

Title: Commonwealth Games – Outcomes and Legacy (Ref: 1298)
Lead Officer: Christina Boxer, WDC Commonwealth Games Programme Manager,
Portfolio Holder: Cllr Day, Cllr Falp & Cllr Bartlett
Wards of the District directly affected: All (Districtwide Project)

Approvals required	Date	Name	
Portfolio Holder(s)	20.02.23	Cllr Day, Cllr Falp, Cllr Bartlett	
Finance	20.02.23	Dilip Dabasia	
Legal Services	17.02.23	Paul Fairweather, WCC Legal	
Chief Executive	27.02.23	Chris Elliott	
Head of Service(s)	27.02.23	Chris Elliott	
Section 151 Officer	20.02.23	Andrew Rollins	
Monitoring Officer	20.02.23	Andrew Jones	
Leadership Co-ordination Group	20.02.23		
Final decision by this Committee or rec to another Cttee / Council?	N/A		
Contrary to Policy / Budget framework?	No		
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No		
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No		
Accessibility Checked?	N/A		

Summary

The purpose of this report is:

To present a review of the work that the Council undertook in hosting events of the Birmingham 2022 Commonwealth Games and present details of outcomes and legacy outputs

Recommendation(s):

- (1) to note the content of this report**
 - (2) to accept all the key learning recommendations in Appendix 12**
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1 Reasons for the Report

In Summer 2022, Birmingham hosted the XXII Commonwealth Games, the largest major event to be held in England since the 2012 Olympics. A final evaluation report, commissioned by the Department of Culture, Media and Sport (DCMS), will not be available until Summer 2023, a year after the Games finished. It follows the recent publication of their interim report available online via www.gov.uk/government/publications/evaluation-of-the-birmingham-2022-commonwealth-games-interim-evaluation-report. As highlighted it focuses on Birmingham, the West Midlands and the wider UK.

This Cabinet report provides more localised information, supported by independent monitoring and evaluation findings, regarding Warwick District's Commonwealth Games project in order to:

- identify and review key outputs, monitoring & impact evaluation findings
- promote significant legacy delivery
- assess the effectiveness of using major sporting opportunities to meet Corporate Strategy and Business Plan objectives
- identify lesson learnt to benefit the potential future hosting of any major sport events and the management and structuring of related project(s), impacting several Service Areas

This report also provides a reminder of the unique range of opportunities and special moments enjoyed by local residents, visitors, competitors, club members, visitors, competitors and volunteers across the district.

Please see this visually summarised in [Appendix 1](#) - photographic montage and also via <http://www.warwickdc.gov.uk/cg2022>

1.2 2022 Commonwealth Games

Background Information

The Commonwealth Games is the second largest global 'multi-sport' event after the Olympic Games involving 72 member nations and territories, with a wide

range of core and optional sports. It is also renowned for its inclusiveness, integrating para sports events within some of its programme. The organisation responsible for the direction and control of the Games is the Commonwealth Games Federation (CGF). For further information: <http://www.thecgf.com>

Durban in South Africa had originally been awarded the 2022 Commonwealth Games but was stripped of its right in April 2017. This led to the bidding process being reopened and Warwick District Council (WDC) providing the Victoria Park Lawn Bowls and Para Lawn Bowls Venue as part of Birmingham's successful bid. Further details are available in [Appendix 2](#).

Being part of the Birmingham 2022 Commonwealth Games, provided unique local opportunities within the district, access to bespoke funding opportunities and a variety of positive project outcomes, reported in the appropriate sections of this Cabinet Report.

For context, and to understand what an incredible achievement it was for the WDC to deliver all its roles and responsibilities, it is important to be aware that:

- WDC was a 'venue owner' and not an official Games Partner or WMCA member
- the initial priority objective for WDC was to ensure the venue, and the surrounding area, was Games ready by 2022
- many wider aspects of the Games would become managed and controlled by the Birmingham 2022 Organising Committee (B2022 OC) once established and the main funding partners, the DCMS and Birmingham City Council (BCC). As identified in [Appendix 2](#) they were also supported by several other bid partners including the WMCA, with many aspects of planning and decision making outside WDC control.
- the Covid pandemic and the merger process between WDC and Stratford District Council (SDC), which was later aborted, created additional challenges during crucial operations planning stages and identify staff roles and responsibilities

Despite all the unprecedented challenges since 2017, the Birmingham 2022 Games was acclaimed as very successful, generating much positive feedback, due to the efforts of all those involved and for the West Midlands region as a whole.

For further information visit: [Birmingham 2022 CWG: The Highlights](#); and <http://www.warwickdc.gov.uk/cg2022>

Warwick District Council's Commonwealth Games Project

As soon as Birmingham's bid was successful, a proposal was led by Cultural Services in the Forward Plan, March to June 2018. Approval from Executive, 'for the Project Initiation Document (PID) and initial resources for the local plans for the 2022 Commonwealth Games' was granted at the 7th March 2018 Executive. Further background detail is provided in [Appendix 2](#)

A Project Manager, later to become the CWG Programme Manager, was appointed end April 2018 with their initial responsibility to lead the initiation phase of the project to implement and develop the strategic objectives and governance of the project. This resulted in the updating of the original PID to v2.1 detailed in [Appendix 3](#).

Supporting Birmingham 2022 to deliver a successful Commonwealth Games Lawn Bowls and Para Bowls competition and the associated enhancement of Royal Leamington Spa's Victoria Park venue remained the priority objectives with additional wider objectives established. The following simplified diagrammatic version was designed to promote the project districtwide to a wide variety of stakeholders.

WDC Commonwealth Games Project - 5 Key Objectives



For further Information: <http://www.warwickdc.gov.uk/cg2022>

A retrospective inspection of the Victoria Park venue by World Bowls identified concerns regarding the level and speed of the greens required to meet the latest International regulations. WDC raised concerns regarding the additional unexpected costs involved in levelling and resurfacing four greens in the lead up to the Games and the disruption to the resident club, Royal Leamington Spa Bowling Club (RLSBC), and other bowls stakeholders during the 2019, 2020 and 2021 seasons.

While this critical venue infrastructure requirement created additional challenges in the lead up to the Games, it became key to a successful bid application to the Coventry & Warwickshire Local Enterprise Partnership (CWLEP) for Commonwealth Games ring-fenced funding. A variety of venue

upgrades, along with other public realm improvements would provide lasting legacy, as detailed below and in section 5.4.

CWLEP Infrastructure Grant and expansion of the WDC Project

Details of the WDC Commonwealth Games Project were also effectively used as part of a successful bid when applying to the CWLEP for a £Multi-million grant. It included a new structure for a Commonwealth Games programme of projects, detailed in [Appendix 4](#).

The CWLEP grant supported the additional staffing costs of a Programme Manager and the Commonwealth Games Infrastructure Manager. The original project's community related objectives remained within a Commonwealth Games Community and Venue Project, staffed internally and supported by the programme manager. With the Covid 19 pandemic impacting risk and delivery timelines just prior to the grant being finalised, a slightly scaled back but still significant Commonwealth Games Infrastructure grant was awarded for £1.8M.

For further information re: CWLEP funded Commonwealth Games Infrastructure Project see section 5.4 and <http://www.warwickdc.gov.uk/cg2022>

Partnership working with Warwickshire County Council (WCC)

Crucial to the successful CWLEP bid application was liaison with WCC with regard to infrastructure improvements to the Leamington Spa Station Forecourt. This, and an opportunity for the B2022 Cycling Road Race to be awarded to WCC, with WDC providing the Start/Finish venue, resulted in effective partnership working to ensure even greater outcomes and benefits. Further background details are provided in [Appendix 5](#).

2 Alternative Options

- 2.1 N/A as this was a unique opportunity, with significant economic and community benefit opportunities detailed below in section 5, including being able to access significant Commonwealth Games ring-fenced CWLEP infrastructure grant and other improvement grants via the Birmingham 2022 Organising Committee and the WMCA.

3 Legal Implications

- 3.1 The Council entered into a Venue Use Agreement (VUA) with the Organising Committee for each of the two venues (Victoria Park and Myton Fields). These two VUAs replaced the initial Heads of Terms agreements for those venues. Legal advice to WDC on the VUAs was provided by WCC legal services. The VUAs are the basis for the Games taking place at these venues and set out all the relevant provisions relating to that use. Associated property law advice was also obtained from the shared legal service in relation to existing tenants and licensees.

The Birmingham 2022 Venue Operations Planning (VOP) process was integral to much of the content within the VUAs.

Positive Output(s):

WDC delivered on all its legal obligations and the Victoria Park and Myton Fields VUAs were both completed and agreed in time for the Games and effectively used afterwards to ensure venues could be returned to their original condition at no cost to the District Council. This was despite the added complications of being 'Greenfield Sites' (see below), the late addition of the Cycling Road Race venue and some changes to original plans by Birmingham 2022.

Lessons Learnt:

- Having a dedicated WCC Legal Services officer who also had access to wider shared legal services ensured all aspects of complex VUAs were met. It provided vital support to the CWG Programme Manager and Head of Cultural Services regarding all legal matters.
- The Birmingham 2022 Venue Operation Planning (VOP) processes regarding 'Greenfield Sites', which are those venues without an existing stadium or permanent spectator and broadcasting infrastructure, was a complicated and protracted one impacting VUA timelines and officer time.
- Identifying the WDC Programme Manager as the VOP Point of Contact (POC) re: roles and responsibilities at an early stage in the process created an effective line of communication between Birmingham 2022 and WDC, with short fortnightly virtual meetings a positive introduction in the lead up to Gametime to reduce the number of emails.
- Not having a single Venue Manager for either Greenfield Site internally resulted in the Programme Manager having to liaise with several different staff across many service areas regarding the VOP process, negatively impacting on communication, accountability and time management internally.
- Liaison with venue lease and licence holders, was impacted by the unique circumstances surrounding this Commonwealth Games as detailed in [Appendix 2](#), impacting timelines and workloads for the Head of Cultural Services who also had many other vital roles and responsibilities.

See Learning Recommendations 4, 7, 8 & 10 in [Appendix 12](#).

4 Financial

The original budgeting for the CWG Project, approved at the March 2018 Executive was a £150,000 pa Revenue Budget, from New Homes Bonus funding held within a Commonwealth Games Reserve Fund. The match funded CWLEP Infrastructure £1.8M capital grant was partly used to fund the additional staffing requirements following the expansion into a Commonwealth Games Programme in April 2020.

The Covid pandemic limited much of the community delivery in 2020 and 2021, enabling a significant amount of earmarked reserve to be carried over for consecutive budget years. This ensured significant contingency funds for additional staffing, Road Race Cycling and Birmingham 2022 wider roles and responsibilities requirements could be carried over into 2022/23. This greatly reduced risk regarding the top priority of being able to deliver a successful Commonwealth Games in the summer of 2022.

Many of B2022 confirmed costs regarding wider roles and responsibility, especially regarding Streetdressing, Festival Sites and Queens Baton Relay, were repeatedly delayed, partly due to the challenges B2022 were experiencing with staff recruitment and planning due to the pandemic. As a result, additional funding of a one-off, up to £150,000, actioned by the former Head of Cultural Services was approved in December 2021. These costs were to be funded from the Commonwealth Games Reserve (£83k) and Service Transformation Reserve (£67K) and earmarked until required in the 2022/23 budget year.

The district's four Town Councils also contributed towards some additional streetdressing items. WDC led consultation with Leamington, Kenilworth and Whitnash to maximise Gametime and QBR impact. WCC led the dressing of Warwick in liaison with the town council.

CWLEP Infrastructure Project and WMCA Grants

£1.8 million was match funded by WDC and WCC up to a project total of £4.2M, which included an additional match fund of £0.5M re: Leamington Station to ensure the successful completion of all works. A further £81,432 for public realm improvements in Warwick (£23,300) and Leamington (£58,132) was later awarded by WMCA for infrastructure grants on walking routes. These investments have provided significant legacy as reported in section 5 below.

Positive Output(s):

Careful project risk management and contingency budgeting ensured that the key objectives of the Commonwealth Games Project re: the successful delivery of Lawn Bowls and Para Lawn Bowls, the additional venue provision for the Cycling Road Race and improved Games related infrastructure were all achieved on time, with no overspend. Remaining earmarked reserve is to be carried over into 2023/24 to cover ongoing restoration of venues and legacy items.

Lessons Learnt:

- There is possibility of additional financial expenditure not fully detailed in initial Heads of Terms agreement.
- An Organising Committee (OC) may not be established until after a bid for a major sports event has been awarded and follow up venue inspections by the International Governing Body of Sport (e.g. World Bowls) may identify

new requirements and costs. It should be noted however that these issues were compounded by the shortened timelines following the re-awarding of the 2022 Commonwealth Games as detailed above in section 2 and Appendix 2 of this report.

- Grant opportunities can become available to assist costs, but these add additional staffing resource and time pressures
- It was prudent for the council to have very large contingency budget for such a major, high profile event utilising a robust earmarked reserve process.

See Learning Recommendations 2, 8, 15 in Appendix 12.

5 Business Strategy

- 5.1 The hosting the National Lawn Bowls Championship annually, and supporting major Road Cycling tour events, had provided evidence of positive Visitor and Economic Impact re: prestigious sporting events within the district. In addition to B2022 monitoring & reporting, an independent Visitor & Impact Assessment survey & report specifically relating to the District would be commissioned as part of the project's monitoring & evaluation strategy. This is detailed further below.

Benefits relating to the Commonwealth Games taking place in the West Midlands, with the Lawn Bowls and Para Lawn Bowls event in Royal Leamington Spa, were identified in the PID (see Appendix 3), linked to Fit For Future (FFF) Strands in the Corporate Strategy.

Business and Tourism Engagement

Much of WDC's role was to use existing connections, or establish new ones, with relevant organisations to ensure maximum engagement and promotion of the unique opportunities the Commonwealth Games would provide. This included Shakespeare's England; Coventry & Warwickshire Chambers of Commerce; Coventry's City of Culture; Warwick, Leamington and Kenilworth Chambers of Trade; and the Leamington Business Improvement District (BID).

The Covid Pandemic had an unprecedented impact on face to face engagement and events, and also on timelines regarding the development and launch of the Birmingham 2022 Business & Tourism Programme (BATP). For further information: <https://www.birmingham2022.com/about-us/our-purpose/our-legacy/business-tourism-programme/>.

BATP was led by the West Midlands Growth Company, predominantly targeted at WMCA members with Shakespeare's England acting as the representative for its members, which include WDC.

However, much promotion of the Business Portal on the B2022 website was made by WDC from the outset to ensure local businesses could access information regarding a wide variety of contracts with the B2022 OC. CultureFest, detailed further in section 5.2, also supported our creative businesses and enterprises based within the district.

Virtual breakfast meetings and community drop-ins were promoted to businesses to prepare for the Games through the B2022 'Get Games Ready' programme. Much face-to-face liaison was restricted by the pandemic until 2022.

WDC is currently making enquiries as to whether there is a breakdown of contracts awarded to businesses and enterprises by B2022, which was previously confidential. It is known that notable beneficiaries of B2022 contracts are RBL based in Leamington who designed the B2022 Branding; idVerde who secured a contract to maintain the Lawn Bowls Greens and Motion House who played a significant part in the Opening Ceremony and the Cultural Festival.

Appendix 6 provides a spreadsheet of business engagement and support .

Visitor & Economic Impact Assessment Survey and Report

The B2022 Commonwealth Games brought significant additional income to the district, in particular to the local hospitality and tourism industry. A District and Visitor Survey and Economic Impact Assessment was commissioned to review the extent of this and is attached in Appendix 7.

The survey involved 550 face-to-face interviews over 9 days of the Games, with visitors and residents attending the Lawn and Para Lawn Bowls and the Cycling Road Races. It gathered views on why they were visiting, what activities they were enjoying and where they were staying, as well as their overall satisfaction with the quality and organisation of the event.

Key findings:

104,000 visitors to the bowls, para bowls and cycling road races

Total visitor spend generated for the district is estimated as £3,845,759, of which £768,479 was on accommodation and £3,077,280 on all other items.

99% of this amount was spent in Warwick District and 1% elsewhere outside of the district.

113 jobs were generated in the district, 101 directly and 12 indirectly.

In addition to increased spend in the district, the area benefitted greatly from global TV coverage, showcasing it to the world and subsequent global tourism events that promoted it to potential and returning visitors.

The following link confirmed record BBC viewing figures for the Birmingham2022 Commonwealth Games, with a full breakdown of all the different sports currently being sought. <https://www.bbc.com/mediacentre/2022/birmingham-2022-commonwealth-games-breaks-bbc-sport-record-streamed-over-57-million-times>

The record medal success by England in the Lawn Bowls and the extensive coverage of the men's and women's Road Cycling Races covered on BBC channels, plus the online streaming facilities, guaranteed unprecedented advertisement of the district to viewers. It is known that advertising rates on the main commercial TV channels accompanying major sports events can range up to £70,000 per 30secs, which highlights the financial benefit of prolonged TV coverage especially regarding tourism.

Positive Output(s):

The independent Visitor and Economic Impact Assessment report findings detailed in [Appendix 7](#) confirm that the economic impact of providing venues for two Commonwealth events was very positive, with visitor spend in the district approaching £4Million, with the accommodation and hospitality business enjoying a well need boost after the challenges of the pandemic .

Lessons Learnt:

- Major Global Sports Events provided significant Economic Impact benefits and can provide excellent opportunities for business and economy staff to meet corporate objectives, with future project structuring and resourcing to reflect this.
- The number of responses to a supplemental business survey was poor and so direct feedback from businesses has therefore been anecdotal. The process used therefore needs to be reviewed.
- Further liaison with Shakespeare's England is required to assess longer term visitor impact created by B2022

See related Learning Recommendations 1, 2, 3 in [Appendix 12](#).

Bowls England Business and Development Impact

The Commonwealth Games is a crucial opportunity for Lawn Bowls and Para Lawn Bowls to raise awareness to a much wider audience, especially as not currently an Olympic Sport. Lawn Bowls is also a sport heavily invested in by

WDC for all the benefits that the world class Victoria Park Lawn Bowls Venue brings to the area, including positive economic impact. Bowls England, the National Governing Body, is also based in Royal Leamington Spa and a significant stakeholder regarding the future of the sport and the ongoing reputation of the venue.

In 2020, Jon Cockcroft became the new Chief Executive of Bowls England and despite the challenges of the pandemic he quickly used his successful experience gained as Commercial Director of England Hockey, working closely with WDC, to ensure opportunities regarding Birmingham 2022 could be fully maximised. As the Games commenced he gave his formal thanks, highlighting that 'The Commonwealth Games is the pinnacle for lawn bowls, and it is amazing to see it come alive at the home of bowls in England. Thank-you for all Warwick District have done to make it happen'.

The CWG Project had also initiated positive relationships and opportunities with between Bowls England and the Warwickshire College Group back in 2019, with the Leamington College welcoming Bowls England's High Performance Team and Officials. This relationship was extended further once Covid pandemic restrictions were relaxed in order to establish a very local base for Team England during the Games as detailed in this Leamington Observer article. <https://leamingtonobserver.co.uk/news/commonwealth-games-raises-bowls-profile-in-warwickshire-40723/>

In addition to the positive B2022 lawn bowls and para lawn bowls post event findings highlighted in [Appendix 8](#), the Bowls England Activation Event held at the Pump Room Gardens Festival Site clicked in 5074 people who enjoyed having a go at bowls. Bowls England collected data of about 1000 of these, identifying a 50:50 gender split, 85% white, mixture of ages with weighting towards families with young children. The CWG Project had previously included a 'come & try' New Age Bowls activity as part of the Ecofest event at the Pump Room Gardens in 2019 and 2022, which had also been very popular with families with young children. Further details regarding other community and recruitment activities involving WDC and Bowls England see section 5.2 below.

Bowls England, as part of ongoing business planning, have been expanding their human resources in order to be able to continue to grow the sport and maximise legacy opportunities from the Games. A key aspiration for them is to bid for the 2027 World Bowls Championships and to continue to develop and grown an experience events team.

For further information about Bowls England visit their website: <https://www.bowlsengland.com>

Positive Outputs:

Birmingham 2022 was Team England's most successful Commonwealth Games ever with record England medal haul in front of a home crowd, showcasing a beautiful Victoria Park Lawn Bowls Venue, fantastic TV coverage of bowls, resulting in an increase in participation across the country.

Lessons Learnt:

- Royal Leamington Spa's Victoria Park Lawn Bowls Venue has proven itself to be an excellent one to host global events and showcase both the sport of lawn bowls and the district; but it resulted in far greater roles and responsibilities and WDC officer time than anticipated with regard to the Birmingham 2022 Commonwealth Games.
- Creating a CWG Project was a positive approach to achieve additional outputs relating to lawn bowls and para lawn bowls participation and performance in partnership with Bowls England.
- Idverde greens maintenance and STRI consultancy was very effective in ensuring the greens were maintained at the highest level.
- In order to optimise legacy, and ensure the venue's long-term future, WDC is currently in liaison with the new CEO at Bowls England's who is developing transformative business plans.
- WDC does not have staffing resources to sustain ongoing direct support to wider bowls development initiatives such as Junior Bowls, detailed further in 5.2 but can help promote plans Bowls England has to increase participation and diversity.

See Learning Recommendations 1, 3 and 11 in Appendix 12.

5.2 Health, Homes, Communities

Homes and Health N/A; with this section therefore focusing on Communities.

Communities

Community aspects detailed in this section, delivered and promoted by WDC, are detailed via <http://www.warwickdc.gov.uk/cg2022> which is a website specifically set up to promote a wide range of communication undertaken by the WDC Media Team.

Districtwide Communication & Engagement

WDC Media Team co-ordinated the publicity and promotion for the Games, being led by the B2022 Wider Comms team and working together with colleagues from WCC and other local councils and organisations. Their focus was to share the news from Birmingham to their local audiences in both the build up to the Games and during Gamestime.

The communications strategy, branding and timeline was led by Birmingham 2022's communications team, with WDC's Communications plan focusing on promoting WDC's local initiatives and events, local athletes, infrastructure developments and the localised impact of the Games. Summary of this delivery is provided in Appendix 9, together with related residents experience and legacy survey results in Appendix 10. The latter is detailed below in the following topic.

An additional marketing and communications officer was appointed to provide

dedicated media support for the CWG. WDC's Project and Development Manager (Arts), who led the CultureFest programme detailed below, also provided additional support to create a CWG legacy video in liaison with the media team, which is currently in the final stages of production. For further matters relating to staffing also see section 5.5.

Venue Stakeholder Groups and wider Community Liaison

As part of Venue Operations Planning WDC established a Stakeholder group for the Victoria Park (Lawn Bowls & Para Lawn Bowls) St Nicholas Park (Road Race Cycling), specifically for organisations, businesses, clubs and residents association(s) directly impacted by the venues being used by B2022.

Wider information sharing was delivered as part of B2022's Community Engagement programme, which included events that WDC staff attended with them and WCC staff. CWG project staff also worked closely with WDC Media team regarding press releases, printed leaflets, signs, online messaging and the CWG website also being used throughout this report to share important information and promote various aspects linked to the Commonwealth Games.

Positive Outputs:

WDC was able to deliver a wide range of informative and promotional communications as summarised [in Appendix 9](#) despite challenging pandemic recruitment circumstances impacting some timelines re: Birmingham 2022's communications plans and staff recruitment.

Lessons Learnt:

- It proved advantageous to appoint an additional dedicated member of media staff to support the Communications and publicity for the Games.
- Partner working with the WCC comms team proved to be essential to a co-ordinated and consistent approach.
- Delays and changes re: B2022 Cultural Festival and Community Engagement plans impacted WDC's ability to promote CultureFest and the Festival Sites as early and as widely as ideal.
- The media team provided support in the emergency ops room which was a requirement for the entirety of the Games, which was demanding for such a small team, with little opportunity for a break from this or to be out near the venue or festival site to gather live local stories.
- It proved to be very beneficial to have Birmingham 2022 Operational staff attend stakeholder meetings and wider community engagement events

See Learning Recommendations 2, 9, and 12 in Appendix 12.

Districtwide Residents Experience and Legacy Survey and Report

To establish the impact of the Games on those who live, work and visited the district during Gamestime, a survey was carried out during December 2022.

The survey was mailed out to 6,000 residents asking questions about the awareness and experience of the Games, as well as the wider impact of improvements made to the district and the impact of the Games on their health and wellbeing. Further details

The results point to a positive response to the Games:

- The residents who attended the sporting and the festival events rated them very highly.
- There was widespread agreement that the district benefitted from being a part of the Commonwealth Games, especially as it was good PR for the area and the number of visitors would have boosted the local economy.
- Improvements to Victoria Park in Royal Leamington Spa had been welcomed and acknowledged.
- The improvements to the surrounding areas of Victoria Park and St. Nicholas Park were rated highly.

Broadly there was confidence in Warwick District council delivering quality, major events in the future.

Positive Outputs:

A summary of all results can be found in the [Appendix 10](#)

See Learning Recommendations 12 in Appendix 12.

WDC Community and Venue Project

This Project delivered the Community aspect of the original Commonwealth Games Project involving the following:

- **Countdown Events**

These were held annually in late July and involved a range of fun family activities aimed primarily at families to promote the Commonwealth Games and the wellbeing benefits of an active lifestyle, supported by Everyone Active:

2019 - Warwick

2020 - Kenilworth (virtually adapted due to the pandemic)

2021 - Whitnash

2022 - Leamington (at Festival Site in lead up to Opening Ceremony on shown the big screen)

- **Commonwealth Connections** – promoting stories to highlight people’s connections and diversity in the district and across the Commonwealth
- **Junior Bowls Initiative** - this was coordinated in liaison with Bowls England to attract younger players and also linked to the Leisure Services BAME programme to increase diversity. Equipment and coach training was provided for the 5 bowls clubs within the district: Avenue, Lillington, RLSBC, Warwick Boat Club – Bowls and Whitnash.
- **Queens Baton Relay (QBR)** - events in Kenilworth, Whitnash and iconic photo at Warwick Castle coordinated for WDC by the Community Project Manager in liaison with the B2022 QBR team
- **Community Engagement & Volunteering Programme** – in addition to ‘Event Specific and Venue’ B2022 Volunteer roles WDC were keen to maximise opportunities for people living within the district to have an opportunity to become B2022 volunteers along the official B2022 Walking Routes from the nearest railway station to the venue. This added to the welcome and support both for visitors and local people in the surrounding area. Volunteering was rated highly in the residents survey (Appendix 10). It also created legacy with some going on to support the National Bowls Championships held at Victoria Park after the Games.

Details and highlights are available on <http://www.warwickdc.gov.uk/cg2022>

Lessons Learnt

- The Project Manager, seconded from the Events Team was able to use her events and training experience, considerable knowledge of the district and established relationships with WDC staff very effectively.
- Using Experienced Leisure Services staff as Volunteer Team Leaders was extremely effective but it increased demands on them in the lead up to the Games, including during the phased venue handover process and excluded them from being able to be used for Ops Room rotas during Gametime
- Including Kenilworth for the QBR relay and Whitnash as the Community Visit event ensured all four towns were included in official Birmingham 2022 events, which was very positively received
- Having to travel to Birmingham for all the Volunteer training and

accreditation was very time consuming and would have been more efficient if could have been done at Victoria Park.

- Staff volunteers numbers were disappointing due to the impact of the Merger and the Commonwealth Games being during school summer holidays

See Learning Recommendations 2, 6, 9 and 13 in Appendix 12.

B2022 Festival and WDC led 'CultureFest'

The main B2022 Festival focused on Birmingham and WMCA as evident in this evaluation document but WDC did contribute to their survey regarding the wider West Midlands region

<https://www.birmingham2022.com/news/3024890/successful-birmingham-2022-festival-evaluated>

WDC, working closely with WCC, were able to establish their own festival and cultural events, programmes and atmosphere.

'CultureFest'

A month-long festival, with events and activities, took place across Royal Leamington Spa, Warwick, Kenilworth, and Whitnash from Saturday 16 July to Sunday 21 August 2022. For further details of the range of events that took place visit <https://www.warwickdc.gov.uk/culturefest>.

Lessons Leant – see Survey Findings in Appendix 11

Festival Sites

Both festival sites had a big screen as the focal point, showing all the B2022 action and provided two contrasting experiences for locals and visitors to enjoy:

- **Pump Room Gardens (WDC)** - providing a relaxed family & picnic atmosphere with food & crafts stalls, music, activities including the Bowls England Activation site
- **Market Square, Warwick (WCC)** – a lively location, with

B2022 Street Dressing – a variety of banners, flags, bunting & fence scrim

- District Highway Entry Points
- Venue Walking Routes - Leamington and Warwick
- Town Centres - in partnership with all four Town Councils

- Queens Baton Relay venues – with Kenilworth & Whitnash Town Councils
- Festival Sites - Leamington and Warwick

See <http://www.warwickdc.gov.uk/cg2022> for further details and images

Feedback gathered via the Residents Survey is also summarised in Appendix 10

Positive Outputs:

- A wide variety of local organisations and enterprises were involved in CultureFest as highlighted in Appendix 11.1 and it has helped strengthen existing, and build new relationships, with our creative community across our four towns.
- The two Festival sites, both with large screens showing Birmingham 2022 action, received very positive anecdotal feedback from visitors, with the residents survey (Appendix 10) providing further comparable feedback.
- Bowls England's feedback in section 6.1 highlights the very positive numbers attending the Bowls Activation activity at the Pump Room Gardens Festival Site.

Lessons Learnt:

- High profile global multi-sports events include a large cultural programme that can incur additional human and financial resourcing compared with single sport championships
- Because the WDC and WCC events were linked to the B2022, especially the Festival Sites, they were still required to follow many of the accompanying rules and regulations required by the OC and commercial restrictions regarding the Games Act (see 5.3). This created additional challenges for staff planning and coordinating them, creating increased workloads and lines of communication.
- Streetdressing did add much to the atmosphere and feel of Games in prime locations; however it did create much additional workload for the Head of Cultural Services. Due to the Merger process the availability of the Rangers to support the display of bunting and fence scrum etc, had not been able to be proactively planned to possibly support Leisure Services staff. Staff volunteer availability was also limited to assist.

See Learning Recommendation 2, 3 and 14 in Appendix 12.

5.3 **Green, Clean, Safe** (for Green see Section 6.)

Clean

In addition to providing two venues WDC were required to provide additional roles and responsibilities to ensure Public Realm and Walking Routes cleanliness were maintained. This was led very efficiently by WDC's Contract Operations and Enforcement Officer, who was also very involved in the new 1-2-3 Waste Service being launched midway through the Games.

Positive Output:

- Graffiti removal, street cleaning and additional litter collections were well managed in the lead up to and during the Games

Lessons Learnt:

- The timing of the new 1-2-3 Waste Service create additional workloads on staff, including Communications in the lead up to and during the Games
- The Cycling Road Race, with lapped course, created additional challenges re: litter bin emptying

See Learning Recommendations 1, 2 in Appendix 12

Safe

This section relates to many different aspects regarding all the different roles to ensure the safety of all linked to all the events and activities taking place but also linked the Games Bill and Licencing.

Early resilience meetings in 2018 were led by BCC, with the priority not to duplicate business as usual processes and procedures but to highlight additional requirements. This was then progressed by the B2022 OC Resilience team once recruited and representatives from the blue light services.

There were three main aspects to be managed:

- The development and implementation of the Games Act Effective establishing temporary laws relating to licencing and trading
- Local Authority Safety Advisory Group processes for all CWG related events within the District, including Queens Baton Relay and Festival Sites
- WDC Gamestime Operations Room planning and delivery aligned to Birmingham 2022 central control unit and

Positive Outputs:

The XXII Commonwealth Games, including all associated events, were delivered safely.

Lessons Learnt:

- Despite additional resource being agreed to support Resilience and Games Bill planning there were still significant additional demands on WDC staff, which are the responsibility of the local authority. This would need to be considered with regard to any future major sports events.
- During Gametime the Ops Room rotas provided a very robust, well managed facility to meet B2022 requirements and increased WDC responsibilities. However some staff in small teams were required to do a high number of shifts, limiting their availability to deliver more hands on support regarding other roles and responsibilities. The Events seat was mobilised away from the Ops Room part way through the Games to be in phone contact at the Festival Sites instead and this approach may be good for future planning.

See Learning Recommendations in Appendix 12.

5.4 Infrastructure, Enterprise, Employment

CWLEP CWG Infrastructure Grant

The CWLEP CWG Infrastructure Project contributed to a wide range of upgrades to the Victoria Park Lawn Bowls Venue, the Tennis Pavilion, other Victoria Park infrastructure and improvements to the surrounding public realm, including the Leamington Spa Station forecourt and station underpass. Further details of this major project, facilitated by a ring-fenced Commonwealth Games grant resulted in £4Million being invested, with further details <http://www.warwickdc.gov.uk/cg2022>

Further background information and details of , including grant outputs is detailed further in [Appendix 12](#).

Final outputs relating to employers engaged, businesses supported, and employment (direct and indirect) created is due to be completed in April 2023 once all required data has been confirmed. This section of the Cabinet report therefore focuses on the wide range of Infrastructure improvement outputs achieved.

Positive Outputs:

Significant infrastructure improvements, broadly rated very highly in the Residents Experience & Legacy Survey Report, as summarised in [Appendix 10](#), were achieved on time and within budget to:

- Lawn Bowls Venue (exterior and interior).
- Tennis Pavilion (exterior and interior).
- Victoria Park pathways, toilets, railings, wayfinding and carparks.
- York Walk, Adelaide Bridge and north riverside paths.
- Leamington Spa Station Forecourt and Underpass.
- Cycle parking infrastructure linked to the BetterPoints sustainable travel initiative detailed further in section 6.

Also assisted or led by the Infrastructure Project Manager but funded separately by the WMCA were Warwick Station artwork and St Nicholas Park signage, also rated highly in the Residents Experience & Legacy Survey Report, summarised in [Appendix 10](#).

Lessons Learnt:

- A dedicated seconded officer resource for this project and one with disciplined project management skills, including robust budget and risk monitoring, combined with significant knowledge of WDC and the local area was a major factor in its successful delivery. It also enabled the CWG Programme Manager to be able to increasingly empower the officer, ensuring more time to focus on their demanding CWG roles and responsibilities as the Games approached.
- Hosting global sports events, especially ones significantly supported by the DCMS, can result in significant additional funding opportunities via growth related enterprise organisations extremely beneficial for legacy outputs but requires a very proficient project manager to be successful and can potentially have demanding timelines and additional workloads impacting staff resources across different service areas.
- It would have been particularly beneficial if an experienced Procurement and Planning colleague could have been available to either be part of the project team or a Board member.
- The CWLEP Infrastructure project was in many ways also 'a programme' consisting of several quite distinct sub-projects. If the project had been designed as a corporate one, with outputs identified within officer workplans with their line managers, it would have assisted project delivery. A more standard corporate project management approach would have also reduced lack of clarity about project progress, accountability and assisted with complex match funding budgetary aspects.
- Timelines regarding projects involving railway infrastructure are challenging but effective partnership working with WCC enabled high risk concerns to be effectively monitored and reduced

See Learning Recommendations 1, 2, 5, 8 and 13 in Appendix 12.

5.5 **Effective Staff**

Due to the incredible commitment and dedication of WDC officers the priority objective for the Commonwealth Games of ensuring a very successful Lawn Bowls and Para Lawn Bowls event was achieved. Partnership working with WCC colleagues detailed in 5 also ensured all of WDC's roles and responsibilities regarding the Cycling Road Race were also delivered as required.

The expansion of the Commonwealth Project into a much wider Programme of Projects underestimated the knock on impact on staff across a range of services and the merger, later aborted, created additional pressures on planning roles and responsibilities in the lead up too and during Gametime. Additional

The pandemic impacted greatly on project Business and Economic staff during the time of the pandemic as the focus was understandably on supporting businesses with grant and other assistance rather than being able to promote and publicise the Games.

Positive Outputs

- All WDC roles and responsibilities were successfully delivered by a core team of staff as part of the CWG Programme of Projects, with additional staff being recruited to provide shifts in the WDC Ops Room in the lead up to and during Gametime. Additional consultancy resources were secured for Resilience and the Leamington Festival Site to cover staffing gaps in those positions but the timing of the Merger and new 1-2-3

Lessons Learnt

- Global Multi Sport events have far greater staff resource demands than single global sports events such as World Bowls, as part of much bigger Organising Committee structure
- Vital to be able to allocate roles and responsibilities as early as possible with regard to event requirements and to be able to manage annual leave requirements proactively
- Designing the Project/Programme as a Corporate one, rather than a Cultural Services event, and using Project Management software e.g. MS Project by all core project staff would have reduced email communication and greatly increased efficiency

5.6 **Maintain or Improve Services**

For this section please refer to section 5.1 above, and in particular the CWLEP Infrastructure improvements.

The lesson learnt and learning recommendations in Appendix 12 also provide invaluable feedback and guidance to enhance future delivery of large events.

5.7 **Firm Financial Footing over the Longer Term**

All budgets were managed successfully to ensure no overspend, with ongoing Earmarked Reserve remaining accessible in 2023/24 budget year to cover ongoing Victoria Park works to return to its pre-Games condition in the Spring of 2023 and ongoing legacy delivery. WDC and WCC are currently in liaison with the WMCA regarding potential opportunities to access some of the Birmingham 2022 underspend, with the majority being allocated to Birmingham 2022 Games Partners, Birmingham City Council and WMCA members.

6 **Environmental/Climate Change Implications**

Birmingham 2022 had ambitious aims regarding sustainability detailed via <https://www.birmingham2022.com/about-us/our-purpose/our-legacy/sustainability/> with further evaluation anticipated in their full report later in the summer.

Birmingham 2022 used Solar Panels at the Victoria Park Venue and special drinks stations at all venues to eliminate the use of plastic bottles. Their ticketing also encouraged the use of public transport to travel to venues.

WDC promoted sustainable transport via BetterPoints Scheme and had two legacy trees planted, one in Victoria Park and one in Myton Fields. For further information go to <http://www.warwickdc.gov.uk/cg2022>

7 **Analysis of the effects on Equality**

WDC were proud to host the Lawn Bowls event at Victoria Park, which was one of the Para events on the B2022 Competition programme. B2022 became the first major multi-sport event to have more medals for women than men, providing a huge boost for women's sport. For further information [first major multi-sport event to have more medals for women than men, providing a huge boost for women's sport.](#)

See Section 5 above regarding the WDC CWG Community Project, which included the Junior Bowls linked to the Leisure Services BAME initiative and the CWG Infrastructure Project that enhance accessibility infrastructure and provided additional para equipment to support disability bowls.

8 Data Protection

- 8.1 Robust B2022 Data Protection processes were undertaken as part of the Venue Use Agreement, for which WDC had WCC legal services support. WDC's Performance Management Officer in Democratic Services also provided invaluable additional support to the CWG Programme Manager re: the Accreditation of contractors, staff and volunteers. This followed all of B2022's required data processing protocols.
- 8.2 **Lessons Learnt:** the accreditation process was protracted and took up more staff support time than originally indicated/anticipated plus additional issues regarding the passes not initially being able to be collected locally either at Riverside House or Victoria Park but requiring staff and contractors to travel to Birmingham or Warwick University, creating more time demands on staff/contractors. Much closer to the start of the Games special arrangements were eventually made with the support of the B2022 VOP team for collection at Victoria Park and on the day of the Cycle Race at Warwick School.

9 Health and Wellbeing

See sections 5 re: Bowls England data, Community Project and Residents Survey Findings in [Appendix 10](#)

10 Risk Assessment

- 10.1 CG Project risk assessments and risk registers were effectively maintained throughout the lifetime of the Programme, with a separate one used for the main CWG Project to that of the CWLEP Infrastructure Project.
- 10.2 Lessons Learnt:
- Staffing resources remained the main risk regarding the whole CWG Programme as far greater roles and responsibilities increasingly became apparent once the B2022 OC was established, compared with the original Venue Heads of Terms agreement. B2022 planning structures and staffing was rapidly increasing involving more meetings and email traffic. This risk was then compounded with the impact of the WDC-SDC Merger process, especially with regard to the Neighbourhood Services as this involved Green Spaces, Parking & Rangers and the Contracts team, all linked to vital venue and wider public realm, roles and responsibilities. Increasingly regular virtual meetings were held by the B2022 City Integration team, working closely with the DCMS, during 2021 and 2022. The planned timing of the new 1-2-3 Waste Contract mid way through the Games also added to staffing pressures.
 - **See Learning Recommendations 1, 2, 5, 8 and 15 in Appendix 12**

11 Consultation – N/A

12 Learning Recommendations

A summary of key headline learning recommendations to accept when considering and planning future potential large global sport events are detailed in [Appendix 12](#)

Background papers:

Appendix 1: Warwick District Commonwealth Games (CWG) montage

Appendix 2: 2022 CWG and WDC's CWG Project background

Appendix 3: Project Initiation Document (PID) v2.1

Appendix 4: Expanded CWG Programme Structure Diagram

Appendix 5: Partnership working with WCC

Appendix 6: Business Engagement & Support Spreadsheet

Appendix 7. Visitor and Economic Impact Assessment Survey Report

Appendix 8. Birmingham 2022 Lawn Bowls and Para Lawn Bowls Report

Appendix 9. WDC CWG Communications Infographic

Appendix 10. WDC CWG Residents Survey Infographic

Appendix 11. CultureFest Monitoring & Evaluation

Appendix 12. Cabinet Report Learning Recommendations