

Appendix 1 - Business Case – ED009 Increased budget for Town Centre events



Project Initiation Stage

Project/Item Title	Town Centre Events		Version	1.3
Corporate Head	CHPP&ED	Service Area	Economic Development	
Service Committee to Approve Budget	CMC			
Anticipated Cost of Proposal (Capital)		Anticipated Cost Proposal (Revenue)	£110,000 over 6 years (£30,000 SPF allocated in 24/25) aim in future years to achieve sponsorship to cover 50% of the cost.	

To be completed for Projects only (ED009)

Type of Project	Improvement	Project Duration	6 years +
Proposed Project Start Date	Apr-23	Proposed Project End Date	Ongoing

Business Case Context

Background

Describe the purpose of the Business Case, what benefits are expected to be delivered or what problem will be solved (What is wrong with the status quo? What are the drivers for change?). Is the scheme a result of legal/statutory requirements or a stakeholder consultation?

One of the six priorities in the Runnymede Economic Development Strategy for 2022 to 2026 is 'Developing the vitality and vibrancy of our town centres and growing the tourism and leisure economy'. This priority seeks to address significant issues faced by businesses in our town centres. There is strong evidence from the following feasibility studies and resident and business surveys that to increase footfall and dwell time in our town centres to help improve vitality and viability, there needs to be a calendar of regular events and markets throughout the year:

- Retail and Main Town Centre Uses Study (2022)
- Business Survey on Markets & Events (2021)
- Chertsey Masterplan Review (2022)
- Visitor Economy Report (2022)

To date, ad hoc funding sources (such as Welcome Back Funding) and a one-off budget to support the Jubilee have been used to put on events in the Borough's centres including several very successful events that have attracted large numbers of people to our towns. However, these sources of funding cannot be guaranteed year on year, and there is currently no baseline budget within the economic development team to assist with planning and organising a regular calendar of events for our town centres. We note that a dedicated budget derived from service charges exists specifically to support Addlestone One and Magna Square, however this is locationally specific to these areas. The TCM is working constructively with Assets and Regeneration to try and maximise the benefit of budgets where possible. Money has been allocated in RBC's Shared Prosperity Fund investment plan to support events, but due to the funding profile for SPF, this is for 2024/25 only. The Town Centre Manager is working hard to develop town teams in the three town centres and is engaging with our larger retailers/town centre businesses regarding organising and sponsoring events. However, until a secure sponsorship revenue stream is established to enable a planned calendar of activities to be provided an upfront budget is required. Delivery of a regular calendar of successful events over the next few years should help demonstrate to local businesses the benefits for the town centres and their own businesses and encourage future sponsorship. The TCM aims to obtain at least 50% of the cost of such activity from sponsorship by 2025/26, however even if this growth bid is approved, every effort will be made to obtain sponsorship to recoup costs where possible in the short as well as longer term. Although the TCM's immediate priority for 2023/24 is to focus on developing an events calendar in the Borough's three town centres, a small additional amount of funding is requested for 2024/25 to help support local communities to put on events in their local centres. The current Economic Development team budget includes funding to support delivery of other priorities within the EDS. This additional growth request has been made as various consultation exercises undertaken over the last year (as detailed above) have identified a real need for additional support for our town centres and over the next year there is no identified source of grant funding available to support this activity.

Strategic Links - relate this Business Case to RBC Corporate Strategies and Corporate Values

Corporate Strategies	Describe how this Business Case meets / contributes to the Corporate Business Plan through each of the Corporate Strategies. - Delete those not applicable
Climate Change Strategy <i>Reducing Carbon emissions from the Council's operations and the wider Runnymede community.</i>	This business case supports the Council's Economic Development Strategy through supporting the town centres to increase footfall and dwell time as well as pride in place, and the Health and Wellbeing Strategy through access to free local entertainment to improve residents wellbeing.
Organisational Development Strategy <i>Enable Officers and Members to perform their duties to the best of their ability and make Runnymede Borough Council the employer of choice for local people.</i>	
Economic Development Strategy <i>Ensuring that the Borough continues to be a leading economy in Surrey and the wider sub-region.</i>	
Empowering the Community Strategy <i>Evidence Based Decision Making, Listening to residents, Enabling Communities to help themselves and to take control of services or plans for their areas, Working effectively with partner organisations, Dealing with inequalities.</i>	
Health and Wellbeing Strategy <i>Support the delivery of a range of services and functions to improve outcomes for residents and their quality of life.</i>	
Corporate Values	Describe where this Business Case fits in our Corporate Values - Delete those not applicable
People-focused – we will put people at the heart of what we do and they will be able to deal with us easily.	This business case fits with the following Corporate values: People focused - responds to the needs and demands of the Borough's local communities, passionate and performance-driven - every effort will be made by staff to set up and run successful events/markets, promoting equality and diversity - all members of the community should be able to benefit, delivering excellent value for money - through appropriate procurement processes and collaborative - the TCM will work with relevant community and other stakeholders. Working collaboratively through engagement with the Town Teams to deliver events for their towns that meet the area's residents' and visitors needs.
Passionate – we will empower our staff to be passionate about all we do.	
Performance driven – we will strive for excellence in all we do.	

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Innovative – we will aim to creatively improve our services and be open to new ways of providing services.	
Promoting equality and diversity – we believe in fairness as well as maintaining a diverse workforce so we can draw upon a wide range of views and experiences to meet the changing needs of our communities.	
Delivering excellent value for money – we will strive to be as efficient and effective as possible.	
Collaborative – we will work together and with others to deliver positive outcomes for our communities.	
Transparent – we will be open and honest to all about what we do.	

List your Business Case Objectives, ensuring they are Specific, Measurable, Achievable, Realistic and Timely. Increase footfall and dwell time

A growth request for £15,000 is made to help organise professional and engaging events in the Borough's three town centres to increase footfall and help develop pride in place. The success of this investment will be measured by monitoring car parking data/footfall estimates and through business surveys and visitor surveys.

List the Constraints or Parameters in which this Business Case will operate

Event organisation will need to take into account relevant licensing and health and safety legislation.

List the Outcomes and Benefits (including efficiency gains) you expect the scheme to achieve

Increased footfall and dwell time, increased pride in place, access to free local entertainment to improve residents wellbeing.

Appraisal of Business Options (must include evaluation of a 'do nothing' option)

Option 1 (preferred option):
Growth of £15,000 (year 1) to help support a calendar of engaging events in the three town centres to help increase footfall and dwell time.

Option 2 (do-nothing): Event activity will be limited and quality impacted. Such events are unlikely to be successful in attracting significant footfall or increasing dwell time to improve the vitality and viability of the Boroughs towns.

Benefits (comparison to other options considered)

Consider any tangible benefits of the Preferred Option, consider benefits such as income generation, savings, great efficiency, compliance with legislation / industry standards – soft benefits, reputation, residents' satisfaction, perception of Council

The preferred option will provide reputational benefits and should increase resident satisfaction of their local towns and improve the perception that the Council is supporting town centres from town centre businesses . It may also bring in some increased revenue through car parking receipts.

Advantages to Service Area (preferred option)	Disadvantages to Service Area (preferred option)
See above	None
Costs to Organisation (preferred option)	Benefits to Organisation (preferred option)
£15,000 in 2023/24, £5,000 in 2024/25 and £15,000 in future years (unless increased sponsorship is achieved). The TCM post will provide staffing to help organise events. There may be some service impacts for street cleaning etc., but these are likely to be minimal and differ between locations. There will be a service impact on communications but this should also be fairly minimal. For any activities in the vicinity of AddlestoneONE and Magna Square there may also be some demand on staff time from with the Assets and Regeneration department.	see above

Environmental Sustainability Benefits (direct and indirect benefits to support Climate Change Strategy)

Outline any direct and indirect benefits of the Preferred Option that aims to minimise negative and promote positive environmental impacts and/or reduce carbon emissions, where possible

Direct Environmental Sustainability Benefits (preferred option)	Indirect Environmental Sustainability Benefits (preferred option)
Drawing on input from local stakeholders, the events calendar will aim to use suppliers and voluntary groups that support the environment and sustainability (E&S) agenda. Suppliers of entertainment and activities will be encouraged to provide their own strategies that demonstrate their understanding of the E&S agenda. Officers will be mindful of the types of entertainment and activities that support sustainability through the types of materials used to provide the activities before procuring services. Promotion of the circular economy will be encouraged when looking at activities.	Through localised events and activities, residents are less likely to travel by car to entertain their families, reducing emissions. Local events encourage people to walk or cycle to the activity. Local events will be cheaper to attend but will support the local ecosystem to put money back into the local economy

Negative Environmental Impacts

If the events become popular, they could attract visitors from wider areas. This could impact the local road traffic and car parks in the towns.

Resource Requirements

Staffing Appraisal (preferred option):

Outline the expected staffing / resourcing requirements for the preferred option in the table below, think about resources required in your team and others. This should include job titles, number of hours worked and salary.

Existing Staffing	New RBC Staff Requested	New External Staff Requested
TCM/Depot staff/communications	None	None
Assets & Regen staff resources for events at AddlestoneOne or Magna Square		

Add any costs into the financial appraisal table.

FINANCIAL APPRAISAL

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Finance Appraisal (preferred option) - To be completed with the Finance Department:

Describe the financial and resource implications of this option. See Financial Appraisal below to capture numbers.

How will it be financed? Is a Supplementary Revenue Estimate required? Can it be resourced via a Virement (including areas other than your own)?

Is there other funding available? Has funding been agreed? Demonstrate how the council can receive a return on investment, whether cashable, cost avoidance or quantifying tangible

benefits – **Seek advice from your accountant. Business cases will not be considered by the Chief Executive unless a full financial appraisal has been agreed by the Accountancy Team.**

Explain how the cost estimate has been drawn up e.g. based on the costs of a similar project/item; based on quotes from suppliers etc:	Based on previous costs
Please explain how you have considered the VAT implications of the project/item:	VAT should be reclaimable
If this project involves building or refurbishment work within corporate assets has the project/work been consulted on and agreed by the Corporate Head of Strategic Land and Property Assets? Please give details.	

CAPITAL COSTS

Capital Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
NIL	-	-	-	-	-	-
Total Capital Expenditure	-	-	-	-	-	-

Capital Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
NIL	-	-	-	-	-	-
Total Capital Income	-	-	-	-	-	-
Net Capital Outlay	-	-	-	-	-	-

REVENUE COSTS

Revenue Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Town Centre Events budget RCMR 1808 (Figure for year 2 based on successful draw down of SPF)	15,000	35,000	15,000	15,000	15,000	15,000
Less: Savings to existing budget (Please specify)						
Total Revenue Expenditure	15,000	35,000	15,000	15,000	15,000	15,000

Revenue Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
SPF grant		30,000	TBC	TBC	TBC	TBC
Total Revenue Income	-	30,000	-	-	-	-
Net change to revenue budgets	15,000	5,000	15,000	15,000	15,000	15,000

Business Case / Risks

Outline the risks (Managerial, Financial, Operational etc.) to RBC if delivering the preferred option. A risk summary only is required here.

Risk Description	Mitigation / Help needed
Health and Safety at events	Adequate liaison with SAG, the police and local businesses and production of appropriate risk assessments
Event performers/entertainment providers fail to turn up	Procuring professional organisations from reputable providers
Cancellation due to adverse weather etc.	Contingency plans in risk assessment either to move event or cancel. Preparation of relevant communications.

Impact

Consider the impact of the Business Case on the Organisation / Environment / Technology / Commercialisation / Cultural / HR

Option 3 (rejected option)

Description

What else have you considered and rejected? Why were they rejected?

Option 3 (introduce BIDs: There is a considerable resource requirement to set up a BID. If there is not enough support to set the BID up then this resource is wasted.

Given the current trading environment faced by retailers, many of which in Runnymede are small businesses, there is unlikely to be appetite among the business community for the establishment of BIDs at the current time. Thus the risks of trying to set up a BID are significant

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Authorisation

Approved by Corporate Head of Finance	Paul French	Date	18/08/23
Approved by Corporate Leadership Team	YES	Date	19/10/22
		Priority Score	SHOULD
Committee Report to be presented to:		Date	