

Outline Business Case (OBC)			
1. General Information			
Directorate	Place Directorate	Portfolio Committee	Commonwealth Games, Sport, Events
Project Title	Alexander Stadium – Commonwealth Games Development	Project Code	TBC
Project Description	<p><i>Background</i></p> <p>Birmingham’s bid to host the Games was based on the development of the Alexander Stadium to meet the requirements of delivering the opening and closing ceremonies and athletics programme for the Commonwealth Games 2022. It will also provide a lasting legacy as a high profile venue for major sporting and cultural events, whilst maintaining a varied community programme that allows the development of the facility on a long term financially sustainable footing.</p> <p><i>Financial Implications</i></p> <p><u>Capital</u></p> <p>The Commonwealth Games Organising Committee is developing a budget to fully fund the delivery of the Stadium including Overlay.</p> <p>This will be confirmed at the FBC stage.</p> <p><i>Procurement</i></p> <p>To support the delivery of the project there is a requirement for various services and a works contract to be procured.</p> <p>The City Council will enter into a number of contracts. These include: -</p> <ul style="list-style-type: none"> • Master / Business Planner • Design Team • Technical delivery team • Surveys • Contractor 		

**Link to
Corporate and
Service
Outcomes**

The Council's Vision and Priorities focus on Birmingham being a city of growth where every child, citizen and place matters. The priorities are for Children, Housing, Jobs and Skills and Health. The hosting of the Commonwealth Games 2022 and development of Alexander Stadium maximises the opportunities to align delivery of the City's vision with the vision held by both Government and the Commonwealth Games Federation for the Games and its legacy successes.

Aligned Vision and Values

The following values align with those of the Council:

The Vision of the Commonwealth Games Federation is:

“Building peaceful, sustainable and prosperous communities globally by inspiring Commonwealth Athletes to drive the impact and ambition of all Commonwealth Citizens through Sport.”

The Commonwealth Games Federation also have a Commonwealth Sport Impact Framework with a number of “pillars” which focuses on values such as:

“Happy and confident; Creative and Innovative; Ambitious and Aspirational; Contributing to the United Nations Sustainable Development Goals; Awareness – Advocacy – Action; Reconciliation initiatives; Conflict Resolution; Recognition of Marginalised Groups and Human Rights Protection and Promotion”.

Children and Young People

The project would provide an inspirational focus for work with children and young people. The Games, particularly, can be used in tailored curriculum work at schools, provide volunteering opportunities for students and opportunities for children and adults. While the redeveloped Stadium with its improved sporting facilities, will provide a central community sports hub which will contribute to the mental health and wellbeing of the local community.

Jobs and Skills (and inclusive economic growth)

The project would provide job opportunities in a range of areas including construction, management, and small business enterprise.

The Games will provide short term economic benefits because of the visitor numbers and direct job creation. A volunteer programme will allow participants to gain accreditation and strengthen skills and confidence. This can help equip people young and old for work and give confidence to those who have been excluded from employment.

Health

The Stadium will be designed to maximise positive health outcomes, providing an environment that promotes health and wellbeing, including mental health. The Games are a significant opportunity to promote a healthy and active lifestyle.

Transport

The overall Commonwealth Games is proposing to accelerate existing planned improvements to the public transport network, providing high quality transport in Games time and deliver a sustainable legacy transport network in line with Birmingham Connected and the HS2 Growth Strategy.

Community and Social Cohesion

The project will be an important symbol and driver for messages about pride in the city, the identity of the community of Birmingham and pride in the history of the people who have come together to form the identity of the city and the region. The redevelopment will be designed to demonstrate that physical and cultural activity can be some of the catalysts that bring people, communities and places together. It will help to break down real and perceived barriers, improving community resilience and promoting a greater understanding and tolerance of “those not like me” amongst people of all ages.

Social Responsibility

The City Council will require any contracted organisation delivering works and or services or goods in relation to the regeneration to be a certified signatory to the Birmingham Business Charter for Social Responsibility (BBC4SR) with an action plan of commitments relevant to the contract awarded. Their compliance with the Birmingham Living Wage Policy will also be a requirement.

Project Benefits

Hosting the Commonwealth Games in 2022 will have a positive and lasting impact on the city, providing Birmingham with the opportunity to:

- Deliver a Games that supports the Council's key priorities for the City – children and young people, housing, health, jobs and skills, inclusive economic growth
- Bring forward investment in the much wider and more comprehensive regeneration of Perry Barr more quickly than the Council could achieve without the Games
- Remove barriers to participation in physical activity and sport, with a focus on communities that are currently inactive, promoting better mental and physical health outcomes for our citizens
- Invest in sports infrastructure through the redevelopment of Alexander Stadium and upgrading of local and community sports facilities in that area
- Showcase the best of Birmingham and the wider region – promoting tourism, investment, business
- Deliver employment, training and volunteering opportunities for our citizens, and the chance to be part of an internationally recognised sporting event.
- Improve the city's transport infrastructure by accelerating the West Midlands Combined Authority (WMCA) £8bn 2026 Delivery Plan for Transport.
- Work closely with partners across the region to deliver a Games that reflects the City and the wider West Midlands – this will strengthen regional partnership and drive a joint regional 'effort'
- Demonstrate on a global stage that Birmingham is a young, diverse, entrepreneurial and exciting city.

There will be long-standing benefits to facilities in Birmingham, most notably to the Alexander Stadium which will host the opening and closing ceremonies and the Athletics events. Throughout the development of the successful bid, the City Council's vision has been that the stadium remains a high-profile venue for major

sporting and cultural events, whilst maintaining a varied community programme that allows the development of the facility on a long term, financially sustainable footing. The venue will continue to host both international and national competitions and remain the home of athletics in Birmingham as the “City of Running”.

However the longer – term vision for the wider site is to create a Sports Village consisting of both a high performance centre of excellence for athletics and providing a community sports hub, to service the existing community some of whom will ultimately occupy the new homes in Perry Barr. All these proposals need extensive consultation with the local community.

Project Deliverables	<p>The Stadium, closely linked to the Athlete’s Village also being developed for the Commonwealth Games and improved highways infrastructure, provides a unique opportunity to regenerate the Perry Barr area and provide a number of benefits within the locality.</p> <p>The Alexander Stadium will be developed from a 12,700 seat facility to 40,000 seats during Games time and post Games will become a permanent 20,000 seat stadium, with a new home straight covered stand, in addition to the relatively new back straight stand occupied by UK Athletics. Furthermore, there will be a new 6 lane warm up track built for the Games.</p> <p>The new facilities will both benefit high performance sport and the community and be part of the wider sport village approach to the site. There will be an opportunity for additional accommodation to be made available for these activities, subject to agreement of appropriate commercial terms.</p> <p>In addition to the development of the stadium, the site already consists of an international gymnastic and martial arts centre (GMAC), a competition BMX track and the high performance centre referred to above.</p> <p>However with the space created within a new home straight stand and with the space available on site, there is an opportunity to enhance the community facilities further and create zones to make the whole site more sustainable. A funding application to Sports England was successfully approved to procure a dedicated Master / Business Planner to develop a sustainable and self-financing business plan for the Stadium. The outputs from this exercise will be included within the FBC.</p>
Key Project Milestones	Planned Delivery Dates
The timetable for delivering the Alexander Stadium and supporting infrastructure will	

need to be completed by August 2021 in order for test events at capacity to be undertaken in preparation for the Games.	
Advertise for Design Team Appointment	June 2018
Issue Contract for Design Team Appointment	21/08/18
Contract Commencement	01/09/18
Design Phase	01/09/18 – 01/02/19
FBC Cabinet Approval	31/03/19
Planning Submission	15/03/19
Planning Approval	16/06/19
Construction Procurement (incl Demolition)	01/02/19 – 31/08/19
Demolition	03/09/19 – 30/09/19
Construction Commenced	01/10/19
Construction Complete to undertake Test Event	01/08/21

Dependencies on other projects or activities	<ol style="list-style-type: none"> 1. Planning approval 2. The Stadium development will need to link closely to the Athlete's Village Capital programme both during games time but also post games, as the facilities available at the Stadium could serve the Village when it is converted to in excess of 1,400 new homes. 3. The travel plan and associated highways works will be critical in achieving a successful stadium pre, during and post games.
Achievability	<p>A Project Board has been established to oversee the development and delivery of the project as set out in this OBC.</p> <p>The Council is in the process of appointing professional teams to provide site investigation, architectural design, preparation of planning application, project management, cost control, quantity surveying, mechanical and electrical design services, structural engineers, procurement advice and Clerk of Works services.</p> <p>The Commonwealth Games Federation Partnership, established by the Commonwealth Games Federation to support Host Cities in delivering efficiently, is providing guidance to support the city in providing an effective and successful Stadium for Games mode, while Sports England are also providing support in relation to legacy mode. This will continue following the formation of the Organising Committee.</p> <p>Significant internal resource is already committed to this project and additional resources are required to ensure the timely delivery of the projects. This includes expertise in legal; finance and procurement in particular.</p>
Project Manager	<p>Dave Wagg</p> <p>Strategic Sport Project & Client Manager</p> <p>0121 464 0939</p> <p>Dave.wagg@birmingham.gov.uk</p>
Project Accountant	<p>Martin Easton</p> <p>Head of Financial Strategy (Capital)</p> <p>0121 303 2384</p>

	Martin.k.easton@birmingham.gov.uk		
Project Sponsor	Steve Hollingworth Service Director – Sport, Events, Open Spaces & Wellbeing 0121 464 2024 Steve.hollingworth@birmingham.gov.uk		
Project Board Members	The Capital Project Board for the Stadium consists of the following members: <ul style="list-style-type: none"> • Steve Hollingworth BCC Service Director • Relevant Governing Bodies Reps • Sport England Rep • CGFP Rep • CGE Rep • CGDU Rep The Project Team consists of the following members: <ul style="list-style-type: none"> • Dave Wagg BCC Client Manager(Project Team lead) • Construction Project Management Lead • Design Lead • Transportation • Planning • Comms • Legal • Procurement • Finance • Sports England 		
Head of City Finance (HoCF)	Martin Easton	Date of approved	HoCF TBC
<i>Other Mandatory Information</i>			
• Has the project budget been set up on Voyager?			No
• Issues and Risks updated (please attach a copy to the OBC and on Voyager)			Yes/no

2. Location of Commonwealth Games Stadium

Birmingham was confirmed as Host City for the Commonwealth Games in December 2017. At this time Cabinet also approved the development of the Alexander Stadium host CWG 2022 opening, closing ceremonies and athletics event..

The Stadium has to be handed over to the Organising Committee in August 2021 to allow sufficient preparation time for the Games including holding test events.

An options appraisal for the venue for the opening and closing ceremonies and the track and field events was carried out during the bid process, with the redevelopment of the Alexander Stadium identified as the most appropriate and deliverable location. This will include a new 15,000 seat stand to replace the Knowles, Main and Nelson Stands and a new 400m, 6 lane outdoor practice running track built adjacent to the High Performance Centre.

The redevelopment will develop the stand to both increase capacity for international athletic events post games and also provide the necessary ancillary facilities beneath the new stand to support a financially sustainable site moving forward for Birmingham City Council. Further it will deliver the necessary improvements to the Stadium, particularly the replacement of the stands built in the 1970s that are in disrepair.

In addition, the redevelopment of the Alexander Stadium provides the Council with an opportunity through a possible future procurement to deliver a sports hub covering the whole site that meets the needs of the local community.

Finally it is also considered possible that the new facilities will generate a net revenue income to the Council. This could be used to support borrowing to fund a small part of the capital cost. Further detailed capital and revenue implications will be developed with the project design team as part of the development of the project to Full Business Case.

3. Estimated Project Costs up to Full Business Case (31/03/19)

ALEXANDRA STADIUM COMMONWEALTH GAMES	
COSTS UP TO FBC STAGE (BASED ON DESIGN UP TO END OF RIBA STAGE 3)	
Project Management	£171,000
Surveys	£150,000
Feasibility Costs	£335,000
Professional Fees up to RIBA stage 3	£1,340,000
Planning Fees	£50,000
SUB-TOTAL TO RIBA STAGE 3	£2,046,000
Additional professional fees if part of RIBA stage 4 design progressed during FBC period (dependant on options appraisal for procurement route i.e. OJEU or Framework)	£611,580
TOTAL	£2,657,580

A decision will be taken in accordance with professional advice as to whether to proceed to Stage 4 prior to FBC

4. Project Development Requirements/Information	
Products required to produce Full Business Case	<p>Business Case will include: -</p> <ul style="list-style-type: none"> • Internal liaison with key City Council Officers; • Consultation and stakeholder liaison; • Cost estimates; • Whole life costings; • Cost-benefit analysis; • Master Plan Report • High Level design • Detailed design • Social Impact assessment • Environmental impact assessment • Planning approval • Equalities Analysis.
Estimated time to complete project development	Full business case is anticipated to be complete by February 2019 with a view to being approved at Cabinet in March 2019
Estimated cost to complete project development	£2,657,580
Funding of development costs	<p>A budget has been provided in the outline Organising Committee budget for the cost of capital works at Alexander Stadium. A further budget has been provided in the OC budget for temporary 'overlay' works at the Stadium which are for the duration of the Games only (such as temporary stands).</p> <p>Assuming these costs are incurred by the Council, they may simply count as part of the Council's agreed 25% financial contribution to the Organising Committee's costs.</p> <p>Up to £3.18m has been provided in the OC's budget for 2018/19 to support capital costs on the Stadium development during the financial year.</p>

Planned FBC Date	March 2019	Planned Date for Technical Completion	August 2021
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