

## **Appendix 12: Key Learning Recommendations to be accepted**

From the information provided in this Cabinet report the XXII Commonwealth Games was undoubtedly an incredible opportunity, successfully delivered to a global audience providing positive economic impact and some wonderful once in a lifetime experiences. As detailed, the Birmingham 2022 Games was the largest major event in England since the Olympics in 2012 and was planned and delivered under the most challenging circumstances as highlighted in Sections 1.2, 5.3 and Appendix 2 of this report.

As a result there were several lessons learned specifically unique to the Birmingham 2022 Commonwealth Games but also ones that have provided much insight when considering future opportunities. The learning recommendations detailed below are key to assisting with any future decision making and planning related to any major sports events potentially considered within the district:

1. Establishing a wider project or programme linked to hosting major global sports events can be a very good way to ensure its successful delivery and additional wider corporate objectives but it is recommended that it is designed as a corporate project/programme, rather than sitting predominantly within one service area to lead, using robust project management software familiar to all staff within the core corporate project team(s).
2. Major sports events have proven economic impact benefits, potential additional grant opportunities and positive experiences for residents, as identified by independent survey reports, but can be very demanding on staff resources. It is recommended that event requirements with regard to generic staffing roles and responsibilities, rather than specific job titles/staff within existing organisational structures that can alter, are identified at the outset to assess any potential additional staffing contingencies required. *NB. an additional dedicated communication staff resource, extra resilience planning support and an external festival site consultant appointed to cover a staff departure proved essential contingencies re: the Commonwealth Games.*
3. Major global high profile events involving multiple sports such as the Olympics and the Commonwealth Games involve far greater resources and costs than single International sports events such as Cycling Tours or Lawn Bowls World Championships. It is recommended that major events involving individual sports are potentially focused on when considering legacy options, allowing greater support and involvement by the National Governing Body (e.g. Bowls England) to maximise funding opportunities and to reduce pressure on WDC resourcing. *NB. Enquiries have been made by WDC and WCC with the WMCA re: B2022 underspend to be utilised for potential legacy projects.*

4. Early engagement with local resident associations, businesses, sports clubs and organisations most impacted by future events via the establishment of Venue Stakeholder Groups, with representatives from the event's Organising Committee regularly attending, is recommended.
5. It is proposed that a review regarding Fields in Trust (FiT) Deed of Dedication status for Victoria Park is recommended to be reported separately.
6. When significant project scope expansion into a programme of projects occurs due to unique opportunities it is important to have ample time to plan, restructure and revise the project initiation document. *NB. this was not possible re: Birmingham 2022 due to unique circumstances and timelines detailed in the main report.*
7. It is recommended for major sports events that local external public sector legal services are used.
8. Heads of Terms agreements initially made when offering a venue for major sports events may not identify all the costs, venue requirements and associated roles and responsibilities that later become part of the legally binding Venue Use Agreement with the Organising Committee. It is recommended that Heads of Terms need to be entered into very carefully and lessons learnt from the Birmingham 2022 experience be used to minimise any grey areas or uncertainties.
9. Partnership working between WDC and WCC re: major sports events held within the district continues to be a positive way forward and essential with regard to highways, public transport and SAG resilience processes but with flexibility with regards to Operational Hub plans depending on the sport event being held and human resourcing considerations. It is recommended that WDC and WCC continue to work together based on outputs and lessons learnt from Birmingham 2022 in this Cabinet report.
10. It is recommended when possible that break clauses are included in future venue lease or licence holder agreements relating to 'any' major International or National sports events, rather than specific ones, and that further consideration is given to enhancing the ongoing development and efficient management of Victoria Park Lawn Bowls facilities in liaison with Bowls England and current lease holders.
11. It is recommended that the ongoing liaison process between idVerde, STRI and Green Spaces is continued to ensure the world class quality and reputation of the greens is maintained.
12. It is recommended that the potential for using the Pump Room Gardens as a family focused festival site for future major global lawn bowls events is explored further based on the various feedback received via Bowls England, the Residents' Survey, the WDC Ops Room, visitors' comments and legacy video filming responses.

13. WDC's delivery of additional B2022 volunteering roles received positive feedback in the residents' survey and from the volunteers who took part, and it is recommended this feedback is used to promote all volunteering opportunities, including by staff as early as possible re: planning and promotion ahead of any future major sports events.
14. It is recommended that WDC purely facilitates future cultural aspects linked to global sports events within business as usual, similar to the approach taken with CultureFest which ensures empowerment and ownership by the enterprises involved but considers providing additional funding if budgets permit, to supplement modest available grants.
15. It is recommended that similar robust risk and earmarked reserve budget processes used for the Commonwealth Games are followed when considering if any future major global sports events are feasible to undertake by the council.