

## OUTLINE BUSINESS CASE (POBC)

*(Note that this PBC has been developed to OBC-level of detail).*

### A. GENERAL INFORMATION

#### A1. General

<b>Project Title</b> <i>(as per Voyager)</i>	<b>Commonwealth Games Legacy Portfolio</b>		
<b>Oracle code</b>	Various		
<b>Portfolio /Committee</b>	Legacy Portfolio	<b>Directorate</b>	Cross Directorate
<b>Approved by Project Sponsor</b>	Graeme Betts	<b>Approved by Finance Business Partner</b>	Guy Olivant

#### A2. Project Description

This project will establish and operate a Birmingham City Council (BCC) Legacy portfolio, coordinating resource and the continued delivery of Birmingham City Council's Legacy ambitions.

The following is proposed as the two principal objectives for the Portfolio:

- *To inspire, oversee and assure projects which will fulfil the Council's commitments and ambitions to realise a legacy value for the city of Birmingham, arising from hosting the Commonwealth Games.*
- *To compile a single view of the benefits achieved for the city (and the cross-partner programme) as a result of delivering the BCC Legacy Plan's "bold promises".*

The Legacy Portfolio will not be directly responsible for project delivery but will provide a structure for the oversight and assurance of any new legacy projects delivered as a result of any additional funding. It will be through the Portfolio governance that decisions about new projects will be made, and the Legacy programmes will be monitored and maintained.

Additional projects may be developed in conjunction with, or have external dependencies to, partner organisations and third parties. Where these projects require external funding or decision-making powers, they will be expected to align with third party frameworks and governance.

It is proposed that the Legacy Portfolio will operate for a defined initial period of 2 years. This will allow BCC to capture the immediate and short-term benefits of the CWG and to align with the likely availability of CWG legacy funding channelled through the WMCA, after which the benefits will be substantially realised the Council or via any permanent vehicle which may be created to manage future initiatives in Birmingham.

The portfolio itself will consist of a small team, detailed in the Management case below, operating within the BCC's Transformation Programme on behalf of the Portfolio Executive Sponsor (Graeme Betts).

### F. STRATEGIC CASE

*This sets out the case for change and the project's fit to the Council Plan objectives*

#### B1. Project objectives and outcomes

*The case for change including the contribution to Council Plan objectives and outcomes*

## Context

In August 2022, the Commonwealth Games (CWG) was successfully delivered by Birmingham City Council and Partners and highlighted the best of Birmingham.

Birmingham City Council (BCC) signed a Host City Contract with the Commonwealth Games Federation and other Games Partners which laid out its obligations and established the Birmingham 2022 Commonwealth Games Programme as the internal vehicle to deliver those obligations, commitments and ambitions for the Games and the post-Games legacy. The Host City Contract contained a specific commitment relating to the Games legacy:

*Active participation and contribution to overall planning and delivery of the Games and Legacy programmes.*

With the Games now successfully delivered to great acclaim and under budget, and with a Legacy Plan defined and approved, BCC (working closely with WMCA) is now accountable for seeing that legacy delivered and for reporting on the benefits which it has brought to the city.

The CWG Legacy Programme was a key component on the overarching Commonwealth Games Delivery Programme. The Commonwealth Games Delivery Programme has now been completed. However, by its very nature, Legacy continues.

As part of the Legacy programme the Council also established the £6m Commonwealth Games Community Fund. Established in October 2020, the fund was set up to:

- Support and engage Birmingham communities to feel part of the Games
- Make sure engagement and participation opportunities are spread across the city
- To make sure that the projects delivered through the fund support and showcase our diverse communities
- To make sure the projects delivered celebrate Birmingham
- To deliver benefits and legacy for the city that aligns with city priorities
- Create feelings of connectivity, positivity and pride
- An element to be delivered via Wards on a 'per councillor' basis

The Fund delivered hundreds of free-to access community and creative projects across Birmingham that were designed and delivered by local people for their communities. We also provided opportunities to participate in physical and sporting activity, supported organisations working with refugee and marginalised communities, established the City of Nature Alliance to support the continued delivery of the Fair Parks Standard and secured additional engagement and participation opportunities for young people right across Birmingham through funding the *Bring The Power* programme in the city. We now need to celebrate these achievements and determine what we can bring forward into broader Legacy programming and continue.

Over the last few months, multiple potential projects have emerged which would build upon the delivery of the Commonwealth Games and its bold promises to the region, some of which are significant in scale. These projects require an overarching governance mechanism that explicitly links the opportunity to the Legacy plan, so that the vision, ambition, and momentum created through the Games is retained.

Establishing the mechanism which will deliver BCC's Legacy commitments also coincides with recent announcements from HM Government (Department of Digital, Culture, Media and Sport) bringing some clarity on the funding available for BCC and its Games partners arising from an underspend in the Games budget.

**A new vehicle within Birmingham City Council is now required** to continue to drive the Legacy ambitions of the Council and achieve the **outcomes** set out in both the Corporate Strategy and the BCC Legacy Plan:

- Boost investment in Birmingham, creating thousands of jobs and become a world-leader in hosting international events
- Engage every child and young person in the games, including all 400+ schools in the city
- Build programme and community projects to kickstart an accessible fitness and wellbeing boom
- Open our city to the world and connect our communities for and after the Games
- Launch an era of green growth through high-quality sports facilities, thousands of new sustainable homes and green transport links to become a carbon neutral city by 2030
- Deliver our promise to the City and become a leading local authority with bold ambitions.
- Put Birmingham City Council in the best possible position to be able to 'hit the ground running' in the event that funding for additional projects is secured.

This objective of the vehicle is to:

- Provide a central team/ coordinating body to take on responsibility for coordinating delivery to time and budgets,
- Coordinate monitoring and evaluation of existing legacy projects and commitments
- Provide assurance that projects are suitably reviewed to demonstrate return on investment and the positive benefits are communicated effectively to the staff, business, and residents of the city.
- Represent the Council and provide support, oversight, and consistency in obtaining external funding including from the Games underspend being administered through WMCA (75%)
- Identify further Legacy projects supporting their delivery and maintaining strategic alignment and provide a suitable management framework for any Games related underspend.

This Legacy vehicle will enable BCC to best direct how it spends its share of that funding towards projects which will achieve the target of delivering a sustainable set of outcomes associated with the Games, which otherwise might not have seen the light, or to accelerate activities to benefit communities and citizens in Birmingham.

### Managing Legacy Ambitions of Council – Corporate Objectives

A vehicle for managing the Legacy projects and programmes is required to manage and drive performance of delivery against BCC's Corporate Performance and Delivery plan objectives: Priority 4: Maximising the Benefits of the Commonwealth Games and Priority 7: Promote and champion diversity, civic pride, and culture. The plan can be accessed [here](#).

In addition, Birmingham City Council Legacy Plan was produced in 2021 (See Appendix G3) to provide a strategy and detailed plan to capture and amplify the benefits of hosting the Games while supporting the acceleration of the City Council's ambitions to respond to the city's challenges as enshrined in our Corporate Plan. Birmingham's legacy will be realised in three ways:

- Physical assets ranging from new facilities to enhanced infrastructure alongside better, more sustainable public spaces.

- Community, social and economic opportunities such as increased access to and availability of apprenticeships leading to a better skilled workforce, as well as thousands of volunteering roles that will build capacity for future events.
- Organisational change on the part of the Council through enhanced city and regional partnerships, as well as innovative practice.

The BCC Legacy Plan sets out the activities and initiatives (clustered in 5 themes) that, by hosting the games, can accelerate the Council's response to the grand challenges facing our city and benefit its citizens.

At portfolio level, an aggregated set of information will be gathered for the purposes of providing assurance via the Transformation Programme:

- Portfolio key milestones
- Strategic risks and issues for escalation
- Overall financial metrics
- Tracking of proposals at pipeline stage (number, expected date of approval, etc)
- Assessment of project health, based on performance criteria

### A Regional Context

The Birmingham 2022 Partner Legacy Plan ([Cross Partner Legacy Plan](#)), produced by the Birmingham 2022 Organising Committee and games partners, contains shared objectives covering the West Midlands geographic area. The development of the Partner legacy plan was based on 5 strategic ambitions – that the Games would help the region to grow and succeed; bring people together; improve health and wellbeing; be a catalyst for change; and put the city and region onto the global stage. BCC's own legacy plan was deliberately designed to align with these ambitions as well as link to our own city ambitions and the contributions that the Games and wider legacy could make to help us address the city's key challenges.

The cross-partner plan details 9 key areas of work where legacy outcomes have been and continue to be realised – infrastructure and investment into games venues; programmes for young people (specifically *Bring The Power* youth engagement and Gen 22 youth social action); volunteering; cohesion, inclusion and pride; physical activity and wellbeing; creative and cultural participation, jobs and skills, business and tourism; social value and sustainability. BCC has contributed to a greater or lesser extent to each of these themes over the past four years.

The 9 key areas of work (under 10 programmes) from the cross-partner legacy plan have now been further distilled to form the 4 pillars of the region-wide framework for the strategic approach to the regional element of the Games underspend – Economy, Trade and Tourism; Culture and Heritage; Inclusive Communities; and Wellbeing and Sustainability.

### B2. Project Deliverables

*These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc*

The deliverables that this Business Case sets out capture for the Legacy Portfolio can be split into 2 parts:

- 1) The establishment of the Portfolio itself including all of the associated management and governance arrangements. The details of what will be implemented is set out in more detail in section F9. Project Management of this document
- 2) The overview of what the Legacy Portfolio will deliver are set out in following text.

The Legacy Portfolio's deliverables are linked back to the following overarching principles and deliverables as set out in Birmingham City's Legacy Plan:

1. Enabling a THRIVING city, creating opportunities accessible to all.
2. Opening up opportunities to which our younger population can ASPIRE to achieve.
3. Initiatives and facilities which support the development of a HEALTHY society, both physically and mentally.
4. Creating a platform for a more WELCOMING, diverse place to live and invest.
5. Accelerating our GREEN GROWTH plans to grow Birmingham in a sustainable and resilient way.

The Legacy Portfolio covers the entire city of Birmingham. The portfolio spans projects that are short term (delivered in the lead up to, and immediate aftermath of, the Commonwealth Games in 2022) through to the long term (such as the Perry Barr regeneration which is expected to span most of the decade). There are two key phases for the Legacy Portfolio: delivering the projects; and capturing the benefits through monitoring and evaluation. Within the Portfolio there are currently 82 existing or pipeline projects.

The Legacy portfolio can largely be broken into two key groupings: Core Legacy projects which have been managed and overseen by the Commonwealth Games Programme Directorate, and Amplifier Legacy projects delivered by Birmingham City Council which increase the impact that the Commonwealth Games will have on the area.

Within the Core Portfolio, there are three key types of programmes being managed: the community fund benefits (also known as the £6m programme); the physical infrastructure/ capital projects; and organisational Legacy projects (which seek to capture new ways of working from the Games for the benefit of BCC). A list of these projects is provided below:

1. Physical Infrastructure: Sutton Park, Wyndley Leisure Centre, Holford Community Hub, City wide Public Realm, Alexander Stadium, Cycle routes.
2. Community Fund Programme: Creative City projects, Celebrating Communities initiatives, Stronger Communities activities, Physical Activity & Wellbeing projects, Bring the Power (Learning Programme).
3. Organisational Legacy: Large scale event operational Legacy, GIS Database, Knowledge Database

There are also a number of Amplifier projects, and more projects emerging as the Legacy team continue to work with the BCC teams on identifying use of the underspend. In many ways, Amplifier projects are more important to the Legacy than the Core projects managed by the delivery teams, as they will act as the key instigators to continue to deliver the benefits of the Games once they have concluded. (See Appendix G4 for full list).

The below are a selected, but not exhaustive list, of pipeline projects identified for additional inclusion in the Portfolio.

- European Athletics Championship (EAC)
- International Festival
- Grassroots Sports Programme
- City of Ideas (Museum)
- Culture and Engagement Strategy
- Volunteering Programme
- Bolder Birmingham Intergenerational Cohort

The above list of projects was endorsed at the initial December Legacy Portfolio Board. The detailed deliverables will be set out in proportionate business cases for each new/pipeline project as they are further developed. There may also be opportunity through development and review, to consolidate projects to identify more compelling cases and drive efficiencies.

Regarding the £6m Community Fund, there are some immediate areas of further work and opportunities to be explored to secure additional funding. Work is underway to identify governance pathways for the allocation of underspend in 2 areas:

- Celebrating Communities
- Bring the Power (learning and youth engagement)

In addition to this, local funders are interested in potentially supporting further initiatives based around the successes of Creative City, Celebrating Communities, work with young people and 'green' initiatives. Whilst it is not the intention to develop a raft of new initiatives from the Community Fund, securing additional support for culture, creative and community activities arising from the delivery of Community Fund projects can help further the city's ambitions. Work will also continue to close-down and evaluate those elements of the Fund that have delivered.

The EAC and International Festival will have wider economic and social impacts across the region and will be the subject of a future Full Business Cases to WMCA to seek support from the wider regional fund.

### B3. Project Benefits

*These are the social benefits and outcomes from the project, eg additional school places or economic benefits.*

Measure	Outline Impact
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified</i>
Number of jobs created	A Thriving City – support the local economy, boost investment, and build capability across Birmingham to deliver future international major events.
% local people employed (30 miles)	
Number of people upskilled (inc. placements, apprenticeships, etc.)	
Number of major events hosted	
Economic impact of tourism and inward investment	



## APPENDIX 1

Number of youths Not in Education, Employment or Training (NEET) engaged in functional training	Aspirational City – continue to create opportunities for young people, increasing access for children and young people.
Number of people engaged with learning programme	
Number of schools engaged with the learning programme at Reception to KS4	
% young people who feel they have a better understanding of the Commonwealth	
Reach 5,000+ young people and families who wouldn't otherwise have access to the Games (physically/virtually)	
% rise in physical activity within participants of the grant programmes	Healthy City – build on programmes and community projects to increase accessibility to fitness and wellbeing.
% of city population participating in physical activity	
Number of miles walked over set periods (via walking app)	
Delivery of food summit	
Delivery of training and support material for mental health and wellbeing to residents via digital outlets	
% CWG Projects in deprived wards (Linked to Creative City and Celebrating Communities Funds)	Welcoming City – build on community activation funded projects to open Birmingham to the world and connect communities.
Number of Birmingham residents participating in volunteer programme	
Number of community groups supported	
% residents who agree they are proud to live in Birmingham	
% residents who agree their local area is a place where people of different ethnic backgrounds get on well together	
Number of sustainable homes built in Perry Barr	Green Growth City – Acceleration of enhanced public transport services – building on Games projects. Delivery of the Perry Barr 2040 masterplan, including sustainable homes and green infrastructure improvements.
Increase in modal share walking, cycling and transport	
Number of new initiatives to support route to zero	
Number of secondary spaces provided in Perry Barr	
Amount of green/open spaces improved to higher bio-diversity standards	

### Benefits and Outcome so far:

#### WELCOMING CITY

- **262** Celebrating Communities projects; of which 66% were in D1-2 areas (most deprived Wards)
- **244** Community Groups supported through Celebrating Communities fund
- **106** Creative City projects delivered, involving 361 community groups/organisations at 393 locations.
- **858** Volunteers were engaged in the Creative City projects.
- **76%** of Creative City projects were delivered in D1-3 areas (most deprived Wards)

#### HEALTHY CITY

- **70** Active Streets projects
- **6** x Community Games events held, with over **6250** participants and **229** organisations involved. (5,00 participants was the target, and 150 organisations was the target)

#### GREEN GROWTH CITY

- Bus journeys are up to **22% quicker** following introduction of Sprint priority measures
- **125** people involved in the City of Nature project

#### THRIVING CITY

- **1354** people upskilled through Perry Barr Regen Scheme (PBRs)
- **629** employment opportunities created through PBRs
- **9516** people engaged with capital build (PBRs)
- **2592** volunteering hours to support school and community activities (PBRs)
- **986** new homes under construction, of which 312 are affordable homes

#### ASPIRING CITY

- **1** new education facility opened

- **187** workshops delivered in Birmingham schools (including 92 'Bring the Power' workshops for KS1-3 engaging over **5,000** pupils)
- **750** pupils participated in Commonwealth themed UNICEF Rights Respecting event
- Over **300** downloads of Bring the Power educational resources
- **17,122** young people engaged across the 4 dedicated Youth Centre Games Hubs (Lighthouse, The Factory, Clifton Road and Concord)
- **35** young people (aged 14-18) from 12 schools participated in Birmingham's Youth City Board
- **5,000** tickets secured for young people in care and their carers

### **B4. Property implications**

*Describe any implications for Council properties and for the Council's property strategies*

The portfolio approach to managing the overall CWG legacy programme does not have any direct property implications. Where individual projects delivered as a part of this programme do have property implications, these will be set out and managed as a part of the individual full business cases for the specific projects.

## **F. ECONOMIC CASE - OPTIONS APPRAISAL**

*This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities*

### **C1. Options reviewed**

*A full description and review of each option is in Section G1*

Recognising the 2 aspects of this Business Case:

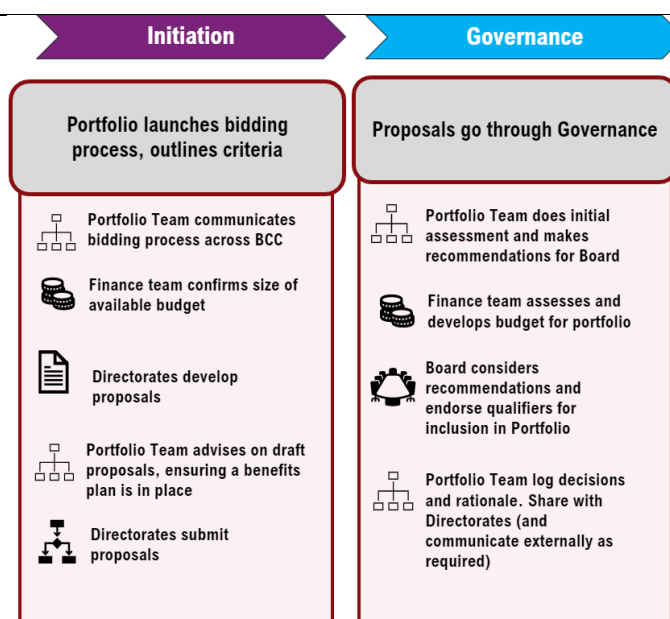
- 1) The establishment of the Portfolio
- 2) The endorsement of projects within the Portfolio that deliver the Legacy ambitions

The options appraisal in C2 below appraises the options around the Portfolio Management approach which is justifiable given that this document is a Programme Level Business case. For the option appraisal of which projects are included within the Portfolio, the process that will be adopted by the Portfolio and the criteria that will be used is set out below.

### **Project Options Appraisal Approach**

The below selection process of projects will be adopted.





For a project to be endorsed for Legacy related funding and be included within the Portfolio, the following criteria should be met where **M** is Mandatory and **D** is Desirable:

- It aligns with one of the 5 themes within the approved Legacy Plan. (M)
- It supports the delivery of one or more KPI's as set out in the Corporate Performance and Delivery Plan. (D)
- A plan for delivering the initiative has been developed and is achievable. (M)
- A clear and realistic timeframe for delivery of the initiative has been developed. (M)
- Resource has been identified and is available to deliver/manage/evaluate the initiative. (M)
- The initiative is not already being delivered by another part of the organisation or Portfolio. (M)
- The applicant has endorsement from their head of Directorate. (M)
- The initiative has been costed and demonstrates Value for Money. (M)
- The benefits and outcomes are clear, achievable and measurable and a plan for evaluation has been developed. (M)
- The applicant has explored partnering opportunities. (D)
- The applicant has explored other means of obtaining funding. (D)

### Portfolio Management Approach Options Appraisal (As Appraised in C2 below)

A number of options for the future delivery model for the Legacy were explored in February 2022 and set out in the Commonwealth Games Legacy Delivery Plan. This document was presented and approved by the CWG Legacy Committee on 4<sup>th</sup> February. The options set out in the document remain valid. The options considered were:

**Option 1 – Directorate Led Approach.** Each directorate would need to have a relevant sponsor, each directorate would need someone within the monitoring & tracking role.

**Option 2 – Centrally Led Portfolio Approach.** The relevant sponsor would sit centrally and be responsible for delivery and reporting across the organisation. A larger, centralised team would be required.

**Option 3 – Hybrid Portfolio Approach (Preferred).** A single programme-level sponsor corporately (centrally led), with project-level sponsors sitting within the directorates themselves (directorate-led). A centralised team will be needed to assist with monitoring, reporting, and stakeholder management.

**Option 4 – Do Minimum: Do not pursue Legacy / Externally Led / Arms-Length Body Approach.** Do nothing and not pursue Legacy ambitions from the Games or Establish (or commission) an external body or charity to work to develop information & Legacy monitoring and Legacy projects on behalf of Council.

## C2. Summary of Options Appraisal – Price/Quality Matrix

Criteria	Option score (out of 10)				Weight	Weighted Score			
	1	2	3	4		1	2	3	4
1. Total capital cost	8	5	7	10	5%	0.4	0.3	0.4	0.5
2. Upfront revenue cost	8	5	7	10	2.5%	0.2	0.1	0.2	0.3
3. Full year revenue consequences	8	5	7	10	2.5%	0.2	0.1	0.2	0.3
4. Benefits: Council priorities	6	5	8	2	20%	1.2	1.0	1.6	0.4
5. Benefits: Service priorities	6	5	8	2	20%	1.2	1.0	1.6	0.4
6. Deliverability and risks	5	6	8	2	30%	1.5	1.8	2.4	0.6
7. Reputation	5	8	8	2	20%	1.0	1.6	1.6	0.4
8. Outward looking benefits (regional, nationally, internationally).	5	7	8	5	10%	0.5	0.7	0.8	0.5
<b>Total</b>	<b>51</b>	<b>46</b>	<b>61</b>	<b>43</b>	<b>100%</b>	<b>6.2</b>	<b>6.6</b>	<b>8.7</b>	<b>3.3</b>

Further details of each option are given in the Options Appraisal Records attached at the end of this OBC.

## C3. Option recommended, with reasons

*Which option is recommended and the key reasons for this decision.*

The Hybrid Portfolio option is the preferred option as it is considered the option with the greatest likelihood of success, and has been qualitatively assessed as the best balance between cost and benefits (as shown in the Summary table above).

The Hybrid option retains project creation, ownership, and delivery responsibility with those that are best placed to deliver and those who have the appropriate capability and experience.

The Hybrid option does not look to duplicate or create an entirely new delivery team. Instead, it provides oversight and acts to bring focus, consistency and structure to the delivery of CWG Legacy ambitions of the Council. This replicates the model adopted successfully in the delivery of the Commonwealth Games.

It will also act as a central point of contact with external parties, enabling closer stakeholder relationship management for Legacy projects.

The establishment of a central portfolio will also demonstrate to external partners that a robust management framework exists to manage and deliver the Legacy ambitions of the Council and provide a transparent and efficient oversight function.

The detailed projects within the Portfolio Council will continue to be developed by Directorates with a central assurance and oversight from the Portfolio. This will ensure that projects remain aligned and coordinated.

#### C4. Risks and Issues of the preferred option

The Portfolio will implement an effective risk management process, aligned with the Council's own risk requirements. The risk management process will monitor and reduce risk or identify opportunity by applying proportionate risk management, ensuring that the responsibility with managing risks sits with those who are best placed to deal with it.

As this is a Portfolio, the variety of projects within its remit are significant and highly variable. The majority of risks will be held at project and programme level. Each project within the Portfolio will be expected to implement their own proportionate Risk Management framework in line with Council and Directorate requirements.

Projects within the Portfolio will provide high level reports on Risk, Issues and Opportunities on an agreed basis so as to provide an awareness. The Portfolio Risk management framework will be established to ensure that there is not duplication and variance of risk reporting within the organisation.

Based on the initial risks and issues register, the top three identified risks, along with their mitigation, are outlined below:

Risk	RAG Rating	Mitigation	Post Mitigation RAG
The Portfolio fails to gain traction and become an effective vehicle to deliver games Legacy due to inadequate buy in from across the organisation. Instead, disparate initiatives are created, losing impact and ability to reconcile against the agreed legacy plan.	Red	The interim Legacy Director post has and will continue to engage with other Directorates to communicate the intentions and gain buy-in. Regular briefings to senior council members to be arranged.	Green
Macro-economic cost inflation erodes the ability to deliver value for money outputs and outcomes for projects, limiting the amount of	Red	An approach of early costing and a conservative approach to contingency planning will be used for projects within the portfolio. The portfolio approach itself will	Amber-Red

external funding that can be secured in competitive bidding.		assist in managing cost inflation for these strategically important projects, taking a view across all of the legacy programme.	
Appropriate governance of Legacy projects and future project opportunities is not enacted quickly enough to enable BCC to capture opportunities related to additional funding, resulting in significant budgetary challenges.	Red	A proportionate Governance framework has been developed and recorded in a Portfolio Management document. A Portfolio Board has been established comprising of senior members from across Directorates. A preliminary meeting was held in December 2022.	Amber

Whilst this Portfolio will have oversight of risks within the projects, this Portfolio will be the only place that will report on the overall risk status of not delivering the strategic Legacy outcomes, and therefore the Council's strategic vision. The other options considered would not provide this visibility of overall Risk.

An Outline Risks and Issues Register is attached at the end of this OBC.

### C5. Other impacts of the preferred option

*Describe other significant impacts, both positive and negative*

The benefit of the proposed Legacy Portfolio approach is:

- A critical mass for CWG Legacy within the Council.
- A point of contact and interface with Partners.
- A group that has oversight across all projects and programmes with a Legacy theme.
- It endorses funding for Projects/Programmes with a Legacy theme thus supporting Strategic Alignment.
- It typically does not deliver individual projects instead leaving it to those who are best placed to deliver thus avoiding duplication.
- It brings focus, consistency, and structure to the delivery of CWG Legacy ambitions of the Council.
- It builds on a similar Portfolio approach used to effectively delivery the Commonwealth Games thus building on the Organisational Transformational Legacy of the Games.

## D. COMMERCIAL CASE

*This considers whether realistic and commercial arrangements for the project can be made*

### D1. Partnership, Joint venture and accountable body working

*Describe how the project will be controlled, managed and delivered if using these arrangements*

The overarching approach to the Council's CWG legacy portfolio does not involve formal partnership / joint venture / accountable body arrangements to be entered into by the Council. In the event that any individual projects would be more effectively delivered using these alternative arrangements, the details will be fully explored and set out in the individual project Full Business Cases, to be submitted for approval as project development progresses. These would then have a mechanism within the Portfolio to enable visibility of progress through partnership working.

It is expected that some projects will be funded from external sources. Of note would be funding of projects from the Games underspend (known as the 75%). This particular funding will be administered through an accountable body, the West Midlands Combined Authority (WMCA).

The WMCA's Single Assurance Framework (SAF) process is compliant with HM Treasury Green Book model has been proposed and the detail of such arrangement is being discussed. This Portfolio will have oversight of this process and undertake initial quality review of any Legacy-related projects progressing to seek funding from the WMCA.

**D2. Procurement implications:**

*What is the proposed procurement strategy and route? Which Framework, or OJEU?*

The overarching portfolio management approach does not have any direct procurement implications. Individual projects delivered as a part of the portfolio will however all have their own characteristics and requirements, which will be developed as a part of each individual project Full Business Case.

**E. FINANCIAL CASE***This sets out the cost and affordability of the project***E1. Financial implications and funding (all assumed revenue)**

	2022/23 £'000	2023/24 £'000	2024/25 £'000	Later £'000	Total £'000
<b>Programme Team</b>	<b>127</b>	<b>459</b>	<b>459</b>		<b>1,045</b>
<b>Project Pipeline</b>					
European Athletics 2026		1,000	2,000	10,700	13,700
European Football 2028				2,000	2,000
International Festival	500	2,500	2,000		5,000
Grass Roots Sport		2,000	3,000		5,000
Community Grants		2,000			2,000
City of Ideas (Museum)					tbc
Grass Roots Culture					tbc
Volunteering					tbc
Intergenerational Study		1,000			1,000
<b>Total Project Pipeline</b>	<b>500</b>	<b>8,500</b>	<b>7,000</b>	<b>12,700</b>	<b>28,700</b>
<b>Total Expenditure</b>	<b>627</b>	<b>8,959</b>	<b>7,459</b>	<b>12,700</b>	<b>29,745</b>
<b>Estimated Funding</b>					
BCC Share of CWG Underspend*		(23,500)			(23,500)
City Readiness Underspend**	(3,000)				(3,000)
Legacy Programme Underspend**	(300)				(300)
WMCA – CWG Underspend (EAC support)***		(5,000)	(8,700)		(13,700)
WMCA – CWG Underspend (Festival support)***		(2,500)	(2,500)		(5,000)
<b>Total Estimated Funding</b>	<b>(3,300)</b>	<b>(31,000)</b>	<b>(11,200)</b>		<b>(45,500)</b>
<b>Net Funding (Surplus)/Deficit</b>	<b>(2,673)</b>	<b>(22,041)</b>	<b>(3,741)</b>	<b>12,700</b>	<b>(15,755)</b>

**Key:**

\* Underspend from the Commonwealth Games taken back from BCC's Games contribution (known as the 25%)

\*\* Any underspend from the Commonwealth Games including from general Games underspend and the previous Community Fund budget (known as the £6m)

\*\*\* Securing a proportion of the underspend from the Commonwealth Games DCMS contribution managed by the Combined Authority (known as the 75%)



**E2. Evaluation and comment on financial implications:**

A number of the currently identified pipeline Games legacy projects have not yet been fully costed and are therefore included in the table at section E1 without costs. It is also important to note that there are a number of other potential projects to be potentially supported as a part of the Games Legacy - and at this stage these are identified in potential pipeline projects and require further work to define. As work progresses on these pipeline projects and should they be considered suitable to receive funding, the anticipated expenditure through the Legacy Portfolio is anticipated to increase to match the total level of funding available. This will be actively managed by the Portfolio to ensure that the portfolio does not overspend. Projects that do not meet the required criteria as set out in section C1 above, will not be recommended to receive funding from the Portfolio.

None of the identified funding sources set out in section E1 have been finalised at this time. The BCC share of CWG underspend (estimated at £23.5million) will revert to the Council under the terms of the overarching Games Funding Agreement between the Council and DCMS. This will be by way of a reduction in the Council's contribution to core Games costs, calculated as 25% of the final declared underspend on the delivery of the Games. Estimated underspends in relation to City Readiness and Legacy programme (estimated total £3.3million) relate to Council budgets for Games delivery that did not form a part of the core Games budget. Work is continuing to finalise the reconciliation of expenditure against these budgets and will be concluded prior to the end of the financial year.

Remaining funding identified from WMCA (known as the 75%) are derived from the DCMS share of core Games budget underspends, of which Government have agreed that approximately £70million will be retained for investment in Games Legacy within the West Midlands region by Games Partners. This funding is only available for the current Spending Review period (ending on 31 March 2025) and will be subject to WMCA approval of grant applications, anticipated to be managed through the application of the WMCA Single Assurance Framework. This funding is not yet secure, and in the event that applications are not successful, this will reduce the remaining funding available for future pipeline proposals.

**E3. Approach to optimism bias and provision of contingency**

Individual projects delivered under the overall portfolio approach will include appropriate and proportionate levels of contingency commensurate with the identified level of risk associated with the specific project. The detailed approach and level of contingency will vary on a case by case basis and will be set out in greater detail in each individual project Full Business Case.

**E4. Taxation**

*Describe any tax implications and how they will be managed, including VAT*

There are no specific tax or VAT implications arising from the portfolio approach to the management of the CWG legacy programme. Each project delivered as a part of this portfolio will however be rigorously reviewed and managed (particularly where there are specific risk areas relating to property or VAT partial exemption implications) to ensure that the overall impacts are effectively managed.

**F. PROJECT MANAGEMENT CASE**

<i>This considers how project delivery plans are robust and realistic</i>	
<b>F1. Key Project Milestones</b>	<b>Planned Delivery Dates</b>
Portfolio concept established and documented	December 2022
Interim operation of Portfolio	January 2023 – March 2023
OBC approval by Cabinet	March 2023
Availability of Games underspend funding	31 <sup>st</sup> March 2023
Full operation of Portfolio (following Cabinet Approval)	March 23
Development of Full Business Cases for projects within the Portfolio	November 2022 – June 2023
Submission of Full Business Cases for individual projects	March 23 – September 23
Final Post Games Evaluation report issued	December 2023
International Festival 2023 (Proposed)	August 2023
International Festival (Proposed)	August 2024
Expiry of 75% funding	31 <sup>st</sup> March 2025
EAC Championship	August 2026
<b>F2. Achievability</b>	
<i>Describe how the project can be delivered given the organisational skills and capacity available</i>	
<p>This option has been assessed as very achievable. The proportionate approach proposed has been developed in consideration of industry best practice and by suitable experienced and skilled professionals experienced in similar work.</p> <p>The proposed solution has also consulted with the organisation and drawn on existing processes and procedures from the Corporate Programme Management Office (CPMO). The Council's finance and procurement team have also been closely consulted and helped shape the proposed outcome to ensure that commercial and financial considerations are embedded.</p> <p>The proposed approach draws on internal resources and skills to deliver.</p> <p>Whilst the variedness and stakeholder complexity of the projects within the portfolio increase complexity overall, the complexity of the processes and procedures proposed are considered low. In order to implement the Portfolio, it does not require any additional or specific skills or capability to be developed/adopted. The resources and skills could readily be redeployed within the organisation at conclusion.</p> <p>The approach proposed is building on the Commonwealth Games experience and approach which was proven to be successfully adopted by the organisation and deliver outcomes. The proposed solution therefore in itself, is a positive organisational Legacy outcome of the Games.</p>	
<b>F3. Dependencies on other projects or activities</b>	
<p>The key dependencies are:</p> <ul style="list-style-type: none"> <li>• Finalisation of the Games underspend budget as this will dictate the full magnitude of the Portfolio. This is expected Feb 23.</li> <li>• Final confirmation of the accountable body who will administer the underspend budget. This is expected to be received from WMCA by end Feb 23.</li> </ul>	
<b>F4. Products required to produce Full Business Case</b>	
<i>This should be a full list of the items required in order to produce a Full Business Case.</i>	
<p>This document outlines the establishment and operation of a Portfolio structure to manage Legacy related projects. It is not expected that it is necessary to move to an FBC for this proposal, as it would create a governance and monitoring structure rather than a specific intervention.</p>	

Once the Portfolio is established, it will enable a structure that can identify and develop new projects through its governance mechanisms.

It is the expectation that a series of Full Business Cases or similar will be produced on a project-by-project basis for Projects within the Portfolio. The Full Business Cases will be produced by the Directorate/team who will deliver the project and will be aligned to the requirements of the funding organisation (either BCC or where needed WMCA or Central Government funding requirements). Where feasible and beneficial, opportunities to consolidate Projects/Business Cases will also be explored to drive efficiencies.

Due to the varied nature of projects within the Portfolio, the products within each FBC will vary and be proportionate but will likely include:

- Project Design
- Strategic fit assessment
- Financial Plan including funding agreements/arrangements
- Delivery Plan
- Economic impact
- Social Impact Assessment
- Environmental Impact Assessment
- Whole of Life costings
- Tender details
- Consultation/Stakeholder Analysis
- Contract Management Plan
- Benefits Realisation Plan

### **F5. Estimated time to complete project development to FBC**

*Give an estimate of how long it will take to complete the delivery of all the products stated above, and incorporate them into a Full Business Case.*

Given the relatively small level of funding required to establish a Portfolio approach to Legacy management, it is recommended that the Council approves the case for this governance at this stage. It is not proposed that a further FBC is produced for the Portfolio itself.

It is instead expected that individual FBC's will need to be completed for each emerging project in due course. As set out in the table in section F1 above:

- The development of business cases is expected to be complete between November 2022 and June 2023.
- The Approval of the Business Cases are expected to be between March 2023 and September 2023.

The timing of each Business Case will be project dependent and will be included within each project's plan. The Portfolio will liaise with the Directorates to monitor progress and have visibility over timing.

There may need to be a prioritisation of Business Cases aligned to both availability of resources if a constraint is identified and/or the timing/availability/expiration of funding.

### **F6. Estimated cost to complete project development to FBC**

*Provide details of the development costs shown in Section F1 above (capital and revenue). This should include an estimate of the costs of delivering all the products stated above and incorporating them into a Full Business Case. The cost of internal resources, where these are charged to the project budget, should be included. A separate analysis may be attached.*

Similarly, to the timeline in F5 above, it is expected that a number of FBC's or similar will need to be completed for projects within the Portfolio.

The estimated cost of each Business Case will be project dependent and expected to be proportionate to the scale of the project itself.

### F7. Funding of development costs

*Provide details of development costs funding shown in Section F1 above.*

Any estimated development costs will be on project-by-project basis and recorded in the relevant Business Base.

There are no expected direct development costs associated with the Portfolio itself.

### F8. Officer support

**Project Manager:** To be appointed, interim Programme Manager in post currently

**Project Accountant:** Guy Olivant

**Project Director:** Andrew Newman

**Project Sponsor:** Graeme Betts

### F9. Project Management

*Describe how the project will be managed, including the responsible Project Board and who its members are*

A proportionate approach which assumes Portfolio Management principles has been developed and will be adopted. This is recorded in the Legacy Portfolio Management Plan.

The management approach adopted for the portfolio is underpinned by the following principles:

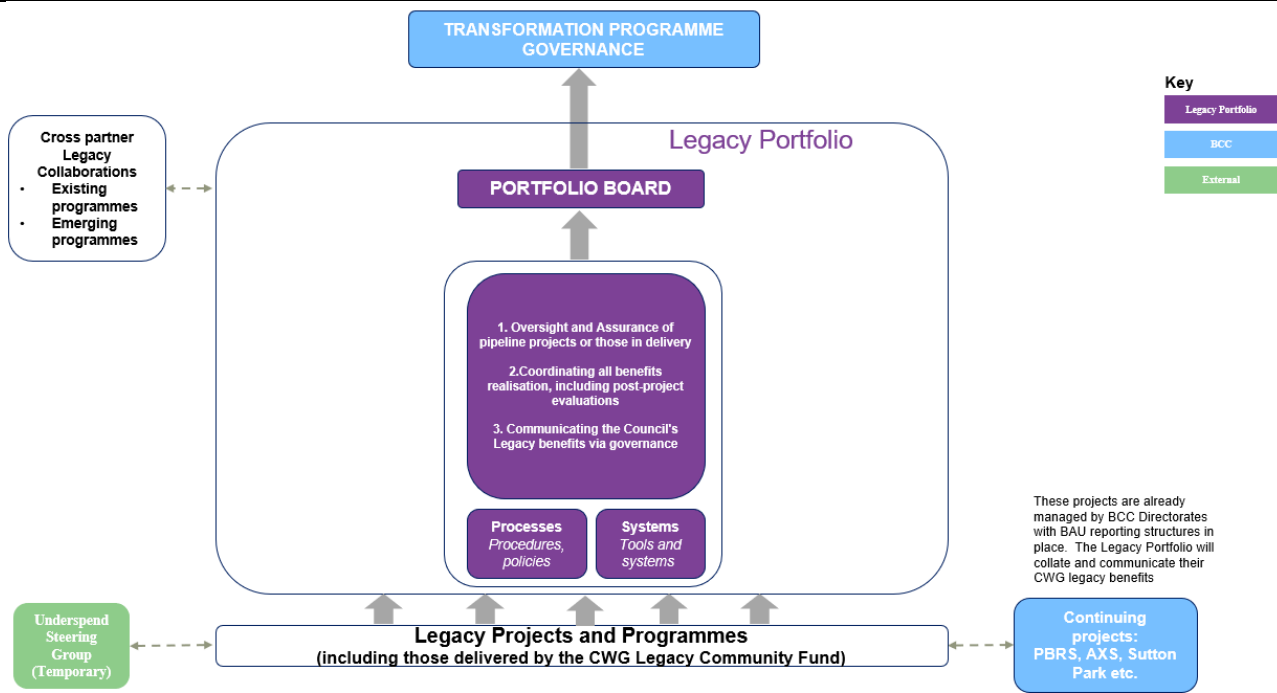
- A critical mass for CWG Legacy within the Council.
- A point of contact and interface with Partners.
- A group that has oversight across projects and programmes with a Legacy theme.
- It endorses (Not approves) funding for Projects/Programmes with a Legacy theme.
- It typically does not deliver individual projects.
- It brings focus, consistency, and structure to the delivery of CWG Legacy ambitions of BCC

The Portfolio Management Plan proposes that projects are delivered by those best placed to deliver (namely within BCC Directorates) with the Portfolio itself providing oversight focused on the delivery of BCC's agreed Legacy Plan objectives and wherever possible any wider Council Corporate Delivery Plan objectives.

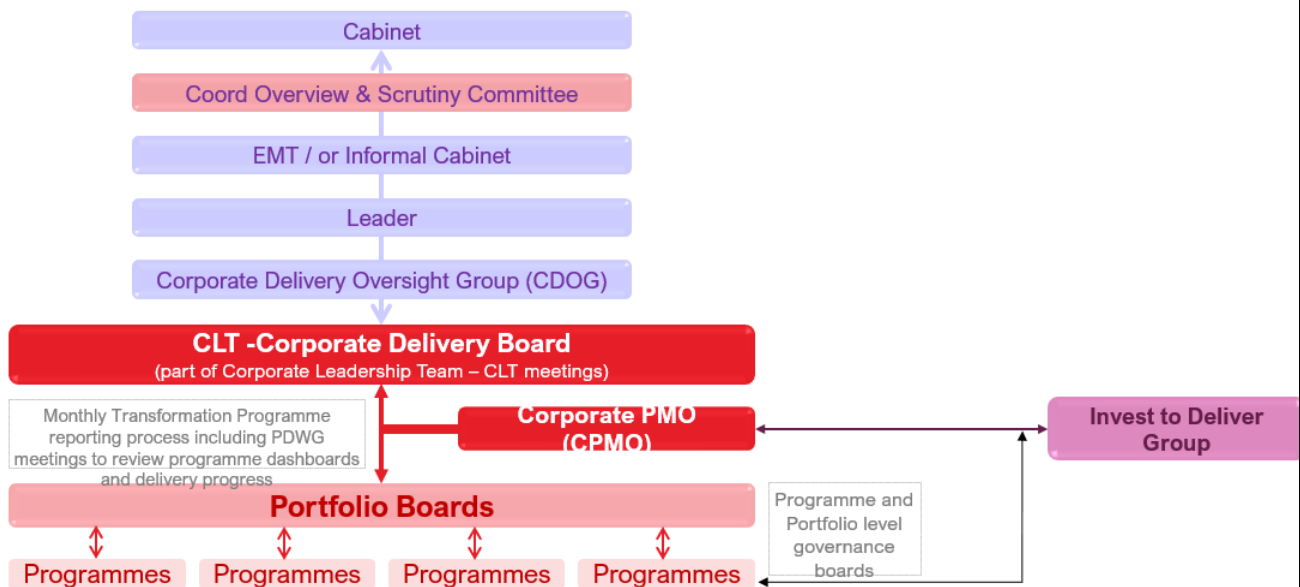
Each project within the Portfolio will be expected to have suitable and proportionate Project Management arrangements. These are likely to be variable give the nature of the Portfolio.

A Portfolio Board will be established chair by the Portfolio Sponsor Graeme Betts. The Portfolio Board will review progress of projects in delivering the agreed outcomes and overall progress of the Council with delivering the agreed Legacy Outcomes. Whilst the Portfolio Board will endorse spending, the funding is expected to flow through the Directorates and follow the existing Council Constitution. Terms of Reference have been drafted for the Portfolio Board along with role descriptions for those involved within the Portfolio.

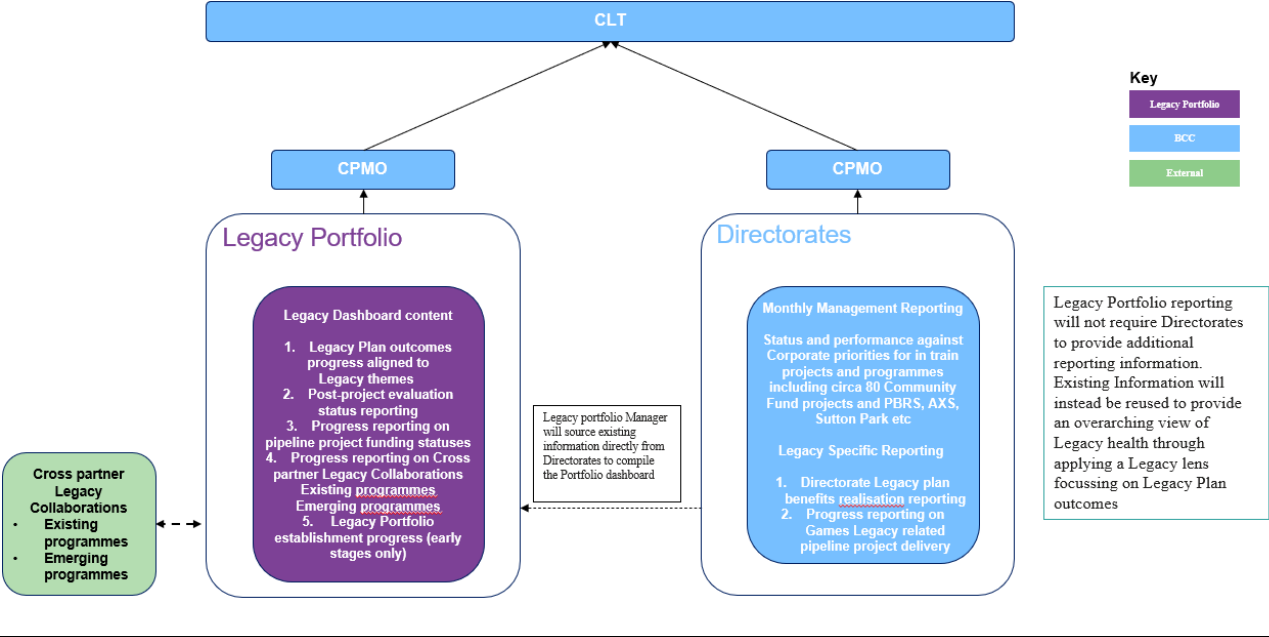
The below diagram shows the proposed Portfolio Management framework.



The below diagram shows how the Portfolio will report into the existing governance of the Council.



The below diagram shows how projects within the Portfolio will report on progress and risks and issues.





**G. SUPPORTING INFORMATION**

*(Please adapt or replace the formats as appropriate to the project)*

**G1. OBC OPTIONS APPRAISAL RECORDS (these are summarised in section C2)**

*The following sections are evidence of the different options that have been considered in arriving at the proposed solution. All options should be documented individually.*

<b>Option 1</b>	<b>Directorate-Led Approach</b> <ul style="list-style-type: none"> <li>Each directorate would need to have a relevant sponsor</li> <li>Each directorate would need someone within the monitoring &amp; tracking role</li> </ul>
<b>Information Considered</b>	<p>Using a qualitative assessment approach based on experience and industry knowledge, the following were considered when evaluating this option:</p> <ul style="list-style-type: none"> <li>The likely cost (both revenue and capital)</li> <li>The complexity of implementing and therefore likelihood of being effective</li> <li>The likely reputational impact</li> <li>The likelihood of benefits being realised in a consistent manner</li> <li>Lessons Learned from the Commonwealth Games Programme.</li> </ul>
<b>Pros and Cons of Option</b>	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> <li>Reduction in direct costs</li> <li>Aligns with intention for CWG Legacy to be built into delivery plans</li> </ul> <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> <li>Risk of irregular reporting &amp; failing to comply with host city requirements</li> <li>Less room for coherence &amp; co-ordination across the programme and wider Council.</li> <li>No central point of contact or body of knowledge.</li> <li>Lack of visibility at corporate level over departmental progress, and therefore potential inability to intervene in a timely manner if required.</li> <li>There may be duplication of tracking roles (e.g., monitoring &amp; reporting) across directorates.</li> <li>Directorates face issues with competing priorities – will these activities be their Core focus?</li> <li>Competing challenges.</li> <li>Funding challenges within the existing BAU teams.</li> </ul>
<b>People Consulted</b>	<p>This option was presented to the CWG Legacy Committee on 4<sup>th</sup> February 2022. The Legacy Committee comprised: Graeme Betts, Legacy SRO (chair); Cat Orchard, Head of Community Partnerships; Hannah Sparrey, Games Legacy and Policy Manager; Chris Jordan, Assistant Director Neighbourhoods, Dave Wagg, Head of Strategic Sport; Symon Easton, Head of Cultural Development; Richard Woodland, Capital Investment Officer; Waqar Ahmad, Assistant Director Community Safety and Resilience; Maria Gavin Assistant Director Adult Social Care; Razia Butt, Independent Education Advisor; Ilgun Yusuf Assistant Director Skills and Employability; , Jake Shaw, RAP &amp; CP Head of Service, Birmingham Children's Trust; Surinder Jassi, Cohesion &amp; Equalities Service Manager; Modupe Omonijo, Assistant Director Public Health.</p>
<b>Recommendation</b>	Abandon
<b>Principal Reason for Decision</b>	<p>This option will lead to inconsistency and no central point of focus for Legacy. A fragmented approach will impact the Council's ambition to realise the full benefits of the Games and realise future benefits. It will also likely diminish credibility and confidence with Partners.</p>

<b>Option 2</b>	<b>Centrally Led Portfolio Approach</b> <ul style="list-style-type: none"> <li>The relevant sponsor would sit centrally and be responsible for delivery and reporting across the organisation.</li> <li>A larger, centralised team would be required.</li> </ul>
<b>Information Considered</b>	<p>Using a qualitative assessment approach based on experience and industry knowledge, the following were considered when evaluating this option:</p> <ul style="list-style-type: none"> <li>The likely cost (both revenue and capital)</li> <li>The complexity of implementing and therefore likelihood of being effective</li> <li>The likely reputational impact</li> <li>The likelihood of benefits being realised in a consistent manner</li> <li>Lessons Learned from the Commonwealth Games Programme.</li> </ul>
<b>Pros and Cons of Option</b>	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> <li>Provides corporate visibility across the Directorates</li> <li>Provides the ability to intervene in a timely manner if required to achieve an outcome.</li> <li>Cost of monitoring may have some efficiencies.</li> <li>Oversight across the whole programme - encourages better team working.</li> </ul> <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> <li>The activities within the Legacy Plan are often specialist to the department, and best understood by the department.</li> <li>Risks a lack of ownership by the departments themselves</li> <li>May increase the cost of delivery by requiring an additional central team more invested in delivery than otherwise required.</li> </ul>
<b>People Consulted</b>	<p>This option was presented to the CWG Legacy Committee on 4<sup>th</sup> February 2022. The Legacy Committee comprised of Graeme Betts, Legacy SRO (chair); Cat Orchard, Head of Community Partnerships; Hannah Sparrey, Games Legacy and Policy Manager; Chris Jordan, Assistant Director Neighbourhoods, Dave Wagg, Head of Strategic Sport; Symon Easton, Head of Cultural Development; Richard Woodland, Capital Investment Officer; Waqar Ahmad, Assistant Director Community Safety and Resilience; Maria Gavin Assistant Director Adult Social Care; Razia Butt, Independent Education Advisor; Ilgun Yusuf Assistant Director Skills and Employability; , Jake Shaw, RAP &amp; CP Head of Service, Birmingham Children's Trust; Surinder Jassi, Cohesion &amp; Equalities Service Manager; Modupe Omonijo, Assistant Director Public Health</p>
<b>Recommendation</b>	Abandon
<b>Principal Reason for Decision</b>	<p>This option is considered unrealistic and unlikely to be achievable. It is also the costliest option as leads to duplication and need to stand up an entirely new and effective Portfolio.</p>

<b>Option 3</b>	<b>Hybrid Portfolio Approach</b> <ul style="list-style-type: none"> <li>A single programme-level sponsor corporately (centrally-led), with project-level sponsors sitting within the directorates themselves (directorate-led)</li> <li>A centralised team will be needed to assist with monitoring, reporting, and stakeholder management</li> </ul>
<b>Information Considered</b>	<p>Using a qualitative assessment approach based on experience and industry knowledge, the following were considered when evaluating this option:</p> <ul style="list-style-type: none"> <li>The likely cost (both revenue and capital)</li> </ul>


	<ul style="list-style-type: none"> <li>• The complexity of implementing and therefore likelihood of being effective</li> <li>• The likely reputational impact</li> <li>• The likelihood of benefits being realised in a consistent manner</li> </ul> <p>Lessons Learned from the Commonwealth Games Programme.</p>
<b>Pros and Cons of Option</b>	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> <li>• Buy in from Directorates is encouraged as delivery activities remain with the specialist teams.</li> <li>• Reporting can be standardised corporately across the Legacy programme.</li> <li>• The burden of reporting is centralised as much as possible (decreasing required touch points for the minimum reporting externally).</li> <li>• Corporate visibility over progress is retained.</li> <li>• The Core delivery team could be absorbed into existing corporate PMO.</li> </ul> <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> <li>• Directorates face issues with competing priorities – will these activities be their Core focus?</li> <li>• There may be additional resource cost for the corporate PMO due to additional responsibilities.</li> </ul>
<b>People Consulted</b>	<p>This option was presented to the CWG Legacy Committee on 4<sup>th</sup> February 2022. The Committee comprised of Graeme Betts, Legacy SRO (chair); Cat Orchard, Head of Community Partnerships; Hannah Sparrey, Games Legacy and Policy Manager; Chris Jordan, Assistant Director Neighbourhoods, Dave Wagg, Head of Strategic Sport; Symon Easton, Head of Cultural Development; Richard Woodland, Capital Investment Officer; Waqar Ahmad, Assistant Director Community Safety and Resilience; Maria Gavin Assistant Director Adult Social Care; Razia Butt, Independent Education Advisor; Ilgun Yusuf Assistant Director Skills and Employability; , Jake Shaw, RAP &amp; CP Head of Service, Birmingham Children's Trust; Surinder Jassi, Cohesion &amp; Equalities Service Manager; Modupe Omonijo, Assistant Director Public Health</p>
<b>Recommendation</b>	Proceed
<b>Principal Reason for Decision</b>	<p>This option was selected as the preferred option as:</p> <ul style="list-style-type: none"> <li>• Avoided duplication within the organisation</li> <li>• Enables visibility of progress across the breadth of legacy projects.</li> </ul>

<b>Option 4</b>	<p><b>Do Nothing: Do not pursue Legacy / Externally Led / Arms-Length Body Approach</b></p> <ul style="list-style-type: none"> <li>• Do nothing and not pursue Legacy ambitions from the Games, or</li> <li>• Establish (or commission) an external body or charity to work to develop information &amp; Legacy monitoring and Legacy projects on behalf of Council.</li> </ul>
<b>Information Considered</b>	<p>Using a qualitative assessment approach based on experience and industry knowledge, the following were considered when evaluating this option:</p> <ul style="list-style-type: none"> <li>• The likely cost (both revenue and capital)</li> <li>• The complexity of implementing and therefore likelihood of being effective</li> <li>• The likely reputational impact</li> <li>• The likelihood of benefits being realised in a consistent manner</li> </ul> <p>Lessons Learned from the Commonwealth Games Programme.</p>

<b>Pros and Cons of Option</b>	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> <li>• Minimal/no capacity requirements for Directorates</li> <li>• Independent collection and assessment</li> <li>• Ability to capture requirements within a contractual framework</li> </ul> <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> <li>• For do nothing, likely loss of opportunity to deliver Commonwealth Games Legacy ambitions and build on success of Games.</li> <li>• Reputational impact.</li> <li>• No one representing Birmingham City Council interests.</li> <li>• If an external organisation delivers, potential increase in costs due to delivery and monitoring being undertaken by a third party</li> <li>• Corporate visibility issues.</li> <li>• Third parties unlikely to understand the structure of the Council; more likely to struggle with 'finding the right contact'</li> <li>• Unlikely to be able to leverage emerging opportunities for additional funding to support wider BCC ambitions.</li> </ul>
	<p>This option was presented to the CWG Legacy Committee on 4<sup>th</sup> February 2022. The committee comprised of Graeme Betts, Legacy SRO (chair); Cat Orchard, Head of Community Partnerships; Hannah Sparrey, Games Legacy and Policy Manager; Chris Jordan, Assistant Director Neighbourhoods, Dave Wagg, Head of Strategic Sport; Symon Easton, Head of Cultural Development; Richard Woodland, Capital Investment Officer; Waqar Ahmad, Assistant Director Community Safety and Resilience; Maria Gavin Assistant Director Adult Social Care; Razia Butt, Independent Education Advisor; Ilgun Yusuf Assistant Director Skills and Employability; , Jake Shaw, RAP &amp; CP Head of Service, Birmingham Children's Trust; Surinder Jassi, Cohesion &amp; Equalities Service Manager; Modupe Omonijo, Assistant Director Public Health</p>
<b>Recommendation</b>	<p>Abandon</p>
<b>Principal Reason for Decision</b>	<p>This option would mean a greatly reduced likelihood of Legacy ambitions of the Commonwealth Games being realised and built upon. This would be a suboptimal outcome for BCC and likely lead to negative publicity.</p>

## G2. OUTLINE RISKS AND ISSUES REGISTER

Risks should include Optimism Bias, and risks during the development to FBC  
Grading of severity and likelihood: High – Significant – Medium - Low

Risk Register													
Risk Ref	Date raised	Project / Workstream	Risk description and expected impact	Action(s)	Raised By	Risk Owner	Proximity of risk	Target resolution date	Direction of travel	Current risk assessment			Risk Status
										Likelihood	Impact	Score	
1	28/10/2022	CWG Legacy	A Programme Manager is not appointed in time to drive progress on the proposals and projects, leading to lost opportunities to build on the Games momentum or uncoordinated activities.	JD written for Programme Manager. Consider fixed term interim appointment if permanent hire takes too long. Agree funding for role.	Peter Henderson	Portfolio Sponsor	Immediate	30/11/2022	Unchanged	5	4	20	Open
2	28/10/2022	CWG Legacy	Council spending priorities reallocate funds from the CWG Legacy budget to meet other urgent needs, reducing the scope and range of projects to deliver a sustainable legacy	Look for opportunities to secure funding, including from 3rd parties, to supplement and shore up the legacy projects.	Peter Henderson	Portfolio Sponsor / Guy Olivant	1-3 months	31/03/2023	Unchanged	3	4	12	Open
3	28/10/2022	CWG Legacy	Directorates do not have resource available to develop proposals into deliverable projects, so funding cannot be allocated to deserving outcomes	Develop comprehensive Business Case. Allocate a proportion of the budget to resource for turning ideas into structured and resourced projects	Peter Henderson	Portfolio Sponsor / Directorate Leads	1-3 months	31/03/2023	Unchanged	3	3	9	Open
4	28/10/2022	CWG Legacy	Projects in the Portfolio fail to deliver outcomes promised and / or achieve value for money, thus damaging the legacy reputation	Initiate only those projects most likely to deliver; rigorous monitoring of project vital signs to provide assurance to Exec Sponsor; implement a "kill early, kill often" approach to failing projects	Peter Henderson	Portfolio Lead	Long term	30/09/2023	Unchanged	3	4	12	Open
5	28/10/2022	CWG Legacy	There is such a variety of types of project that evaluation cannot be achieved with a simple, single method and communication of the benefits becomes burdensome to manage	Develop a reliable, proportionate method using pareto principles which will work satisfactorily for bulk of projects	Peter Henderson	Portfolio Lead	1-3 months	31/03/2023	Unchanged	4	3	12	Open
6	04/11/2022	CWG Legacy	The Portfolio fails to gain traction and become an effective vehicle to deliver Games Legacy due to inadequate buy in from across the organisation. Instead, disparate initiatives are created losing impact and ability to reconcile against the agreed Legacy Plan.	Clear mandate communicated to Council. Appointment of an empowered Portfolio Board. Adequate resource and budget allocated to establish and deliver portfolio.	Simon Payne	Portfolio Sponsor	1-3 months	28/02/2023	Unchanged	5	3	15	Open
7	01/11/2022	CWG Legacy	The Legacy Ambitions of the Portfolio are unclear and ambiguous. Legacy fails to gain traction and momentum and deliver against the agreed CWG Legacy Plan.	Align all projects back to agreed Legacy Plan. Develop Comms materials to brief staff on the Portfolio and the Legacy Ambitions.	Simon Payne	Portfolio Sponsor	1-3 months	28/02/2023	Unchanged	4	3	12	Open
8	15/11/2022	CWG Legacy	The Legacy outcomes and benefits are not fully captured, recorded and communicated. The return on investment for the local community can not be demonstrated.	Commit resource to ensure that projects within the Legacy Portfolio are and continue to be suitably evaluated. Agree Comms campaign to to communicate benefits. Develop and implement Benefits Realisation plan for all future projects. For consistency, align to CPMO Benefits Realistaion approach.	Simon Payne	Portfolio Sponsor	1-3 months	23/12/2022	Unchanged	4	2	8	Open
9	28/10/2022	CWG Legacy	A Portfolio Director is not appointed in time to drive progress on the proposals and projects, leading to lost opportunities to build on the Games momentum or uncoordinated activities.	Andy Newman appointed to the role and to take up the role officially in January. JD written for Legacy Director. Consider fixed term interim appointment if permanent hire takes too long.	Peter Henderson	Portfolio Sponsor	1-3 months	13/01/2023	Improved	2	4	8	Open

The above is a copy of the current Portfolio Risk Register which has adopted the CPMO Risk Reporting format.

G3. Birmingham City Council Legacy Plan 2021



Birmingham City Council Legacy Plan 2021.pdf  
Link: [Birmingham City Council Legacy Plan 2021.pdf](#)



## G4. Legacy Portfolio Projects List

## Headlines – Projects Summary

<div>Status</div> <p><b>Projects in:</b>            Evaluation = 55            Progress = 11            Pipeline = 16            tbc = 1</p>	<div>Directorates</div> <p>Adult Social Care = 2            Children and Families = 12            City Operations = 23            Place, Prosperity and Sustainability = 7            Public Health = 13            Strategy, Partnerships &amp; Insight = 4</p>
<div>Legacy Theme</div> <p>Thriving = 13            Welcoming = 17            Green Growth = 10            Aspiring = 11            Healthy = 19</p>	<div>BCC v Partner</div> <p>83 = Project Total            61 = BCC owned            22 = Partner owned</p>

Legacy Portfolio Projects List – Nov 22.pdf  
 Link: [Legacy Portfolio Projects List - Nov 22.pdf](#)