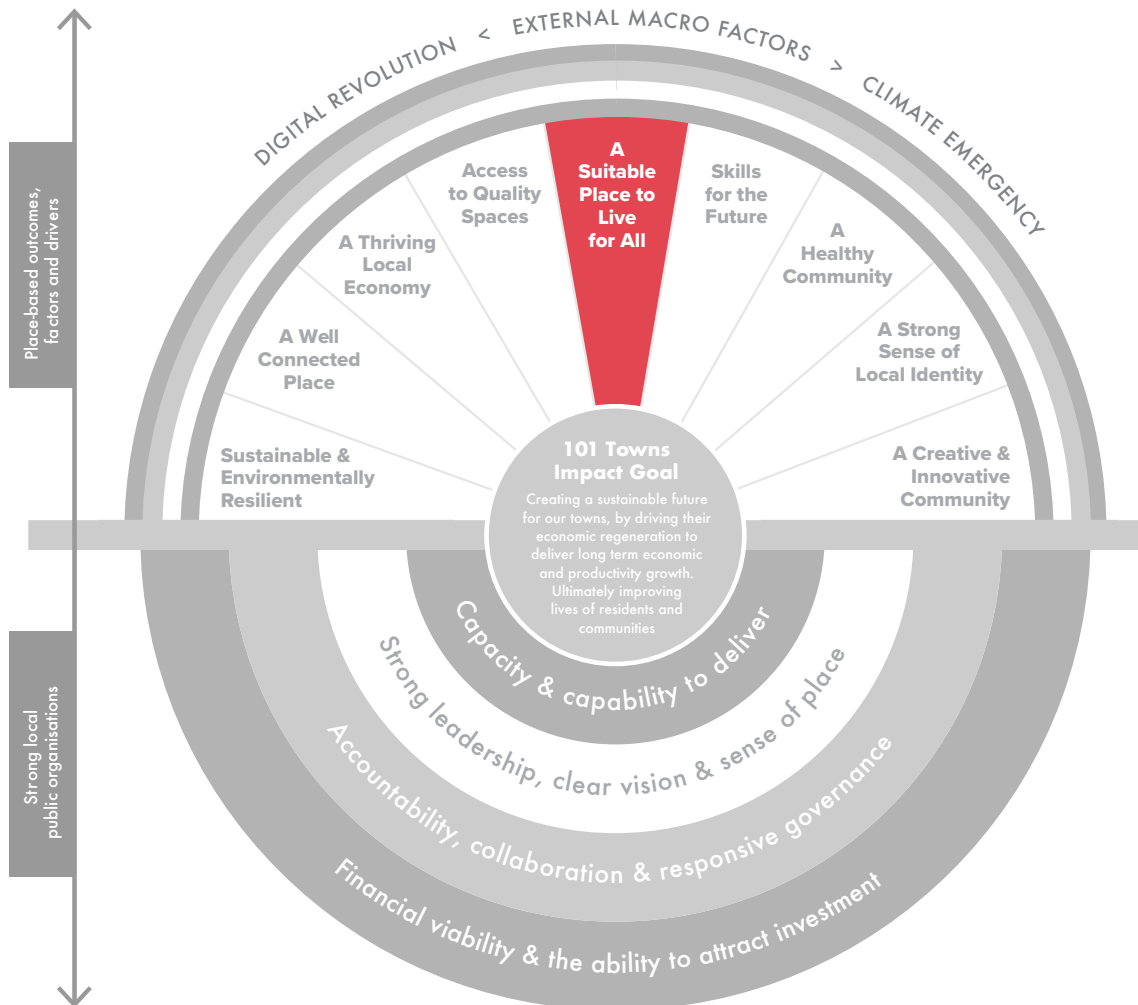
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# Place-based outcomes and assets



## Place-based outcomes & assets

### A suitable place to live for all

#### What does good look like?

People are able to access affordable, appropriate and good quality housing locally. There is enough housing stock to meet the current and future demands and there are suitable spaces for future development including a mixture of greenfield and brownfield sites. Where relevant, there is clear recognition of the challenges of land uplift and site remediation, and related projects account for them. Stock that is in decline or not in demand can be repurposed for other uses or needs within the community. Developers are able to contribute to local transport, green space and other amenities in line with additional requirements of existing and new communities. Through a joined-up approach to housing and the economy, towns have a clear plan to address any issues of homelessness, health and wellbeing and reduce deprivation and promote inclusion. Strategies are in place to embed sustainable building practices and climate resiliency in the housing market.

Some examples below to help prompt thinking might include:

- Access to brownfield sites for development
- Good collaboration with housing developers
- Good relationships with housing associations
- Appropriate social housing options
- Warm and energy efficient housing
- A joined-up approach between housing and inclusive growth

## A suitable place to live for all

**What are our strengths in this area? What are the assets, projects and expertise that we can build on?**

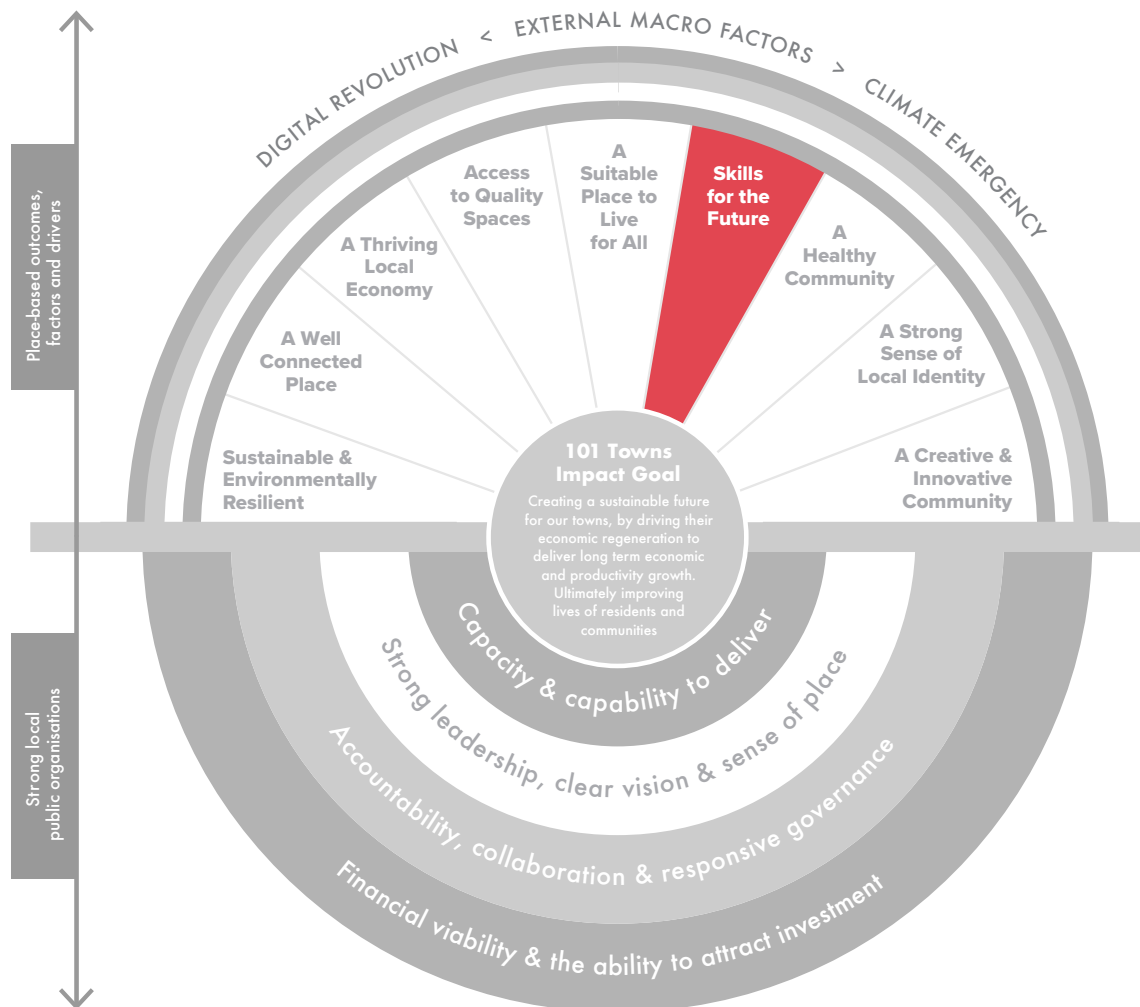
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# Place-based outcomes and assets



## Place-based outcomes & assets

### Skills for the future

#### What does good look like?

People are able to access good quality education and they are supported to continue developing skills in the workplace that are fit for the future. There are opportunities locally to retrain and reskill and make sure people are suitably prepared to apply these skills into the local workforce or industry. Future skills and workforce planning take into account the impact of Covid-19 and other specific sectoral challenges. The town collaborates effectively between education providers and local businesses to ensure that skills being developed are fit for the future workforce. There is access to high quality higher education institutions to train and attract management-level and highly skilled workers. Towns are able to take advantage of the opportunities provided through access to anchor institutions such as universities and healthcare facilities.

Some examples below to help prompt thinking might include:

- High performing schools with adequate numbers of places
- Accessible further education training/ retraining, apprenticeship provision and locally relevant further/ higher education courses
- Suitable skills advisory panels, groups and forums
- Access to suitable retraining centres and spaces, including equipment and resources for digital learning
- Locally relevant online training and local skills provision that has a clear link to an economic/enterprise growth strategy and employment pathways
- Strong local skills partnerships with clear ownership and responsibilities
- A clear sense of the gaps in Essential Digital Skills (ESDs) and a plan to fill them

## Skills for the future

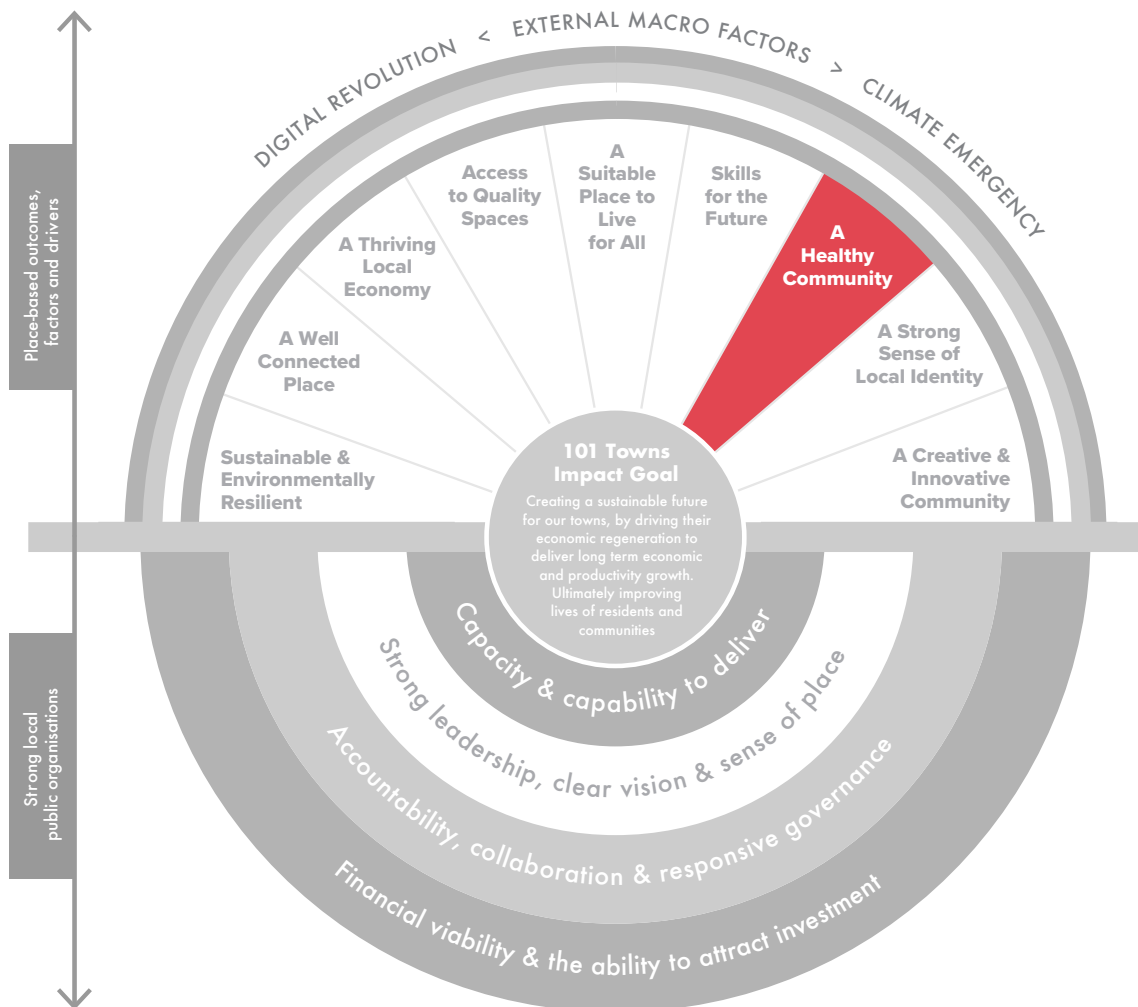
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# Place-based outcomes and assets



## Place-based outcomes & assets

### A healthy community

#### What does good look like?

There is a strong local community who are provided with opportunities to be active participants in civic life. People are empowered to stay well through access to services and activities that support their health and wellbeing. Local organisations have the capacity to support those most in need - in particular those experiencing poverty and inequality - and are able to work together to address increasing demand for support and services. People feel safe and crime rates are low and well-managed. There is a strong sense of community cohesion and neighbourliness and volunteering groups are active and supported.

Some examples below to help prompt thinking might include:

- Health and wellbeing is included in the objectives of every investment
- Good links to health organisations, and wider community benefits are considered when planning new health facilities
- Strong voluntary and community sector (VSCE) partnerships and collaboration
- Thriving local communities including faith and youth groups, who are engaged in the planning of new projects
- Easily accessible and safe local cycling and walking infrastructure
- Good and inclusive access to green and blue spaces
- Social and cultural events which promote social inclusion are held regularly

# A healthy community

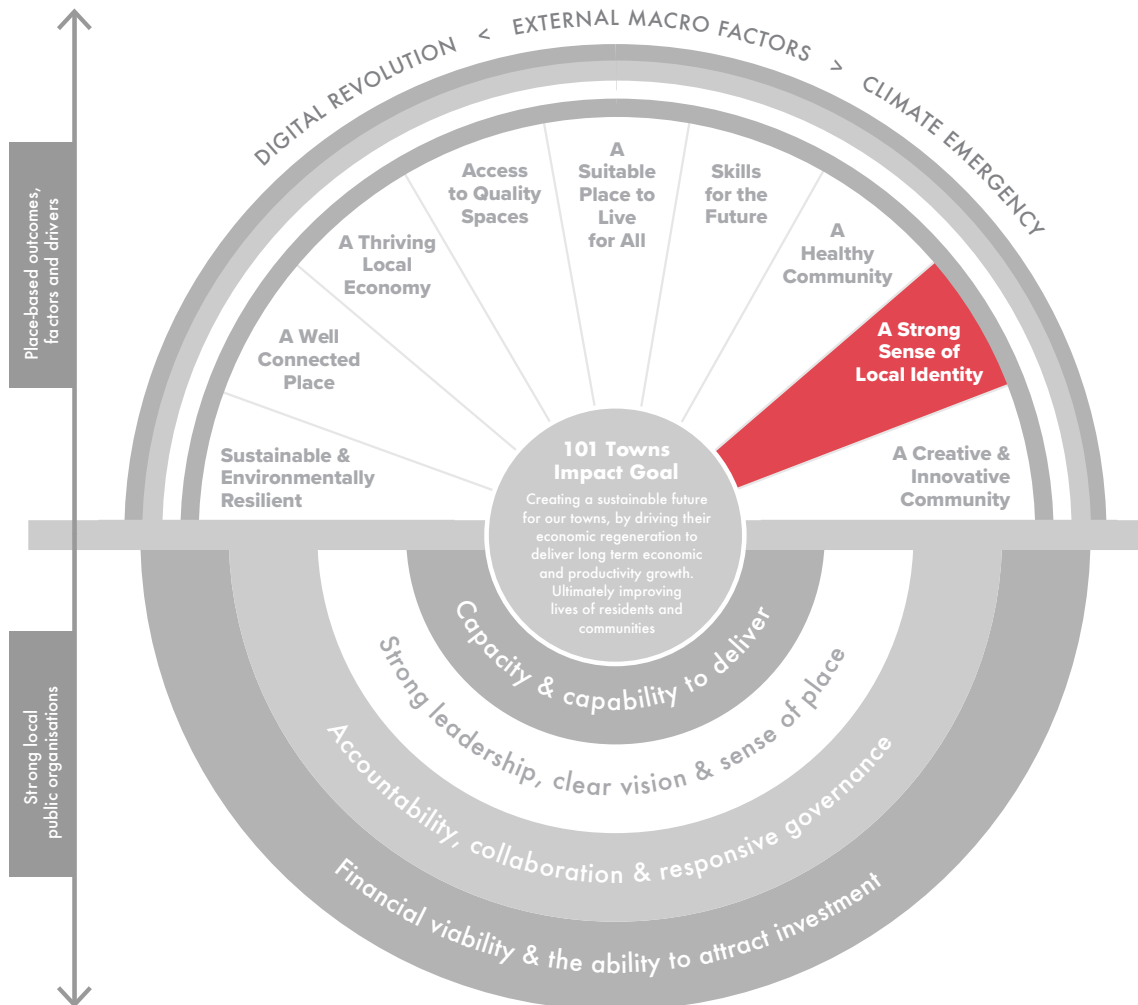
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# Place-based outcomes and assets



## Place-based outcomes & assets

### A strong sense of local identity

#### What does good look like?

There is a strong sense of local identity and community where people feel proud of their town's history and heritage. Local communities are able to access cultural experiences that inspire and educate. Towns are able to leverage strong community assets such as sport teams and they play a big part in shaping local identity. Visitors are attracted to the town because of its strong local assets and industries such as tourism, retail, cultural events or natural and heritage sites. Towns are able to communicate their local story and have considered how to market their town to attract investment and people. There are clear ways for residents, businesses and community groups to help shape their town's story, identity and important decisions that are being made.

Some examples below to help prompt thinking might include:

- Vibrant cultural events and experiences that are affordable and accessible to people locally
- Nationally and regionally recognised historic or heritage sites
- Thoughtful approaches to support the rebuild of retail and hospitality industries
- Affordable museums and art galleries
- Promotion of local art and culture across the town
- Accessible religious and faith spaces
- A compelling and inspiring local story and narrative

## A strong sense of local identity

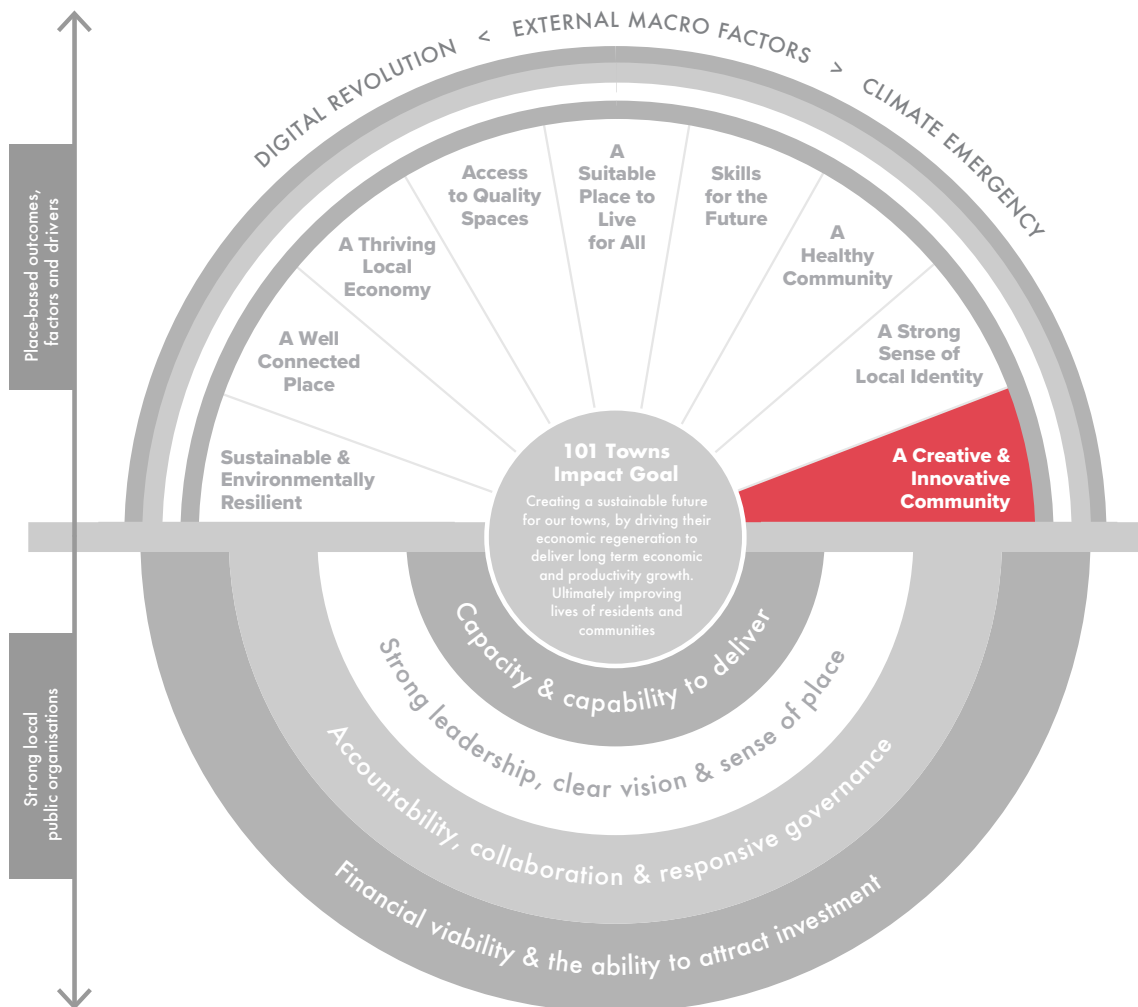
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# Place-based outcomes and assets



## Place-based outcomes & assets

### A creative and innovative community

#### What does good look like?

There is a thriving local creative community and culture that supports emerging new ideas and innovation. People are supported to access local investment, office space and creative sector expertise in order to drive local innovation. Towns are able to seize opportunities presented by digital innovation and technology to engage with people differently, attract new business and improve service delivery. Local businesses and civic society have an appetite for trying new and innovative things and are open to exploring new untested opportunities.

Some examples below to help prompt thinking might include:

- Strong creative sector links locally, regionally and nationally
- Accessible and adaptable small business hubs and spaces
- Support for businesses to develop new digital skills and business models
- Affordable manufacturing
- Access to local Research and Development (R&D) investment
- Suitable development of local creative and digital skills

## A creative & innovative community

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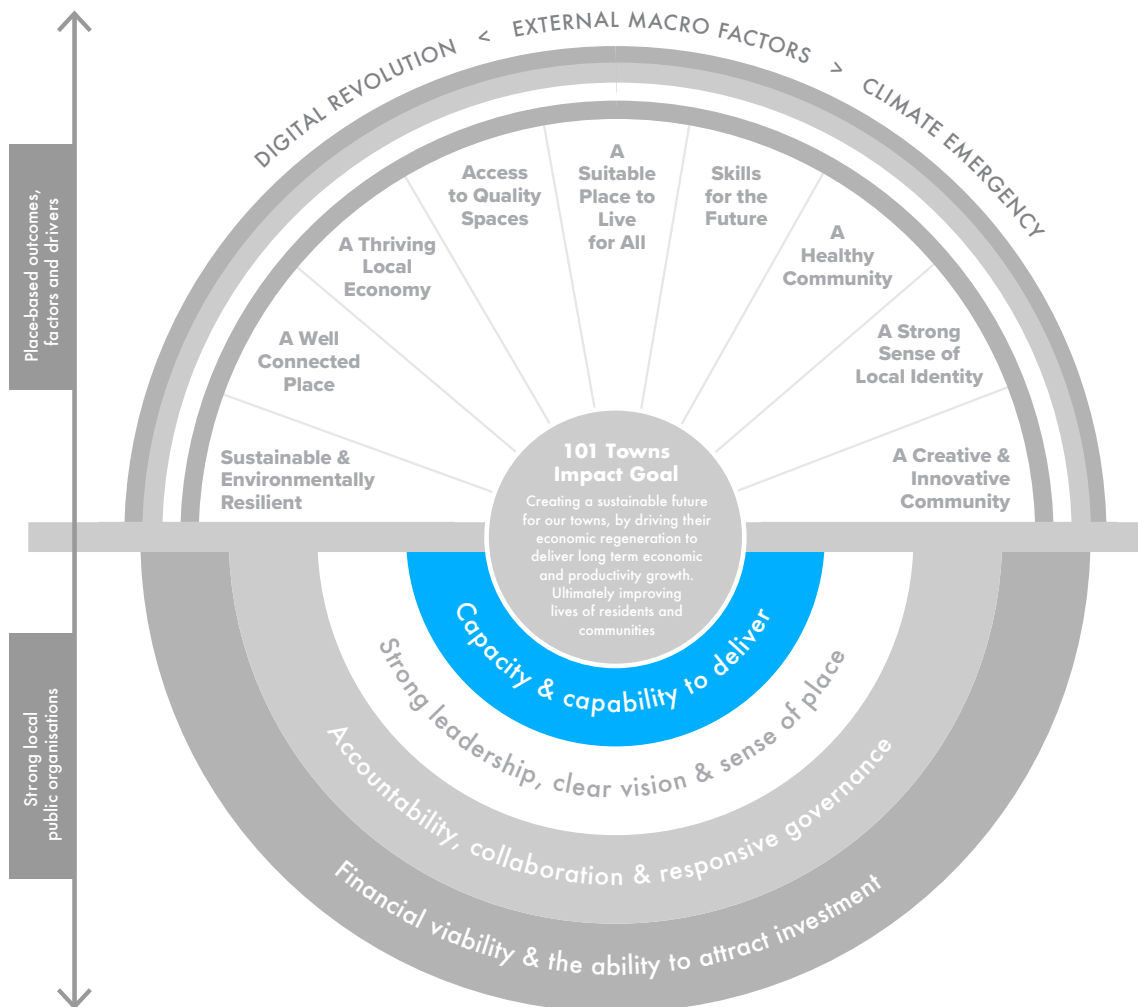
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# TOTAL TOWNS OUTCOMES FRAMEWORK

Part 2: Organisational factors and drivers

# Your organisational factors and drivers



## Organisational factors and drivers

### The capacity and capability to deliver longer term plans

#### What does good look like?

You have the right skills, expertise and experience to deliver longer-term regeneration plans. There is a clear sense of what outcomes you are looking to achieve and have the right mix of people and partners to deliver the work. Where skills and expertise aren't available in-house, you have a strong network of partners and organisations you can partner with. You feel able to reach out to other towns who have been successful in delivering similar plans to share learning, insights and solutions.

Some prompting questions to consider:

- Is it clear what skills and expertise are needed to deliver on your projects and initiatives?
- Are there any gaps in your skills where you may need to bring in additional support?
- Where you don't have the skills or expertise, do you have links with partners (locally or nationally) who can support in filling them?
- Does your organisation or team have a track record of delivering tough but important initiatives?
- Are there clear mechanisms within your organisation to share learning, data and insight?

## Capacity & capability to deliver

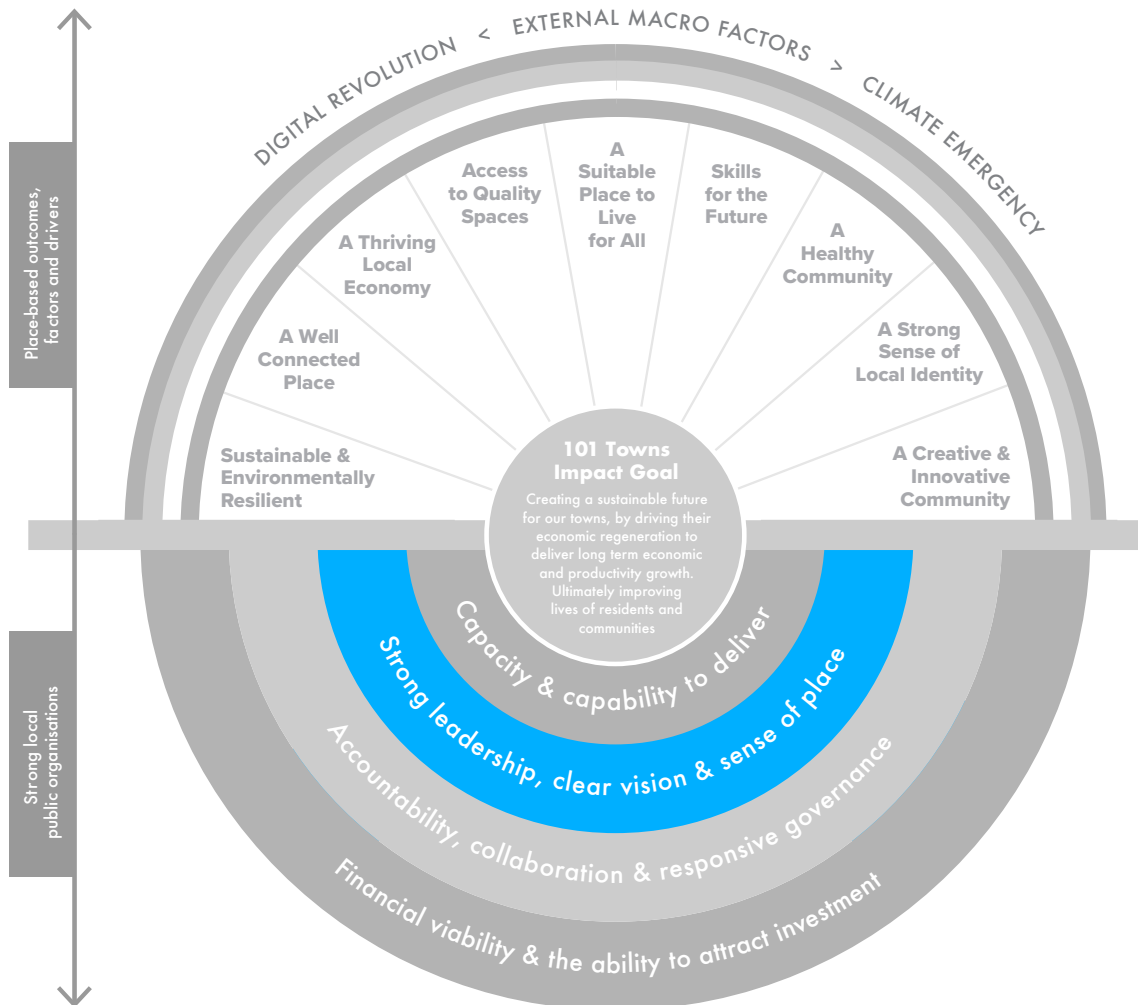
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# Your organisational factors and drivers



## Organisational factors and drivers

### Strong leadership, a clear vision and a strong sense of place

#### What does good look like?

There is a clear vision and direction for the future of your town and its people. It has been developed in partnership with stakeholders and residents and has been communicated in an accessible way with a compelling narrative. Your vision is supported by strong evidence across your organisation and communities and people feel empowered to help make it happen.

Some prompting questions to consider:

- Do you feel there has been a clear vision for your town for some time?
- Do you have strategies and plans specifically for your town which are actively used and reviewed to reflect changing needs?
- Do you feel there is a clear logic in place for how you'll achieve your vision? Is it based on a clear evidence base behind it?
- What makes your town different from other towns in the wider region? Are there particular 'unique selling points'? Does your town have a strong voice in the wider region?

## Strong leadership, a clear vision and a strong sense of place

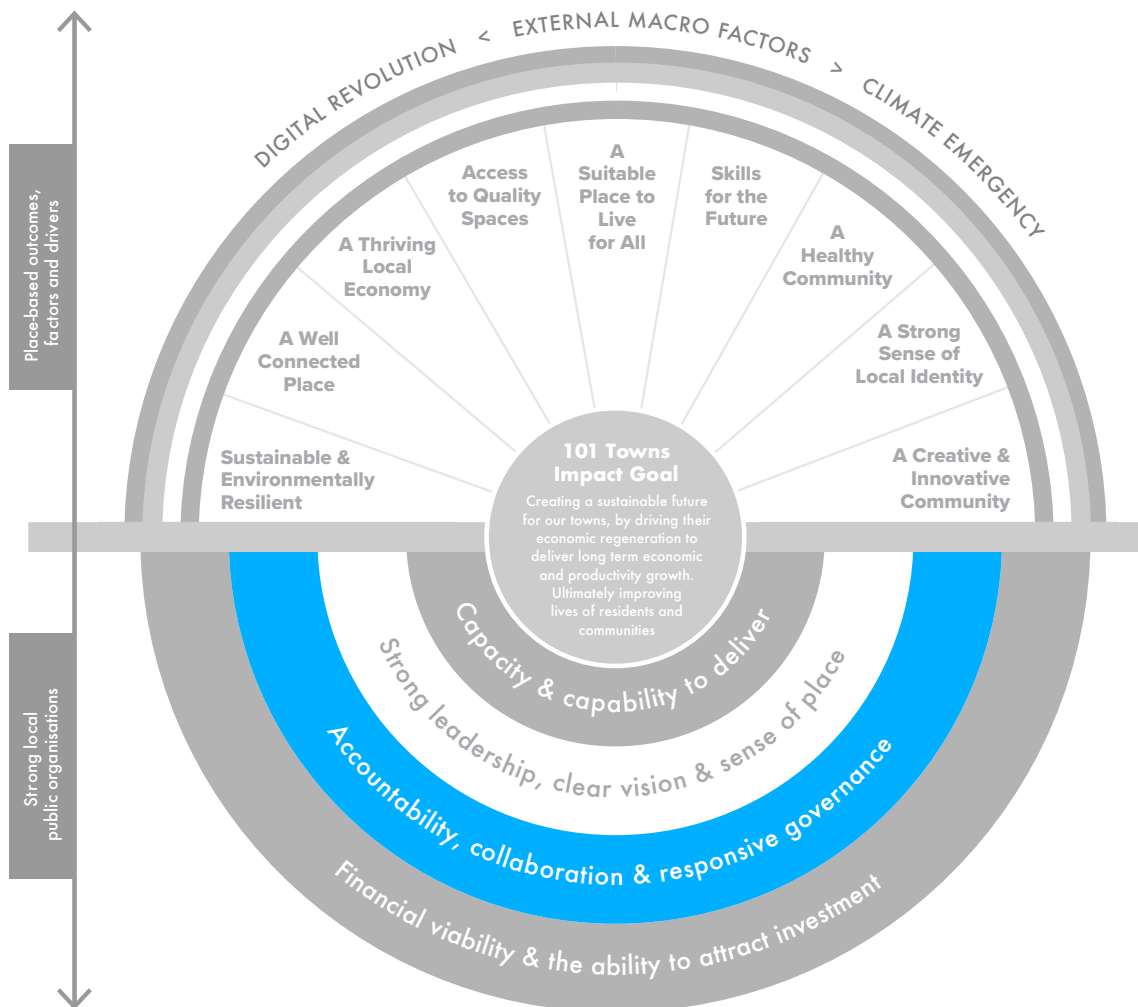
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# Your organisational factors and drivers



## Organisational factors and drivers

### Accountability, collaboration and responsive governance

#### What does good look like?

**You have actively involved the local community (residents, businesses, community sector) in the development of your plans and projects. There are clear ways for people, communities and organisations to communicate, come together and collaborate with decision makers. There is clarity around how decisions are made and by whom.**

Some prompting questions to consider:

- Do you feel you have productive partnerships at a local level? Have these partnerships been effective for your town in the past?
- Has this been put into practice through shared visions/deals for the town and joint implementing teams?
- Do you have a transparent process in place for prioritising your projects that is easily understood both within and outside your organisation?
- Are there any organisations, businesses, demographic groups or other local institutions or interest groups with whom you are not regularly engaging? Is there a plan to engage them?
- Do you have plans to continue engaging with stakeholders and the local community throughout and beyond the Towns Fund process?
- Have you engaged with other towns locally to ensure your plans are complementary to neighbouring towns and regions? Is there a sense of a shared local social contract?

## Accountability, collaboration and responsive governance

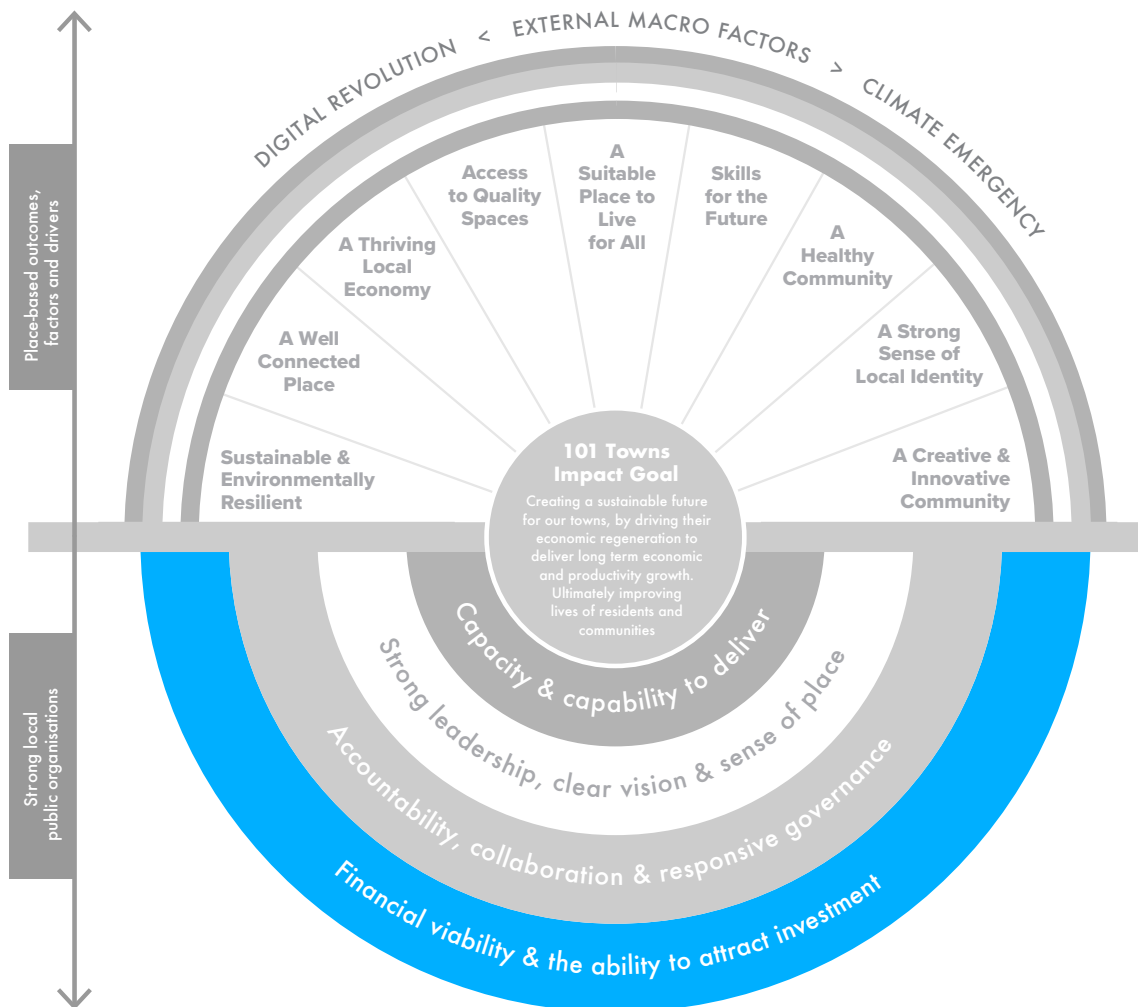
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# Your organisational factors and drivers



## Organisational factors and drivers

### Financial viability and the ability to attract investment

#### What does good look like?

Recognising the challenges local government has faced in levels of funding as well as the ability to raise funding locally, the town has the tools to raise funds as needed to deliver key development projects. Revenue funding for ongoing operations and maintenance is planned for and allocated for projects. Developer and investor engagement is strong, with key relationships in regional and national markets maintained on a regular basis by the business community and local authority. Inward investment opportunities are well-coordinated and managed with neighbouring districts and LEPs to offer a clear investment proposal for your town within a broader strategy.

Some prompting questions to consider:

- Do you have a team within the council or arms-length body whose goal is to attract investment to your town? If so, are there any major moves attributable to their efforts and engagement?
- How comfortable are you in developing public-private partnerships or other funding and financing programmes for projects outside the typical mechanisms? If not, do you know where to go to get advice on funding, financing, and investment development??
- How effectively do your economic development, regeneration, transport and other functional teams work with your finance team?



## Financial viability and the ability to attract investment

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# FREQUENTLY ASKED QUESTIONS (FAQs)

## Frequently Asked Questions (FAQs)

### How has the Total Towns Outcomes Framework been developed?

The framework has been developed between MHCLG, the Towns Delivery Partner and some towns. The content that is in the framework has been created with a number of specialists across the programme to make sure we are thinking as holistically as possible about what contributes towards a thriving, healthy and economically-sustainable town. This is version 1 of the framework and we will be iterating and improving it based on your feedback and thoughts.

### What are the benefits of the Total Towns Outcomes Framework?

We hope that the framework will help you continue to think holistically about all the factors which can contribute to a thriving, healthy and economically stable town. We have designed the framework to be future looking whilst taking into account current context, and we hope that it provides a helpful framing to consider your Towns Fund projects in the context of longer-term thinking and also within the current context and impact of Covid-19. We'll be supporting you to consider how to use the framework alongside other support, resources and tools that are being developed across the programme.

### How does the framework link to the theory of change we are developing as part of our Town Investment Plans?

The Theory of Change (ToC) that we have asked you to develop as part of your Town Investment Plan (TIP) is a specific magenta book Theory of Change that relates specifically to your towns fund projects and activity. The Total Towns Outcomes Framework is intended to help you think more long-term about the outcomes you're trying to achieve for your place, and how your towns fund projects play and part in achieving these outcomes. We'd hope that you can use the framework to support the development of your Theory of Change model, but that it also helps you think about the skills, capabilities, people, governance and leadership that you will need in delivering your town deals and other projects and programmes beyond the Towns Fund.

### How will the programme track or monitor development against the framework?

There will be a number of different points where we'll be explicitly asking you to share information in relation to the framework. This includes a Total Towns self-assessment questionnaire that we have already shared with you. We'll be asking you to complete this at the start and the end of the programme to see how you self-assess changes over the course of the programme. The questionnaire will also be used to help us better understand your support needs and where

## Frequently Asked Questions (FAQs)

they might be similar to other towns in the programme - helping us link towns together for shared learning where there is appetite.

### **How does the Total Towns questionnaire link to the framework?**

The questionnaire and its content has been developed using the framework. Each of the questions have been included to help you reflect and self-assess against a range of different outcomes and factors. It isn't expected that you will be strong in all areas of the framework, but instead that you are able to identify your particular local strengths and the areas that you think you'd like more support and information on.