

# BUILDING A WELLBEING ECONOMY ROADMAP FOR TOWNS

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# SHOP

# Foreword

By Liz Zeidler

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The task of refocusing and rebooting our economy has never been more urgent. But whilst the time might be now, time is also not on our side.

Local leaders, with the courage and vision to genuinely build something 'better' out of all of this, need to urgently define what 'better' really means and help drive a pathway to delivering it. Yet realistically, few local leaders have the time to research every option or the expertise to redesign the economic model.

The communities most affected by the current perfect storm of challenges cannot afford for us to sit around pondering a blank page for too long. They are crying out for an economy where people and places matter. Luckily much of the work has been done – we don't need to start from scratch when it comes to defining what 'better' could look like as we build back together. There is guidance aplenty<sup>1</sup> on what a new economy (and new goals to get there) can look like.

This report, and the research it is based upon, aim to demonstrate how – through adapting the [Thriving Places Index](#) for use in towns across the UK – we can provide a fast track to building back radically better places now.

A fair and sustainable future requires a new approach to placemaking based on social and planetary wellbeing. We hope this report can help local leaders carve out a route to delivering that out of the current crisis and beyond.

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<sup>1</sup> From Community Wealth Building to Doughnut Economics, and from the OECD's Better Lives Index to the UN's Sustainable Development Goals

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# 1.0 EXECUTIVE SUMMARY

## Why wellbeing matters

Our current economic model – and the frameworks and data to support it – is focused on delivering growth. But economic growth is not a destination, it's a particular mode of transport to get there. Simplistic measures like GDP tell us only if we are producing and consuming more, not whether we are any 'better off' for doing so. **The collective efforts of citizens, communities, businesses and governments can be driving towards a much more ambitious and meaningful outcome – the growth of our capacity to thrive.** In other words, a 'wellbeing economy' – one that grows the wellbeing of society and our planet.

Instead of merely counting the 'inputs' to society – our collective 'busy-ness' – it counts and values the outcomes for us all – our collective wellbeing. This reflects a seismic shift in defining and measuring progress. With a wellbeing approach, our strategies, plans and actions are all focused on making a difference to lives, now and for generations to come.

A town powered by a wellbeing approach is a place where:

- All decisions, on policy, investment and actions are made based on their ability to grow the wellbeing of people, place and planet
- Success is measured by how well they deliver these wellbeing generating outcomes
- Shared goals are created that bridge political, economic and cultural divides – it becomes everyone's job to help the town to thrive
- Responsibility for delivering these wellbeing outcomes, and sharing learning on what works, is shared across sectors, departments and communities
- Collaboration, participation and creativity are vital pathways to success, and everyone's contributions are recognised, valued and rewarded.

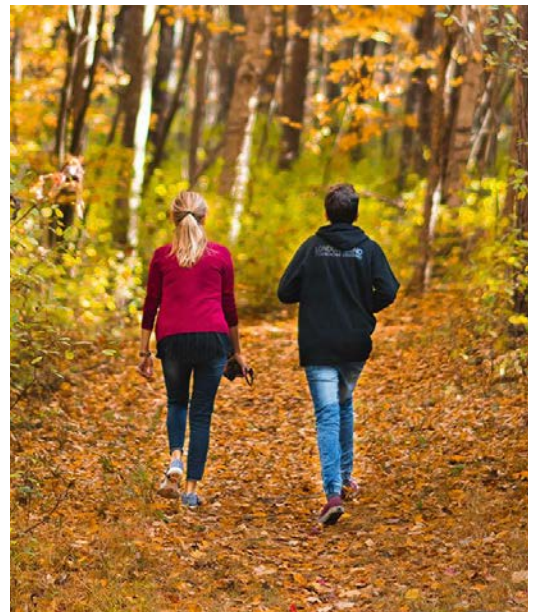


Image: Ben Amaral

## Why towns and why now?

With two in five people in the UK living in towns, and the social and environmental crises deepening for so many, we cannot wait for national or even regional governments to provide the direction and support needed to impact citizens at the town level. As we emerge from the Covid pandemic, our collective recognition of what matters to our lives has come to the fore. What we have missed, and what we have valued most, have been our health and education, our family and friends, our green spaces, our culture and the care and support systems that ensure even the most vulnerable among us are okay.

We need frameworks, policies, data, tools and support to make 'measuring what matters' a practical reality in our towns and communities right now. 'Building back better' needs to be both ambitious in its scope and deliverable at the scale that people live – the towns, villages and communities across the UK and beyond.

**This project aims to support towns across the UK to put these priorities at the heart of their strategies, plans and actions via a Wellbeing Economy Framework, underpinned by data and tools to deliver it.**

# What we have learned

Funded by Carnegie UK Trust and Power to Change, Centre for Thriving Places has undertaken research and consultation to get to the heart of what is needed to make a wellbeing approach a practical reality in towns today. We have adapted the highly regarded Thriving Places Index (TPI) Framework to provide the basis for both a way of working and a new set of measures of success for decision makers interested in long term placemaking fit for the 21st century.

The report headlines are:

1. A Wellbeing Economy Framework like the TPI provides:
  - A shared goal and new way to measure real progress towards achieving it
  - A joined up approach to strategy and service delivery
  - A deeper alignment across departments, sectors and communities about what matters most and how to align objectives and actions to this vision
  - A way to map, measure and multiply the impact of actions across the system in a place
2. Data to support the TPI is available at different levels:
  - Most larger towns can access a full TPI data set
  - Small and medium sized towns can gather sufficient data from accessible sources to give a strong picture of the conditions for wellbeing
  - A partner report\* has been produced giving advice and guidance for all UK towns on what to measure and how to gather data for a wellbeing approach
3. The key ingredients for a successful wellbeing economy approach include:
  - Dynamic leadership
  - Creativity, risk and timely innovation
  - A collaborative mindset
  - A thriving and valued Voluntary, Community and Social Enterprise (VCSE) sector
4. Solutions to the key barriers to delivering a wellbeing approach in towns include:
  - New measures of success and data to overcome political and systemic barriers
  - Peer learning and support networks for local leaders to share evidence, best practice and assets
  - Innovative funding approaches to address narrow and short term funding
  - New materials, guidance and training to support cross-sector partnerships and integrated decision making

\* Please also see the detailed additional data report, [Wellbeing Economy Data Guide for Towns](https://www.centreforthrivingplaces.org/research-and-consultation/wellbeing-economy-data-guide-for-towns).

## 2.0 INTRODUCTION

### 2.1 What is a wellbeing economy?

There is increasing recognition that the prevailing economic model is a root cause of many of the social and environmental crises we're experiencing. There are growing calls for a widespread systemic shift to an economy that puts the wellbeing of people and planet centre stage. In other words, a wellbeing economy.

A wellbeing economy approach ensures policies and resources are directed at growing the wellbeing of people, place and planet. This approach ensures that the shared benefits of society (social, environmental, economic and democratic) are available to all, now and for generations to come. Decisions in all sectors and at all levels of society are taken against these core principles<sup>2</sup>.

A deliverable, scaleable Wellbeing Economy Framework provides multiple benefits at all levels of a place, including:

- Collective buy-in and joined up action towards what matters most to people's lives
- Clear outcomes shared across departments, sectors and parts of the community
- Shared responsibility for delivering those outcomes and agreed ways to measure progress towards them
- A way to make sense of complex and interconnected issues through shared goals with diverse pathways to achieving them
- Making tackling social justice, economic recovery and climate change a unifying process rather than a divisive set of priorities.

### 2.2 Why now?

Wellbeing economics is now backed by a growing body of research, increasingly making headlines and impacting government policy. Leading economists and senior government leaders are saying that the growth of wellbeing, and the conditions for it, must become the primary goal and measure of success for the 21st century. There are now real world examples of this approach in practice, with some smaller nations and devolved regions around the world developing versions of a wellbeing economy.

Around the world, a series of systemic events has led to economic, political and social uncertainty, exacerbating climate change, vulnerability and inequality. Here in the UK, many years of cuts to local services has led to a fundamental weakening of local resilience and to rising levels of individual, and in some cases, community wide vulnerability. In addition, the economic and social uncertainty and division created by Brexit has further weakened the social and financial safety net.

The Covid-19 crisis has shone a light on the current system's lack of resilience and support for human wellbeing. This extraordinary moment of global reflection has put what matters to our lives, individually and collectively in stark relief. There is now a growing body of data-backed evidence about the role of community, the value of healthcare and public services, the importance of nature and the urgent need to 'value' the household and the commons and all they offer to our lives.

The tragedy of the inevitable looming economic costs of this crisis, likely to be borne largely by the weakest in society, also provides an opportunity to be bolder and more radical as we rebuild. We urgently need to move beyond building back a slightly tweaked status quo, but instead rethinking what sort of 'normal' we actually want and need, and building a future focused on delivering wellbeing for generations to come.

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<sup>2</sup> <https://wellbeingeconomy.org/wp-content/uploads/2020/07/WEAll-Understanding-Wellbeing.pdf>



## 2.3 Why towns?



Much wellbeing economy work is focused on the national level. Where support exists, it is often given to the major cities, or larger regional bodies, with greater resources and devolved power.

However, towns are an area of real opportunity for innovation in place-making. Two in five people in the UK live in towns<sup>3</sup>, and they are often at the frontline of many of the challenges created by the current economic paradigm. Local communities cannot afford to wait for national politicians and top down governments to make this urgent shift. There is an appetite in many towns – at all levels of leadership – for using a wellbeing approach to embed this new way of thinking into the fabric of a place. Their size supports collaboration and partnership working, and the relationship with citizens is often stronger than in their larger urban counterparts. However, practical support and access to town level data are often missing.

With the right information, understanding and practical tools and support, the sorts of changes we are seeing at scale in New Zealand, Iceland and elsewhere can be delivered in towns, cities and regions across the UK. To make this shift at a local level but also at a national scale, we need to understand and define:

- How data can play a key role in delivering a sustainable shift in focus for local policy and action
- What support leaders need to embed this approach at scale
- Which tools or materials are needed to help those on the frontline use this approach for decision making
- How this work can help bridge entrenched divides and allow silos to be broken down
- How a current and future generations lens can support policy that looks beyond short political cycles
- What practical help do people delivering our services and systems need to work in this new and disruptive way.

This report is designed to give practical support to local decision makers who want to see a different future for their place – whether they are elected officials, local government managers, town centre managers, community anchor organisations or visionary business leaders involved in place-making. While ‘towns’ is a very broad category, encompassing everything from quite large urban areas to smaller more remote communities, this project aims to show ways in which the leaders of towns of all shapes and sizes can start to make this shift in thinking and action towards an economy that works for all.

The report focuses primarily on English towns. There has been more work, both nationally<sup>4</sup> and locally<sup>5</sup> in Wales, Scotland and Northern Ireland to support a wellbeing approach. Whilst this work is of course not complete, there is significant progress being made. We hope this report builds on that work.

<sup>3</sup> Wallace, J. and B. Thurman, (2018). Quantifying kindness, public engagement and place [Online] Available at: <https://www.carnegieuktrust.org.uk/publications/quantifying-kindness-public-engagement-and-place/> [Accessed February 2021]

<sup>4</sup> Scotland's National Performance Framework <https://nationalperformance.gov.scot/> and Future Generations Commission in Wales <https://www.futuregenerations.wales/>

<sup>5</sup> Understanding Welsh Places <http://www.understandingwelshplaces.wales/en/>, Understanding Scottish Places <https://www.usp.scot/>, Embedding a Wellbeing Framework in Northern Ireland <https://www.carnegieuktrust.org.uk/project/embedding-wellbeing-in-northern-ireland/>

## 2.4 Project methodology

Centre for Thriving Places, in partnership with Carnegie UK Trust and Power to Change, has delivered an initial pilot programme to scope the opportunities and challenges facing towns interested in taking a wellbeing lens to policy and practice. This report, and its accompanying report on Data Availability for a Wellbeing Economy Approach in Towns, are the outcome of that pilot programme.

### Project stages

1. Desk research into data availability at a town level across England (much of the findings and guidance are also relevant in the devolved nations of the UK but the biggest data gap is currently in England so that is where the data focused research was concentrated)
2. Consultation with diverse UK experts and practitioners on the appetite for opportunities and challenges in embedding a wellbeing approach
3. Further research and consultation into the role of data in such work at a local level and the availability of local data to supplement nationally available data
4. Development of a framework, based on the Thriving Places Index (TPI) with a suggested adaptation/co-production process documented for use by towns around the UK
5. Scoping to explore what sorts of additional tools and support would best enable a wellbeing economy approach to be embedded.

### Intended outcomes

- A clear adaptation/co-production process documented for use of a Wellbeing Economy Framework by towns around the UK
- A bank of learning from diverse stakeholders around the opportunities, challenges, enablers and barriers to delivering a wellbeing economy approach at a local level
- An initial set of suggested potential resources, tools and approaches that if developed, could help overcome those challenges and barriers to the take up of a wellbeing approach to policy and practice
- A review report to share learning and support scaling of the pilot impacts elsewhere.





## 3.0 USING A WELLBEING ECONOMY FRAMEWORK AT A TOWN LEVEL

### 3.1 Background to the Thriving Places Index

The starting point for this project is the potential to adapt and adopt the Thriving Places Index (TPI) at a town level across the UK. The TPI is a leading local measure of a wellbeing economy, currently produced annually for upper and lower tier local authority areas across England and Wales. As such, it offers a 'fast track' to adopting a wellbeing economy approach for local places. This project is looking at the feasibility of adapting and adopting the framework for use at the town Level.

The TPI is designed to answer three core questions:

1. Are we creating the right **local conditions** for people to thrive?
2. Are we doing that **equitably** so more than a privileged few can thrive?
3. Are we doing that **sustainably** so future generations can also thrive?

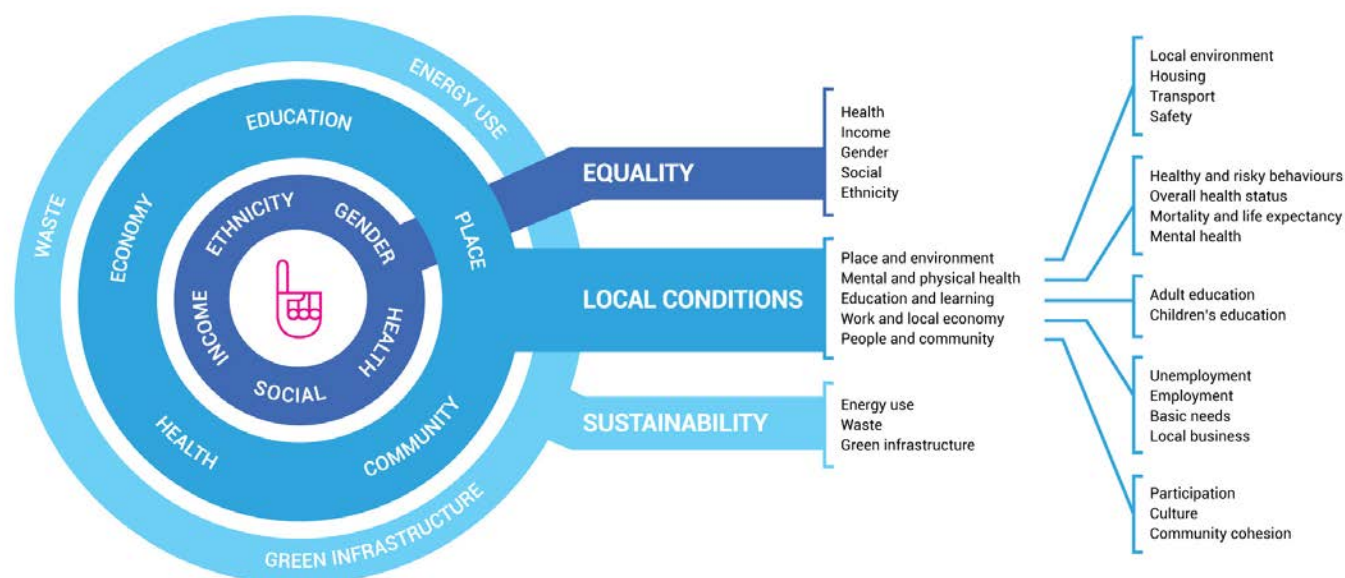


Figure 1: Thriving Places Index framework

It offers a balanced and easily read dashboard of information on the different elements that support places to thrive, cutting across different policy areas and structured to provide a holistic way of approaching priorities. By looking at a much broader picture of what supports the wellbeing of communities, the TPI's asset-based approach shows what's already going well while highlighting where different areas experience different challenges.

Within each headline element – Local Conditions, Sustainability, Equality – there are domains and subdomains which provide the greater detail needed to assess local strengths and needs, measure progress over time and understand the complex web of impact that different interventions can make to the overall capacity for people, place and planet to thrive. The data comes from a broad set of indicators from major national datasets carefully selected to measure, or provide a proxy for, the key factors known to have an influence on wellbeing.

The TPI offers a fast-track to adopting a wellbeing economy approach. Its key benefits to local users include:

- **Consistency.** The indicators chosen for the TPI measure evidence-based drivers of wellbeing; they are robust, valid and representative and available at local authority level. Measuring the same drivers for wellbeing for all local authorities in England and Wales provides a level of consistency

that makes it possible to compare different places as well as draw connections between regional and national themes.

- **Comprehensiveness.** The TPI offers its users a framework that brings together key data across the whole system of a place. It takes complex ideas and makes them both accessible to citizens and practical for project teams on the ground. This makes it possible to understand interconnected issues through a single framework.
- **Challenge.** The asset-based approach behind the TPI points to what drives wellbeing, not just what limits it. It shows how sustainably and fairly the conditions for wellbeing are being delivered, shining a crucial light on inequality and intergenerational justice and challenging the current growth-at-all-costs paradigm.
- **Practicality.** Local data supports local action; the indicators are chosen based on how amenable they are to local authority implementation. The TPI provides a shared perspective to inform and evaluate multi-stakeholder projects and programmes, and to drive better wellbeing policy and practice.

This project has the TPI as its starting point as it is specifically designed to offer a consistent place-based wellbeing economy model in England and Wales. There are other wellbeing approaches, tools and frameworks being used around the UK and the world. Links to many of these can be found in the appendices to this report.

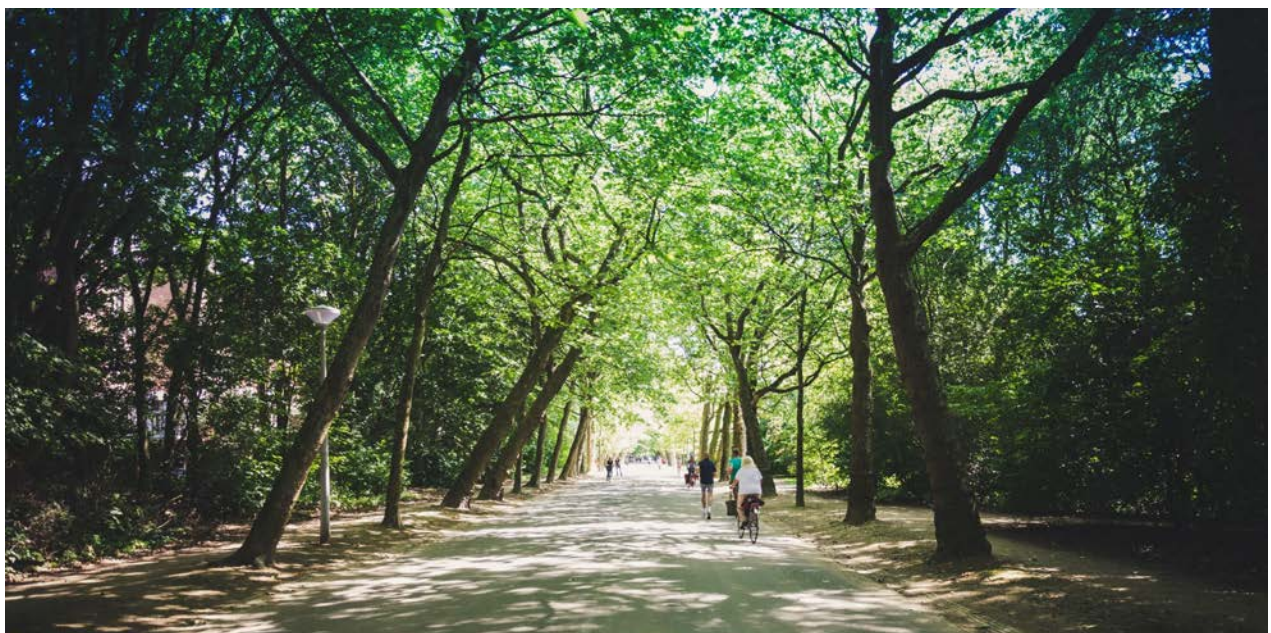


Image: Hung Tran

## 3.2 Different uses of the framework

A wellbeing economy framework such as the TPI is much more than just a set of data. With or without the data, a framework can be a transformational tool in approaching decision-making and policy development for town leaders including elected officials, town managers, local government senior managers, community anchor organisations and visionary business leaders. As such, the TPI framework is already useful for towns **of all sizes**, to challenge ways of thinking and doing and deliver a wide range of transformative outcomes.

This report outlines some of the key ways to use a wellbeing economy framework including:

- **Creating a shared goal and measure of progress.** It provides a shared set of outcomes for cross-sector, multidisciplinary working and the means to balance the competing priorities inherent in a sustainable and just approach to local economics.
- **Prioritising strategy, plans and action to focus on growing wellbeing.** It is a framework for designing holistic approaches to budgeting, planning, procurement, commissioning and collaborative place-making.
- **Engaging multiple partners and the community in place-making.** The framework and narrative it provides gives us a powerful communication tool to engage citizens and diverse stakeholders in a sustainable wellbeing approach to change.
- **Mapping and measuring the impact of diverse projects and initiatives.** Local and asset-based means of measuring, tracking and evaluating progress on a range of interconnected priorities (including the Sustainable Development Goals).

These methods can be practised strategically to benefit the place or town level by core anchor institutions working together, such as local authorities, town councils, clinical commissioning groups (CCGs), health and wellbeing boards, public service boards (PSBs) and also on initiatives within individual institutions to drive wellbeing outcomes through specific projects. Together these processes can deliver a continuous cycle of progress towards an economy that delivers for people, place and planet:



Figure 2: The Progress Cycle supported by this roadmap

## Creating a shared goal and measure of progress

A Wellbeing Economy Framework is a powerful tool to bring together people across political, sectoral and social divides. Having a clear and shared local mission of growing wellbeing, backed by a set of outcomes to achieve this mission and progress measures to understand what works to get there is a significant and important step for local governments of all sizes. Carnegie UK Trust's [international research](#) on case studies of towns that had transformed their fortunes found that a clear narrative was an important part of their success.

Such a central and shared goal begins to recognise that the efforts of everyone in a town, from councillors to citizens, business leaders to teachers and planners to community workers, all contribute in some way to the collective success. This can be an important catalyst in transforming a town's capacity to collectively deliver real and lasting progress.

## Prioritising strategy, plans and action to focus on growing wellbeing

The TPI framework can be used to assess the extent to which places are thriving and healthy, and how fairly and sustainably they are achieving that. It can help to identify the domains where prioritised funding and/or interventions could make the biggest difference to the wellbeing of a town.

It enables comparisons of local wellbeing drivers and indicators over time – including before, during and after interventions, policy changes and investments – and can highlight the web of actors needed and available to contribute to that change.

The framework helps to grow appreciation for and understanding of the systemic nature of change, helping local decision-makers at all levels to better assess the influences in the system and what local levers might be available to multiply benefits and reduce harm. It can also help develop strategies and plans to deliver a more equitable and sustainable solution across multiple streams of work.

Usage can happen at multiple levels. It can take the form of a holistic overall index score (for example, for local councillors to measure the success of an overarching annual plan, or for a health and wellbeing board to think through more of the holistic drivers of wellbeing at the local level). It can also be used at a much more micro level to understand likely 'ripple effects' of changes in one element (such as active travel) on broader wellbeing outcomes (health, air pollution, crime, equality and so on). It is also easy to compare performance with other places, considering similarities and differences and unearthing best practice.



Image: Ant Rozetsky

A Wellbeing Economy Framework such as TPI can also facilitate measurement against other models (such as the doughnut economy<sup>6</sup> model), or widely used international frameworks such as the UN Sustainable Development Goals<sup>7</sup> or the OECD's Better Life Index<sup>8</sup>.

These features, as well as the easy-to-use framework and scorecard, make it an ideal tool for measuring shared progress for diverse teams and organisations working across different sectors. Measuring wellbeing impact can be a motivating and inspiring way to bring different parties together. For example, within a local authority, using a wellbeing framework as a lens through which housing and planning development, green spaces and economic development work is viewed can enable these diverse teams to meet their individual and specific strategic and operational goals, while collectively delivering against the wellbeing outcomes.

<sup>6</sup> <https://doughnuteconomics.org/>

<sup>7</sup> <https://sdgs.un.org/goals>

<sup>8</sup> <http://www.oecdbetterlifeindex.org/>



## Engage multiple partners and the community in place-making

There is a growing recognition that places are made by the people who live and work there. Excluding them from the processes that shape and develop a place will have substantial detrimental effects on achieving the desired outcomes. A wellbeing framework can be used by local councillors, local authority and health senior managers, community anchor organisations and other town leaders to engage citizens in the why, how and what of place making including:

- **Co-design and collaborative visioning.** What do we want this town to be like? What matters most to us as citizens? The TPI domains and subdomains can provide a powerful outline portrait of a place to form the basis of in-depth discussions about how things are, how we'd like them to be and what actions are needed to achieve our vision.
- **Mapping of initiatives, resources, opportunities and barriers.** Once an outline portrait of a place has been populated with the priorities of local people, it can then be used to map what is already happening, what's working and can be built upon, what's missing and who can or should be involved in filling gaps and developing new solutions.
- **Holding everyone to account.** The TPI has sufficient detail to allow almost all activities, projects and groups, to find somewhere and something that they have some influence over. By using a shared set of indicators to measure collective progress, everyone can demonstrate their value and contribution to the wider change, and all sectors and actors at a local level can be held to account for playing their part in delivering to the shared goal of growing wellbeing
- **Participatory and deliberative democracy.** All these processes can be supported with a wellbeing economy approach to be taken further into a full participative democracy approach, with participatory budgeting, planning and delivery growing in pockets across the UK and beyond.

## Map and measure the impact of diverse projects and initiatives

Using a framework like the TPI can help with the planning and delivery of a project or investment evaluation as well as the analysis afterwards.

At the planning stage, the framework provides a broad set of domains of which some or all can be used to measure outcome and impact focus of a project or programme. Within each subdomain the framework also provides indicators which can either be collated through the data sources used in the TPI or collected specifically for a local project. If the planning stage includes funding or investment allocation, then TPI can also provide guidance for this in that funding or investment could be prioritised for those projects that aim to have an impact on at least one TPI indicator and reflect the wider goals of a thriving place.



With detailed evaluation in place, the 'cycle' of learning outlined in Figure A above, can be embedded to provide continuous learning, more joined up delivery and improvements to wellbeing across a place. A measure, understand, learn, collaborate, innovate, measure and learn again model is at the heart of the success of all wellbeing economy initiatives.

There is more information on using the TPI for evaluation in the data report: [Wellbeing Economy Data Guide for Towns](#).



## 4.0 DATA AVAILABILITY FOR A WELLBEING APPROACH FOR TOWNS

The TPI results are published annually for all local authorities in England and Wales. It does not automatically therefore, provide a full data set for every town. This is partly because differing sources and levels of data available at the town level make a uniform approach to reporting more challenging. The Wellbeing Economy Data Report that sits alongside this report details exactly the types, sources and scale of data available, and how evaluation and reporting can be augmented with additional data where needed.

However it is worth reflecting that when we are working towards new ways of measuring progress, the perfect data at the perfect level may not exist. While we might aspire to only measure the ‘statistically’ perfect, we must recognise that data that measures what helps us to thrive may be very new or available at the wrong scale or granularity, or even non-existent. However we can and should continue to work to ‘measure what matters’.

Centre for Thriving Places and our partners Carnegie UK Trust and Power to Change are among the supporters of this approach, both pushing for better data and taking a pragmatic approach to finding ‘good enough’ data about the things that really matter to make better decisions. In time we hope this new movement towards measuring and valuing all the drivers of wellbeing will mean better data is available at all levels and geographies in society.

“The government has struggled to explain how it has balanced the direct health advantages of lockdown measures against the economic and indirect health costs. An approach based on wellbeing would allow a more straightforward comparison of these different factors. The practical tools exist. Of course measurement is hard, but roughly measuring the right concepts is a better way to make policy choices than using more precise measures of the wrong concepts.”

Sir Gus O'Donnell. Financial Times, 30 Nov 2020

A Wellbeing Economy Framework can significantly support better decision-making even without a full set of data as outlined in Section 3 above. As data is important for driving positive change where the ideal primary sources aren't available, we can work to identify useful secondary data to evaluate projects, initiatives and policies. The indicators in the TPI or data may provide a more efficient and cost-effective data option for many initiatives.

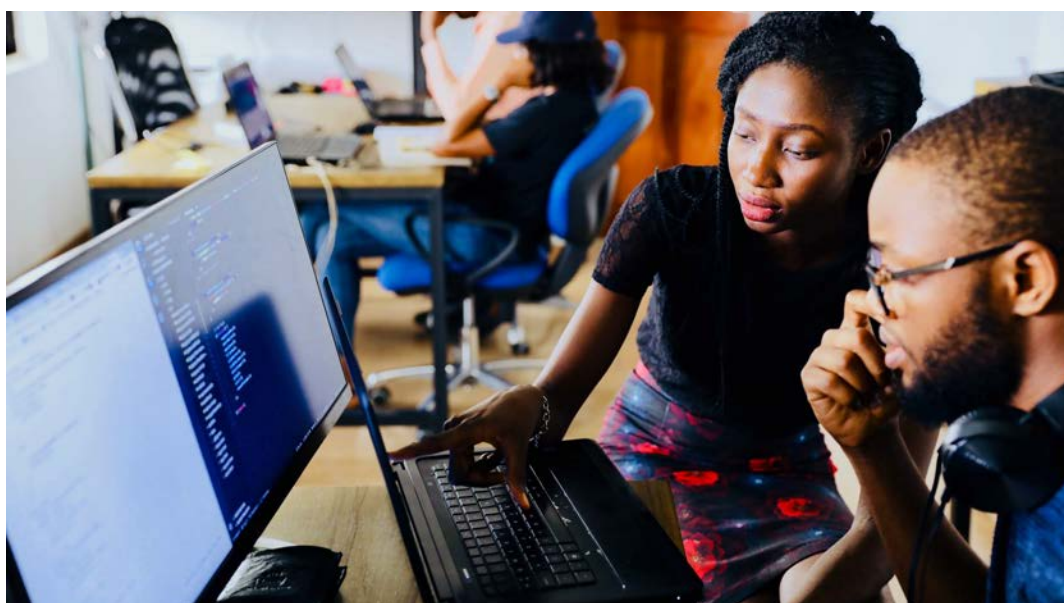


Image: NESAs by Makers

The sister report, [Wellbeing Economy Data Guide for Towns](#), outlines what data within the TPI is available for towns across England. Towns, of course, is a broad category. What data is available varies significantly between England's major town hubs and its smaller regional towns. Some national data is available for all English towns. Some data only available at a wider local authority level will be relevant for towns depending on the level of alignment of a town size and population with its local authority boundaries. Local areas themselves also differ in what additional data collection is happening at a local town level.

The data report sets out:

- How nearly 70% of large towns across England can already use the full TPI data set
- How small and medium sized towns can access a range of nationally published accessible data sources to build a broad picture of the conditions for wellbeing against the TPI framework
- Advice on where and how to access further data to augment what is nationally available and to use the framework for evaluation purposes
- Advice on the use of different data methods to fill local data gaps

The following is a guide to gathering data for the TPI for different types of towns. Full details are in the [Wellbeing Economy Data Guide for Towns](#).

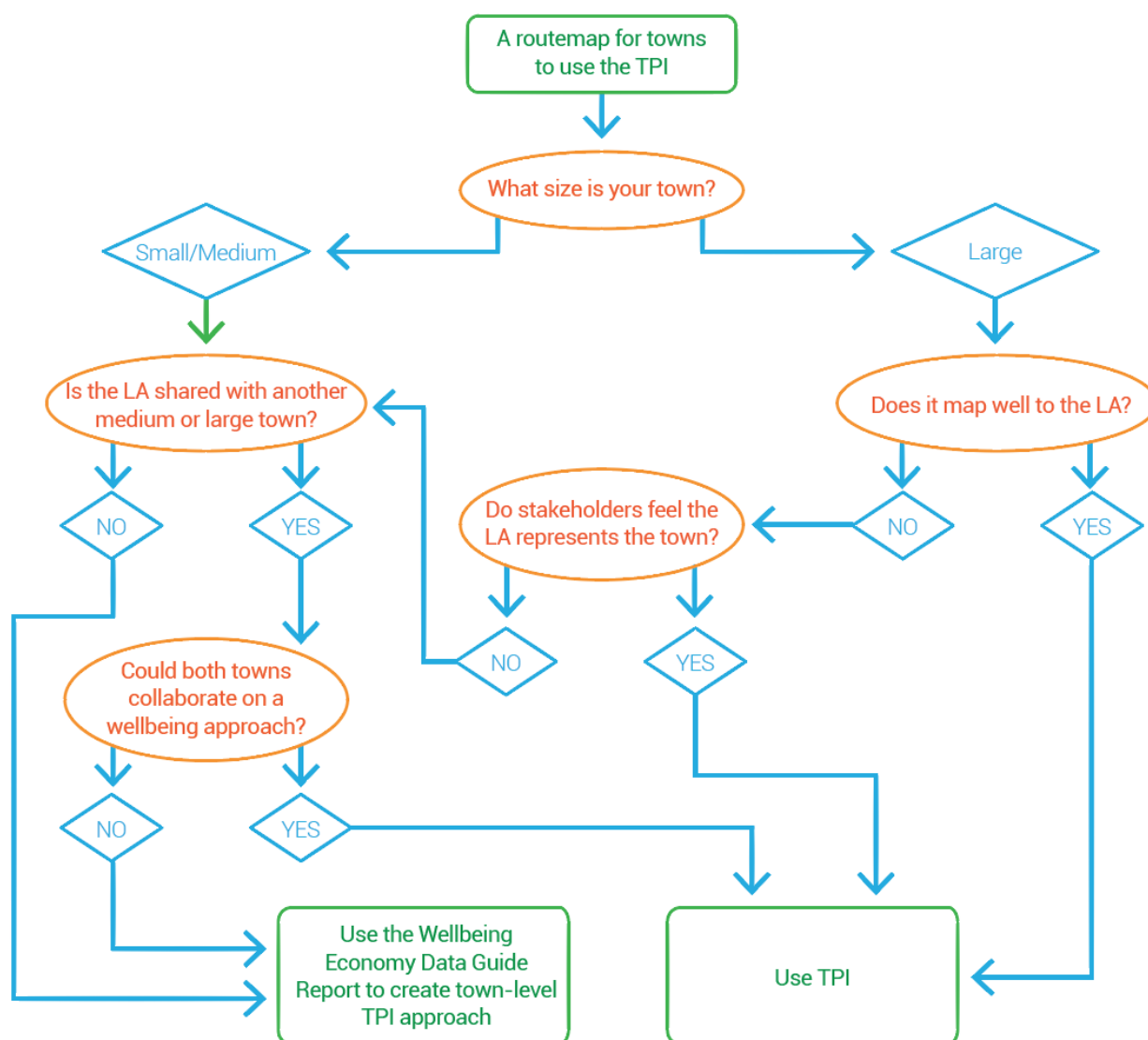


Figure 3: Wellbeing Data decision tree

## 5.0 EMBEDDING A WELLBEING ECONOMY APPROACH: INGREDIENTS FOR SUCCESS

Having a Wellbeing Economy Framework and data to support it is an important step, but is not sufficient on its own to make the shift to a wellbeing approach. This shift requires leadership, buy-in and a range of contextual factors to embed the thinking across the local system.

This project collaborated with local leaders, practitioners and workers across many sectors<sup>9</sup>, as well as policy experts, to understand more about what is needed to take this step. What works to support a wellbeing economy approach for towns? What are some of the key ingredients for success in developing a wellbeing economy approach at a local town level?

The following are some of the key themes that emerged when exploring, with local leaders and practitioners, the ingredients for a wellbeing economy approach to be embedded in how a place works.

### 5.1 Dynamic leadership

Leadership in many forms is a key ingredient for successful take-up of a new approach or innovation in local governance and delivery. This includes:

- **Personal attributes.** Agile policy professionals, creativity, courage, tenacity, pragmatism and altruism. These forms of leadership can be found in many parts of a place – not necessarily the traditional and visible leaders – though buy-in from those with greatest power and influence is helpful.
- **Fluent interpreters.** Those who can contextualise the work for different audiences, frame it for people and sectors who think and talk differently. With this approach it doesn't matter where in the system the change starts, with the right interpreters it can spread.
- **Horizon scanners.** Spotting opportunities, being opportunistic, and being open to different routes to delivery. Seeing what's coming up and how the wellbeing impact of any opportunity can be maximised – working alongside the energy and opportunities that are there rather than trying to create them.



Image: Thomas Despeyroux

<sup>9</sup> **Note on the Pilot process and COVID-19 impacts:** We began this work, in the shadow of Covid-19, running a series of online workshops and one to one conversations in two different areas - Wigan and Grimsby. The deepening crisis affected both the potential for face to face work, and the capacity and resources of our potential participants. As a result, we expanded our research through a series of additional telephone consultations with a wide range of stakeholders in towns around the UK, covering local government, public health, national policy and the voluntary, community and social enterprise (VCSE) sector. While the changing face of the pandemic posed challenges to our original approach, we believe it is indeed helpful to report on responses gleaned during a time of deep reflection, change and challenge.

## 5.2 Creativity, risk and timely innovation

Creativity, risk and timely innovation are attributes often needed in the leadership model as described above, but they can also come from many parts of the system. A hierarchical, linear and risk averse approach to change can be the enemy of progress, so many examples emerged in our research about the role of creative thinking and trying things out. Key themes include:

- **Pragmatism and holding risk.** People and groups prepared to take a punt, try it out and work in a space of uncertainty. Some of the barriers to change are underpinned by frameworks and cultures that make change difficult and exhausting. So part of the need is to break the rules, or the ones imposed by limiting frameworks and ways of thinking.
- **Creativity and creative minds.** Engaging with different kinds of thinking, particularly from the creative sector, to unearth different opportunities and solutions. Rapid culture change often comes from collaborations with design thinkers and the creative sector.
- **Timeliness in decision making.** This is vital, particularly at town level where capacity to do extra/new things is limited. Be ready with the right message at the right time in an accessible format and be prepared to say yes, make mistakes and learn.

### **Spotlight:** Creative, timely and innovative approaches in Scotland

'Stand by your commitments to build trust and get some quick wins to get community buy-in. Lead with kindness and start where people are, then build out from there. Language matters. Housing officers were just known for collecting rent but we shifted their focus to public service and changed the name to neighbourhood coaches and this changed the mindset of the officers and the communities they served. They were given coaching training and results can be seen on MANY levels including saving money and growing wellbeing.'

Consultee from North Ayrshire

## 5.3 A partnership/collaborative approach

Wellbeing as an overarching goal does not fit into one department or sector. It is not the 'job' of just one organisation or one group. For a wellbeing approach to be successful, it is essential that places truly embrace its cross-cutting nature and use it to forge or strengthen a collaborative and partnership-based approach to change. Such a shift might include:

- **Common shared language around a wellbeing approach.** Building a good repository of ways of talking about wellbeing can build clarity and resonate across different audiences.
- **Organisations that can operate across sectors,** leave egos at the door, work with a shared understanding that the approach is about place, people and planet in balance. There also needs to be a willingness to sustain and embed this partnership lens in the longer-term.
- **Organisational structures that seek out and allow learning across boundaries,** both internally (e.g. local authority departments) and across disciplines/places. It is also helpful for organisations to foster knowledge sharing at all levels, for example reverse mentoring to support a wider understanding of system outcomes.

- **Common policy frameworks in organisations to drive the change.** This approach involves using an agreed common policy lens through which to approach different strands of work. For example, the 'Health in All' policies framework adopted by some local authorities which identifies where positive impacts can be enhanced (or negative ones reduced) through policies and strategies in seemingly unconnected areas – health impacts in transport, green spaces, planning, and housing and economic development and so on.  
A Wellbeing Economy Framework goes one step further and provides an overarching lens focused on broad wellbeing outcomes across all policy areas
- **Shared impact frameworks** which give the ability to develop a common set of outcomes, underpinned by shared values across those engaged in the work and measurable objectives and which are translated for use for different audiences.
- **Extending beyond local boundaries** and including shared learning from those with experience of embedding the approach and building models or approaches which have helped their towns thrive. For example, Energise Sussex Coast and Jericho Road Solutions in Hastings have hosted the Common Treasury for Adaptable Ideas as part of their Transition Towns work. This treasury has brought together community business ideas and approaches which have enabled other places to thrive, to inform and develop the thinking for Hastings.

### **Spotlight:** Partnership-working delivering results in Wales

The Future Generations Act in Wales has made partnership-working a requirement across the public sector. This means every area has a public service board to bring together all the key players to facilitate a joined-up approach to delivering wellbeing. Some of the results have included:

- Organisational structures and processes that allow learning and collaboration across and between differences. Job swaps, secondments, reverse mentoring and so on, all support people to see wider system outcomes and opportunities
- Cardiff is tackling air pollution with health bodies, local government and a range of partners bringing different approaches and perspectives. Its green transport strategies, clean air strategies, road closures, one planet Cardiff plans are the results of thinking differently via cross fertilisation from collaboration and secondments.
- In Monmouthshire the Public Service Board has secured GovTech funding for private sector solutions for tackling social isolation by doing things differently across sectors.

## 5.4 A thriving and valued VCSE sector

**Places where there is a proper and valued relationship with the VCSE sector, embracing equal partnership and co-production, have a stronger track record in developing a wellbeing economy approach.** Many of the goals of a wellbeing economy rely on community buy-in and VCSE action, alongside and in partnership with local government, public sector and businesses. However, the contribution of the VCSE sector has long been underrepresented in traditional growth measures. A wellbeing approach directly incorporates and values this contribution. Movements towards a greater role for social value in procurement and investment, and a greater recognition of the need for co-production represent important shifts towards a wellbeing approach.

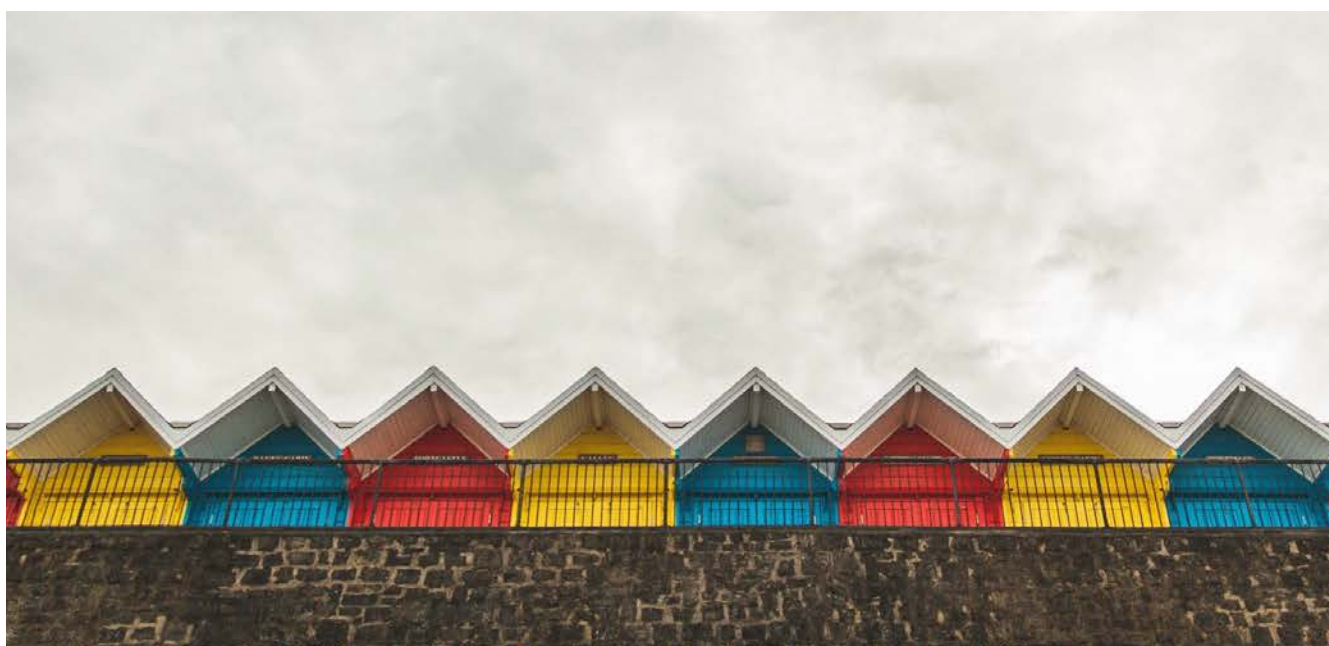


## **Spotlight:** VCSE contribution to the Build Back Better agenda in Wigan

Wigan Local Authority is committed to working alongside the VCSE locally to drive forward its Build Back Better agenda. The sector is engaged with a huge range of programmes led or partnered with the local authority, from community wealth building, creating opportunities for new social enterprise development, to building CIC capacity to deliver adult social care.

All of these initiatives have the potential to make significant contributions towards a wellbeing economy. The challenge for the VCSE is the lack of capacity or a shared framework to align them all at the local level to ensure resources are focused on what evidence shows makes the most difference. A shared Wellbeing Economy Framework would help the sector demonstrate their collective value and build deep rooted cross-sector collaborations to increase impact.

This is also true at the regional level, where Greater Manchester VCSE has developed a leadership group seeking to influence and demonstrate the vital role of the sector in any inclusive economy discussion. A wellbeing economy approach can shift this discussion from VCSE as commentators on the mainstream view of 'inclusive economic growth' to a more central role in creating or driving the agenda based on their unique and contextual knowledge and decades of experience of growing wellbeing in communities.



## 5.5 Current opportunities to be built upon

Opportunities for a wellbeing approach in our current social, environmental and economic context include:

### Post Covid priorities

Covid-19 has focused the minds of people everywhere to 'what matters most'. There is therefore more political, social and practical support for a new way of working and a real desire to 'build back better', and indeed to be bold in the interpretation of what 'better' means.

### Community structures

Covid has delivered an opportunity to work together differently, offering many practical examples to build upon. Through the crisis, there have been emerging place-based ecosystems of organisations with the appetite to take risk and develop new practice. New more collaborative structures have in some cases superseded pre-existing, hierarchical partnerships and brought together the right partners to work together to make impact – learning what can be dispensed with, what can't and how institutions can work on the ground together in different and more effective ways. As one local councillor put it – 'People are putting aside their lanyards and finding new ways of working together'.

### Nimble data usage

Places have found that for the Covid recovery phase their traditional sources offer data that is too old – not reflecting the multiple Covid impacts on society and therefore not doing what they need it to do. This challenge has prompted more openness to using new, less traditional sources of data that give a clearer picture of the current context, often provided through the local knowledge of the VCSE working with communities on the ground. This openness to being more flexible with data gives places a more nimble approach. As long as there is a clear and transparent recognition of its limitations, this can work.

### Social value procurement and planning

The rise of social value procurement and social value metrics across multiple aspects of local planning and recovery provides a significant window for a wellbeing economy approach being embedded at scale even without the national policy, legislation and metrics that have supported the shift more quickly in Wales<sup>10</sup> and Scotland<sup>11</sup>. This development is also seeing the emergence of bigger businesses behaving like anchor institutions with a wider responsibility across place, with social value as a lever supporting change.

### Public health within local government

Public health's move into local government has led to a greater awareness of the central role of health and wellbeing in place-based change. It has also helped illuminate the two way relationship between wellbeing and social and economic development. Where this approach is working, there is much greater cooperation and collaboration between health professionals and other departments, including economic development. In these places, wellbeing is (slowly) becoming everyone's job and not just confined to NHS, CCGs and others.

### Levelling up

The current national focus on 'levelling up' can be seen as an opportunity for a locally driven wellbeing agenda. The huge disparities in wellbeing outcomes across England and within regions can only be tackled with a nuanced understanding of the many drivers of individual and community wellbeing.

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<sup>10</sup> <https://www.futuregenerations.wales/about-us/future-generations-act/>

<sup>11</sup> <https://nationalperformance.gov.scot/>

## 6.0 SOLUTIONS TO THE KEY BARRIERS TO DELIVERING A WELLBEING APPROACH IN TOWNS

Alongside the ingredients for success and the opportunities to be built upon, we explored with local practitioners some of the key barriers they encounter, and where applicable, what has worked or is needed to overcome them. The following are the key themes that emerged.

### 6.1 New measures of success and data

A major limitation for the immediate implementation of a wellbeing economy approach at scale in local places is the quality and focus of existing data. For town leaders in particular such barriers include:

- A lack of access to data around broader wellbeing outcomes at the local level, leaving towns reliant on local authority or county level data which isn't always relevant or useful
- The data is often outdated and not dynamic nor reflective of their current circumstances or the real lives of their communities (in many cases there is a reliance on census data for highly localised which is often up to a decade out of date)
- Funding is often tied to a set of metrics which can be difficult to pivot to wellbeing outcomes.
- Lack of a place-based framework to look at the whole system, showing different levers and funding impact at the local level with local knowledge and data
- Lack of modelling – need more easily accessible evidence, case studies and learning of how things can work differently.

Solutions include:

As this report outlines there was consistent feedback that this shift requires clear and easy to use frameworks to aid shared understanding, data to support better measures of progress at different levels and guidance on how to use these in day-to-day decision making.

- An accessible framework like the TPI as a bedrock, with the capacity for it to be adaptive to the size and context of each place
- Collective pressure from town leaders and partners for national data agencies to deliver improved data on wellbeing outcomes at different geographies and focused on different needs
- A shared framework that can be used by funders and commissioners as well as local delivery partners to break down the barriers their different approaches can bring
- Clear guidance on how to use better measures to track equitable and sustainable wellbeing impacts, in a way that is relevant to and can be incorporated in to more traditional ways of working (such as local authority department structures or current plans and strategies), enabling step by step change
- A one-stop shop to find the latest thinking on delivering a wellbeing approach, relevant to LOCAL places, to make it easy for stretched delivery personnel to find best practice and avoid reinventing wheels.



## 6.2 Support for pioneers

Pioneering new approaches across a place or an organisation can be both exhausting and time consuming. Finding easy ways to learn what works; using replicable and adaptable solutions that have already been tried; gaining support, challenge and encouragement from others in a similar position, can all make the difference between such leaders succeeding and scaling the approach far and wide or giving up and going back to business as usual. Consultees repeatedly suggested setting up some form of adaptive and evolving peer network for thriving local places or wellbeing economy practitioners.

Solutions include:

A peer network for wellbeing economy local leaders to provide:

- Support for building shared practice
- A platform for sharing assets as they are developed and new thinking as it emerges
- On and offline learning and support groups
- Sector or thematic sharing portals for best practice
- Building the evidence base by sharing data and feedback
- Communicate across channels to build the case and momentum for change
- Connection between local leaders and wellbeing trailblazers across the country
- Training for leaders who are not pioneers but open to wellbeing economy ideas
- A platform for cross-sector and cross-systems conversations within and between places

## 6.3 Innovative funding

Many funders (public, private and voluntary sector) still have very narrow interpretations of value, and their models impose significant limitations to developing new and challenging work around the wellbeing economy.

This narrow definition of value leads to narrow categories for funding bids, reinforcing traditional silos instead of an integrated systems approach for long term change. This is then underpinned by poor impact evaluation metrics that limit grantees to delivering to traditional short term tick-box metrics. To compound the problem, there are often undeliverable expectations of the burden of proof of impact, which can cost significant consultant time that could be used in delivery.

Long term funding cuts for public services have also had an impact with only limited funding available to fill these gaps. As a result, bigger thinking funding for new ways of working and broader wellbeing outcomes is squeezed. In times of crisis, wellbeing can be seen as a nice to have, rather than the key underpinning foundation block for everything else.

Solutions include:

This challenge can be addressed by funders also adopting a wellbeing approach to evaluation and place-based support for funding innovation. The TPI can be used by funders to support a local place-based approach to understanding need, and then to support a consistent set of indicators and domains to assess impact. In the same way, procurement and public commissioning can be aligned around wellbeing outcomes and the drivers of wellbeing in place, thus aligning money with the key levers for delivering against shared wellbeing goals.

## 6.4 Partnership challenges

Wellbeing is complex. By its nature it is not about a single factor, controlled by a single body or sector. The different drivers of wellbeing cover almost all areas of society and each has ripple effects out to the others. A project focused on active travel can have impacts across health, economy, social and personal factors. For local leaders this complexity can be hard to measure and understand, and inter-dependencies can lead to responsibility being passed up the chain, or simply filed away under 'too hard'. Support is needed to help demonstrate the significant opportunities this approach provides for delivering win-wins across a place.

Complexity requires partnership and collaboration. Currently joined up working is often hampered by sectoral 'divides' including:

- **Health and wider local government.** Despite the move of public health into local government, there often remains a big divide between the often sidelined 'health and wellbeing' plans and those of economic development, education, planning and so on. A wellbeing approach provides a BIG opportunity to bridge this divide. Unfortunately strides in this direction have been seriously compromised by Covid-19, throwing public health back into disease management and crisis mode.
- **VCSE sector and other sectors.** There can be a lack of trust, specifically between the VCSE and the mainstream institutions. VCSEs and their community based preventative work has historically been the first thing to be cut during times of financial pressures. The 'value' of the VCSE sector has been underrepresented or absent in the prevailing, narrow definition of progress and growth. Consumption based economic models do not fully represent social and environmental capital and value and the key role of social infrastructure.
- **Leaders and departments.** Making change requires the many great individual leaders at local levels to shift the thinking across their organisations, including areas often steeped in existing economic models. In the public sector, it can be extremely complex for leaders to bring multiple departments together and align all their differing strategies, never mind those of wider partners. Local egos and politics can make it difficult to get institutions and areas to learn from each other – the big ideas need to be 'their own'.

Solutions include:

Alongside the transformatory impact a shared set of goals and measurable objectives such as the TPI can have on partnership working, a key additional requirement is support for translating wellbeing economy ideas and approaches for different audiences. Wellbeing as the core goal of the economy is not an idea that everyone is familiar with. **There is often a single leader or small group of leaders who believe in this approach and want to embed it at a place level, but they need guidance, support and training/materials to help persuade many others. Different sectors, departments and specialist fields use very different language, tools and frameworks, and have very different and nuanced ways of viewing wellbeing and change processes. It can therefore be very hard to 'translate' a wellbeing approach, the benefits and the processes, across the traditional 'divides'. As collaboration and a 'whole systems' approach is so key to success, this can be a significant and sometimes fatal blockage.** Support should include:

- Articulation of the role and benefits of the wellbeing economy approach for different audiences. Local champions need really accessible ways to talk about, write about and advocate for wellbeing approaches in ways that make sense and strike a chord with varied audiences – for example, a planner or a political opponent. A clear 'case for wellbeing' and effective 'translating' of communications is vital.
- Training or materials to help upskill internal change makers to be fluent 'interpreters', who can contextualise the work for different audiences, frame it for people and sectors who think and talk differently. This approach means it doesn't matter where in the system the change starts, with the right interpreters it can spread.



- 'Systems games' and tools to help internal teams and cross sector partners explore the interconnections across and between elements of place, that influence wellbeing outcomes. This 'gamification approach'<sup>12</sup> is increasingly used at UN policy level particularly to support understanding of the SDGs,, and can be a fast track to understanding and giving long-lasting impacts in terms of new ways of thinking and behaviour in decision makers from all sectors.
- Materials, guidance and a metrics framework (see above) that can support projects, initiatives and policy across a place. For example supporting:
  - Industrial strategy to deliver long term wellbeing
  - Kickstart programme to deliver quality local resilient jobs
  - High street or towns funds to deliver liveable, local, social, green, etc.
  - Education budget and future jobs fund to work towards meaningful work and mental wellbeing for all young people
  - Social care strategy that shows the value of 'care' and how it needs to be thriving to enable quality of life, which in turn enables the rest of the economy to work.



<sup>12</sup> Examples include: <https://ozone.unep.org/reset-earth/>; <https://www.un.org/sustainabledevelopment/blog/2019/01/gaming-sustainable-development/>; <https://games4sustainability.org/gamepedia/>;

## 7.0 CONCLUSION

This project started just as the global pandemic struck – the timing could not have been worse. Yet in some ways it could not have been better, as it coincided with an unprecedented moment of collective reflection about what matters most. We have been forced into exploring how to rebuild our communities and our society in ways that put what matters at the top of our agendas as we look to the future.

Towns and their leaders have an opportunity to show the way. It is at this local level that people experience their wellbeing, and it is at this local level that collaboration can most easily support a collective change of direction.

While systemic economic change at the national or global level may be slow-moving and inconsistent, we can together align our local plans, businesses and services, to deliver to the needs of people, place and planet.

### Collective Conclusions: A Clear Call to Action

This research brought together a lot of great people – local leaders, academics, thought leaders, practitioners and policymakers – working around the UK. Their collective conclusions provide a clear call to action:

- **There is a clear and growing appetite for a wellbeing economy approach** in towns and areas across the country. More and more funders, commissioners and policymakers are calling for a wellbeing economy approach to be mainstreamed. This can and will only help local leaders from all sectors step forward to lead a new local economy fit for the 21st century.
- **There are already pioneers using the approach and gaining significant benefits** across all areas of their work. Connecting them to share experiences and best practice will help to advance their work.
- **There are existing frameworks and tools to kickstart this new way of working**, including the Thriving Places Index which can be used in multiple ways to support better strategy, planning, evaluation, partnership working, community engagement and decision-making.
- **There is data available to support the move to much better measures of progress.** While there are still data gaps at a local level, a good picture can be gathered of what works to support wellbeing locally, and more can and must be done by data agencies to support this.
- **While there are barriers to be overcome, as there are with all new ways of working, there are solutions rapidly emerging.** With better support for and collaboration between leaders using this approach, those solutions are multiplying fast.
- **The time is now!** If ever there was a moment to recalibrate our thinking, action, policies and economy towards supporting people and places to thrive, it is as we build back from one of the biggest global challenges of the century. We, the partners on this project, look forward to delivering this with you.

## APPENDICES

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### Appendix 1: Partners

The Building a Wellbeing Economy Roadmap for Towns project was delivered by Centre for Thriving Places, in partnership with Carnegie UK Trust and Power to Change.

#### Centre for Thriving Places

Established in 2010, Centre for Thriving Places brings together the know-how, experience and approaches needed to deliver a wellbeing economy in towns, cities and regions across the UK. We work with pioneering place-based leaders to understand the opportunities and barriers to making the practical shift towards a local economy that grows our capacity to thrive now and in the future. We provide tools and support to co-produce solutions that ensure changes are sustainable, equitable and deep rooted.

#### Carnegie UK Trust

The Trust works to improve the lives of people throughout the UK and Ireland, by changing minds through influencing policy, and by changing lives through innovative practice and partnership work. The Trust was established by Scots-American philanthropist Andrew Carnegie in 1913.

#### Power to Change

Power to Change's vision is to create better places through community business. We use our endowment to strengthen community businesses across England. This means providing money, advice and support to help local people come together to take control. At a time when many parts of the country face cuts, neglect and social problems, we want to make sure local areas survive and stay vibrant. We do so by being bold, collaborative, open and informed.



## Appendix 2: Consultation List

- Abram Ward Community Coop: Dave Baxter
- Centre4: Linda Dellow; Paul Gutherson
- CLES: Fran Jones
- Doorstep: Julie Walmsley
- East Ayrshire Council: Kevin Wells; Robert Muir
- Great Yarmouth Borough Council: Holly Notcutt
- Heart of Hastings Community Land Trust: Jess Steele
- Hull and Humber Chamber of Commerce: Anne Tate
- Locality: Mick McGrath
- London Borough of Barking and Dagenham: Rachel Laurence
- NHS Northampton: Dr David Smart
- North Bank Forum: Pippa Robson
- North East Lincolnshire Council: Caroline Barley; Jamie Dunn; Drew Hughes; Helen Isaacs; Damien Jaines-White; Ian King; Helen Knights; Karen Linton; Mark Nearney; Gaynor Rogers; Nicola Stark; Clive Tritton; Claire White
- Office of the Future Generations Commissioner for Wales: Heledd Morgan
- Oldham Council: Naaire Zaman; Rachel Dyson; Shirley Woods-Gallagher
- New Economics Foundation: Sarah Bedford; Rachel Laurence
- Scottish Urban Regeneration Forum: Elaine Cooper; Emma Scott
- The Culture House: Charlotte Bowen
- What Works Centre for Wellbeing: Joanne Smithson
- Wigan Borough Community Partnership: Tracy Wormald
- Wigan Council: Kate Ardern; Sonia Halliwell; Becca Heron; Emma Stubbs; Chloe Taylor

## Appendix 3: Links & Further Reading

### Organisations working in and around Wellbeing Economics

Centre for Thriving Places [centreforthrivingplaces.org](https://centreforthrivingplaces.org)

Carnegie UK Trust [carnegieuktrust.org.uk](https://carnegieuktrust.org.uk)

Power to Change [powertochange.org.uk](https://powertochange.org.uk)

What Works Centre for Wellbeing [whatworkswellbeing.org](https://whatworkswellbeing.org)

Centre for Local Economic Strategies [cles.org.uk](https://cles.org.uk)

Doughnut Economy Lab [doughnuteconomics.org](https://doughnuteconomics.org)

New Economics Foundation [neweconomicfoundation.org](https://neweconomicfoundation.org)

Wellbeing Economy Alliance [weall.org](https://weall.org)

New Economy Organisers Network [neon.org](https://neon.org)

The Wellbeing Economy Governments partnership [wellbeingeconomy.org/wego](https://wellbeingeconomy.org/wego)

The Young Foundation [youngfoundation.org.uk](https://youngfoundation.org.uk)

### Reports and papers

- Brown et al. 2017, Understanding local needs for wellbeing data, measures and indicators, What Works Centre for Wellbeing. Available at [https://whatworkswellbeing.org/wp-content/uploads/2020/02/understanding-wellbeing-locally-Nov-2017-links\\_0216388900.pdf](https://whatworkswellbeing.org/wp-content/uploads/2020/02/understanding-wellbeing-locally-Nov-2017-links_0216388900.pdf)
- Carnegie UK Trust (2018) Wellbeing: What's in a Word? Available at <https://www.carnegieuktrust.org.uk/publications/wellbeing-whats-in-a-word/>
- Carnegie UK Trust 2020, Gross Domestic Wellbeing (GDWe): An alternative measure of social progress. Available at <https://www.carnegieuktrust.org.uk/publications/gross-domestic-wellbeing-gdwe-an-alternative-measure-of-social-progress/>
- Centre for Thriving Places 2020, Can a wellbeing approach help towns to flourish? Available at <https://www.centreforthrivingplaces.org/can-a-wellbeing-approach-help-towns-to-flourish>
- CTP, City Funds report [not yet published]
- House of Commons Library 2018, City & Town Classification of Constituencies & Local Authorities, Available at <https://commonslibrary.parliament.uk/research-briefings/cbp-8322>
- OECD 2018, Policy use of well-being metrics: Describing countries' experiences SDD WORKING PAPER N94 (Including New Zealand and Scotland). Available at [http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=SDD/DOC\(2018\)7&docLanguage=En](http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=SDD/DOC(2018)7&docLanguage=En)
- OECD and Carnegie UK Trust 2016, Sharpening Our Focus. Available at <https://www.carnegieuktrust.org.uk/publications/sharpening-focus-guidance-wellbeing-framework-s-cities-regions/>
- Office for National Statistics 2016, Major Towns and Cities Methodological Note and User Guidance. Available at <https://geoportal.statistics.gov.uk/datasets/9a24b74b51af4536a4b562f427d0f096>



- Round Table on Measuring Economic Performance and Social Progress in Scotland 2011, More Than GDP: Measuring What Matters. Available at: <https://www.carnegieuktrust.org.uk/publications/more-than-gdp-measuring-what-matters/>
- WEAll 2020, Understanding Wellbeing. Available at <https://wellbeingeconomy.org/weall-briefing-paper-understanding-wellbeing>
- WEAll 2021, Wellbeing Economy Policy Design Guide. Available at [https://wellbeingeconomy.org/wp-content/uploads/Wellbeing-Economy-Policy-Design-Guide\\_Mar17\\_FINAL.pdf](https://wellbeingeconomy.org/wp-content/uploads/Wellbeing-Economy-Policy-Design-Guide_Mar17_FINAL.pdf)
- Lots of Wellbeing Economy videos and resources. Available at <https://wellbeingeconomy.org/resources#resources>
- Carnegie UK Trust, Towards a Wellbeing framework. Available at [https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie\\_uk\\_trust/2015/03/10161550/Towards-a-well-being-framework-short-report-low-res.pdf](https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie_uk_trust/2015/03/10161550/Towards-a-well-being-framework-short-report-low-res.pdf)
- A selection of Wellbeing Economy case studies. Available at <https://wellbeingeconomy.org/case-studies>
- Co-creation and participation toolkit. Available at <https://www.opengovpartnership.org/wp-content/uploads/2019/06/OGP-Participation-Co-Creation-Toolkit.pdf>
- More information about 'Beyond GDP' metrics worldwide. Available at <https://www.ituc-csi.org/moving-beyond-gdp?lang=en>
- For information on the Circular Economy. Available at <https://www.ellenmacarthurfoundation.org/explore/the-circular-economy-in-detail#:~:text=A%20circular%20economy%20is%20a,the%20consumption%20of%20finite%20resources>
- Grow local knowledge of the economy and its links to wellbeing. Available at <https://medium.com/rsa-reports/economics-for-everyone-da08028262a1#.4pc9uqb95>
- 8 principles of a regenerative economy here. Available at <https://capitalinstitute.org/8-principles-regenerative-economy/>
- The Economy for the Common Good. Available at <https://www.ecogood.org/what-is-ecg/ecg-in-a-nutshell/>
- A Wellbeing Economy guide for Business. Available at <https://wellbeingeconomy.org/business-guide>
- The Future of High Streets. Available at <https://www.powertochange.org.uk/blog/what-next-for-the-uks-high-streets/>
- Localism and Investment in Social Business. Available at <https://www.powertochange.org.uk/research/investing-localism-local-authorities-can-provide-good-finance-community-business/>
- Neighbourhood Economic Models. Available at <https://www.powertochange.org.uk/research/neighbourhood-economic-models/>