



BIRMINGHAM
MAJOR SPORTING EVENTS STRATEGY

2022-2032



Foreword

Birmingham has a bold and proud history of successfully hosting major sporting events, which boost our visitor economy and enhance our reputation as a welcoming, diverse and inclusive place to study, live and work.

Now, as we build back from the Covid pandemic, the 2022 Commonwealth Games and other major events will make a significant contribution to Birmingham's social and economic recovery.

As we prepare to welcome visitors, athletes, officials, international media and the global sporting community to Birmingham for the Games, the regeneration of facilities such as the Alexander Stadium and preparations at venues across the city, re-affirm our commitment to a major events sector that has been hit hard by the pandemic.

This strategy aims to enhance our existing portfolio of major sporting events, while helping us prioritise, plan and bid for future opportunities.

Success will be a team effort and Birmingham City Council will play its part, working closely with stakeholders and partners across the region in the leisure, culture, tourism and hospitality sectors, in addition to partners across the sports industry to make this a reality.

Together we can build on Birmingham's global reputation as a city that delivers first-class events

It is our time to Be Bold.

Ian Ward
Leader Birmingham City Council



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1. Introduction

Birmingham has a bold and proud history of hosting major international sporting events, including in recent years the IAAF World Athletics Championships, World Gymnastics Championships, the Cricket World Cup, The Ashes Series and the All England Badminton Championships which have provided some iconic sporting moments, delighted millions and inspired sports fans across the globe.

Behind the media and sporting headlines there is an important economic, social and cultural value to hosting major sporting events and Birmingham wants to recognise this and put it at the heart of our new Major Sporting Events Strategy.

Major sporting events enhance Birmingham's profile and status as a city of sport, culture and events. They help us tell the story of our city, strengthen our identity and promote Birmingham nationally and internationally as a welcoming, diverse, youthful and inclusive city.

Hosting major sporting events attract new visitors, growing our visitor economy and generating income within the leisure, culture, tourism and hospitality sectors. Major sporting events stimulate investment in businesses providing supplies and services to the event industry, enhance skills and provide employment opportunities.

Importantly, they also engage and inspire individuals and communities, encouraging greater participation in sport and physical activity to improve people's health and wellbeing. They enrich people's lives, engender a sense of civic pride and help to promote Birmingham as a vibrant place to visit, live, work and study in.

Birmingham has a population of 1.2 million with a further 4.1 million people living in the wider metropolitan area. It is more ethnically diverse than anywhere else in the UK with 90 different languages spoken and is the youngest city in Western Europe with 46% of its citizens under the age of 30. Birmingham is home to no less than 5 Universities with over 87,000 Students aged 16-64.

Importantly, Birmingham is the major retail and commercial centre of the UK, ideally located in the geographic centre with a wide range of hotels and accommodation within 100 miles of other

major population centres like Merseyside, Greater Manchester, South Yorkshire to the north and Greater London to the south and easily accessible by air, rail and road.

Event organisers tell us they want to return to the city time and again because of the unique atmosphere, diversity, vibrancy and warm Birmingham welcome athletes, officials and visitors receive in our city. They benefit from the excellent value for money, culture and entertainment, food and drink and the broad range of affordable hotel and accommodation provision.

This makes Birmingham the perfect host for major sporting events, and we will work with national governing bodies, international federations, rights holders, sponsors and event organisers to deliver events that have purpose and impact.



2. Our Ambition

Our ambition is for Birmingham to be recognised for hosting Major Sporting Events that have ‘Purpose’ and deliver positive ‘Impact’ for our city and its citizens.

Birmingham is going through an unprecedented period of sustained growth, regeneration and investment and we want Major Sporting Events to play a key part in celebrating the vibrancy, diversity and youth that is driving the innovation at the heart of this great city’s regeneration.

We want to capitalise on all the great new infrastructure, excellent transport links, world class venues, diverse cultural offer, warmth of hospitality and broad range of accommodation that is all available right in the heart of our city.

We aim to become the preferred city of choice for international federations, event organisers, rights holders and commercial partners who chose to come to Birmingham because of all it has to offer their competitors, their officials, their volunteers, their supporters and fans.

Importantly, we want to attract and host events that have **Purpose** and deliver a positive social, economic and environmental **Impact** for the residents and citizens of Birmingham, it’s businesses, national governing bodies and the wider regional economy.



Events with Purpose and Impact

We will aim to attract and support events in Birmingham that clearly contribute and deliver against the cities priorities and key outcomes.

Therefore the events that Birmingham chooses to invest in going forward should be able to clearly demonstrate where and how they contribute. These principles will guide our investment decisions and evaluation of success.

This is not just the events responsibility of course, but there should be a clear understanding of the expected outcomes and roles and responsibilities at the start of a project, contract and relationship.

Birmingham will prioritise those events that give us the widest possible contribution to the key corporate outcomes of;



Profile and Image

Events which enhance our status nationally and internationally as a city of culture, sports and events and promote Birmingham's unique heritage and identity as a welcoming, youthful and diverse city.



Business and Economy

Events which provide opportunities for businesses, the economy and help stimulate economic and employment growth.



Engagement and Participation

Events which encourage citizens of all abilities and ages to engage in physical activity and improve their health and wellbeing.



Environment and Infrastructure

Events which enhance or develop sporting environments or infrastructure such as improving facilities and/or enhancing resources available to the community. We also aim to promote positive environmental and sustainable practices in event delivery.



Employment and Skills

Events which help to build and improve the capacity of our workforce, develop and promote volunteering, coaching, leadership and apprenticeship opportunities to enhance the skills and employability of our communities.



Social Inclusion and Diversity

Events which work with our diverse communities to ensure they are inclusive and connect with our citizens in a way that helps to deliver civic pride.

CASE STUDY

Profile and image

All England Open Badminton Championship

The Yonex All England Badminton Championships is one of the greatest and most prestigious Badminton events in the world and each year plays host to 300 of the world best players. As a result, the championships hosted at Arena Birmingham for the 26th consecutive year, generated \$64.2 Million of media value with China, Indonesia and Malaysia being the top 3 TV markets. The Championships in Birmingham was broadcast for 1325 hours into 59 territories and reached 239m households around the world.



3. Strategic Context

In developing the strategy we have considered key national, regional and local influences.



UK Sport
- Major Events Strategy 2021

Sport England
- Uniting the Movement

International Best Practice
- Learning from the best cities and regions

Global Sporting Events
- Exploring options to bid for and attract major events

Emerging Markets
- Innovation in emerging sports and new formats

National Governing Bodies
- All England Badminton
- British Gymnastics
- UK Athletics
- British Cycling

2022 Commonwealth Games
- Legacy
- Cultural Programme
- Delivery Unit

West Midlands Combined Authority
- Regional Tourism Strategy 2019-2029
- West Midlands Local Industrial Strategy
- Strategic Economic Plan

Venue Portfolio & Investment Plans
- Utilising sporting venues and assets

Cultural Compact
- Supporting culture and creative industries as part of the wider cultural offer

Our Future City Plan 2040
Sport Birmingham
- Supporting growth in priority sports and amongst target groups

Emerging strategies
- Sport
- Tourism
- Culture
- International

2019 Major Events Review
- Measuring and evaluating the Value and Impact of Major Sporting Events

Birmingham Corporate Plan 2018-2022

Outcome 1:
Birmingham is an entrepreneurial city in which to learn, work and invest

Outcome 2:
Birmingham is an aspirational city to grow up in

Outcome 3:
Birmingham is a fulfilling city to age well in

Outcome 4:
Birmingham is a great city to live in

Outcome 5:
Birmingham residents gain the maximum benefit from hosting the Commonwealth Games

Outcome 6:
Birmingham is a city that takes a leading role in tackling climate change



STRATEGIC INFLUENCES AND CONSIDERATIONS

The Birmingham 2022 Commonwealth Games

The Birmingham 2022 Commonwealth Games provides a once in a generation opportunity to market and promote Birmingham and the regions credentials as a world class sporting city to the global media and sporting community.

In 2022, Birmingham and the West Midlands region will welcome the sporting world to host one of the world's premier global sporting events, the XXII Commonwealth Games. The Games will be held in venues across Birmingham and the West Midlands from 28 July until 8 August 2022 with athletes from across 71 nations coming together in global celebration of sport, competition and community.

The Commonwealth Games is encouraging partners across Birmingham and the West Midlands to think and operate differently by greater collaboration and integration to maximise the impact of the games for people and our communities.

The Major Events Team will work closely with partners in the Commonwealth Games Delivery Unit, Birmingham 2022, the West Midlands Combined Authority to ensure that it builds on the learning and expertise that will be developed during the Commonwealth Games planning and delivery phase.

We will build on the meaningful social impact that the Games will deliver for our communities and citizens to ensure we can continue to maximise the value and impact of hosting major sporting events in the future and use it as a springboard for our new Major Sporting Events Strategy.

We will ensure that we use the Commonwealth Games as a platform to promote the opportunities available for international federations, governing bodies, rights holders, event organisers, commercial sponsors and organisations in Birmingham.

Ultimately as our **Be Bold, Be Birmingham** hosting city mission states 'the Birmingham 2022 Commonwealth Games provides a catalyst to help achieve our aspiration of a fair and thriving city for all.'

You can find all the latest **Be Bold, Be Birmingham** information here www.bebirmingham.co.uk.

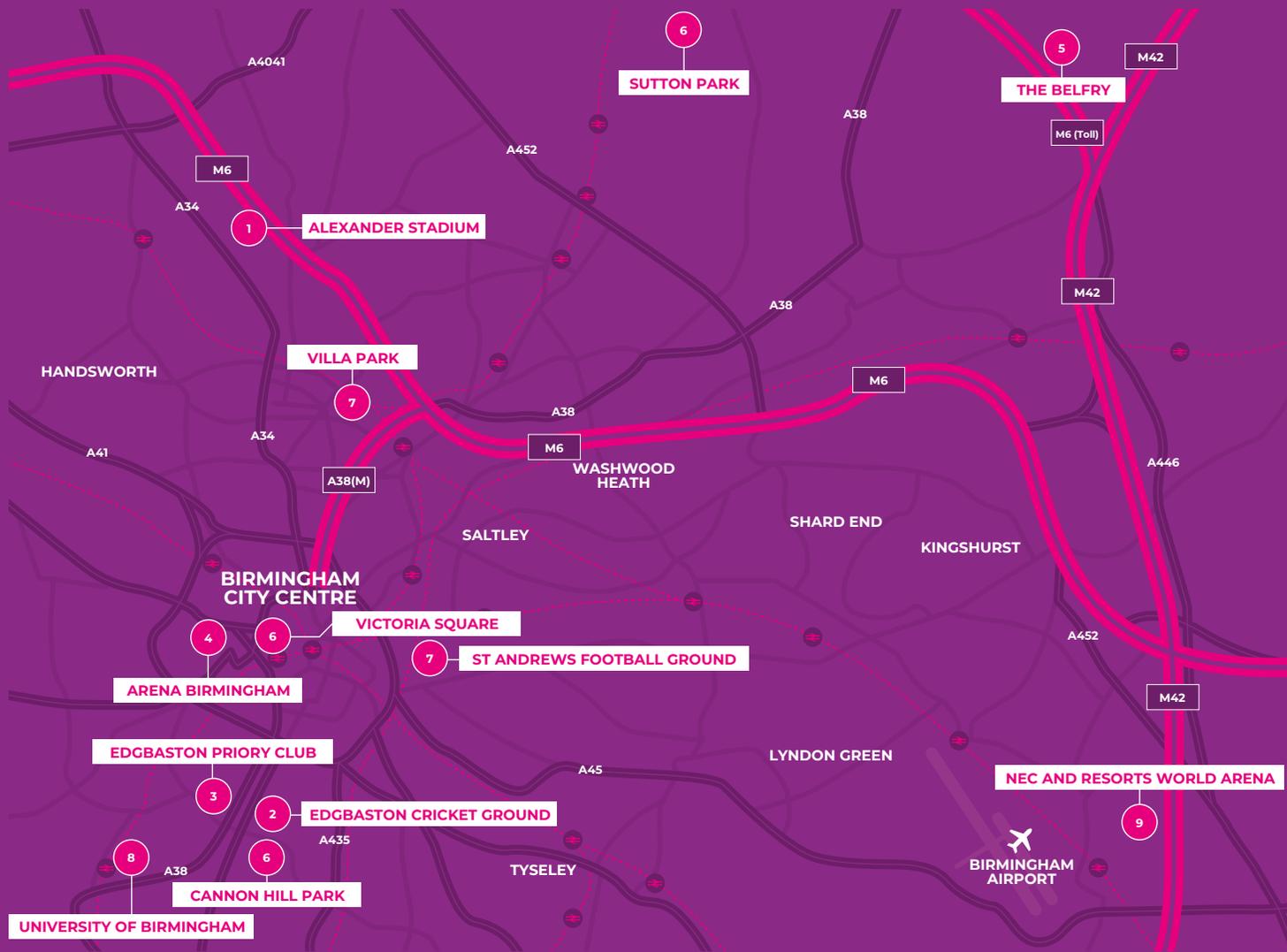


Our Assets and Facilities

Birmingham has some of the best city centre hosting venues anywhere in the UK, including Utilita Arena Birmingham, The International Convention Centre and Symphony Hall, Alexander Athletics Stadium, Edgbaston Cricket Ground, University of Birmingham Sports Campus and just beyond our border The National Exhibition Centre and Resorts World Arena as well as The Belfry Championship Golf Resort.

It also boasts iconic outdoor city centre event spaces including Victoria and Centenary Squares and over 8,000 acres of green space and 15 green flag parks including Cannon Hill Park, Sutton Park and Edgbaston Reservoir in which to host outdoor sports and mass participation events.





- 1 Alexander Stadium**
Diamond League Athletics
Commonwealth Games 2022 athletics venue, and Opening & Closing Ceremonies
- 2 Edgbaston Cricket Ground**
Most recently hosted 2019 World Cup Cricket, The Ashes Series and is the venue for Commonwealth Games cricket in 2022
- 3 Edgbaston Priory Club**
Birmingham Classic WTA Tour Event
British Junior Open Squash Championships
- 4 Arena Birmingham**
World Indoors and Grand Prix
Indoor Athletics
All England Badminton Championships since 1994
World and European Gymnastics
Davies Cup Tennis
Commonwealth Games 2022 venue
- 5 The Belfry**
Hosted the Ryder Cup on 4 occasions
- 6 Birmingham City Centre and Parks and Open Spaces**
Victoria Square - Home of Commonwealth Games 3 x 3 Basketball and Beach Volleyball
Cannon Hill Park and Sutton Park - Host of Commonwealth Games Triathlon
- 7 Villa Park and St Andrew's Football Grounds**
Home of Premier League and Championship Clubs Aston Villa and Birmingham City
- 8 University of Birmingham**
Home of brand new state of the art 50m swimming pool, all weather pitches and leisure centre - host of Commonwealth Games Squash and Hockey events
- 9 NEC and Resorts World Arena**
National Exhibition Centre home of numerous sports industry and trade shows and host venue for Commonwealth Games Badminton, Boxing, Table Tennis and Netball Events

Stakeholder consultation

During our consultation we spoke to key identified stakeholders across Birmingham City Council departments and functional areas, partner organisations, West Midlands Growth Company, the Commonwealth Games delivery unit, UK Sport and Sport Birmingham. We also spoke to commercial and academic partners and economic and international development colleagues.

We consulted them specifically about their vision and ambition for major sporting events in Birmingham, what kind of partnership co-ordination and governance arrangements would need to be in place, what kind of events and properties we should consider and how best to maximise the value, impact and return on investment for the city.

Some common themes emerged during the consultation and there was unanimous support for the idea that through better planning, co-ordination and collaboration we could improve the way we approach the major sporting event offer.

As a result we aim to establish a cross sector Major Sporting Event Expert Advisory Group which bring together key sectors, organisations and individuals to help provide expertise and support for the delivery of our strategy.



This is what people told us during the course of the consultation:

Vision and Ambition

Our new ambition for major sporting events should reflect the innovation, youth, diversity and Inclusion that is the essence of Birmingham

- Innovation should be at the heart of the strategy - both in terms of exploring new event formats and emerging sports and also more innovative use of digital platforms, online viewing and fan engagement
- This Major Sporting Events strategy needs to connect with and compliment emerging regional and city wide plans and strategies – particularly in areas of sport, culture, tourism and Commonwealth Games Legacy Programmes

Leadership

- There is good level of ambition in Birmingham for major events but there needs to be a more proactive and strategic approach to drive that ambition forward

We need to be clearer about roles and responsibilities in Birmingham so that everyone can play to their strengths

Governance

- There is lots of major event experience and expertise in the City which we should utilise by bringing experts together to help advise and support the delivery of the strategy

Partnerships

- The cultural and creative industries are really strong in Birmingham and we should do more through the emerging Cultural Compact to connect with the cultural offer to enhance the visitor experience

There are lots of strong partnerships and relationships which already exist and we should capitalise on these to develop more structured partnership and governance arrangements around major events

- We need to develop more long term strategic partnerships with sports governing bodies, venue operators and rights holders and work closely with them to plan more strategically

Events Portfolio

There is an opportunity to reset and redefine what we mean by major sporting events and take a new perspective on definitions, formats and priorities - our starting point should be what does it do for Birmingham

- Some of the big international events have less impact than some of the lower profile events in terms of engagement or participation - we should look at 'National Championships' as an opportunity
- There is wide spread support and agreement for taking a more holistic and balanced approach to developing the portfolio of events
- There are new and emerging sports, events and formats like e-gaming or urban sports that Birmingham should capitalise on and use this strategy to explore investment in attracting new audiences

Evaluation and Impact

Social Impact is an emerging theme that resonates strongly with all stakeholders across Birmingham, particularly in using events to support inclusion, engagement and helping tackle inequalities

- Birmingham 2022 Commonwealth Games present a real opportunity to learn from successes and new opportunities that emerge from the community engagement programmes
- Use of insight and data is key to measuring impact and Birmingham has a real asset in the ticketing capability it has within the Arena venues and the provision of ticketing support for major event organisers and it should use this more

Birmingham should work proactively with government agencies like UK Sport and Sport England and with academic partners in Birmingham to support this strategic approach to measuring and evaluating social and community impact

Funding and resources

- We need to look at how Birmingham can build capacity and resources to develop this strategy further and seek to develop stronger partnerships to build help and support in delivering it
- There is a need to explore commercial and sponsorship opportunities in major sporting events and Birmingham has value in its assets and VIK offer

West Midlands Growth Company and Birmingham 2022

- The Games presents the single biggest opportunity in a generation to position Birmingham as a major sporting event city and more needs to be done to exploit and accelerate this

We need to develop a more joined up approach to cross regional partnerships and work closely with West Midlands Growth Company who can play a role in attracting major events and helping package a visitor offer

CASE STUDY

Business and Economy

2019 ICC Cricket World Cup

Edgbaston Cricket Ground in Birmingham hosted several group matches and the Semi Final of the ICC Cricket World Cup which attracted worldwide TV audiences and 350,000 match day visitors. 11 days of world class cricket generating an estimated £62.8 million for the local tourism, hospitality and food and drink sectors.



4. A Strategic Approach

A balanced portfolio of events

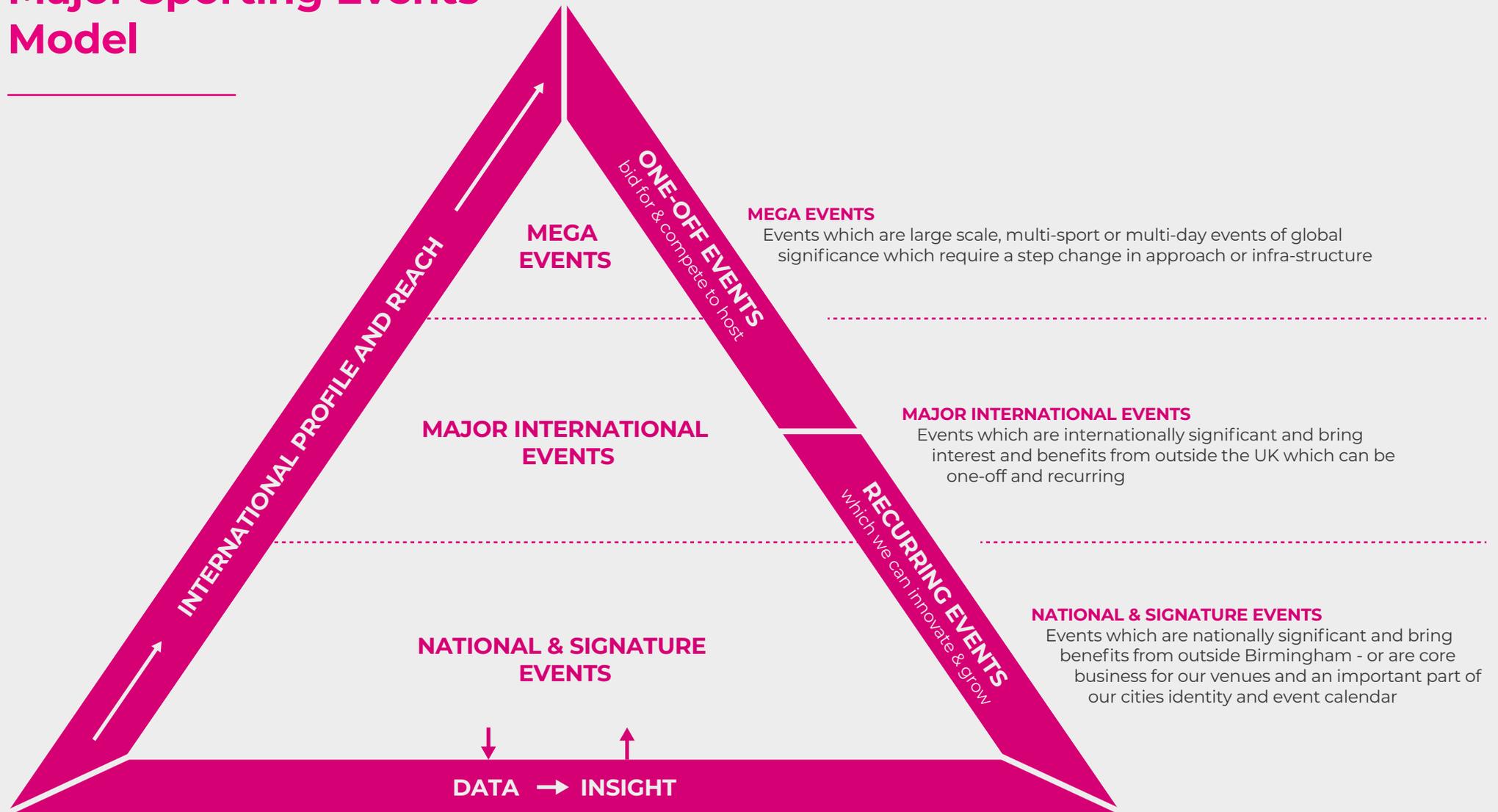
Birmingham will aim to deliver a more balanced portfolio of events which are complementary to each other and which deliver positive outcomes for Birmingham businesses, residents and visitors and ensure a consistently high quality major sporting events all year round.

A portfolio approach relies less on the impacts and outcomes of individual 'major' events but takes a more holistic view about the combined outcomes achieved by a rich calendar of events which take place throughout the year, attract different audiences, make use of multiple indoor and outdoor venues and provide a diverse and interesting offer.

Factors which will be considered when trying to achieve a more balanced portfolio of events may include for example;

Factor	Consideration
Seasonality	Achieving a year-round offer of major sporting events which take place across the seasons and provide opportunities to spectate and participate in both indoor and outdoor events and venues during the summer and winter months
Sports	Maintaining our strong historical links hosting major events in sports like athletics, badminton, gymnastics and cycling, as well as working with partners to identify new and emerging opportunities and areas of potential growth in new sports, events and formats which can compliment and enhance the sporting offer
Participation	Mass participation events will be an important part of the major event mix and we will continue to work with event organisers to explore opportunities for mass participation in running, cycling, swimming and other event formats which provide opportunities for residents and visitors to participate in large scale sporting events
Venues	Working with venues and event hosts to consider gaps in the major event calendar, targeting sports and events that can help increase utilisation and use of Birmingham's assets
Audiences	Events which achieve significant media and digital reach in the UK and globally and also seeking to grow the diversity of offer to appeal to new audiences which are traditionally under-represented
Size	Targeting events that vary in scale from smaller niche events which might attract a strong and loyal following to major events which include large numbers of spectators or participants
Frequency	Ensure that we have a good blend of recurring, annual or bi-annual events which become a firm fixture on the major event calendar in Birmingham, complemented by targeting those one-off mega event hosting opportunities which elevate Birmingham's status as an event city
Innovation	Target events and formats which are new, innovative and emerging sports or disciplines which target non-traditional audiences or appeal to the younger generation like e-gaming or 'extreme' sports

Birmingham Major Sporting Events Model



Birmingham Major Sporting Events Impact Framework



We will use a Birmingham Major Sporting Events Impact Framework to help evaluate the potential impact of major events in Birmingham and this will help guide our investment and decision making processes.

Major sporting event impact measures which are aligned to our corporate priorities will help us to

anticipate and measure the impact pre, during and post event and support an evidence based approach to decision making for future investment.

Any event that Birmingham supports either financially or with In Kind funding support like access to safety and event planning, services and facilities or marketing

and communications will be required to produce a Development Plan, Operational Report and Post Event Evaluation to ensure that the impact of the event is properly planned, co-ordinated, monitored and reviewed.

These plans are inter-related and inter-dependent and can be summarised as;

PRE-EVENT Development Plan

A pre-event planning document which details how the event aims to contribute to the key targets and indicators and what measures or interventions organisers will put in place to facilitate the achievement of those outcomes.

DURING Operational Report

A 'live' operational plan which tracks, monitors and reports progress against agreed outcomes in the lead up to, during and immediately post event. These typically would include things like media coverage, ticket sales and direct economic impact which can readily be quantified and reported on.

POST-EVENT Evaluation Report

A post-event report which provides a comprehensive summary of the main priorities, outcomes and achievements of the event including the results of any participant surveys or case studies which help to evaluate the relative success and positive impact of the event.



Impact Measures

In a portfolio approach (calendar of events), each event will contribute to our corporate priorities in different ways but nevertheless should have a clear line of sight to expected outcomes.

Each year an Annual Report will be produced which will review the impact of all major events enabling us to advocate and celebrate the benefits of major events, evaluate overall impact, return on investment and value for money for Birmingham.

Priority	Impact	Measure	Collection
 Profile and Image	Media	TV, broadcast and social media coverage - total reach	Event Report (Operational review)
	Image	How overall media coverage positively contributed to Birmingham's Image	Event Report (Operational review)
 Business and Economy	Business	Number of Birmingham and West Midland businesses engaged	Pre-Event Report (Development Plan)
		Number and value of contracts awarded to Birmingham/West Midlands companies by event organisers	Event Report (Operational review)
	Economy	Net additional spend/economic value to host economy	Pre-Event Report (Development Plan)
 Participation and Engagement	Engagement	No. of attendees from Birmingham	Event Report (sample surveys/ticketing)
		Total volume of the audience stating the event has had a positive inspirational effect	Event Evaluation (survey)
	Participation	No. of attendees from target groups participating in event related programmes	Pre-Event Report (Development Plan)
 Environment and Infrastructure	Infrastructure	Investment in new or improved infrastructure as a result of hosting event	Pre-Event Report (Development Plan)
	Environment	Evaluation against British Standard BS8901 on sustainable event management	Pre-Event Report (pre-event requirement)
 Employment and Skills	Volunteering	No. of volunteers from the host city/area	Pre-Event Report (Development Plan)
	Skills	No. of Birmingham residents learning new skills or gaining qualifications	Pre-Event Report (Development Plan)
 Social Inclusion	Civic Pride	Proportion of the population who agree that the event contributed positively to Birmingham; wellbeing, skills, participation, community impact, social capital, capacity	Event Evaluation (survey)
	Inclusion	Equality impact assessment completed for event and effective measures put in place	Pre-Event Report (Development Plan)

Birmingham Commercial Model

The new commercial model requires purpose driven partnerships which are connected to and drive social outcomes for corporate sponsors, brands and investors.

Birmingham aims to create a new Major Sporting Events blueprint for attracting commercial sponsors and investors by utilising its assets and resources to deliver positive social, economic and environmental outcomes.

This approach creates a more attractive commercial proposition for event owners and rights holders who can deliver meaningful outcomes for brands and investors.



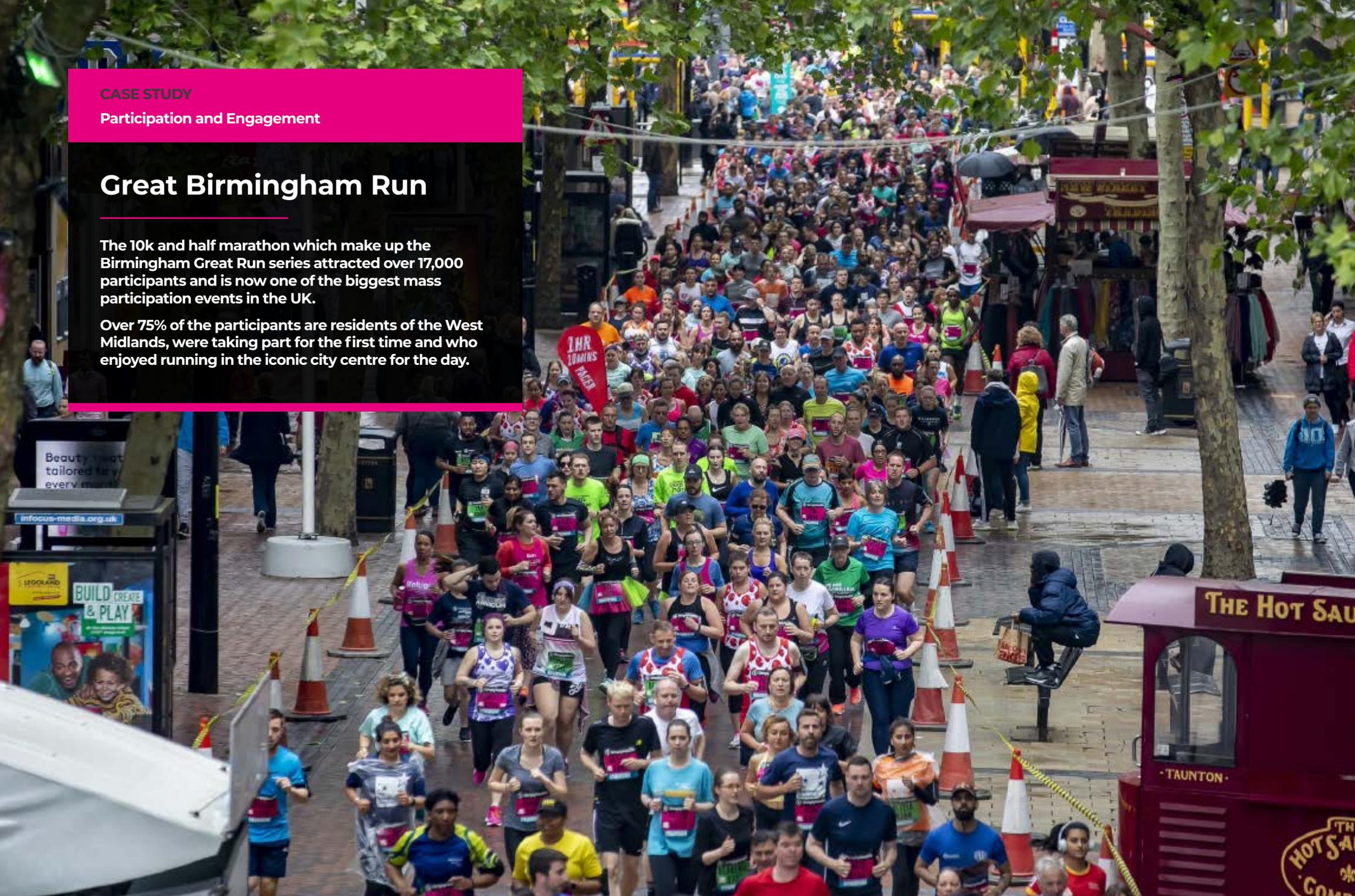
CASE STUDY

Participation and Engagement

Great Birmingham Run

The 10k and half marathon which make up the Birmingham Great Run series attracted over 17,000 participants and is now one of the biggest mass participation events in the UK.

Over 75% of the participants are residents of the West Midlands, were taking part for the first time and who enjoyed running in the iconic city centre for the day.



5. Delivering the Plan

Birmingham's Role

We recognise that as the 'host city' we have an important role to play in helping to facilitate and support event partners and organisers to maximise the impact of their events and therefore amplifying the impact for the city.

We need to be clear at the start of a relationship what the expectations, roles and responsibilities are and the Birmingham Major Events Team will continue to support and enhance the events landscape by:

Working in Partnership

Birmingham recognises that achieving our ambition for major sporting events relies heavily on the confidence, help and support of a broad range of West Midlands regional partners, government agencies, governing bodies of sport, venue and facility operators, and partner organisations who share our ambition to enhance Birmingham's reputation as a World Class Sporting City.

We will work with partners in a collaborative way and ensure that we communicate proactively and effectively to maximise opportunities and benefits for everybody and that we invest time, expertise and money in a way that will bring additional benefits to Birmingham residents and businesses.

Strategic Planning

Birmingham will play an active convening and co-ordinating role to ensure that the right partners within the city major sporting events ecosystem are engaged, informed and encouraged to work together in a planned and structured way to ensure that we are making well informed and strategic decisions about which event propositions can deliver the greatest impact.

We aim to facilitate a Birmingham Major Event Advisory Group made up of industry experts, key strategic stakeholders and partners from the public, private and voluntary community sectors who can provide expertise and add value to the major event proposition.

Targeting Investment

Birmingham will ensure that it continues to invest wisely in those event propositions and opportunities which deliver greatest value for money and return on investment and help to deliver wider social, economic and environmental impact for individuals, communities and our businesses. We will seek to invest in financially sustainable event propositions and focus our investment to stimulate innovation and growth.

We will ensure that we closely examine and scrutinise future event propositions to ensure that there are contracts and development plans in place that clearly articulate expectations and outcomes before investing in event propositions and work with event organisers to help leverage social, economic and environmental impact to increase the return and value for sponsors.

Measuring Impact

Birmingham will introduce a new standardised Birmingham Major Event Evaluation Framework and approach which aims to align event propositions to the City's corporate ambitions and priorities. This measurement framework will allow us to successfully evaluate the impact events have had individually and cumulatively across the year and ensure that we are making investment decisions which are evidence and insight led in the future.

We will introduce the Birmingham Major Event Evaluation Framework across our entire event portfolio and build up a picture of the value and impact of major events to Birmingham.

Our Strategic Priorities

	Strategic Priority	Action	Timeframe		
			Immediate 2021	Medium 2022	Long 2023 onwards
Vision and Ambition	Work proactively with partners across Birmingham to share our vision and ambition for hosting major sporting events and engage with agencies, rights holders, governing bodies and international federations to develop our strategy.	Identify Major Sporting Event hosting targets from 2023			
Leadership	Provide leadership and use our convening role to build a strong coalition of partners across Birmingham who share our ambition to host major sporting events.	Engage with strategic partners on the implementation of our strategy and agree new ways of working, roles and responsibilities			
Governance	Establish a Birmingham Expert Advisory Group to lead a long-term strategic approach to securing and successfully hosting major sporting events and maximise the social and economic impact.	Establish the Birmingham Major Event Advisory Group and agree priorities			
Partnerships	Work more closely with our Birmingham venues, both indoor and outdoor, to market and promote the wide range and quality of facilities and venues available for event organisers.	Engage with Birmingham Venues to quantify and articulate offer to event organisers			
	Establish stronger links with the wider cultural and creative industries through the Cultural Compact to enhance and enrich the visitor and fan experience.	Engage with Cultural Compact to establish closer working relationship with cultural and creative industries			
Events Portfolio	Explore opportunities for growth and innovation in our Major Sporting Event Portfolio, investing in new digital formats and emerging sports which appeal to a more culturally diverse audience and younger demographic	Carry out review of new and emerging major event opportunities which diversify the audience and promote inclusivity			
Evaluation and Impact	Establish a Birmingham Major Sporting Event Impact Framework which embeds social and economic outcomes within event contracts and consistently measures the value and impact of our events.	Agree the Birmingham Major Sporting Event Impact Framework and build into all event contracts			
	Work with our ticketing partners to use fan information, data and insight to help us grow and develop our event proposition.	Work with our ticketing partner to explore new opportunities to maximise the use of insight and data			
Funding and resources	Ensure that we target investment on those events and sports that give us the greatest return and focus specifically on areas on innovation and growth	Identify new opportunities for investment and growth building on the success of the Commonwealth Games			
	Ensure our event contracts and grant funding awards are conditional on achieving agreed results and outcomes	Agree priorities and targets with event organisers and implement event planning framework incorporating financial incentives			
	Explore the potential for developing a new Birmingham Commercial Sponsorship model which delivers greater return on investment for sponsors and partners through purpose driven partnerships	Work with National Governing Bodies and Rights Holders to build the value proposition for events in Birmingham and sponsorship ROI			
West Midlands Growth Company	Use the catalyst of the 2022 Birmingham Commonwealth Games to 'reset' our approach to hosting major sporting events and build on the knowledge and experience we have gained to achieve our vision and ambition.	Work closely with the Commonwealth Games Delivery unit and learn from interventions and case studies which have achieved greatest impact			
	Work in partnership with the West Midlands Growth Company on our Tourism and Major Sporting Events proposition and collaborate on new bidding and hosting opportunities	Work closely with WMGC to ensure that we are jointly planning and improving the Major Sporting Event proposition			

Our City:

Welcoming
Inclusive
Diverse
Youthful
Innovative

Birmingham City Council Plan 2018 - 2022

Birmingham - A city of growth where every child, citizen and place matters

We will enhance our status as a city of culture, sports and events

We will seek to maximise the opportunities for Birmingham Businesses and the Birmingham economy as a result of the Games to stimulate economic and employment growth

We will encourage citizens of all abilities and ages to engage in physical activity and improve their health and wellbeing

We will deliver high quality housing, sporting facilities and transport infrastructure for the benefit of our citizens

We will use the Games as a catalyst for the development and promotion of apprenticeships, volunteering and leadership opportunities to enhance the skills of our workforce

We will work with our diverse communities to ensure that we deliver a Games for Birmingham that connects our citizens and fosters civic pride

Our Ambition

Hosting Major Sporting Events which have Purpose and deliver Impact for Birmingham

Our Outcomes

Media, Profile and Image

Business and Economy

Engagement and Participation

Environment and Infrastructure

Employment and Skills

Social Inclusion and Diversity

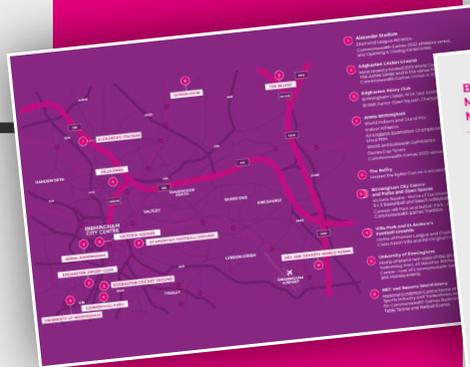
Our Approach

Utilising our assets and infrastructure

Taking a strategic and targeted approach

Working in partnership to achieve shared outcomes

Measuring and evaluating impact



Our Strategic Priorities

Vision and Ambition

Leadership

Governance

Partnerships

Events Portfolio

Evaluation and Impact

Funding and Resources

WMCA and B2022

Acknowledgements

Birmingham City Council would like to thank the following organisations and individuals who have helped shape and inform this strategy;

Birmingham 2022 Commonwealth Games

Birmingham Chamber of Commerce

British Athletics

British Gymnastics

Badminton England

NEC Group

Sport Birmingham

University of Birmingham

West Midlands Growth Company

UK Sport



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