

Full Business Case

Single Assurance Framework

BANKSMAN



West Midlands
Combined Authority

The purpose of the **Full Business Case (FBC)** is to:

Select the most economically advantageous tender (MEAT) and to put in place the management arrangements for the successful delivery of the project's outputs and activities.

In addition, the FBC records:

- contractual arrangements,
- confirms affordability and
- puts in place the agreed management arrangements for the delivery, monitoring and post-evaluation of the project.

It is a requirement that all FBC's submitted to the West Midlands Combined Authority (WMCA) for public funds must:

- Confirm the preferred way forward as identified in the Outline Business Case (OBC) and provide the detailed plans associated
- Set out the agreed deal, affordability, supporting procurement strategy and management arrangements for successful roll out of the project. Key contractual clauses and payment mechanisms should be demonstrated within the Commercial Case
- Complete the Economic Case according to the Green Book
- Contain a detailed analysis of affordability and funding gaps within the Financial Case
- Outline the project management plan and methodology within the Management Case.

To support better spending, investment decisions and better procurement, this Full Business Case should be written using WMCA guidance. In addition, it is a requirement that all proposals for public funds submitted to WMCA are guided and based around the HM Treasury's Green Book and supporting information can be found [here](#).

PROJECT DETAIL	
Project Name:	Birmingham Athletics European Championships 2026
Directorate (if WMCA internal):	N/A
Organisation (if WMCA external):	Birmingham City Council
GOVERNANCE	
If external to WMCA, when was this project approved by your internal governance?	28 th June 2022 Cabinet Meeting
STAKEHOLDER INVOLVEMENT	
Provide the names of the following stakeholders who have been sighted on this business case prior to submission, note this is a mandatory requirement:	
Senior Responsible Owner (SRO):	Julie Nugent
WMCA Executive Director:	Laura Shoaf
Finance Lead:	Phil Cole
Legal Representative:	Debbie Dimock
Procurement Lead:	Dafydd Church
Other (i.e. HR / Health & Safety):	Ed Cox, Jonathan Skinner, Kate Taylor, Joti Sharma, Inclusive Growth Team - Si Chun Lam,

		Anna Humphreys	
VERSION CONTROL			
Version:	1.3	Date:	10/05/23
FBC Prepared by:	Andy Newman	Job Title:	Director of Legacy

EXECUTIVE SUMMARY

PLEASE PROVIDE A ONE-PAGE STAND-ALONE SUMMARY OF THE PROPOSED PROJECT WHICH INCLUDES (MAX 500 WORDS):

- A BRIEF PROJECT DESCRIPTION AND WHY IT IS NECESSARY
- TARGET OBJECTIVES
- ASSOCIATED OUTPUTS

Major events present a powerful opportunity to deliver significant benefits to West Midland communities. The delivery of the Athletics European Championship 2026 (AECH26) aligns with regional strategies (West Midlands Plan for Growth¹, Regional Major Sporting Event Delivery Plan²) cementing a core ambition for the region to be recognised as a preeminent destination for sporting, cultural and business events. The AECH26 will represent the first time it has ever been held in the UK and become a further flagship event for the region helping open the door for future opportunities and events to be hosted across the West Midlands.

Birmingham City Council (BCC) has similarly aligned its wider legacy strategy with local (Birmingham City Council Corporate Plan³⁴ and Major Sporting Events Strategy⁵), regional (WMCA Aims & Objectives⁶), and national (Sport England – Uniting the Movement⁷, UK Sport Strategic Plan⁸) policy. By instigating a coordinated approach to the delivery of legacy initiatives it assures direct alignment to Games legacy objectives which are to:

1. Bring people together
2. Improve health and wellbeing
3. Put us on the global stage
4. Help the region to grow and succeed
5. Be a catalyst for change

¹ [plan-for-growth.pdf \(wmca.org.uk\)](https://www.wmca.org.uk/plan-for-growth.pdf)

² [major-sporting-event-delivery-plan.pdf \(meetbirmingham.com\)](https://meetbirmingham.com/major-sporting-event-delivery-plan.pdf)

³ [Corporate plan 2022 to 2026 | Birmingham City Council](https://www.birmingham.gov.uk/info/20054/planning_strategies_and_policies/78/birmingham_development_plan)

⁴ https://www.birmingham.gov.uk/info/20054/planning_strategies_and_policies/78/birmingham_development_plan

⁵ [https://birmingham.cmis.uk.com/Birmingham/Birmingham Major Sporting Events Strategy](https://birmingham.cmis.uk.com/Birmingham/Birmingham%20Major%20Sporting%20Events%20Strategy)

⁶ <https://governance.wmca.org.uk/documents/s6153/Appendix.pdf>

⁷ [Uniting the Movement | Sport England](https://www.sportengland.org/unite-the-movement)

⁸ [Strategic Plan 2021-31 | UK Sport](https://www.uk-sport.gov.uk/strategic-plan-2021-31)

The impacts of hosting the AECH26 and the complementary boosting of grass roots sports investment will deliver positive social, economic and environmental outputs for local citizens, its businesses, and the wider economy. Regional economic benefits will be realised through a combination of increased tourism spend, direct and indirect GVA effects as well as wider societal benefits to regional residents. Direct employment and wider legacy benefits will result through the redevelopment of the Alexander Stadium and organisation of the event as well as increased employment in the tourism sector both in the short term during the event and in the longer term as the reputation of the region is developed further both nationally and internationally. As evidenced from Birmingham 2022 and the recent DCMS Interim Evaluation Report, the AECH26 will stimulate investment in business (suppliers and services to the event industry), enhance skills of local people and provide employment opportunities to local residents.

It is proven that international events like the Commonwealth Games and the AECH26 engage and inspire individuals and communities, encouraging participation in sport and physical activity. Nearly half of all spectators to Birmingham 2022 suggested they would increase their activity levels as a result of the Games, rising to 71% for those under 25yrs. To critically help sustain this output BCC is funding (£5m) a complementary targeted grass roots sports programme enabling people to engage in regular activity and help remove several barriers to participation. Grassroots sport plays a significant role in the lives of local residents across Birmingham and the region. Often delivered through schools, local clubs and community schemes, grassroots sports provides the opportunity to similarly realise significant economic and social benefits including:

- Improved Health and Wellbeing: Promoting physical activity to help combat obesity, diabetes, heart disease and other health problems. encouraging people to stay active and contributing to better health and well-being in the community.
- Social Cohesion: Bringing people together from different backgrounds, leading to greater community involvement and a stronger sense of community spirit.
- Economic Benefits: Hosting sports events and tournaments benefits the local economy from increased trade, tourism and employment opportunities through grass roots sports facilities
- Community Development: Providing opportunities to engage people to work towards shared goals, fostering a sense of community pride and ownership.
- Crime Reduction: Providing positive activities for young people and helping to build stronger relationships between the police and the community.

Complementing HMT's Green Book position to utilise a proportionate approach to option appraisal, to inform effective decision making⁹, we have provided all available information (where it currently exists) and shared further clarity in response to the Assurance Observation Report findings. As openly shared with WMCA colleagues, with the delivery of the Championships not until summer 2026 there are levels of information that do not currently exist, nor importantly will exist until after the spend period (March 2025) for this

⁹ HMT Green Book (2022) Section 3.4 Options appraisal in government states:

"The Green Book methodology set out in this guidance should be applied proportionately to support effective decision making across government."



funding resource. We are fully supportive of providing additional products and information as part of an agreed ongoing reporting framework to enable effective ongoing programme evaluation, the management of risk, and assurance for the successful delivery of the project's outputs and activities.

FINANCE SUMMARY

See Appendix A for full financial details.



The Birmingham 2022 Commonwealth Games presented the region with a once in a generation opportunity to re-affirm the West Midlands position and impact both nationally and internationally. Birmingham City Council has aligned its vision with the region recently setting out an ambitious 10-year [Major Sporting Events Strategy \(2022-2032\)](#), which aims to capitalise on the springboard provided by Birmingham's status as Proud Host City for the 2022 Commonwealth Games. This bold, new strategy provides a portfolio approach to aid the region in attracting and hosting events that deliver a positive social, economic and environmental impacts for local citizens, its businesses, national governing bodies and the wider economy.

It also aligns perfectly with the Regions [Major Sporting Event Delivery Plan](#). It will directly contribute to the Plans strategic priority of:

- Securing major sporting events for the West Midlands region - Secure a minimum of 8 Major Sporting Events for the region, focusing on events that will have the biggest positive impact on regional priorities and measurable outcomes. Athletics is identified as a priority sport.

The AECH26 in 2026 will represent the first time it has ever been held in the UK. The region will again be able to celebrate the use of its new state of the art athletics stadium on an international level; and realise the benefits of a new generation inspired by the Commonwealth Games that was on their doorstep.

The AECH26 is entirely aligned to continuing the Commonwealth Games legacy objectives which continue to underpin BCC's Legacy Plan¹⁰ to:

1. Bring people together - embrace and champion, the youth, diversity, humanity and pride of the region and the Commonwealth.
2. Improve health and wellbeing - inspire, engage, and connect communities and athletes to realise their full potential and live happier, healthier lives.
3. Put us on the global stage - deliver an unforgettable, global games in partnership, on time and on budget to showcase the best of Birmingham, the West Midlands, the UK and the Commonwealth.
4. Help the region to grow and succeed - transform and strengthen local communities, and facilities.
5. Be a catalyst for change - drive sustainable growth and aspiration, creating opportunities through trade, investment, jobs, and skills.

The impacts of hosting the AECH26 and the complementary boosting of grass roots sports participation will deliver significant regional economic benefits through a combination of increased tourism spend, direct and indirect GVA effects as well as wider societal benefits to regional residents. Direct employment will result through the redevelopment of the Alexander Stadium and organisation of the event as well as increased employment in the tourism sector both in the short term during the event and in the longer term as the reputation of the region is developed further both nationally and internationally.

¹⁰ <https://www.bebirmingham.co.uk/info/19/legacy-plan>

The delivery of the AECH26 and its objectives are closely aligned with several regional and national policies, these are summarised below.

Policy Document	AECH26 Alignment to the Ambitions
Regional Policy	
<p>Major Sporting Event Delivery Plan 2022-2027 – The West Midlands¹¹</p>	<p>This event will help contribute to the targets set out to ‘secure a minimum of 8 major events between 2022-2027’ and elevate and enhance the status of the West Midlands, nationally and globally, as a host of great sporting events.</p> <p>The AECH26 will also contribute to the strategic priority regional collaboration by working with regional partners, venues and host authorities and the innovation and inclusion priority to engage, inspire and include new, younger, more diverse audiences.</p>
<p>WMCA Aims and Objectives¹²</p>	<p>In line with Objective 1.4 of Aim 1 which looks to ‘promote inclusive economic growth in every corner of the region and stimulate the creation of good jobs’, the AECH26 will work with local authorities to support the role of culture and sport to help make the region a good place to live, work, visit and invest.</p> <p>By supporting the release of benefits from the event, the grass roots programme will help take sport to a cross section of communities.</p>
<p>WMCA Inclusive Growth Decision Making Tool (2023)</p>	<p>The Inclusive Growth Toolkit for the West Midlands is a method to help practitioners acknowledge and understand the considerations around social purposes and impacts to aid their decision making.</p> <p>BCC will continue to work with WMCA to test the alignment and support the spending objectives of the proposals in this business case.</p>

¹¹ [3119 Major Sporting Events Strategy R1_V6\(1\).pdf \(meetbirmingham.com\)](https://meetbirmingham.com/3119-Major-Sporting-Events-Strategy-R1-V6(1).pdf)

¹² <https://www.wmca.org.uk/media/uwpilhrz/wmca-aims-objectives.pdf>

National Policy	
<p>Sport England – Towards an Active Nation (2016-2021)¹³</p>	<p>The strategy seeks to tackle inactivity and existing barriers to becoming active, particularly across groups who are currently under-represented in sport. The delivery of AECH26 will align with this strategy by:</p> <ul style="list-style-type: none"> • Allowing more people from different backgrounds regularly and meaningfully engage in sport and physical activity • Supporting those who currently lead inactive lifestyles become more active • Help build more resilient habits • Encourage more positive attitudes towards sports among young people • Support a diverse range of volunteers • Help improve the progression and inclusion within talent development
<p>UK Sport Strategic Plan (2021 – 2031)¹⁴</p>	<p>The 2026 AECH26 will deliver to the following ambitions set out by UK Sport:</p> <p>Ambition 1: Keep winning and win well through providing sports talents with the opportunity to be the best they can be.</p> <p>Ambition 2: Grow a thriving sporting system</p> <p>Ambition 3: Inspire positive change through helping to increase connectivity and pride across the community.</p>
Local Policy	
<p>Birmingham City Council Plan (2018 – 2022)¹⁵</p>	<p>This project will be entirely consistent with the following Council Plan objectives:</p> <p>Outcome 4 Priority 8 – Enhancing Birmingham’s status as a city of culture, sports and events by increasing the number of sporting and major events at our landmark venues.</p> <p>Outcome 5, Priority 2 – Enhancing citizens of all abilities and ages to engage in physical activity. The European Outdoor Athletics Championships has a track record of promoting health and fitness to communities with participation levels increasing because of the event.</p>

¹³ sport-england-towards-an-active-nation.pdf (sportengland-production-files.s3.eu-west-2.amazonaws.com)

¹⁴ [Strategic Plan 2021-31 | UK Sport](#)

¹⁵ <https://www.birmingham.gov.uk/downloads/file/10257/birmingham-city-council-plan-2018-2022>



SINGLE ASSURANCE FRAMEWORK

Outcome 5, Priority 3 – Using the Games as a catalyst to develop and promote apprenticeships, volunteering and leadership opportunities to enhance the skills of our workforce and communities. We will use the European Outdoor Athletics Championships to create jobs to engage with and utilise the volunteer community created by the Games.

**Birmingham
Commonwealth Games
Legacy Plan, 2021**¹⁶

The mission from the Birmingham 2022 Commonwealth Games was to catalyse and help achieve our aspiration of a fair and thriving city for all. The Games helped strengthen connections between communities, and advance ambitions for people to live healthier lives and to create a more active city. The redeveloped Alexander Stadium will offer a world class venue from grassroots sports to future elite athletes, aligning to the Streets to Stadium programme as part of the Council’s AECH26 bid commitments.

Central to the ‘Thriving City’ agenda is to “boost investment, creating thousands of jobs and become a world-leader in hosting international events”, like the AECH26.

To maximise benefits from hosting the Birmingham 2022 Commonwealth Games the Legacy Plan presents a programme seeking to promote the benefits of physical activity, community sport and improved wellbeing.

In line with the Plan, the AECH26 will help improve the capacity amongst the community to help people live healthier, more fulfilled lives. It aims to improve people’s habits and offer targeted opportunities to increase activity across underrepresented groups to deliver mental health and wellbeing benefits.

Also, as outlined within the Legacy Plan, Sports England will be working with grassroots organisations, local sports clubs and partners to support more active lifestyles. These aims and visions all align with the successful delivery of the AECH26 and associated Grass Root programme.

¹⁶ <https://resources.cwg-qbr.pulselive.com/qbr-commonwealth-games/document/2022/02/11/9592fb24-e996-498a-87e5-34c55ada0676/Legacy-Plan.pdf>

1.1 PROJECT SPENDING OBJECTIVES AND ALIGNMENT TO WMCA AIMS

The Birmingham 2022 Commonwealth Games (the Games) provided the city and wider region with a unique opportunity to inspire citizens; particularly younger generations, through the provision of high-quality facilities and infrastructure, services and interventions to get more people active and engaged in sport. The Games provided a catalyst to help achieve our aspirations of a fair and thriving city for all, through strengthening connections between communities, building upon new and existing partnerships, and sustaining community participation.

Moreover, the Council is working on a 10-year Sports Strategy¹⁷ in an effort to promote physical activity and sports within the city. This Strategy will seek to align with Sport England Uniting the Movement Strategy¹⁸ and resonate with other national, regional, and local strategic context including sports and physical activity strategy, Sport Birmingham's 'Uniting Birmingham'¹⁹, local playing pitch strategy and other facility strategies and plans.

The Grassroots Sports Programme will establish a fund which aims to unlock pathways, make all sports more accessible, and inspire a generation of people who cannot assimilate physical activity with their health and social imbalance in their lives. The fund is designed to focus investment directly to community groups, organisations, clubs and the sport & physical activity sector on the ground. Utilising local knowledge and trusting the community to identify their needs and use grant funding to support their activities, interventions and resources to allow participation to grow and be sustained. The fund will include revenue and capital funds, to ensure there can be an activity legacy and infrastructure and asset-based legacy, particularly supporting organisation with aspirations to improve facilities and create active environments to encourage and support sport and physical activity.

To secure BCCs long-term objectives and applicable benefits, the Athletics European Championship 2026 (AECH26) and associated Grassroots sports programme will continue to build upon the progress to date by delivering new opportunities to help Birmingham City Council (BCC) and the region achieve its noted ambitions of driving a healthier, more active city and connected region.

Through bolstering the available opportunities between communities, sports and more active lifestyles such as those of the Grass Roots Sports Programme, BCC seeks to deliver inclusive growth for all. This is evidenced through the following objectives for the Grass Roots Sports Fund which seeks to incorporate learnings from other programmes (including the Games Community Fund) to ensure the right communities are targeted in the right way:

- Develop a community fund informed by data and local insight to strategically identify targeted areas of the city and target audiences and groups that can make a difference through sport
- Develop a strategic partnership approach to funding sport and physical activity across the city

¹⁷ [https://birmingham.cmis.uk.com/Birmingham/Birmingham Major Sporting Events Strategy](https://birmingham.cmis.uk.com/Birmingham/Birmingham%20Major%20Sporting%20Events%20Strategy)

¹⁸ <https://www.sportengland.org/about-us/uniting-movement>

¹⁹ <https://sportbirmingham.org/about/>



SINGLE ASSURANCE FRAMEWORK

- Create and distribute a revenue fund for programme delivery which will meet Council priorities and outcomes
- Create and distribute a capital fund for small scale infrastructure enhancements at grass roots level to meet Council priorities and outcomes
- To create value for money in collaborating with funding partners to identify match funding in the system, seeing grassroots sports funds going further
- Align with Sport England and National Governing Bodies to meet shared outcomes
- To create more or new activities that will engage citizens through participation in sport
- To use learnings from other funding programmes to create a fund that can adapt to the needs of the community
- To connect local communities, groups and clubs in to their local 'system' and existing networks, such as the Club Together network to access wider support to sport and community development
- Provide funding to support the development of a local workforce through volunteer and coach development pathways
- To create accessible opportunities by reducing barriers to sport
- To promote inclusivity and diversity in grassroots sport through enhanced opportunities for engagement from under-represented groups and individuals
- To increase physical and mental wellbeing through positive experiences in sport and physical activity

The AECH26 Transport Plan will seek to contribute to the #WM2041 Net Zero target through the incorporation of initiatives such as active travel. The BCC Commonwealth Games Legacy Plan²⁰ included a Green Growth City Theme within which the medium term action plan included an action to 'Deliver major highways and transport interventions to prioritise walking, cycling, sustainable transport and green corridors across the city – steered by the Birmingham Transport Plan'. Improving opportunities for active travel also form part of the longer terms aims of the City all of which will contribute to the WM2041 net zero target through reducing the reliance on private vehicle journeys.

Transport in the region is led by WMCA through TfWM who BCC have already been working with following the commencement of joint working group to define and agree applicable transport plans to the use of Alexander Stadium including daily BAU, and in this context for the AECH26. TfWM are drafting a discussion paper for the next WMCA Transport Board

²⁰ <https://www.bebirmingham.co.uk/info/19/legacy-plan>

Table 2

#	Objective	Baseline (Quantitative)	Target	Specific actions to achieve objective	How will the customer be impacted? (i.e. Outcomes)	Alignment to WMCA Aims and Objectives
1.	Contribute to regional economic growth through holding major sporting events in the region	Each sporting event is a discrete event and without one there is a zero baseline. The existing spend on European Athletics Sporting events in the region is zero.	The target spend at the European Athletics Sporting events in the region is £26million expected from visitors, spectators and other attendees such as volunteers and athletes during the Game	Additional spend in the economy into areas such as leisure and hospitality, as a result of more people visiting the region. Sell the target number of tickets to each session. Undertake visitor survey to estimate actual spend during the games.	The impacts of hosting a major sporting event and the complementary boosting of grass roots sports participation will deliver significant regional economic benefits through a combination of increased tourism spend, direct and indirect GVA effects. Direct employment will result through the redevelopment of the Alexander Stadium and organisation of the event, itself. Moreover, hosting the event will attract new visitors, which in turn will increase the city's visitor economy and generate income within the leisure, culture, tourism, and hospitality sectors. As evidenced from Birmingham 2022 and the recent DCMS Interim Evaluation Report ²¹ the AECH26 can stimulate investment in business providing supplies and services to the event industry, enhance skills of local people, provide employment opportunities to residents, and importantly continue to enhance the global reputation and associated investment for Birmingham and the wider region.	Promote inclusive economic growth in every corner of the region
2.	An increase in community activity levels and sports participation	30.0% of adults in the West Midlands were considered inactive in Nov 2021 ²² .	Reduction of 1% of inactivity in the region.	Delivering relevant and demand-led opportunities to enhance community capacity and place based infrastructure. Increased levels of physical activity in target groups & positive effect on	A core objective of both Birmingham and the Region's Major Sporting Events Strategy is for events such as the AECH26 to motivate people and encourage greater participation in sport and culture to improve their physical and mental health and wellbeing. Through BCC's coordinated approach and partnership working, the programmes and activities to be delivered form part of the wider 'European Athletics Championship	Ensure everyone has the opportunity to benefit

SINGLE ASSURANCE FRAMEWORK

				reported levels of mental wellbeing.	Offer' - which seek to create a positive step change in the levels of physical activity across the communities with the highest need.	
3.	Address inequalities in health and inactivity	55.4% of people who live in the most deprived places (IMD 1-3) undertake 150+ minutes of activity a week ²³ .	4% increase in the levels of activity amongst people who live in the most deprived places (IMD 1-3).	Delivering services that meet the needs of the community at price points that reduce the barriers to engagement. This includes the Grass Roots Sports Programme.	BCC is committed to delivering a wide-reaching city and regional social impact through the Grassroot programmes to engage a diverse population and make sports more accessible. The Grassroots Sports Fund aims to unlock pathway to make sports more accessible and offer more opportunities for individuals at all levels, from grassroots sports through to elite performance. A targeted Grass Roots Sports programme will provide longer-term impacts across Birmingham and the West Midlands by removing barriers to participation (such as cost and access to equipment) and enable more people to engage in organised sports. With a wide range of organisations and groups such as the Council, universities, schools and sports clubs, partners will work together to provide access to sport and increase the opportunities for participation. In turn, this will also promote more physical activity and active travel habits throughout the community supporting better local	Ensure everyone has the opportunity to benefit

21

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/114444/interim_evaluation_report.pdf

²² Active Lives Adult Survey November 2021-22 Report, Sports England (2023, page 6). This is a West Midlands Region figure and is not quoted in the written report

²³ Active Lives Adult Survey November 2021-22 Report, Sports England (2023, page 14). This is a national statistic. BCC will work with Sports England to understand the baseline for Birmingham

					environments, improved air quality and the region's strive towards achieving its goal of net zero.	
4.	Improve the regions' status nationally and internationally to support the city's ambition of staging more major sporting events that meet the standards and expectations of key partners.	84% of Birmingham survey respondents strongly agreed that they felt proud that Birmingham hosted the Championships during the World Indoor Athletic Championships in 2018 ²⁴ .	Following the AECH26, 84% ≤ of Birmingham respondents to agree they feel proud that Birmingham hosted the AECH26.	Enhance or develop the city's sporting environment or infrastructure. Sustained increase in domestic and international visitors to the region.	Hosting the AECH26 will strengthen Birmingham's status as a city of culture, sports, and events by increasing the number of sporting and major events at our landmark venues. This will contribute to BCC's ambition to secure a minimum of 8 major events between 2022-2027 and elevate the status of the West Midlands, nationally and globally, as a host of great sporting events. The AECH26 will also improve strategic collaboration among regional / national partners (e.g. UK Sport, National Governing Bodies) , venues and host authorities to increase innovation and inspire new, younger, more diverse audiences.	Develop our organisation and our role as a good regional partner
5.	Promote the West Midlands and Birmingham by encouraging more visitors to the region during the Games.	Birmingham welcomed 41.8 million visitors in 2017 ²⁵	Footfall of visitors from outside of the West Midlands to reach 60,000 in Birmingham during the AECH26	Positive media coverage and visitor experience during the AECH26 event. Local resident perception – pride in the city through increased feelings of civic pride in Birmingham and the West Midlands region.	After the success of the Birmingham 2022 Commonwealth Games, the opportunity now exists to deliver on BCC's Major Events Strategy, creating a golden decade of events with the AECH26 as the next centrepiece for the City and Region. The AECH26 will build on the foundations established from Birmingham 2022 to generate a stronger sense of regional civic pride to promote the West Midlands and Birmingham as a vibrant place to live, work, and play. It will enhance the profile and status as a region for sport and culture, enhance our collective	Promote inclusive economic growth in every corner of the region.

²⁴ IAAF World Indoor Championships Birmingham 2018, Economic Impact Study, The Sports Consultancy

²⁵

<https://wmgrowth.com/tourism#:~:text=Birmingham%20itself%20welcomed%2041.8%20million%20visitors%20in%202017%2C.and%20gene rating%20%C2%A37.1%20billion%20worth%20of%20economic%20benefit>

					<p>identity and promote the West Midlands and Birmingham nationally and internationally as a welcoming diverse, youthful, and inclusive place.</p> <p>The increase in tourism during the event will also help bolster the reputation of the region.</p>	
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1.2 KEY RISKS

Specify the main risks associated with the achievement of the project's objectives. Outline the proposed counter measures for avoidance, mitigation, and management.

The information provided should align to both the Risk Management Strategy and Risk Register and Issue Log attached with this FBC.

Table 3

ID	Risk	Impact (1-5)	Probability (1-5)	RAG Rating	Risk Owner	Mitigation
1	<p>Cost pressures impacting the delivery of the Championships</p> <p>A number of factors could lead to cost increases beyond budget expectations including:</p> <ul style="list-style-type: none"> - Inflation impacting costs of goods and services - Supply chain disruption impacting on availability of goods and services <p>These could impact the AECH by leading to:</p> <ul style="list-style-type: none"> - exceeding of budgeted expenditure to support delivery resulting in a reduction in scope/service and reputational damage. - Inability to deliver AECH contractual obligations leading to breach of contract and potentially financial claims 	3	4	Amber	SRO/CFO	<ol style="list-style-type: none"> 1. BCC to underwrite the costs 2. Ensure procurement process support cost control measures e.g. use of fixed price contracts, robust contract management 3. Ensure robust scoping of requirements 4. Use of latest OBR inflation guidance in forecasting 5. Use modelling of potential additional costs including worst case scenarios, to inform contingency levels.

SINGLE ASSURANCE FRAMEWORK

						6. Partnership approach with delivery partners e.g. UKA, to realise planning and procurement benefits.
2	<p>Commercial revenue targets are not met</p> <p>Ticket sales and commercial sponsorship are not in line with forecast impacting unsecured funding targets</p> <p>Should revenue targets not be met, increased financial dependency will be borne by BCC. Service level choices will need to be evaluated with Championship funding and delivery partners.</p>	3	3	Amber	Major Events Delivery Lead	<ol style="list-style-type: none"> 1. Early sponsorship engagement 2. A robust Communications and Engagement Strategy to build excitement around the AECH driving ticket sales
3	<p>Contractual service levels to all key client groups are not achieved</p> <p>Increased costs, supplier / partner failure could lead to contractual service levels not being achieved.</p> <p>Should contractual service levels not be met this may lead to not meeting spectator and athlete expectations or a breach of contract and potentially financial claims for example</p>	3	3	Amber	Major Events Delivery Lead/BCC Legal	<ol style="list-style-type: none"> 1. Use of the Council's existing contractual arrangements 2. Using lessons learned from similar major events such as the CWG in delivering / managing contract service commitments 3. Early and continued Legal advice to ensure contractual commitments are met
4	<p>Inability to secure/retain required workforce levels</p> <p>There may be challenges and delays in the recruitment and retention of suitable candidates for roles in the Local Organising Committee/Special Purpose Vehicle due to industry skills-gap, short-term nature of contracts.</p>	3	4	Amber	Major Events Delivery Lead	<ol style="list-style-type: none"> 1. Robust workforce plan with clear recruitment timeframes. 2. Robust contingency planning for long term



SINGLE ASSURANCE FRAMEWORK

	As per B2022 This could impact the planning for the AECH26 and cause workplan slippages and increase in delivery risks.					<p>volunteer recruitment to engage volunteers.</p> <p>3. Use of successful networks</p> <p>4. Use of the Council's existing agency managed service contract</p>
5	<p>Force Majeure or other major incident in a venue or key location</p> <p>An unforeseen event such as fire at the Stadium in the planning or delivery phase</p> <p>Impacts could be wide ranging and could include cancellation of session or event</p>	3	2	Green	Major Events Delivery Lead	1. Robust Venue safety planning
6	<p>Inability to drive a sustained increase in sporting participation / physical activity</p> <p>Grassroot sport investments deliver only short-term participation increases</p>	2	4	Amber	Head of Sport	<p>1. Strategic alignment and coordination with local / regional / national partners</p> <p>2. Defined assessment criteria to evaluate grass-root sport investment and projects.</p>
7	<p>Transport network resilience/disruption</p> <p>There is a risk of transport disruption/network failure in the lead up to and during the AECH for example due to industrial action</p> <p>Wide ranging impacts such as a change of strategy for delivery of transport operations; significant disruption could trigger delay, postponement or in extremis cancellation of an event. Impact on Sports Schedule, Training for Sport and attendance of spectators,</p>	3	4	Amber	Major Events Delivery Lead	<p>1. Develop a AECH26 Transport Strategy in line with UKA contractual requirements</p> <p>2. Establish robust governance arrangements for Transport to ensure oversight and assurance.</p> <p>3. Engagement with BCC Transport</p>



SINGLE ASSURANCE FRAMEWORK

	volunteers and key staff and officials.				Department and TfWM (joint working between BCC and TfWM has already commenced with TfWM developing a discussion paper for the next Transport Board) 4. Use learnings from CWG transport delivery e.g. consider use of GIS schedule of Transport works
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1.3 CONSTRAINTS

Specify any constraints that have been placed on the project.

There are a number of constraints to the AECH26 Programme which include but are not limited to:

1. A fixed timeframe to deliver the event (August 2026) as agreed in the Host City Contract
2. There will be commercial sponsor constraints based on categories held by European Athletics
3. There are mandated service levels and contract requirements specified within the Host City Contract.
4. Defined budgets within which to deliver the AECH26 which could constrain the resource available
5. There are a number of Partner requirements including:
 - consultation on the delivery model, staffing and event governance.
 - the delivery company for the Championships is required to achieve and maintain compliance with Tier 2 of the Sport Governance Code.
 - requirement to create a Sustainability Plan and a Diversity and Inclusion Action Plan for the event.
6. Completion of any temporary development works

1.4 DEPENDENCIES

Specify any dependencies outside the scope of the project upon which the success of the project is dependent.

There are a number of Dependencies to the AECH26 Programme which include but are not limited to:

1. Transport/ mobility plan (LTP) for the stadium to provide a strategy and implementation of this for all transport modes from active travel through to private car (in particular a park and ride facility). A joint working group with TfWM has commenced to define and agree applicable transport plans to the use of Alexander Stadium including daily BAU, and in this context for the AECH26. TfWM are drafting a discussion paper for the next WMCA Transport Board.
2. Completion of the Stadium Legacy Development prior to the operational period of the AECH26.
3. Commercial revenue targets will be partially dependent on attracting elite athletes to the event which is driven by any potential scheduling clashes with other major athletics events (and more broadly major sports events)

2 ECONOMIC CASE

MAXIMISE PUBLIC VALUE TO SOCIETY THROUGH THE SELECTION OF THE OPTIMAL COMBINATION OF SCOPE, COSTS AND OUTCOMES

2.1 CRITICAL SUCCESS FACTORS

List the critical success factors i.e. what must this project achieve to be successful?

<i>Table 4</i>		
#	Critical Success Factor (CSF)	Alignment to Project Objectives
1.	Contribute to the regional targets for hosting major sporting events and maximise the attraction of visitors to the region.	This aligns with objective 1, 4 and 5. Hosting a major sporting event will contribute towards regional and BCC strategic ambitions to secure 8 major events between 2022 and 2027. The increase of visitors in the city will also contribute towards regional economic growth and help improve the regions status nationally and internationally.
2.	Encourage community sports participation so that sport becomes more accessible and reduces barriers to engagement.	This aligns with objectives 2 and 3. Delivering grass root sports programmes will encourage and increase greater community participation in sports activities. This will contribute to increased levels of physical / mental health, community cohesion.
3.	A positive visitor experience for those attending the event.	This aligns with objectives 1, 4 and 5. A positive experience will enhance the reputation of the West Midlands, increase tourism and contribute to regional economic growth.
4.	Maximise ticket and commercial sales for the event	This aligns with objective 1 and 4. The increase of visitors in the city will result in greater additional spend in the economy and contribute to regional economic growth and support the ambition of the city staging more major sporting events that meet the standards and expectations of key partners.
5	Supplier capacity and capability	The market can deliver the capacity and potential suppliers to deliver the required services to successfully host the event

		Aligns with objective 1 and 5 to host a major sporting event and promote the region.
6	Affordability	<p>The option can be financed from available funds including elements secured through this underspend and it aligns with funding constraints.</p> <p>Aligns with objectives 1, 2 and 3 to host a major sporting event in the region, reduce inactivity levels and increase sports participation in deprived areas.</p>
7	Achievability	<p>The option is deliverable by Birmingham City Council and its partners in the required timescales.</p> <p>Aligns with objectives 1, 2, 3 and 5 to host a major sporting event in the region, reduce inactivity levels and increase sports participation in deprived areas.</p>

2.2 SHORT LIST OF OPTIONS AND APPRAISAL

We note that the HMT Green Book suggests that a proportionate approach is taken to option appraisal. HMT Green Book (2022) Section 3.4 Options appraisal in government states:

“The Green Book methodology set out in this guidance should be applied proportionately to support effective decision making across government.”

We do not believe there are any alternatives to hosting the AECH26. As such, this appraisal considers only one option of hosting the championship and undertaking the supporting grass roots sports programme. All benefits and costs have been considered in 2022 prices (which represents the best and most applicable data available) with the inclusion of inflation as part of budget plans. The economic appraisal has assessed benefits for:

1. AECH26 – consistent with the EventsIMPACT methodology.
 - a. Direct Economic Impact – spectator, athlete, media, volunteers and supplier spend within the West Midlands Economy.
 - b. Induced/ Indirect impacts – Multiplier effect which is associated with Businesses which are beneficiaries of the direct economic impact.
2. Grass Roots Sports Programme – consistent with DCMS studies.
 - a. Wellbeing benefits (including mental health)- Value of engagement (per person) in sports
 - b. Savings to the NHS – Estimated NHS cost savings due to a reduction in GP visits.
 - c. Impact of enhanced community cohesion, reduction in criminal activity.



Table 5

Option Label	Business as Usual (baseline)	Do-minimum Option	Preferred Way Forward (if not Do-Minimum)	More ambitious preferred way forward	Less ambitious preferred way forward
Description of Option	No AECH26 or grass roots sports programme.	-	The AECH26 and Grass roots sports programme go ahead	-	-
NPSV for CBA or Net Present Unit Cost, NPUC for CEA		-	£37,734,953	-	-
Relevant present value public sector cost		-	£23,752,891	-	-
Appropriate BCR or NPUC		-	1.59	-	-
Significant Quantified but unmonetizable benefits		-	See below	-	-
Significant unquantifiable benefits		-	See below	-	-
Residual risk and optimism bias allowances		-	5% ²⁶	-	-
Switching values of key variables		-	See table 7	-	-
Life span of the option		-	AECH 26 – 7 days of operation Grass Roots Sports	-	-

²⁶ 5% OB has been adopted given BCCs recent experience in hosting major athletics championships and cost estimates include allowances for cost overruns.



			Programme – 2 years		
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Non monetised or unquantifiable benefits:

1. AECH26

- Contribute to civic pride
- volunteering at major events helps people to develop skills that are transferrable which can help them to find work or improve their career prospects, which in turn can support the government’s push to reduce worklessness.
- The time contribution of volunteers represents a non-market benefit to the organisers. The *replacement value* of this volunteering could be up to **£3m**.
- The potential media value for the local and regional economy in 2026 is estimated at **£26m** in indicative terms.
- Direct employment of staff during the planning and delivery of the Games.
- There will be health and wellbeing benefits for those that are inspired by the championships and increase their physical activity levels.
- The AECH26 has the potential to deliver up to **£30m** of total GVA impact to the regional economy through the spend in accommodation, retail and food. (It should be noted that this is included in the quantified benefits noted above should not be added to the figures).
- Improved position of BCC to bid for other major sporting events
- Following Birmingham 2022 8 in 10 people think major UK events give people an opportunity to celebrate, with 75% agreeing they provide the opportunity to come together nationally and in their community.
- Europe wide TV audience showcasing Birmingham
- Work collaboratively to be a catalyst for change and continue to lay the foundations for wider economic recovery.

2. Grass Roots Sports Programme

- Direct economic value to the local, regional and national economy by individuals who participate spending money on memberships, equipment, hire and socialising.
- Improve the local and regional skill set through people undertaking coaching, technical and volunteering courses and roles.
- Capitalising on the well-being benefits and non-market of volunteers in the 2022 CWG and 2026 AECH26 by providing additional volunteering opportunities for these benefits to be realised in the long-term.
- Promote physical activity leading to greater use of active modes. Potential benefits include reduced greenhouse gas emissions and better air quality.
- Lower rates of deprivation in deprived areas through greater community engagement and community lead sports.
- Build on the learns and successes from the Commonwealth Games which helped make it a ‘Games for Everyone’ – helping remove barriers to engagement and participation by residents, realising community cohesion and civic pride benefits.

3. Alexander Stadium re-development

- Whilst the financial case includes spending on the Alexander stadium re-development this is a resource swap as referenced in Table 10 below. As such, no benefits or costs are included in this appraisal. The stadium re-development investment is the subject of a

SINGLE ASSURANCE FRAMEWORK

separate full business case that has already been extensively scrutinised by stakeholders including DCMS and WMCA and subsequently approved by BCC Cabinet in October 2022 and is included as Appendix 11 for information only.

2.3 BENEFITS APPRAISAL

Validate the main benefits associated with the achievements of the project's spending objectives by beneficiary. Distinguish benefits from outcomes.

This should be aligned with the Benefits Realisation Plan and Benefits Register appended to this FBC.

#	Benefit	Beneficiary	Type
1.	Revenue from the AECH26	Birmingham City Council	Direct public sector benefits (to originating organisation)
2.	Direct spend in local economy	Businesses within the West Midlands	Wider benefits to UK society (e.g. households, individuals, businesses)
3.	Indirect local economy impacts	Businesses within the West Midlands	Wider benefits to UK society (e.g. households, individuals, businesses)
4.	Health Benefits	NHS	Indirect public sector benefits (to other public sector organisations)
5.	Wellbeing benefits	Individuals who take part in the grass roots programme	Wider benefits to UK society (e.g. households, individuals, businesses)

2.4 PREFERRED OPTION SENSITIVITY ANALYSIS

Using the preferred option, undertake a sensitivity analysis as outlined below.

Category	Assumptions and Estimates



SINGLE ASSURANCE FRAMEWORK

Costs and Benefits (£)	Capital Costs* ²⁷ (There are no Capital costs on the AECH26 programme. The subject of this FBC is a Major Sporting Event using existing facilities)	Costs need to increase by 60% to reduce BCR below 1.
	Lifecycle Costs	N/A
	Costs of Core Services	N/A
	Costs of Non-core Services	N/A
	Benefits Valued in Monetary Terms	The spectator spend needs to be reduced by 76% to move the BCR below 1. The spectator numbers need to be 24% of the forecast numbers to move the BCR below 1.
Non-monetisable Benefits	Quantifiable and Qualitative	N/A
Timing	Delays in Project	N/A

3 COMMERCIAL CASE

COMMERCIALLY VIABLE AND ATTRACTIVE TO THE SUPPLY SIDE

3.1 PROCUREMENT ARRANGEMENTS

Provide an overview of the procurement arrangements in place to ensure the preferred option can be delivered. This section should identify the market-place opportunity which offers optimum VfM and set out an overview of the commercial and contractual arrangements for the negotiated deal.

In terms of delivering the requirements once identified and from an expediency perspective the route to market will be compliant to the Public Contracts Regulations 2015 (PCR15) with any legal and constitutional governance obligations, with the precise governance arrangements being dependent on the ultimate delivery structure chosen for the championships. This will include:

- Using existing Council contracts or framework agreements (including adding or amending to the scope of the existing contracts or varying these agreements where possible within the parameters allowable under Regulation 72 of the PCR15).
- Using compliant public sector framework agreements called off in accordance with its protocol. The framework to be used will be selected separately for each individual procurement based on the identified scope of services required in each instance, with potential frameworks including (but not limited to) those awarded by Crown Commercial Service, ESPO and YPO.
- To undertake a procurement process open and advertised to the marketplace

²⁷ These are delivery costs



All goods, services and works procured by the SPV will be carried out in accordance with PCR15 by suitably capable and experienced staff if the legal form of the SPV requires compliance with PCR15.

3.2 SERVICE REQUIREMENTS AND OUTPUTS

Identify the project's service streams and required outputs and the scope and content of a potential Deal to be made between public and private sector service providers. Attach a copy of the advertisement, if applicable.

The subject of this FBC is the AECH26 which is a major sports event and therefore this section is not applicable owing to that fact that there will not be service requirements (other than the delivery of the AECH26 as a major sports event).

3.3 SUPPLIER CAPACITY AND CAPABILITY

Confirm the capacity and capability of the suppliers to meet the needs of this project

75% of Birmingham 2022 contracts were awarded to regional businesses providing a positive evidence base that there is good capacity in the local economy and supply chain. Those companies who were awarded Games contracts have reported that longer-term benefits include increased experience and capacity positively impacting future business and the wider economy.

Championship partners including UK Sport, and UK Athletics will provide existing suppliers to the project.

All activity in delivering the AECH26 will be carefully considered in the context of Subsidy Control to ensure that inappropriate market distortion is avoided wherever possible.

3.4 RISK APPORTIONMENT

Clarify the potential risk apportionment and identify how the service risks in the design, build, funding and operational (DBFO) phases of the project may be apportioned between the public and private sectors.

This should align to the Risk Register and Risk Management Strategy appended to this FBC.

There is no Capital Build required for the delivery of AECH26 as existing facilities are being utilised. The risks relevant to the AECH26 programme are included in the attached register (Appendix 4).

3.5 CHARGING MECHANISM

State how the project intends to make payment for its key services and outputs over the expected lifespan of the contract(s) and to tie down risks in the charging mechanism.

All payments to external partners / contractors will be made in accordance with the terms of any contracts entered into, whether by the Council or by the chosen delivery vehicle (assuming this is a separate legal entity capable of contracting in its own right). It is



There is no charging mechanism as BCC are underwriting the cost to deliver the AECH26.

3.5 KEY CONTRACTUAL ARRANGEMENTS

Explain the contractual arrangements for the project, contract to be used, and the key contractual issues for the Deal and its accountancy and personnel implications (i.e., legal or personnel/HR implications) and how these will be managed.

This answer should align to the Agreed Deal attached to this FBC (if available), if not, please state when an Agreed Deal will be completed.

The Host City Contract that was signed by BCC uses the standard European Athletics Host City contract. **(Please note In liaising with European Athletics (EA) and UK Athletics (UKA) , it is a precedent set by EA that no signatory of the Event Organisation Agreement is able to share the document per the non-disclosure clause in the Agreement. Should the WMCA have any specific questions, BCC will freely share and seek a response)** .Support i.e. legal, finance etc will be primarily delivered in house with external resource brought in where appropriate reporting to the internal service. A similar model was used in the Games where specialist expertise was contracted in.

Delivery will draw on various partners supported by externally sourced PCR compliant specialist advice if required.

4 FINANCIAL CASE

AFFORDABLE AND FUNDABLE OVER TIME

Unrounded figures should be used throughout the Financial Case.

4.1 CAPTIAL AND REVENUE FUNDING STATEMENT

A financial summary including funding statement can be found in Appendix A, with a more detailed Budget and Funding summary in Appendix 12.

4.2 OVERVIEW OF FUNDING AND AFFORDABILITY SUMMARY

A written summary of the overall affordability of the project and the funding that has been secured to date must be provided. Where there is a shortfall in available funding, provide details of how this will be addressed, and the level of contingency included.

In order to deliver the objectives, Birmingham City Council are seeking a contribution from the WMCA and regional Games underspend of £13.7m.

²⁸ https://www.birmingham.gov.uk/invoicing_the_council



SINGLE ASSURANCE FRAMEWORK

It is important to acknowledge that the majority of the costs associated with the AECH26 will be incurred in 2025 and 2026, whereas the WMCA funding is constrained to only be available until 31 March 2025. It will therefore be necessary to ensure that the WMCA funding is utilised as the first call to finance expenditure up to this date (including for any complementary activity identified to ensure funding availability during the later years of the AECH26 delivery). For the avoidance of doubt, complementary activity sitting alongside the AECH26 will include a substantial grassroots sports programme to the value of around £5m of which at least £3m will be spent by 31 March 2025, and the completion of the post-Commonwealth Games investment programme for the Alexander Stadium (the venue for the championships), at a further total investment value in excess of £20m (Appendix 11 shares the FBC for the Alexander Stadium redevelopment). An extract from Appendix 11 is shared below outlining the 5 workstreams and total anticipated costs across FY 22/23 and 23/24. The proposed resource swap will be implemented across spend for workstreams 2/3/4. Further details can be confirmed once individual work package contracts have been finalised.

The draft budget for the AECH26 has been constructed on a prudent basis informed by extensive experience of both the 2022 Commonwealth Games and other major athletics specific events, provided by both UKA and Birmingham City Council. Budgets include a specific allowance for inflation, as well as a modest level of contingency to allow for any emerging, unbudgeted cost pressures. Access to contingency will be actively managed and will include robust challenge (including a requirement for the demonstration of value for money of any requests), to ensure that delivery is achieved within the overall proposed budget.

<i>Table 9</i>	
Funding Type <i>Grant / Cashflow (repayable) / Underwrite</i>	<i>Grant</i>
Funding Commencement Date	<i>01/04/2023</i>
Funding Completion Date	<i>31/03/2025</i>
Basis of Reimbursement <i>Quarterly in arrears of expenditure incurred (WMCA Standard)</i>	Assume WMCA standard
Any Conditions Precedent? <i>e.g. securing DfT funding. Include any spend deadline/s, eligible spend outputs and high priority items likely to be included in any Conditional Grant offers or development agreements in principle (Heads of Terms)</i>	N/A
Order in which WMCA Funding is to be drawn <i>1st/2nd/3rd</i>	First



Work streams for which WMCA Funding is available to be drawn against	All, including complementary activity (necessary to enable the management of funding availability timescales)
<i>e.g. all / workstream 1, 3 and 4 etc.</i>	

4.3 CASHFLOW

Complete the cashflow table below setting out both income and expenditure. Amend fiscal year dates as required and number of funding sources.

Please see attached Appendix A for Cashflow summary and Appendix 12 for a more detailed Budget and Funding summary

4.4 BORROWING SUMMARY

Please state if any element of the project costs is to be financed by borrowing. (No).

If applicable please complete the following table and provide an explanation of the borrowing required to fund this project :

<i>Table 11</i>	
Principle expected to be Borrowed	N/A
Source of Finance	N/A
Loan Type	N/A
Interest Rate Assumed	N/A
Loan Term	N/A
Expected Loan Draw Down Date	N/A
Repayment Source	N/A
Other costs Associated with Borrowing	N/A

4.5 IMPACT ON ORGANISATIONAL FINANCES

The impact on the organisation’s balance sheet and income and expenditure account must be explained. This includes depreciation, impairment, and any contingent liabilities or capital changes.

Birmingham City Council was required to underwrite the cost of the AECH26 as a condition of the successful bid to host the Championships. Birmingham City Councils June 2022 Cabinet meeting approved the recommendations to submit a formal bid to European Athletics to host the Championships and underwrite applicable city council contribution from reserves should it be awarded Host City for the 2026 AECH. See letter evidencing the underwrite commitment attached as Appendix 6.1. As a result of this underwrite, the



Council's revenue budget is therefore fully exposed to the extent that any assumed income from ticketing, third party contributions or sponsorship are not secured in line with the overall agreed budget for the Championships. In addition, any cost overruns in excess of the budget will also fall as an additional financial pressure to the Council in the year that they are incurred.

The AECH26 project is entirely focussed on the delivery of the Championships and the proposals do not directly include any capital expenditure proposals, therefore financial implications will be limited to the direct revenue costs associated with the Championships.

4.6 STAKEHOLDER SUPPORT

Evidence of stakeholder support must be provided where other public sector organisations are funding the project's outputs and services.

The following organisations have provided letters of stakeholder support to which can be found in the attached appendices (Appendix 9 and Appendix 10):

- Department for Digital, Culture, Media and Sport
- UK Sport
- UK Athletics
- British Broadcasting Corporation (BBC)

5 MANAGEMENT CASE**CAN BE DELIVERED SUCCESSFULLY BY THE ORGANISATION AND ITS PARTNERS****5.1 MANAGEMENT AND GOVERNANCE**

Provide an overview of the necessary management and governance arrangements both in the delivery phase and in operation. Include how the project will be managed day-to-day the decision-making process and how project spend will be monitored and controlled.

5.1.1 Background

The AECH26 will be delivered by Birmingham City Council as the Host City and its principal partners UK Athletics (UKA) and UK Sport (UKS). Within the BCC City Operations Directorate sits the Major Events Delivery Team which will lead the delivery of the event in the initial stages, on behalf of the BCC CEO as SRO for the AECH26. As the SRO, this role will address and ensure adherence to conditions set out in the contract and any funding agreements and with specific attention to ensuring overall delivery to the contractual obligations, to the required level of quality, whilst ensuring that the event is delivered on time and to budget.

Governance for the delivery of the AECH26 will continue to develop as the programme matures and moves through its 3 main stages (Planning, Delivery and Operation) but will retain alignment to the Council's existing processes and procedures which are underpinned by the Council's Constitution.

The management procedures and governance arrangements of the AECH26 will be firmly established by BCC and its partners during the planning stage and then subsequently reviewed at each stage of the AECH26 Programme so that they remain robust, flexible and provide the necessary levels of assurance.

An AECH26 Project Steering Group (AECH26 PSG) is in place whose membership consists of the following key partners:

- BCC (Major Events Delivery Team Lead)
- UKS
- UKA

The AECH26 PSG's remit is to support the planning of the AECH26 in advance of the potential establishment of a Special Purpose Vehicle (SPV) which is being considered as a likely delivery vehicle for the AECH26. This aligns to well recognised delivery models adopted for the delivery of similar events such as the London 2017 IAAF World Championships.

The scale and scope of this programme demands input from Subject Matter Experts (SMEs) and stakeholders. Therefore, clear procedures will be developed and finalised by BCC and its partners ahead of the delivery and operational phases of the event and periodically reviewed to ensure they remain fit for purpose.



SINGLE ASSURANCE FRAMEWORK

The delivery of the AECH26 will draw heavily on both the UK Athletics and Birmingham City's Council (BCC) experience of delivering major events. BCC's learnings were captured and summarised in a series of "how to" Playbooks which set out from the Games, the approach taken and provides guidance, lessons learnt and recommendations where suitable for how BCC should deliver a future major event. As the event was delivered only recently within the organisation and with regional partners, the knowledge, skills and experiences remain strong.

5.1.2 Planning stage

During the current planning stage day to day management responsibility sits with the Major Events Delivery Team within BCC alongside representatives from funding partners UKA and UKS. Appointment of an Interim Chief Operating Officer (COO) on a 12-month contract has successfully been completed (since the initial submission) who will lead the planning on behalf the funding partners in advance of an SPV being established.

Core objectives to be delivered over the 12-month period include:

- **Define and Oversee Event Governance:** To support and co-ordinate any final deliverables regarding the optimal SPV delivery and governance models for the Championships with external providers. Driving the board recruitment and set up, including any sub-groups. Ensuring that the SPV and Board are established in line with the requirements set out in the Code for Sports Governance
- **Define the Delivery Company:** To co-ordinate the set up for the delivery company, including the drafting of the contractual framework, any required joint venture and back-to-back agreements, and company policies. Exploring and implementing options for business functions for the SPV, including HR, payroll, IT, office space, legal, financial management and audit.
- **Partnership Agreements:** To facilitate the conclusion of funding agreements between the SPV and funding partners and the monitoring and delivery of any relevant Conditions of Award. To align event cash flow requirements with partner funding agreements.
- **Financial Management:** To review the Championship budget on an ongoing basis and provide financial reporting to the AECH26 project group. To ensure that AECH26 operates within its set budgets, seeking at all times to achieve cost effective and efficient practices. To ensure that robust procurement processes are implemented in line with funding partner requirements.
- **Strategic Definition:** To evolved and define the core Mission, Vision, and Values of AECH26 and SPV operating company, building on the Vision and Values defined during the bid stage. This is considered a key deliverable which will be the foundations of an effective, accessible, and welcoming culture throughout the SPV, through the event lifecycle.
- **Programme & Risk Management:** To establish and monitor a project plan with delivery timelines, key procurement requirements, key dependencies and all obligations and deliverables within the Event Organiser Agreement from European Athletics. To maintain an actions tracker and risk register for the event, and a reporting and escalation process for the AECH Project Group (AECH Board when



SINGLE ASSURANCE FRAMEWORK

- established) and other established governance groups. To oversee legal compliance and good practice with corporate law.
- Relationship Management: To nurture, manage and co-ordinate excellent relationships with event stakeholders on behalf of the event. This should include the set up and management of regular Project Group meetings. To ensure the effective and frequent flow of information between stakeholders through the timely generation of reporting requirements of the event's principal stakeholders and governance groups.
 - Venue Management: To be integrated into all discussions on legacy planning for the Alexander Stadium and ensure that the AECH26 is considered within these plans, and any impact on hosting budget is understood.

Impact: To work with partners to establish a working-group on Event Impact to ensure key partnerships are being explored, themes for the Championships' Impact plan are defined and engagement frameworks are drafted ready for delivery and implementation. To included early budget definition as required. Given the anticipated flow of external funding from the regionally administered underspend, the AECH26 also falls under the oversight of BCC's recently established Legacy Portfolio which will provide an additional level of assurance, support and monitoring and will report progress into the WMCA across all stages.

For any procurement matters relating to the AECH26, a procurement plan will be developed. This will draw up on the Council's existing Procurement team and also where appropriate seek Legal advice. Procurement processes and procedures will comply with any relevant legal and other requirements and will be PCR compliant.

It should be noted that overall contract responsibility will sit with the BCC CEO as the SRO in the planning stage however this will be reviewed and documented as management and governance structures are developed through the delivery and operational phases.

Key personnel in the form of Project Managers and support staff will be assigned to oversee the project activities as they develop over the timeline of the AECH26.

5.1.3 - Delivery Stage

A Special Purpose Vehicle (SPV) is being considered, by the AECH26 PSG, as the likely delivery vehicle for the AECH26. If this delivery approach is confirmed, the AECH26 PSG will be stood down following the establishment of the SPV.

The SPV (or other equivalent management structure) will establish a Local Organising Committee (LOC) whose remit will be to own the overall plan for the AECH26 and have responsibility for the day-to-day delivery of the Championships, seeking input as required.

The LOC will be resourced through a blend of seconded staff and external appointments with open recruitment for key and publicly funded positions. Membership of the LOC will be further developed to ensure it is reflective of key stakeholders, provides proportionate and balanced representation and is an effective management, delivery and assurance vehicle empowered to successfully deliver the AECH26.

The SPV will also establish a Local Organising Committee Board (LOC Board) which will be the highest decision level in the governance structure. The LOC Board will be recruited in



SINGLE ASSURANCE FRAMEWORK

line with the Sports Code for Governance and will have both funding partner representation as well as independent members. The Chair will be recruited through an open process. The Board will incorporate nominated members from organisations including UKA, BCC, UK etc. plus experienced independent members.

The LOC Board will be responsible for setting the strategy and monitoring the overall objectives of the AECH26 and will be the highest point of escalation for risks and issues. The details of this Board, including the frequency that it sits to review management reporting arrangements and the level of delegated authority from BCC will be determined at later stages of its development.

In line with UKA and UKS proposed Governance arrangements the LOC Board will be supported by a Funders Group (FG) which will be a forum for Major Funders of Championships (BCC, UKS, UKA) to share information and co-ordinate activity. The FG will provide support in the:

- Consultation/update on major variations to staging plans
- Approval of major budget variations and contingency draw down as per UKS Funding
- Agreements & SPV policy on delegated authority.
- Information and consultation on major issues of policy and strategy rights.

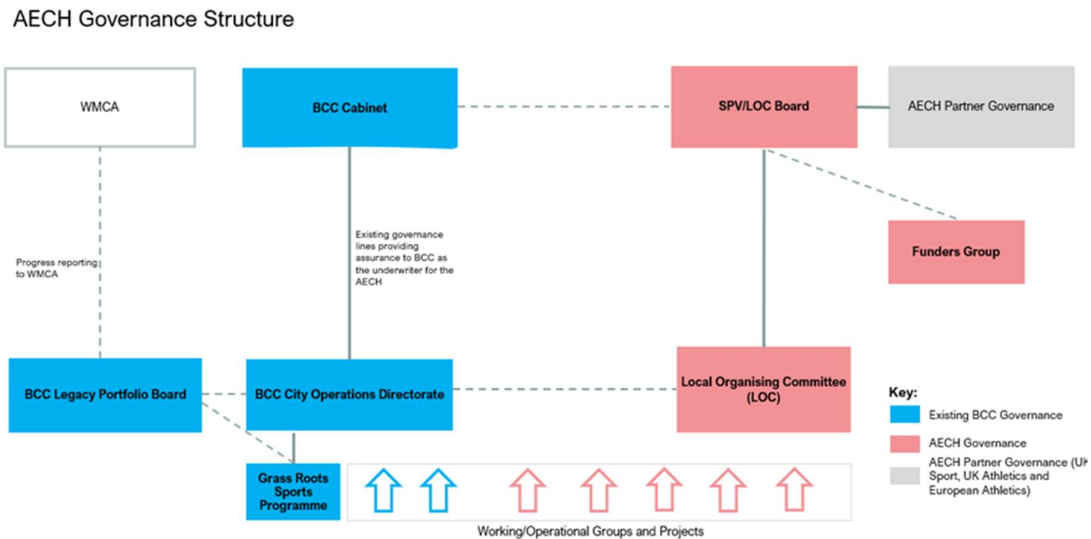
Levels of delegation from the LOC Board to the LOC will be agreed to allow for the efficient day to day running of the Programme in matters such as changes to the Programme whilst maintaining strong and robust governance, with thresholds for escalation from the LOC to the LOC Board to be agreed.

The LOC Board will be the main touchpoint feeding into existing Governance structures present in UKA and UKS (AECH Partner Governance).

A provisional Governance structure is presented in Figure 5.1.3 below. The structure illustrates how existing Governance arrangements within BCC are intended to align and feed into the temporary structures established to deliver the AECH26, this structure will be refined following the establishment of the LOC. Formal Terms of Reference (ToRs) for each group, in the temporary structure, assigning roles and responsibilities specific to the membership will be established and approved by the LOC Board as the primary approval route.

Following finalisation of any funding agreement with the WMCA, should there be requirements for representation in the Governance structure such as the Funders Group and LOC Board or the requirement for alignment with existing WMCA Governance, these will be reviewed and considered as required.

SINGLE ASSURANCE FRAMEWORK



As the AECH26 Programme matures, working groups, workstreams and projects will be established aligned to the LOC Functional Areas of delivery. These will be responsible for the detailed planning and day to day delivery of events planning.

5.1.4 - Operational Stage

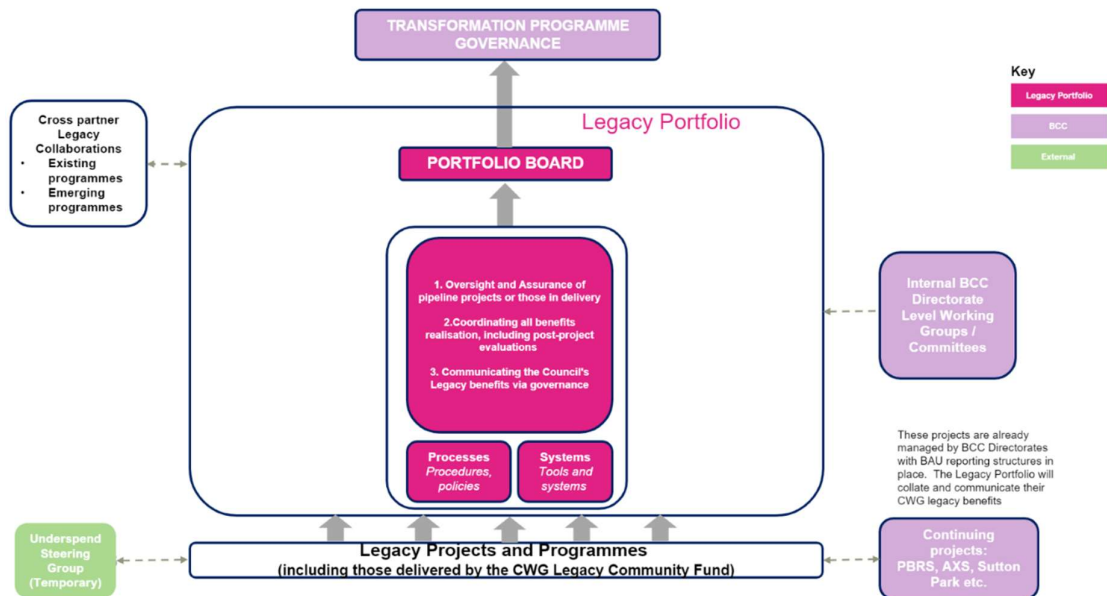
The structures and arrangements referenced above will continue to be developed as the programme moves towards the operational stage. However, oversight and robust management and governance will remain in place through both existing BCC arrangements and the LOC Board. Governance and reporting arrangements will also consider the needs of delivery partners such as West Midlands Police (WMP) and Transport for West Midlands (TfWM).

5.1.5 Grass Roots Sports Programme

The management and governance for Grass Roots Sports Programme is led by the BCC Head of Sport who sits within the BCC City Operations Directorate. The SRO for the Programme is the MD of City Operations.

The programme has existing management and governance arrangements in place through BAU BCC management and governance structures, as a programme within the BCC City Operations Directorate as illustrated in Figure 1 above. In addition, as a key deliverable of the CWG Legacy the programme is also covered by the mandate of the Legacy Portfolio, which provides an additional level of oversight and assurance as illustrated in Figure 5.1.5 below.

SINGLE ASSURANCE FRAMEWORK



5.1.6 Alexander Stadium Legacy Redevelopment

A full business case for the Alexander Stadium Legacy Redevelopment, in line with BCC Council Constitution processes and procedures, was approved by BCC Cabinet in October 2022 (See Appendix 11) following extensive consultation with DCMS and other key stakeholders. The business case set out the management procedures and controls within the Management Case.

A Project Board is in place to oversee the delivery of this project, building on the successful management of the Stadium Redevelopment Project that formed a part of the Commonwealth Games capital programme governance. The Board's responsibilities include to monitor, review, coordinate and share information on common issues impacting on the successful delivery of the capital project.

The Project Board provides monthly reports to the Project Sponsor, BCC Senior Management and the BCC Capital Board on the progress towards completion. As with the Grass Roots Sports Programme the Stadium Legacy Development as a key deliverable of the CWG Legacy is also covered by the mandate of the Legacy Portfolio, which provides an additional level of oversight and assurance as illustrated in Figure 5.1.5 above.

5.2 PROJECT SCHEDULE FOR DELIVERY

The key project milestones table below is a summary of those key milestones aligned to the Project Schedule, which must be appended to this FBC. Include a longstop date by which all monies for development of this FBC needs to be drawn by.



SINGLE ASSURANCE FRAMEWORK

The milestones in Table 12 below reflects the provisional position and achievement of the programme and these milestones are subject to validation by the LOC/LOC Board following their establishment. This is therefore not a baselined position.

#	Milestone	Start Date	End Date
1.	SPV Establishment, LOC mobilised and LOC Board Appointed	April 2023	March 2024
2.	Budget plan submission to European Athletics	October 2024	October 2024
3.	Ticketing plan submission to European Athletics	October 2024	October 2024
4.	AECH26 Website Launched	October 2024	October 2024
5.	Last payment drawdown completed	March 2025	March 2025
6.	Transportation plans submission to European Athletics	September 2025	September 2025
7.	Host City Volunteers Mobilised	June 2026	June 2026
8.	Test events, venue licensing and permits complete	July 2026	July 2026
9.	Championships	August 2026	August 2026
10.	Programme Close	January 2027	January 2027

5.3 PROJECT ORGANOGRAM

Insert a Project Organogram which includes distinguishes between full-time, part-time and fixed term staff. A Senior Responsible Owner (SRO) should be appointed and identified in the organogram.

The AECH26 Programme is currently in the planning stage therefore organisational arrangements will be developed after the management arrangements and governance procedures have been finalised, as per section 5.1.

As the programme will be delivered by BCC in collaboration with its key partners and stakeholders, they too will be incorporated into the final project organogram. These include:

- Birmingham City Council
 - City Operations Directorate
 - Legacy Portfolio
- UK Athletics
- UK Sport
- WMCA/ TfWM



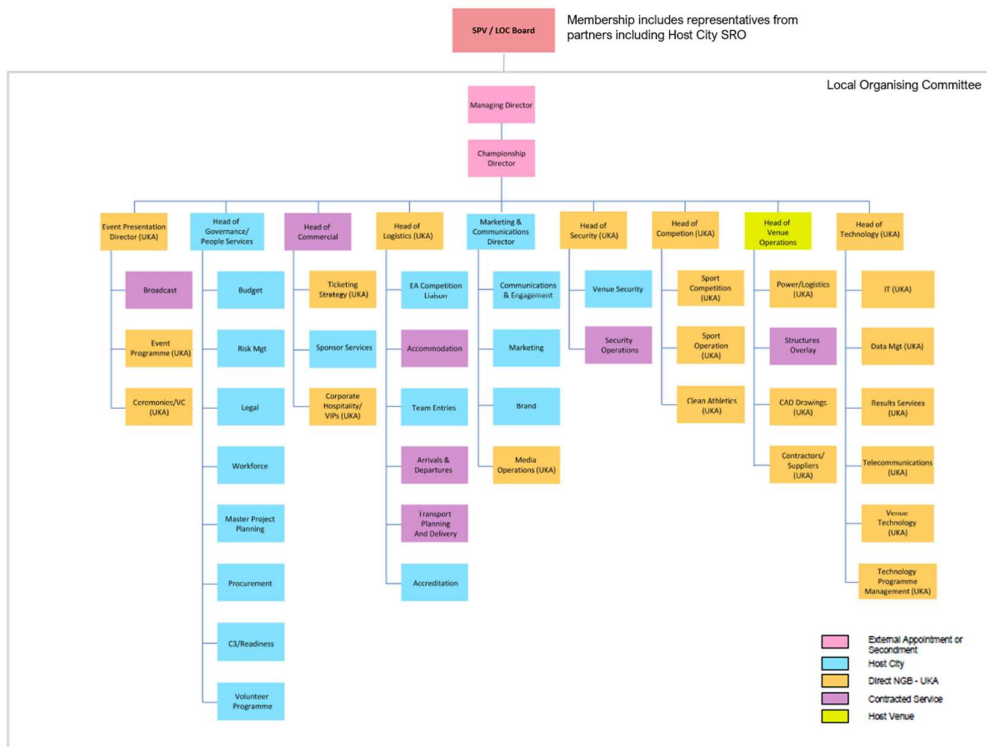
SINGLE ASSURANCE FRAMEWORK

As outlined in Section 5.1 above there will be an overarching governance structure, with project sponsors coming together to maintain alignment to the overall programme. It should be noted that overall contract responsibility will sit with the BCC CEO as the SRO in the planning stage however this will be reviewed and documented as management and governance structures are developed through the delivery and operational phases.

The LOC Board will be the highest decision level in the governance structure. The details of this Board, including the frequency that it sits to review management reports arrangements, will be determined at later stages of development.

A provisional organisational structure for the LOC is presented in Figure 5.3 below. The structure will be revisited and iterated as the programme moves through each stage. Formal Terms of Reference (ToR's) for each group and assigning of roles and responsibilities specific to the membership, will be approved by LOC Board as the primary approval route. However, this may be delegated down to the Managing Director, Championship Director or the LOC.

Figure 5.3



5.4 PROJECT DELIVERY ROLES AND RESPONSIBILITIES

Classify the roles and tasks to determine who is Responsible (R) , Accountable (A) , Consulted (C) and Informed (I) .



Table 13

	BCC SRO	Interim COO (Position in place until LOC established)	MD City Operations	Major Events Delivery Lead	LOC
Delivery of Host City Contract Requirements	A	R	R	R	R
Ensuring effective Governance and Management arrangements in place	C	R	A	R	R
Ensuring adequate resources in place	C	R	A	R	R
Ensuring adequate budgets in place	A	R	R	R	I
Programme Objectives Achieved	A	R	C	R	R

5.5 USE OF SPECIALIST ADVISERS

Specify what support and SME advice is required from outside the project team. Include both resources inside your organisation (e.g. legal and finance) and those outside (e.g. technical consultants)

Internal SME support from within BCC in the form of legal, finance, procurement, communications etc will be engaged as required to support the delivery of the programme.

Major events delivery specialists ‘Make It Happen’ were engaged to support the Major Events Delivery Team in establishing key requirements for the delivery of the AECH26. The scope of their commission was to:

- Review the Organiser Agreement and provide
- A thematic summary of responsibilities / deliverables
- Key milestone dates based on the organiser agreement service level expectations
- Review the Bid Budget
- Review against the Organiser Agreement and identify any further gaps



SINGLE ASSURANCE FRAMEWORK

- Identify further Good to Great options where additional funding / resources maybe required

An Interim Chief Operating Officer (COO) has been appointed (since our initial submission) on a 12-month contract for project services to work with funding partners to establish the SPV, define and set up the governance structures and associated requirements such as financial, programme and risk management. Core objectives to be delivered over the 12-month period include:

- Define and Oversee Event Governance: To support and co-ordinate any final deliverables regarding the optimal SPV delivery and governance models for the Championships with external providers. Driving the board recruitment and set up, including any sub-groups. Ensuring that the SPV and Board are established in line with the requirements set out in the Code for Sports Governance
- Define the Delivery Company: To co-ordinate the set up for the delivery company, including the drafting of the contractual framework, any required joint venture and back-to-back agreements, and company policies. Exploring and implementing options for business functions for the SPV, including HR, payroll, IT, office space, legal, financial management and audit.
- Partnership Agreements: To facilitate the conclusion of funding agreements between the SPV and funding partners and the monitoring and delivery of any relevant Conditions of Award. To align event cash flow requirements with partner funding agreements.
- Financial Management: To review the Championship budget on an ongoing basis and provide financial reporting to the AECH26 project group. To ensure that AECH26 operates within its set budgets, seeking at all times to achieve cost effective and efficient practices. To ensure that robust procurement processes are implemented in line with funding partner requirements.
- Strategic Definition: To evolved and define the core Mission, Vision, and Values of AECH26 and SPV operating company, building on the Vision and Values defined during the bid stage. This is considered a key deliverable which will be the foundations of an effective, accessible, and welcoming culture throughout the SPV, through the event lifecycle.
- Programme & Risk Management: To establish and monitor a project plan with delivery timelines, key procurement requirements, key dependencies and all obligations and deliverables within the Event Organiser Agreement from European Athletics. To maintain an actions tracker and risk register for the event, and a reporting and escalation process for the AECH Project Group (AECH Board when established) and other established governance groups. To oversee legal compliance and good practice with corporate law.
- Relationship Management: To nurture, manage and co-ordinate excellent relationships with event stakeholders on behalf of the event. This should include the set up and management of regular Project Group meetings. To ensure the effective and frequent flow of information between stakeholders



SINGLE ASSURANCE FRAMEWORK

through the timely generation of reporting requirements of the event's principal stakeholders and governance groups.

- Venue Management: To be integrated into all discussions on legacy planning for the Alexander Stadium and ensure that the AECH26 is considered within these plans, and any impact on hosting budget is understood.
- Impact: To work with partners to establish a working-group on Event Impact to ensure key partnerships are being explored, themes for the Championships' Impact plan are defined and engagement frameworks are drafted ready for delivery and implementation. To included early budget definition as required.

It is envisioned that a number of other technical specialists will be required and appointed in advance of each key stage of the AECH26 and throughout the timeline. This follows a similar model to the approach adopted for the CWG. The identification of specific requirements and the appropriate approach will be considered on a case by case basis, with consideration given to both procurement of consultancy support through an appropriate procurement route and also to recruitment (likely to be predicated on fixed term contracts).

5.6 CHANGE AND CONTRACT MANAGEMENT ARRANGEMENTS

Explain how contracts and changes will be managed with references to the WMCA Change process. The information provided should align with the Change Strategy attached with this FBC.

5.6.1 Birmingham City Council Contract Management

As outlined in Section 5.1 above the BCC CEO as SRO has overall contract responsibility in the planning stage however this will be reviewed and documented as management and governance structures are developed through the delivery and operational phases.

Procurement activity relating to the AECH26 will be undertaken by the SPV and aligned to the requirements set out in the Public Sector Procurement Regulations (PSPR), the Council's Constitution and Procurement and Contract Governance Rules (PCGR). A summary of the procurement strategy to be undertaken by the value of individual contracts is:

Contracts below the Procurement Threshold of £177,896

The procurement activity for contracts below this threshold will involve either the use of a compliant framework agreement in accordance with its rules or a tender process advertised to the open market on www.finditinbirmingham.com and Contracts Finder. Tenders will have a pre-set evaluation criterion and will be evaluated as stated in the tender documentation. A report to approve the award of contract will be authorised by the designated officer detailing the route to market and the outcome of the evaluation as a minimum. The Negotiated Process may be used where the activity is considered to meet the rules as set out in the PSPR and PCBR.

Contracts above the Procurement Threshold of £177,896



SINGLE ASSURANCE FRAMEWORK

The procurement activity for contracts above this threshold will follow the above process with the addition of the following:

- i. Cabinet will approve activity over £10m with a procurement strategy to include market analysis and procurement approach to the route to market, adherence to Government and Council policies including construction guidance, Route to Zero and social value, route to market, evaluation criteria and methodology, risk, legislative compliance, indicative award timescales and contract management approach as a minimum
- ii. Cabinet will be advised of each procurement activity in the monthly Planned Procurement Activities Report for the values between £177,896 and £10m which delegates authority to award a contract to officers.
- iii. For ii above, a procurement strategy will be approved incorporating the points in i.
- iv. All procurement activity will be advertised on www.finditinbirmingham.com, Contracts Finder and Find a Tender (except where a framework agreement is the procurement route)
- v. Following completion of the evaluation process, an award report will be produced in accordance with Regulation 67 for approval by the designated approver(s).
- vi. A Contract Award Notice will be published
- vii. The responsibility for the contract management will be by a nominated Council Officer with support from a representative from Corporate Procurement and technical advisers as appropriate.

5.6.2 LOC Contract Management

Any contract management arrangements in relation to the operation of the LOC will be established following the standing up of the LOC and suitable delegations agreed.

5.6.3 Change Management Framework

Following the recent successful delivery of the CWG the AECH26 Programme will review the learnings from the operation of the change management framework of the Games. The change management framework used in the Games will likely be revised and adopted for use in the AECH Programme.

Change management will be established and maintained across the Programme as a whole. The purpose of the change control processes within this framework are to ensure that Programme change is undertaken in a controlled manner and is subject to the appropriate level of authorisation. The Change Control strategy sets out a clear approach and principles of Change Control across the entirety of the AECH26 Programme. The Change Control process will sit alongside and complement any partner change control strategy which will be developed following the establishment of the LOC.

The diagram below (Figure 5.6.3) shows the high-level process of change control for the Programme, from when the need for a change is identified to monitoring the implementation of that change. Change Control is concerned with these 5 elements to ensure that the Programme can operate in a smooth and informed manner.



SINGLE ASSURANCE FRAMEWORK



See Appendix 1 for the change management strategy which will be further developed as the programme moves through its stages.

It is recognised that an established change management framework governed by the WMCA SAF is in operation. The funding request that is the subject of this FBC is unlikely to change as BCC is unlikely to be requesting further funding through the framework. In addition, the overall output of programme i.e. the delivery of the AECH26 is unlikely to change (unless there is postponement due to a pandemic for example) nor the timings for the event (whilst the dates for the 7 days are currently provisional there are only 2 weeks where they will be held both in August 2026). Therefore, there is very low probability of any need for change management involving WMCA.

5.7 RISK AND ISSUE MANAGEMENT

State how risk is managed and confirm that the risk register is an integral part of project management meetings. The information provided should align to both the Risk Management Strategy and Risk Register and Issue Log attached with this FBC.

5.7.1 Scope of Risk Management Application

Risk management will be practised across all relevant levels of AECH26 Programme i.e. programme, workstream and projects

The definition of workstreams and projects etc. will be developed by the Interim COO as part of the process of establishment of the SPV and will be recorded in a Programme Management Plan (or similar document).

BCC's Portfolio risk management framework will provide a key interface in terms of governance, and reporting. There is also an important interface with AECH26 partners and their risk management practice.

Risk will be measured in terms of its negative (threat) and/or its positive (opportunity) effect on risk impact measures that align with BCC's AECH26 objectives.

Issues will be managed in a similar way to risks. As with risks, issues will be recorded in registers.

5.7.2 Risks and Issues Registers



SINGLE ASSURANCE FRAMEWORK

- For management of Risks and Issues that impact on BCC's ability to deliver the AECH26 Programme.
- Reporting into Local Organising Committee (LOC), Local Organising Committee Board (LOC Board)
- Reporting into the City Operations Directorate (via BCC Portfolio risk management framework)
- Reporting into AECH Partner Governance

5.7.3 Risk Management Aims

Risk management is critically important to realising the Programme's objectives. Specifically, risk management will:

- Align the risk approach with BCC's and UK Sport, UK Athletics Programme risk appetite and/or tolerance in order to ensure AECH26 risk is managed within these expectations.
- Secure predictability of Programme objectives
- Ensure governance compliance: robust project governance through a transparent, continually improving process, and integration with the overarching programme and project governance processes

5.7.4 Principal Interfaces and Data Sources

The suggested principal data sources for risk management practice are included in Figure 5.74 below. These will iterate as the Programme matures.

Figure 5.7.4 – Principal Risk Management Data Sources



Data Source	Owner	Contribution
Partner Risk Management Principles for AECH26	Local Organising Committee (LOC)	Provides high-level and consistent RM approach for the Programme across partners
Birmingham City Council Risk Management Framework	BCC Assistant Director Audit and Risk Management	Describes BCC's risk management framework and the risk management interface with, inter alia, programmes and projects
Programme Risk Register	Major Events Delivery Team	Provide information for management at programme level and reporting to governance bodies
Portfolio Risk Register	City Operations Directorate	Provide information for management at portfolio level and reporting to BCC Governance
Change Request Register	Major Events Delivery Team	The Programme risk register will reference Change Control Register as either (a) causes of risk, or (b) risk response measures.
Programme Objectives	SRO	Inform which risk measures (e.g. cost, time, reputation, legacy outcomes) should be managed when developing and delivering Projects
Cost Plan/ Estimate	BCC Finance Business Partner	Provides reference points for judging cost risk impact assessments.
Programme Schedule	Major Events Delivery Team	Provides reference points for judging schedule risk impact assessments and for driving risk management activity

5.8 PROJECT ASSURANCE

Provide an overview of the assurance arrangements in place for this project, including:

- *Ongoing quality assurance, monitoring and reporting,*
- *planned out of directorate health checks undertaken by the WMCA Programme Assurance and Appraisal Team or other 2nd line of defence assurance team*
- *external and internal audit/government reviews and*
- *post evaluation and implementation reviews.*

5.8.1 Quality assurance, monitoring and reporting

The AECH26 Programme will be assured principally through the management and governance structure detailed in section 5.1 above.

Assurance components will include:

- Risk management in line with industry best practice – See Risk Strategy in Appendix 2
- Change management – See Change management strategy in Appendix 8
- Schedule management – See Monitoring and evaluation section below



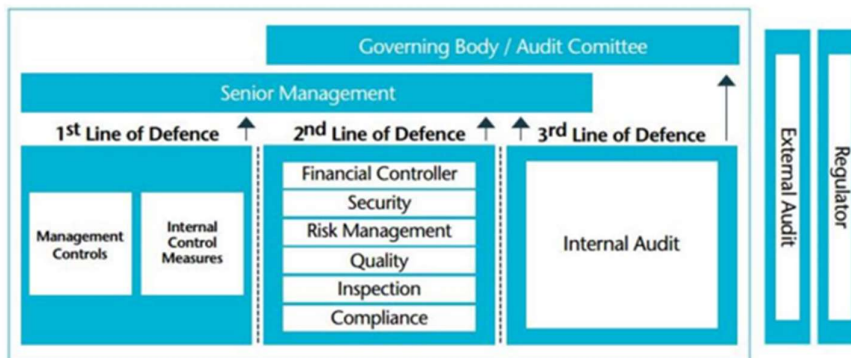
SINGLE ASSURANCE FRAMEWORK

In addition to the above the Birmingham City Council Corporate Assurance Framework provides a full outline and process description of the way in which the council gains assurance over its operations. It summarises this under the following sections:

- Purpose of the Assurance Framework
- What is an Assurance Framework
- Three Lines of Defense
- Reporting
- Annex A – Key Assurance Areas
- Annex B – Annual Assurance process
- Annex C – Assurance at Service Level

The Framework presents a Three Line Defence model to outline how responsibilities across the process are split (Figure 5.8.1). The First Line looks at how well objectives are achieved and how risks are managed, through ensuring robust reporting mechanisms are in place. Activities such as Corporate PMO (CPMO) reporting and performance monitoring will support this. The Second Line is linked to the oversight of management activities so that policy and quality arrangements are in line with what is expected. This will be more objective and independent from the activities in the First Line of Defence. The Third Line of Defence incorporates additional independent, objective assurances, focussing on internal auditing and undertaking a programme of work specifically designed to provide the S151 Officer with an independent and objective opinion.

Figure 5.8.1: Three Line Defence Model



Under the BCC Corporate Assurance Framework, each directorate is required to complete an Assurance Statement along with any supporting evidence that will cover the following:

- Risk Management
- Business Planning
- Partnership / Commissioning / Alternative Delivery Vehicles
- Compliance with Key Policies / Procedures
- Project Management
- Budget / Voyager/ VFM / Resource Savings
- Internal Control Environment



- Fraud
- Independent Assurance / Internal & External Audit
- Service Delivery / Human Resources
- Information Governance

This is subject to an audit review.

5.8.2 WMCA Assurance

It is recognised that an established Single Assurance Framework (SAF) governed by the WMCA is in operation. The AECH26 programme will provide assurance to the WMCA Programme Assurance and Appraisal Team through the BCC Legacy Portfolio reporting lines.

5.8.3 Independent External Assurance

Independent Assurance is a key element of assurance as it needed to provide the appropriate stakeholder confidence that the project/programme will meet all its objectives. The details of any requirements for independent external assurance, over and above those outlined will be determined by the SPV following its establishment. This could include, for example, reviews by The Major Projects Review Group (MPRG), if appropriate, which was used during the CWG.

Independent assurance may take the form of Expert Assurance Panels made up of external SME's in areas such as major sporting event delivery conducting deep dives into specific areas as required. These may align to stage gates, for example moving from planning into delivery or around key milestones such as the licensing of the Venue This model of Expert Assurance Panels was used successfully during the Games and details of both the makeup and operation of the panels will be available to the AECH26 programme for use.

5.8.4 Post evaluation and implementation reviews

For project assurance purposes post evaluation is identified in Section 5.11 below and implementation reviews will be determined by the LOC.

5.9 CONTINGENCY ARRANGEMENTS

Set out the contingency plans in the event of any delays or disruptions to anticipated services.

Detailed contingency plans will be developed by the LOC once established and will continue to iterate during the planning stage until the operational stage.

Contingency plans will address areas such as those outlined below:

- Public (attendee) engagement planning using learnings from the CWG to respond to delays and disruption during the operational phase of the AECH26
- Disaster Recover Planning in the case of cyber-attack targeting Stadium Critical Technology systems



Robust risk and issue management processes and procedures will be in place throughout all stages of the programme to ensure effective mitigation and thus aim to limit the required activation of contingency plans.

Readiness exercises will be undertaken which will aid in the development of robust contingency plans.

5.10 LESSONS LEARNT

Detail how Lessons Learnt have been considered during the development of this proposal and plans for capturing Lessons Learnt during this project.

The delivery of the AECH26 will draw heavily on both UK Athletics and Birmingham City's Council (BCC) experience of delivering major events. BCC's learnings were captured and summarised in a series of "how to" Playbooks which set out from the Games, the approach taken and provides guidance, lessons learnt and recommendations where suitable for how BCC should deliver a future major event. As the event was delivered only recently within the organisation and with regional partners, the knowledge, skills and experiences remain strong.

BCC and UKA actively participate in the UKS Knowledge Transfer Programme which is run 4 times a year using information from all UKS funded events. This ensures continuous transfer of best practice across the major and mega event network in the UK. Learnings will also be drawn on from European Athletics and Rome, the immediately preceding host city of the Championships in 2024.

The Major Events Lead and colleagues at UKS have direct recent and relevant experience of delivering large athletics events and can use this experience to apply lessons learned to the AECH26.

Capturing Lessons Learned will be a key element of the programme management and will use processes developed for the CWG iterated to apply to the AECH26 given the differences in scale of the 2 events. The attached CWG Lessons Learned Process document (Appendix 13) provides details on the types of processes that will be used.

A lessons learned log will be kept and regularly updated by each workstream to support the surveys and workshops outlined in the Appendix 13 Process document.

It should be noted that these as with the other processes described above will be developed by the LOC following its established and will continue to iterate during the planning stage until the operational stage.

5.11 MONITORING AND EVALUATION

Set out a summary of the outline Monitoring Evaluation arrangements for the project and milestones leading to Project Evaluation.



5.11.1 – Performance Measuring

A set of key objectives have been identified for the delivery of the AECH26 and are outlined in full detail in Table 2 above.

Below outlines the objectives, broad outcomes and proposed methodology for measuring success. It should be noted that these relate to BCC objectives only and partner objectives have not yet defined and agreed.

	Objective	Outcome (further detail provided in FBC)	Proposed Method
1	Contribute to regional economic growth	Generate income within leisure, tourism, and hospitality. Enhanced skills of local people and employment opportunities.	Quantitative
2	An increase in community infrastructure	Positive step change in levels of physical activity across communities with the highest need	Quantitative
3	Address inequalities in health and inactivity	Delivery of targeted Grass Roots Sports Programme/Fund to deliver longer-term impacts. Increase access to sport and equipment, and promotion of more active lifestyles – i.e. active travel that will also contribute to achieving net-zero and better air quality.	Mixed – Qualitative and Quantitative
4	Improve the regions’ status nationally and internationally to support the city’s ambition of staging more major sporting events that meet the standards and expectations of key partners	Improved partnership working and collaboration. Strengthen status for Birmingham as a city of culture. Contribution to Birmingham’s ambition to host 8 major events between 2022-2027.	Mixed – Qualitative and Quantitative
5	Promote the West Midlands and Birmingham as a vibrant place to live, work and play	Enhanced civic pride, profile, status and collective identity of the Region. Increased reputation of the Region.	Mixed – Qualitative and Quantitative

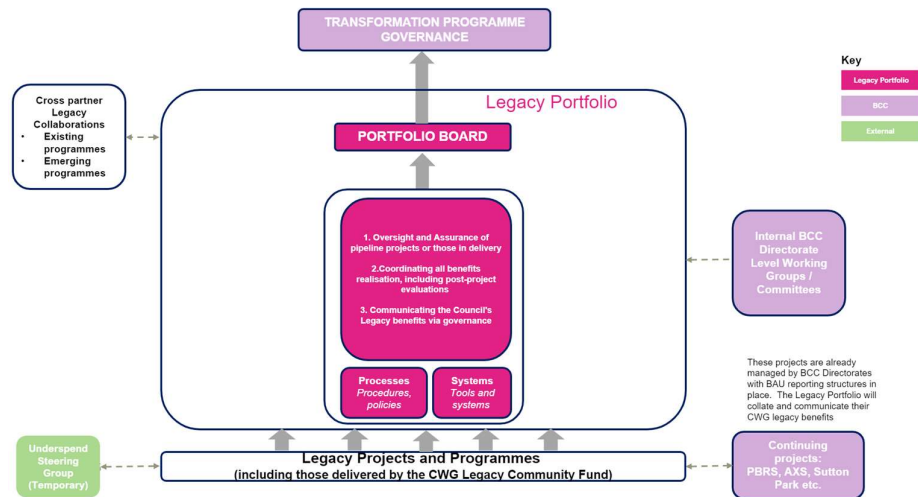
5.11.2 Previous M&E learning

BCC have taken significant lessons from the development the Commonwealth Games, 2022 ‘Be Bold’ Legacy Plan and the subsequent delivery of numerous community projects.



SINGLE ASSURANCE FRAMEWORK

Consistency in reporting was one of the key lessons learned from the delivery of hundreds of community events through Birmingham’s £6m community fund for example. BCC has since established a Legacy Portfolio reporting into BCC’s BAU Governance. The purpose of this Portfolio is to apply consistency and oversight in process for all projects and programmes that contribute to the 2022 Commonwealth Games legacy for BCC.



The Legacy Portfolio will support the City Operations Directorate in the monitoring and evaluation requirements for BCC’s respective responsibilities.

BCC and UKA actively participate in the UKS Knowledge Transfer Programme ensuring ongoing best transfer of best practice across the major and mega event network in the UK. Learnings will also be drawn on from European Athletics and Rome, the immediately preceding host city of the Championships in 2024.

5.11.3 Budget & resources for M&E

All costs associated with the monitoring and evaluation for the AECH26 will be captured in the overall budget in the Financial Case. Detailed costs are not yet known as some of the evaluation can be undertaken within BCC existing resource as part of the Legacy programme.

5.11.4 Monitoring & evaluation objectives of the preferred option

Birmingham City Council has 19 Corporate Priorities that drive the focus of each of its directorates and projects.

The AECH26 Programme and the Grass Roots Programmes both form a key part of the overall CWG Legacy objectives of BCC.

As part of establishing the Legacy Portfolio, an evaluation matrix was developed that sets out the link between the Corporate Priorities and the Legacy Indicators – see image below. This matrix will support evaluation that sits underneath. In addition to the key event objectives identified, the benefits management process (see Benefits Management Plan and



SINGLE ASSURANCE FRAMEWORK

Matrix attached as Appendix 1) will also identify the core legacy indicators met by delivering the Championships and therefore which Corporate Priorities and broader objectives are being contributed to.

	Thinking City					Aspiring City					Healthy City					Welcoming City					Green Growth City					
	DMU_00001	DMU_00002	DMU_00003	DMU_00004	DMU_00005	DMU_00006	DMU_00007	DMU_00008	DMU_00009	DMU_00010	DMU_00011	DMU_00012	DMU_00013	DMU_00014	DMU_00015	DMU_00016	DMU_00017	DMU_00018	DMU_00019	DMU_00020	DMU_00021	DMU_00022	DMU_00023	DMU_00024	DMU_00025	
Corporate Priorities																										
1. Support Economic Growth	X	X		X	X																					
2. Tackle Unemployment	X	X	X	X			X												X							
3. Attract Inward Investment & Infrastructure				X															X	X						
4. Maximise Benefits of the Games	X	X	X	X				X	X	X	X	X														
5. Tackle Poverty & Inequalities																										
6. Empower Citizens & Enable Citizen Voice																		X	X							
7. Promote and Champion Diversity, Civic Pride and Culture																		X	X							
8. Support & Enable Young People to Thrive				X				X	X	X	X	X													X	X
9. Make the City Safer																										
10. Protect & Safeguard Vulnerable Citizens																										
11. Increase Affordable, Safe, Green Housing																							X		X	
12. Tackle Health Inequalities																										
13. Encourage & Enable Physical Activity and Healthy Lifestyles											X	X	X	X				X								
14. Champion Mental Health																										
15. Improve Outcomes for Adults with Disabilities & Older People																		X								
16. Improve Street Cleanliness																			X							
17. Improve Air Quality																							X	X	X	X
18. Continue Route to Net Zero																							X	X	X	X
19. Be a City of Nature																										X

UKS as a funding partner have stipulated monitoring and evaluation requirements in the form of Social Impact and Sustainability Plan (subject to approval and funding). Requirements also stipulate that the LOC will allow access to key documentation and learnings to support knowledge transfer between events on the UK Sport Major and Mega Events Programme. This should include access to information and learnings that will support any future athletics bids.

5.11.5 - M&E data collection, assessment, and quality control

The responsibility for collecting data for monitoring and evaluation will be across the partners with detailed responsibilities to be agreed following the establishment of the LOC and LOC Board. BCC have an established process (as part of the Legacy Portfolio) and source of data through the City Observatory (which will include events), but will include partners data collection for a holistic view of the benefits and impact of this specific event.

We envisage there will be a need for any project or group that is funded by or significantly linked to the championships to commit to supplying data for monitoring and evaluation. As part of the creation of the AECH temporary delivery structure we would propose the governance of data sharing and reporting be established including any M&E contractual requirement from UKA/UKS. This could also include the development of a full RACI to be developed to detail each partner or groups contribution and responsibility.

Following the proposed AECH governance structure, the sharing of data could follow two routes; either in through the LOC or via the BCC City Operations Directorate. A secure information database should be set up to ensure there is consistency in access to information.

5.11.6 M&E processes

As workstreams and projects develop through the programme timeline monitoring cycles and templates will be established with supporting operating procedures to ensure consistency and transparency in the management information being gathered and reported. These will be informed by, for example, the change strategy, risk strategy and communication strategy.



SINGLE ASSURANCE FRAMEWORK

The M&E processes will draw on cycles, templates and processes used successfully on the CWG. Workstream leads/project managers will prepare and present regular reports covering, as a minimum:

- Project, date and period covered
- Progress achieved as measured against a baselined plan and programme
- Budget status (actual vs planned)
- Risk and issue status including, impacts mitigations and trends
- Escalation of risks or issues
- Changes to baselines (including changes requiring escalation for approval)
- Activity due to be completed during the next period
- Revised forecasts for cost and schedule

The Workstream Leads/Project Managers will also undertake their own regular (likely to be monthly) checkpoints on the status of the project by working with workstream/project teams, who will have early warning of deviations from plan and other problems affecting the activity delivery and teams.

Levels of delegations to Workstream Leads/Project Managers and Teams will be established following the establishment of the LOC.

The Legacy Portfolio have established clear and consistent processes for identifying and tracking benefits (See Appendix 1). Each project, including the AECH, is required to complete the benefits tracker template as per Figure 5.11.6 below. Linking this with the three key stages established (Planning, Delivery, Operations), the monitoring and evaluation requirements will be developed and reviewed prior to the commencement of each stage, building on the data and learnings from the previous stage and adapting processes and templates where applicable.



SINGLE ASSURANCE FRAMEWORK

Project Reference	
Project Title	
Which Corporate Priority does this project link to?	
Which Legacy Indicator(s) does this project link to?	
What is the target for this indicator?	
Benefit A	
Describe the benefit this project will have?	
What is the benefit measure and/or target?	
Is there a baseline measure?	
Who will own this benefit?	
When will this benefit be realised?	
Who is the beneficiary?	
How will you evaluate this benefit?	
What is the 'stop' date for Evaluation?	Are there any partners involved in the project?
Is there any organisational legacy from this project?	
Ease of gaining data (1 = difficult, 3=Easy)	
Ease of tracking improvement (1- Difficult, 3=Easy)	
Value of the benefit (1- Low, 3-High)	
Score (0-9)	0

Top Tips and Guidance

This should be the same reference code from the Portfolio Tracker

This should be the same project title as in the Portfolio Tracker

Use Tab 3 to identify which Corporate Priority this project links to

Use Tab 3 to identify which Legacy Indicator(s) this project links to. The matrix should help you identify the Legacy indicators aligned to the Corporate Priority you have chosen.

Identify a target measure for the Legacy indicator

Once you have identified the main indicators for this project, you can now think about what benefits, impacts or successes this project will have

When describing this benefit, be succinct and think about the impact this benefit will have?

Will this be a % increase/decrease, number of people, number of visitors? Think about what is achievable and realistic within the resources and time you have.

Are you aware of a government level, or BCC level baseline measure?

Who is the person responsible for ensuring this benefit is realised?

What is the target date for when you think the benefit will be realised?

Which group of people/communities/businesses etc. are going to benefit from this project benefit?

How will you ascertain the benefit has been realised? Will that be a survey, a case study, in-depth evaluation analysis?

Key Phases driving milestones;

- **Planning phase** – up to end of 4th Quarter 2024 (FY23/24)
- **Delivery Phase** – up to 2nd Quarter 2026 (FY25/26)
- **Operational Phase** – TBD following the establishment of the LOC but likely to be up to 2 weeks prior to the event and 1 week post
- **Post event Evaluation** should be completed 4 months post-Championships

Relevant templates for evaluation reports and data collection will be developed by the LOC and distributed to resources within each workstream and project to complete.

In addition, there already exists within BCC BAU a Corporate Portfolio Management structure which is led by the Corporate PMO (CPMO). This structure ensures monitoring and evaluation of projects and programmes within Portfolios and will supplement any M&E arrangements developed for the AECH26 Temporary structure.

Following the operational stage of the event, an evaluation will be carried out as required by European Athletics (EA). This evaluation report is expected to include the following EA Key Performance Indicators KPIs:

- Tickets
- Revenue
- Financial outturn
- Broadcast viewing figures
- Accreditations issues



5.11.7. M&E partners/support officers

Birmingham City Council are one partner through the key stages: they will work closely with partners at the LOC for a holistic view of the impacts and benefits for monitoring and evaluation. During the planning stage, BCC will establish what measures require input from LOC, and other delivery partners including UK Athletics and UK Sport.

Agreements will be made to partners as to respective inputs for sharing data and contributing to the final monitoring and evaluation report.

Positions are also being resourced within the Legacy Portfolio that can provide some subject matter support to the monitoring and evaluation processes.

5.11.8 Do you have an initial set of evaluation questions to help with commissioning evaluation?

There are established objectives and evaluation framework in place for the BCC Legacy programme. The AECH26 programme falls under the oversight remit of the legacy portfolio and therefore high-level evaluation questions are already set up in the benefits forms. However, it is intended that event specific evaluation questions will respond to the objectives set out for the event. These will be developed along with the detailed benefits completed as part of the benefits management process.

5.11.9 Have you Identified your preferred Evaluation experts? – (for both Process & Impact Evaluation).

Throughout the three key stages of the programme lifecycle, the need for Monitoring and Evaluation expertise will be assessed in line with the appointment of key roles. Evaluation may be undertaken partially in house as part of the AECH26 team. Further social economic evaluation expert support has not yet been established.

MANDATORY APPENDICES REQUIRED FOR THIS FBC

The following documents must be appended to this FBC:

<i>Table 14</i>	
APPENDIX	PROVIDED (Y/N)
Benefits Realisation Plan and Benefits Register (Appendix 1) - Mandatory	Y
Risk Management Strategy (Appendix 2) - Mandatory	Y
Communications Strategy (Appendix 3) - Mandatory	Y
Risk Register and Issue Log (Appendix 4) - Mandatory	Y
Stakeholder and Communications Strategy (Appendix 5) - Mandatory	Y
Agreed Deal	N/A
Written Confirmation/s of Confirmed Funding (Appendix 6.1 and Appendix 6.2) - Mandatory	Y
Project Schedule (Appendix 7) - Mandatory	Y
Change Management Strategy (Appendix 8) - Mandatory	Y
If Investment Programme, Project Delivery Plan on a Page (POAP)	N/A
If CRSTS, DfT Additional Appendix	N/A
Letter of Support BBC (Appendix 9) – Non-Mandatory	Y
Letters of support DCMS, UKS and UKA – Non-Mandatory	Y

The following additional appendices have been included with this revised submission:

APPENDIX	PROVIDED (Y/N)
Alexander Stadium Redevelopment FBC (Appendix 11)	Y
Budget and funding summary (Appendix 12)	Y
CWG Lessons Learned Process (Appendix 13)	Y