The third volume in the four supporting volumes to the Executive Summary, presents a comprehensive account of functions that support Games Operations.

Games Operations includes the areas that enabled the Games to operate effectively and describes the functions that focus on service provision to key clients. These key clients include the Athletes, Team Officials, Technical Officials, Media, VIPs, Key Third Party Stakeholders and Partners, Sponsors, Volunteers, Staff, and Spectators.

This volume establishes a basis for understanding Workforce both the recruiting of paid and volunteer staff, Uniforming and corporate dressing, Procurement and Logistics, Rate Card, Look of the Games and City Dressing, Fitout, the Bessemer Street Warehouse that housed the Main Accreditation and Uniform Centre and was the dispatch location for all stored assets.

The volume also includes the key service based and statutory requirements of the Games like Health & Safety, Accommodation for staff, Broadcasters/Media, Accreditation, Catering, Cleaning & Waste, Transport, Security including both the Remote Vehicle Search Site and Mag & Bag operations at Sportcity.

All Commercial elements of the Games are covered and this volume focuses on Commercial functions that supported Games Operations. Commercial covers the services offered to Sponsors from Sponsor Signage entitlements to Corporate Hospitality, Ticketing, Value in Kind products, Merchandising and Licensing activities, Brand Protection and legal services to support this area.

The next major area of the Games Operations section gives a detailed account of Games wide Technology. The Technology section is broken down into a number of sub-sections including support functions, Technical operations infrastructure, telecommunications, systems integration and the overall bespoke applications developed for the Games.

The final area covered in Games Operations is the Third Party Involvement section. Manchester 2002 had a close relationship with Manchester City Council (MCC) and through this developed relationships to deliver city focused services to the public and visitors. Key elements of this section include the support given by Greater Manchester Passenger Transport Executive (GMPTE), MCC Operational Services (street and ground maintenance and regeneration works), Transportation Planning from a City perspective and Fire, Health, Ambulance and Police Emergency Services.

The appendix to the volume gives further supporting data with particular reference to hotel usage in Manchester, Event Services operations at venues and M2002 trademarks registration. Each section has been colour coded to assist the reader and all acronyms have been listed in full.
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# General Acronyms

The following are all the acronyms that appear in the report.
For a full definition of each acronym please refer to the Glossary of Terms in Volume 1.

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<td></td>
</tr>
<tr>
<td>SOC</td>
<td>Support Operations Centre</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>SOCOC</td>
<td>Sydney Organising Committee for the Olympic Games</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>SRB</td>
<td>Single Regeneration Budget</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TER</td>
<td>Technology Equipment Room</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TOC</td>
<td>Technology Operations Centre</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TOR</td>
<td>Technology Operations Room</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TOV</td>
<td>Technical Officials Village</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>TPT</td>
<td>Transport</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>TTC</td>
<td>Table Tennis Centre</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>TVA</td>
<td>Team Vehicle Areas</td>
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</tr>
<tr>
<td>UCI</td>
<td>Union Cycliste Internationale</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>UoS</td>
<td>University of Surrey</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>UPS</td>
<td>Uninterruptible Power Supply</td>
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<td></td>
</tr>
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<td>VAHO</td>
<td>Venue Accreditation Help Office</td>
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<td></td>
</tr>
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<td>VCC</td>
<td>Venue Communications Centre</td>
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<td></td>
</tr>
<tr>
<td>VCP</td>
<td>Vehicle Check Point</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>VGM</td>
<td>Venue General Manager</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>VIK</td>
<td>Value In Kind</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>VIL</td>
<td>Villages</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>VIP</td>
<td>Very Important Person</td>
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<td></td>
</tr>
<tr>
<td>VOC</td>
<td>Village Operations Centre</td>
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<td></td>
</tr>
<tr>
<td>VOE</td>
<td>Venue Operations Exercises</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>VOM</td>
<td>Venue Operations Manager</td>
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<td></td>
</tr>
<tr>
<td>VOSA</td>
<td>Village Operations Support Area</td>
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<td></td>
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<td>VPC</td>
<td>Venue Press Centre</td>
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<td>VSD</td>
<td>Volunteer Services Department</td>
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<tr>
<td>VTM</td>
<td>Venue Transport Manager</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>VXM</td>
<td>Venue Technology Manager</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>WAC</td>
<td>World Athletics Championships</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>WADA</td>
<td>World Anti Doping Agency</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>WIG</td>
<td>Workforce Integration Group</td>
<td>3</td>
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</tbody>
</table>
Section B1 Functional Area Operations

Workforce

B1 Workforce
B1.1 Human Resources (including Culture, Recognition and Outplacement)
B1.2 HQ/Administrative Centres
B1.3 Workforce Planning/Integration and Rostering
B1.4 Volunteer Programme and Venue Crew Operations
B1.5 Volunteer Centre – Heron House
B1.6 Pre-Volunteer Programme
B1.7 Uniforms
Overview

The Human Resources team had a remit of recruiting all paid staff (direct hire and secondees) and all work placement and temporary staff.

The overall workforce was referred to as Crew 2002 and included paid staff, volunteers and contractors.

The component elements of the Organising Committee (OC) paid workforce were complex, in that staff were from a variety of sources and business sectors:

<table>
<thead>
<tr>
<th>Manchester 2002 Ltd</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Secoundments from Manchester City Council</td>
<td>297</td>
</tr>
<tr>
<td>M 2002 direct hires</td>
<td>393</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>690</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Components</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Secoundments from other organisations</td>
<td>83</td>
</tr>
<tr>
<td>Work placements/New Deal employees*</td>
<td>8</td>
</tr>
<tr>
<td>The Queen's Baton Relay team</td>
<td>24</td>
</tr>
<tr>
<td>External consultants</td>
<td>22</td>
</tr>
</tbody>
</table>

* New Deal is a National Government initiative aimed at people who have been out of work for more than six months and who wish to return to a working environment and study for a qualification.

Manchester City Council Secondees

When M 2002's staffing plans were first formulated, it was agreed that Manchester City Council (MCC), the main underwriters of the Games, would assist with staffing by seconding staff from within its own workforce on a full on cost basis.

It was envisaged that the experience gained by these secondees would be taken back to MCC and would leave a lasting legacy allowing the city to host subsequent events. Staff would return to their substantive roles or more senior roles with an understanding of how to stage a large event, with enhanced management and organisational skills.

M 2002 produced job descriptions and person specifications for each role and MCC then recruited to them.
**M 2002 Employees**

Where it was expected that positions could not be filled by secondments, people were hired directly by M 2002. These were typically people with events-specific or technical experience. The areas where such staff were recruited were:

- Venue Management
- Venue Fitout
- Transport
- Accreditation
- Technology
- Commercial/Finance

A number of senior staff from recent multi-sport events around the world were employed to help manage the planning and delivery of the Games. As the test events began, gaps in staffing were identified which resulted in further specialists being hired.

**Secondments from other organisations**

The Secondment Programme was set up as a means of budget relief and to provide seconding organisations with the opportunity to enhance the skills of its workforce. Those chosen to be seconded by M 2002 were of a high calibre with many filling leadership roles within the organisation.

Employers who seconded staff to M 2002 included:

- Adecco
- Arthur Andersen
- Addleshaw Booth
- ASDA
- Barclays Bank
- BBC
- Ernst & Young
- Department for Culture, Media and Sport
- GMPTE
- Home Office
- Inland Revenue
- KPMG
- Local authorities, such as Bolton Borough Council
- Manchester Airport
- Ministry of Defence
- Sport England
- Sporting bodies

Although a great deal of effort was put into publicising the programme early in 2001, the programme was very slow in finding likely secondees, mainly owing to the low public profile of the Games at that time and the fact that secondments were only due to start in April 2002.

**Work Placements/New Deal**

Links through the Pre Volunteer Programme enabled M 2002 to employ a number of staff through the New Deal initiative. This was an opportunity for those out of work for over six months to join an organisation that could give them a work ethic and sound skills, whilst undertaking further training on day release. Staff joining M 2002 were mainly appointed to administrative and clerical posts and though few in number, they worked well and left with valuable skills.

**Temporary Staff**

A number of temporary administrative staff were hired, as and when required, to undertake secretarial and data input roles. The Official Staffing Sponsor, Adecco, provided excellent candidates to bolster the workforce and managed skill requirements, replacements and no-shows in an effective manner.
Recruitment Plan
The original recruitment plan produced in Spring 1999, predicted a core staff of 262 and was based on the advice from consultants who had worked on the Victoria Commonwealth Games, with several positions shared between disciplines. However, a greater appreciation of the staffing levels was gained from first-hand experience of other major international sporting events, resulting in an increase in the original number.

Based on this knowledge, a further recruitment plan and budget was drawn up in March 2001 and approved by the Funders in May 2001. This was a larger, more in-depth operational model that better reflected the staffing needs for the level of services to be provided and 660 positions were projected.

The Human Resources recruitment team was increased to recruit the additional numbers of staff required. To help manage the recruitment process, a system of change control was introduced to ensure that changes to the recruitment plan were monitored and kept within budget.

The numbers of staff required meant that swift recruitment methods had to be used by senior management to ensure that staff were placed on time. The salaries paid by M 2002 reflected the short term nature of the project and the need to attract key people from overseas and from other areas of the UK.

Attrition Rates
In spite of the long hours being worked, the speed of change and immoveable deadlines, attrition rates and sickness for paid staff were surprisingly low.

Training and Development
To facilitate staff’s introduction into the organisation, an Induction Programme was implemented to familiarise them with the culture and structure of the organisation. They were taken through the organisation’s general policies and procedures with a more in-depth FA induction conducted by the departmental heads.

Staff were generally hired on the basis of existing expertise, though, in some cases, particularly with MCC secondees who used completely different IT programmes, specific skills training was provided.

For all staff, training was given in areas such as First Aid, Health and Safety, Security and Venue Specific Training to ensure that staff could undertake their Games time roles.

General group training was also given to develop other softer skills such as:
- Communication
- Management of volunteers
- Project management skills
- Negotiation skills
- Prioritising skills
- Teamwork

From March 2002 onwards a programme of staff events commenced culminating in April 2002, with an orientation event to facilitate the integration of paid staff with volunteers. This event was extremely successful and assisted greatly in the change process being experienced at that time of converting M 2002 from planning to operational mode.

Staff Retention Strategy
One of the major concerns for the Workforce division and specifically the HR team was the retention of staff. There was concern that people would resign leaving the organisation unable to deliver a successful project. These concerns emanated from the short-term nature of contracts, high pressure
work in some areas and, towards the Games themselves, the need to find the next job.

Conversely, it was also recognised that the majority of people who were working for M2002 were doing so to gain experience/skills and importantly the kudos of having worked on the event. In addition, approximately 40% of the workforce were secondees with security of employment and unlikely to leave.

Therefore, a strategy to secure the services of key individuals, i.e. those staff deemed difficult to replace in terms of skill or knowledge and those staff whose loss from the team would cause a drop in morale, was introduced.

Key Lessons and Recommendations

- Take steps to gather as much intelligence about staging similar events as possible, in particular the organisation structure and numbers of people required.
- There was a significant change in the scale and complexity of the event and a corresponding change in the number and types of roles needed. As direct hires with previous Games experience came into the organisation, so did differing perspectives of how the Games should be delivered. This was a source of tension between people with experience of different events. In particular, some managers were reluctant to use volunteers in long-term roles. A greater level of management buy-in to the use of volunteers early in the process could have resulted in fewer staff being needed.
- As staffing gaps became obvious and timescales were tight, it was deemed necessary to recruit experienced staff rather than multi-tasking existing staff or using the volunteer workforce. This led to a swift recruitment process and a large number of experienced staff being recruited for operational roles at Games time.
- The original size of the organisation did not necessitate a sophisticated HR database; however as the organisation expanded so rapidly, in hindsight, a fully functional HR database would have been invaluable.
- Adaptability, the ability to work in a team environment, enthusiasm, commitment, loyalty and flexibility are all important characteristics for working on a major event and are equally as important as relevant technical experience.
- Experienced people who have the desire and ability to learn, who are flexible and committed and who can then teach others are critical team members from the outset.
- To ensure that the organisation does not develop in divisional silos, it is important to have team meetings, communication structures and a project plan that ensures that the whole organisation develops together at the same rate, with common planning assumptions. People with previous event experience can play a useful cross-divisional role acting as ‘organisational glue’ in this process.
- Take a pragmatic approach to retention issues and use a combination of strategies to ensure low attrition rates.
- Ensure that workforce planning focuses on the end result (i.e. the venue team) and throughout the planning phase look to maximise the use of volunteers.
B1.2 HQ/Administration Centres
(Commonwealth House and Heron House)

Overview
The first office occupied by M2002 was at Fountain Street, from 1996 to December 1998, with space for up to 15 staff.

From early 1999 until March 2001, Heron House, located in the centre of Manchester, was established as the Games Headquarters. In early 2001, Commonwealth House was also opened and the Head Office transferred there with a number of departments remaining at Heron House. Commonwealth House was procured through a sponsorship agreement with Bruntwood, a Manchester based estate management company. The headquarter buildings comprised:

<table>
<thead>
<tr>
<th>Building</th>
<th>Floor Area</th>
<th>Max Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth House</td>
<td>3,600m²</td>
<td>400+</td>
</tr>
<tr>
<td>6 floors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heron House</td>
<td>2,000m²</td>
<td>200</td>
</tr>
<tr>
<td>1 floor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Commonwealth House
A door access security system was installed and CCTV cameras installed around the building. The building was fitted with intruder alarms on the ground floor and staffed by security personnel 24 hours a day. The building was modified to ensure it was fully accessible for disabled people with a set of double doors and the removal of steps.

A front of house reception area was created on the ground floor together with a small merchandise shop.

A large auditorium with audio-visual capabilities was created on the ground floor to facilitate large-scale meetings or organisation wide briefings. There were seven other meeting rooms throughout the building to accommodate smaller teams and contractor meetings. This number was reduced to three as the size of the organisation grew and the need for office space increased.

The building was designed in an open plan configuration, with the floors allocated as follows:

<table>
<thead>
<tr>
<th>Ground Floor</th>
<th>Reception, Administration, Switchboard, Post Room, Security, Conference and Meeting Rooms, Technology Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Floor</td>
<td>Operations, Villages, Bisley staff, Road Events Team</td>
</tr>
<tr>
<td>2nd Floor</td>
<td>Commercial, Workforce, Human Resources</td>
</tr>
<tr>
<td>3rd Floor</td>
<td>Venues, Sport</td>
</tr>
<tr>
<td>4th Floor</td>
<td>Finance, Legal, Logistics, Procurement, Risk Management, Executive offices</td>
</tr>
<tr>
<td>5th Floor</td>
<td>Technology</td>
</tr>
</tbody>
</table>

During the Games, the 5th Floor was converted into the Technology Operations Centre, where all support calls were tracked and logged during the Games. This facility operated on a 24 hour basis.
**Heron House**
Initially Heron House was the headquarters building and became the home of the Volunteer Centre and office accommodation for the Creative division in April 2001.

As the building was open to the public, there was a full-time security presence in the reception area on entry to the building and in the entrance to the M 2002 office suite.

The Volunteer Centre was the focus for the Volunteer Programme and through the imaginative use of wall coverings and furniture projected an image of fun, informality and involvement to prospective volunteers attending for interview and training.

During Games time, with the exception of a small area, the Volunteer Centre was converted into the Media Accreditation Centre through the use of temporary screens and panels. Additionally an area of approx 100m² was converted to house the Games Coordination Centre (GCC).

Core facilities managed centrally in both buildings included:
- **Reception** – arranging catering, organisation of taxi shuttles, courier requisitions and receipt of deliveries.
- **Switchboard** – answering external calls on a two-shift rotational basis.
- **Incoming/outgoing post** – sorting and distributing post to all divisions, departments and venues and dispatching outgoing mail.
- **Ordering, storing and issuing of office equipment and consumables.**

**Migration of Staff to Venues**
As the Games approached, staff relocated to their respective venues and Facilities Management organised the logistical aspects of the move. The migration of staff started with staff moving to Bessemer Street. This freed up more space to allow staff in Commonwealth House to be accommodated before the move to venue clusters and then venue teams. The early move of staff to venues was a critical factor in relieving pressure on office accommodation.

**Office Furniture**
As part of their sponsorship agreement with M 2002, Claremont Office Environments supplied M 2002 with office furniture. The quality of furniture was very high and staff appreciated the office environment that was created.

**Emergency Contractor Backup**
Relationships were established with contractors for specialised tasks that were beyond the remit of Facilities Management, including emergency backup requirements such as a plumber, an electrician, a glazier and a locksmith, who were on call on a 24 hour basis.

**Key Lessons and Recommendations**
- Ensure from the outset that staff understand that they are part of an event organisation and will move several times during their employment, ultimately to a venue where the standard of accommodation will not be the same as in the main office. Set realistic expectations for staff and encourage them to be flexible.
- Ideally establish one central headquarter building large enough to accommodate all staff until they move to venues. This allows greater integration and cohesion between all parts of the organisation and allows Building Management staff to deal with just one building owner and one set of emergency contractors.
- Overall the major lesson learnt for space planning and staff movements were to ensure there was sufficient support from Technology (for telephony, computer moves) and Building Management.
B1.3 Workforce Planning/Integration and Rostering

Overview
The workforce planning and integration process focused on ensuring that there was a clearly understood process for the engagement, deployment and management of staff working for the Games. Workforce Planning comprised the following components:
- Engagement of staff and volunteers
- Headcount
- Education/training
- Accreditation
- Providing uniforms
- Rostering
- Check-in lists for venues
- Catering
- Recognition
- Communications
- Decommissioning of sites
- Terminations

Workforce Planning
As mentioned previously, volunteers were not used as widely as they potentially could have been as some managers believed that certain roles could only be fulfilled by paid staff even though other events had successfully used volunteers to fill the positions. The concept of multi-tasking of staff and volunteers was also not uniformly accepted by some managers and this increased direct and indirect costs in some areas.

Workforce Rostering
The Rostering team’s function was to:
- Give advice and support to FAs on the rostering of staff and how to cross utilise staff making best use of their resources.
- Provide support to FAs to ensure the information already in the rostering system, GM Planet™, was as up to date as possible.
- Enable FAs to meet the timelines agreed for rostering their workforce.

The Workforce Rostering System provided accurate information about all paid and volunteer staff, including individual rosters, venue rosters, both projected and actual headcount numbers for catering and transport purposes. The system produced various post-Games reports on attrition giving an overview of activity around no-shows, sickness and resignations.

The Workforce Rostering System ensured that all elements of personnel infrastructure were in place, assisted in maintaining a greater financial control over transport, catering and workforce budgets and allowed control over the approved numbers of staff validated through the dot planning process.

The system generated essential reports giving projected and actual statistical information, which assisted the planning process and provided daily reports during Games time.

The GMT Planet™ System
Staff rostering in a Games environment has historically been difficult to process using computerised systems. GMT Planet™ was recommended by the Salt Lake Winter Olympics 2002 and was selected from 40 systems to support the scheduling and rostering of over 13,500 paid and volunteer staff during Games time. GMT Planet™ had two specific functions:
Producing reports that verified headcounts and gave assistance via a staffing guides application which allowed the building of daily slots by job title, by venue and by start and finish times over the Games operating period. This was the first stage of the rostering process.

Allocating people against demand was a continuous process relying upon the work of the Volunteer Centre. Once a volunteer was confirmed against a job title, this person was automatically imported from the Games Event Management System (GEMS) into the rostering system.

M2002 used the GEMS system for the Volunteer and Accreditation Database. GEMS held information on:
- Job titles
- Total headcount per job title, by venue
- Per shift details
- Assignment information
- Staff personal details
- Availability

Flow of Data from GEMS to GMT Planet™

The primary source of workforce data was GEMS and the Technology department built an interface between the two applications so that staffing information could be imported into GMT Planet™. This was done on a nightly basis once an individual was confirmed against a position in GEMS. However, the new data was only reflected in GMT Planet™ once the successful import was completed. This process was time consuming and caused delays to the rostering process.

The use of two different systems did inevitably create some challenges:
- It was important that the GMT Planet™ hierarchy reflected the GEMS database accurately. However changes made to GEMS did not automatically update the GMT Planet™ system and in some cases caused import failure due to the inability to match information. Although GMT Planet™ was an independent programme and positions could be created that did not exist in GEMS, the information flow was one way and therefore involved manual rostering and maintenance.
- The M2002 configuration of GMT Planet™ was based on each individual, once assigned to a position, being given a code reflecting the venue, FA code and job title code. These equated to the GMT Planet™ hierarchy and it was essential that these matched up accordingly. If any did not exist, the data being imported or updated was ignored and the import failed. All position codes being added or deleted against an individual needed to be accurate in order to ensure the success of merging the data.
- When job titles were originally created in GEMS they were generic. One title could cover a number of roles and it was initially believed that fewer job titles would be easier for reporting purposes. However it became apparent that this approach would not be successful as some roles with the same job title required different shift patterns and in some cases additional skills. For example, the job title Fleet Driver described three positions - Driver, T2 Driver and CGA Driver.
Although GMT Planet™ allowed the creation of teams, FAs could not auto-schedule by team. The system allowed auto-scheduling by FA and by venue only and this created problems for FAs when there were generic positions.

A lot of manual manipulation of rostering was required to overcome some of these issues of inconsistency leading to staffing demands that exceeded the approved workforce planning headcount held in GEMS. This caused major defects once the information was fed into GMT Planet™ and a major re-write of the programme was undertaken, costing valuable time and resource effort.

Once all the information had been imported and checked, GMT Planet™ produced rosters based on the demand determined by FAs through the staffing guides they created. To do this GMT Planet™ used a function called the auto-scheduler. This was a powerful tool able to manipulate large amounts of information and required careful use by trained individuals.

A Functional Area Crew Coordinator (FACC) was appointed in each FA to manage the staffing process and were responsible for recruitment, training and rostering. This individual was expected to gain knowledge and an understanding their FA requirements in order to make informed decisions when rostering staff. It was recommended that only one person in each FA should undertake system updates in order to maintain consistency and to avoid inaccuracies and errors.

Access to the auto-scheduler system was given to the FACC in order to carry out this task and once rostering was completed, access privileges were removed and any further rostering could only be completed manually. This provided some challenges to staff who had developed their own methods of working and had previously created rostering spreadsheets before the implementation of GMT Planet™.

It was important to stress to FACCs that staff rostering remained their sole responsibility and although the Rostering Team could provide support, they would not be ultimately accountable for the schedule.

The Rostering team worked in conjunction with FAs to ‘data cleanse’ the information in GMT Planet™. The team also looked at system issues and the difficulties managers faced with generic job titles and teams within the system. They had to gauge where support was required from each FA and prioritise further training and development.

Key Lessons and Recommendations

- Ensure that the workforce plan is all-inclusive and takes due cognisance of the roles for paid staff and volunteers.
- Ensure that the vision of how to engage and use volunteers is clearly communicated and understood by all managers.
- Ensure that staff can be multi-tasked into Games time roles.
- Create venue teams early, but maintain FA responsibility. The venue team therefore comes together as a forum for resolving issues rather than an entity driven by venues.
- Carefully research potential rostering systems which should be fail-safe, flexible and user friendly.
- One workforce system should be used in cooperation with the individuals who will be required to use the system, namely Accreditation, Uniforms, Workforce Planning, Catering and Rostering. This would ensure that when one piece of information changes, this then affects all other relevant information systems directly.
- In order to overcome any possible confusion over system ownership and accountability, FACCs should be part of the Rostering team under the management of the Workforce Division.
- The Workforce division should approve staff numbers and ideally, the creation of new positions should be frozen before rostering commences. The freezing of numbers should allow the data and the relevant statistical information to be accurate and available.
- Rostering paid staff is often challenging due to the number of changes in headcount, positions and the multi-tasking they often undertake once working for the OC. Therefore, it is recommended that paid staff should not be rostered and data should be predicted by previous Games experience and used as a baseline figure for planning the workforce catering and feeding operation.
Overview
The purpose of the Volunteer Programme was to provide a well-trained, qualified volunteer base to fill job roles and complete tasks before and during Games time. The programme aimed to set a tone that conveyed to the volunteer that they mattered to the event, to the organisation and to the community.

Interest in volunteering for the Commonwealth Games was high without having to advertise heavily. The novelty and prestige of the event meant that applicants were actively seeking ways of participating.

The Volunteer Programme was the aspect of the Games that generated the most media interest, this was due to the unprecedented scale of the recruitment drive and the human interest element. Many local and national newspapers regularly featured volunteer profiles before and during the Games and a number of documentaries were made by local TV stations promoting the volunteers.

The major milestone in the Volunteer Programme was the launch of the volunteer recruitment drive and the opening of the Volunteer Centre in May 2001. This event attracted a great deal of positive press coverage both regionally and nationally and was key in raising the profile of the Games. The Volunteer Centre became a focus for the Games, with TV interviews and photo calls taking place there on a regular basis.

The launch of the volunteer uniform in February 2002 was also a key event, eagerly awaited by the volunteers and the press. The interesting design of the uniform led to a great deal of coverage in the national press both positive and negative, however formed a platform to promote the Games.

The programme faced many challenges as the organisation’s planning evolved, which in turn impacted on the FA which began its operation to the public over a year before the Games’ start.

Overall criteria was specified to prospective volunteers as follows:
- 16 years of age by 1 December 2001.
- Willing to work a minimum of 10 days.
- Willing to attend interview and training sessions.
- Able to pass a security check.
- Within daily travelling distance of Manchester.
- Provide own accommodation.

These requirements were clearly set out on all promotional materials relating to the Volunteer Programme.

Process and Responsibilities of Volunteer Services
The role of the Volunteer Services team was to:
- Act as a recruitment agency for volunteer positions.
- Find suitable candidates for the job roles including the process of creating job descriptions.
- Set up interview area within the Volunteer Centre and manage all administration surrounding the interview (database placement, paperwork, etc.) including interviewing Volunteer Leaders (LTV and VC assistance provided for large numbers – e.g. Event Services, or exceptional circumstances).
- Select Volunteer Leaders best placed to conduct volunteer interviews on behalf of the programme.
- Create database profile against job descriptions.
- Develop a system for interviewing – questions, forms, exceptional issue resolution, etc.
- Provide training on interview process for all interviewers.
- Continually recruit volunteers with targeted skills for shortfalls.
- Assist with reassigning any candidates unsuitable for their proposed role and managing problematic issues.
Recruitment Process

The Volunteer Centre processed 26,079 applications from volunteers. Once 3,733 duplicate applications were removed, this left 22,346 potential volunteers for the 10,311 Games time roles available.

The majority of applications (12,662 = 56.7%) were received via the online application form on the internet. The age group most likely to use the internet was the 20-24 years of age, 70% of this age group submitted their applications electronically.

Perhaps not surprisingly, people over 65 years of age preferred to submit a paper application form. Over 80% of people aged 65 and over applied in this way.

Originally, general recruitment was planned with heavy promotion from April 2001 through to December 2001. Due to the overwhelming early response to the recruitment drive, in the summer of 2001 the effort moved towards targeted recruitment for diversity and shortfalls in specific skill areas (i.e. drivers, technology).

Several events were held in 2001 to encourage applications from ethnic minorities and targeted groups.

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted event arranged with MCCR for all ethnic minorities</td>
<td>Pre-Launch</td>
</tr>
<tr>
<td>Manchester University Graduate Recruitment Fair</td>
<td>23 - 24 June</td>
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<tr>
<td>Velodrome Launch</td>
<td>4 July</td>
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<tr>
<td>Roadshow Launch</td>
<td>4 July</td>
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<tr>
<td>Rusholme Mela</td>
<td>21 - 22 July</td>
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<tr>
<td>East Manchester Road Show</td>
<td>26 - 27 July</td>
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<tr>
<td>Hulme Road Show</td>
<td>28 July</td>
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<tr>
<td>Tameside/ Trafford/Cheetham &amp; Broughton</td>
<td>August</td>
</tr>
<tr>
<td>A6 Corridor/Wythenshawe</td>
<td>September</td>
</tr>
<tr>
<td>Targeted skill shortages</td>
<td>October – December</td>
</tr>
</tbody>
</table>

One of the biggest challenges was to recruit around 300 generalist volunteers for the National Shooting Centre (NSC) and Bisley Village. The recruitment drive was planned around major events at the NSC starting with The Queen’s Cup in June 2001 and moving on to the Commonwealth Shooting Trials in August 2001.

A dedicated VGM for Bisley was appointed in September 2001 and a roadshow visited the local communities and regional areas. Invitations were sent to around 300 candidates from the volunteer database based in the south of England and the roadshow was promoted locally using radio stations. This initiative was followed up in January and April with further roadshows promoted by local newspaper advertising, local radio and television coverage secured through working in partnership with TimeBank, a national volunteering network.
These initiatives were met with a low response rate, mainly due to the fact that the Games had a low profile in the Bisley area, and Manchester based staff had no local knowledge of the area and they were only available for short periods.

These problems could have been overcome by appointing a local staffing manager for Bisley who could have managed and delivered the complete workforce solution for Bisley with the support of Volunteer Services in Manchester.

Interview and Placement
The Volunteer Leader position was a critical element of the interview process. Volunteer Leaders were tasked with interviewing general applicants and making placements onto their work team, thus reducing the workload on Volunteer Services. Interviewers (both paid and volunteer) were trained to carefully set expectations and stress the need for flexibility and availability. The interview allowed the applicant to share any information that was not on the application form i.e. criminal background and security check authorisation. Following their interview, all applicants received a Next Steps card which outlined the timeline in order to reduce phone queries. FAs had ownership of the selection of most of their volunteers and the Volunteer Leaders were brought into the process at an early stage which gave them valuable responsibility and helped to build team spirit.

Responsibilities of Volunteer Leaders
- Recruitment of a general pool of volunteer applicants.
- Assistance with FA specialist recruitment and placement where needed.
- Interviewing and placement of volunteers into specific job titles.
- Identification and management of special needs with regard to disabilities.
- Administration of Long Term Volunteers (LTV) programme.
- Volunteer training and Games time Crew training.
- Volunteer communications.
- Recognition of volunteers and Games time Crew.
- Maintaining headcount of the volunteer workforce.
- Overseeing the rostering of the workforce.

The purpose of the general volunteer interviews was to excite, inspire and motivate applicants to become involved with the Games and remain committed.

When a job placement was made it reflected feedback from the interview, either an interest in a particular sport or venue or a specific role they were already skilled in.

GEMS (Games Event Management System), the M2002 staffing information system, was used to manage all data related to the final deployment of the volunteers and paid staff working for the Games.

Volunteer Screening
The process for the completion of security background checks for volunteers selected to take part began in February 2002.

Five percent of the total number of volunteers assigned to each role were randomly selected during the notification process to undergo a security background check.

A number of volunteer roles were identified as ‘high risk’ and consequently had been selected for inclusion in Phase 1 of the security background check process.

Overall, the majority of volunteers who were selected to attend appointments for security checks were favourable. Volunteers gave their full co-operation and accepted the need for checks to be carried out.
Crew 2002 Training

A well-trained workforce was essential to the success of the Games. With the assistance of Adecco, Volunteer Services delivered a comprehensive training programme that informed, instructed, motivated and recognised each member of Crew 2002 and provided opportunities to support the training of the contractor workforce. The goal of the training programme was to enable Manchester 2002 to deploy a confident and prepared workforce that would represent Manchester, the North West region and the entire nation with professionalism and pride.

The curriculum development of the programme was designed by a creative team consisting of the Volunteer Programme Manager, the Training & Recognition Assistant Manager and training team, the Recruitment & Placement Assistant Manager, M2002 Communications division, CSC International/Adecco Training & Marketing Consultants, plus a number of paid facilitators.

A theme and look was developed for all of the training materials. After research and brainstorming the popular and effective ‘Crew Culture’ theme was developed:

- Choose it! (Attitude)
- Share it! (Team)
- Show it! (Everyone – to the world)
- You’ve got it!

The theme was woven throughout the whole training and recognition programme with training materials and sessions based on this theme.

Training materials were designed to be attractive in look and feel, they were colourful, interactive and appealing to read by all ages and educational abilities. The handbooks and newsletters formed a set and fitted into a Commemorative Crew 2002 Binder.

Client Groups to be Trained

- Crew 2002 – all volunteers and M2002 staff who held a Games time position.
- Crew 2002 Leaders – all volunteers and M2002 staff who held Games time positions involving management/supervision of others.
- M2002 staff and FAs – all M2002 staff involved with any of the processes of Crew 2002, i.e. FA Managers, FA Crew Coordinators, FA Job Specific Trainers.
- Contractor staff – key representatives from contractor organisations were invited to attend venue training in order to cascade this information to their own staff. This arrangement was based on the nature of the service provided by the contractor.

Training Modules and Materials

Leadership Training

Six informative and interactive training sessions were carried out for approximately 1,500 Crew Leaders. Each leader attended a one-day weekend training session at Manchester University in February and March 2002. External facilitators assisted in training up to 200 Crew leaders per day. The content included:

- Overview of the XVII Commonwealth Games
- Leading a diverse workforce primarily consisting of volunteers.
- M2002 Crew policies and procedures (inc H&S, conduct, paperwork etc).
- Crew 2002 leadership skills planning, coordinating, team building, directing, decision making, managing time and stress, informing, appreciating, energising.
- Crisis management.
- Diversity/access/disability.

A handbook was produced which covered these areas in depth.
Orientation Training
An inspirational training/motivational event (Celebrate Crew 2002) was held at the MEN Arena in April 2002, this was an opportunity for all 10,000 Crew members to come together for one spectacular night. The event was an impressive show attended by The Earl and Countess of Wessex and hosted by a well-known TV presenter, assisted by guest presenters and speakers from the world of sport. The event included motivational videos, live sketches, singing, dancing and other entertainment. The aims were:

- To inspire and motivate Crew so that they felt proud to be involved in such a huge and important event.
- To make Crew feel fully appreciated for offering their time freely.
- To transfer key messages about what to expect and what was expected of the Crew at Games time.
- To encourage team building (Crew members were seated by venue team and greeted by their Venue Management team).
- To educate Crew regarding the global nature of the event and participating nations.

An orientation handbook was produced and distributed at this event, with the contents including:

- Overview and history of the Commonwealth Games.
- Understanding the structure of Crew 2002.
- Location and structure of venues.
- Brief overview of each sport.
- M 2002 Crew policies and procedures (inc H&S, conduct etc).
- Crew Culture and customer service policies.
- Roles and responsibilities.
- Diversity/access/disability etiquette.
- Transport and accreditation.
- Code of conduct.
- What to expect at Games time.
- A profile entitled “a day in the life of a Crew member.”

Venue Orientation
In June/July 2002, every Crew member working at a venue attended a training session specific to their venue. This typically consisted of a 3-4 hour session at the venue delivered by the Venue Management team and coordinated by the VCM. Crew Training put together a generic training session that was tailored to each venue by the VCM. Job specific training was carried out immediately afterwards by most FAs. These sessions covered:

- Overview of venue site.
- Venue layout and tour.
- Venue team, roles and responsibilities.
- FAs operating at the venue.
- Sports/activities that took place there.
- Health and safety information.
- Staffing policies and procedures.
- General venue specific information.
- Code of Conduct.

The top 20 venue volunteer headcount can be seen in the following chart:
Personal Pocket Guide

A pocket-sized guide was issued to each Crew member designed to be carried with them at all times and contained the following types of information:

- Facts and figures about the Games – lists of nations, venues, sports, flags.
- Pride of Manchester.
- Competition schedules.
- Names of managers, supervisors.
- Emergency contact details – location, telephone numbers.
- Checklist of things to remember.
- Roster page.
- Policies and procedures.
- Transport map and planner.
- City centre map and key landmarks.
- Incident reporting procedure.
- Restricted/prohibited items list.
- Notes pages.

Additional plastic sleeves were provided for job and venue specific information, together with venue and local area.

Job Specific Training Guide/Templates

To support FAs in designing and delivering their job specific training, Crew Training carried out a comprehensive ‘needs analysis’ exercise and designed generic templates. Common modules were identified as Crew Culture, disability awareness, diversity, health & safety and security. Crew Training designed and delivered these sessions for each FA and a ‘Train the Trainer’ programme was designed and delivered to any FA staff involved in job specific training.
**Train the Trainer Sessions**
These sessions focused on how to develop and deliver job specific training and covered the following topics:
- Presentation skills
- Adult learning techniques
- Experiential learning techniques
- Delivery methods
- Role plays
- Motivating learners
- Creating lesson plans

**Test Event Guidelines/Template**
Volunteers were also encouraged to attend test events in order to become familiar with the working environment. Guidelines were produced to help FAs deliver this training, including:
- Introduction
- Overview of event
- Competition schedule
- Venue information - layout, team, roles, etc.
- Policies and procedures
- Code of Conduct
- Communication
- Administration
- Thank you

**Games Videos**
The following videos were produced in the run up to and during the Games:
- Inspirational ‘See you in Manchester’ video.
- Crew Culture/Customer service.
- Scenarios for Leadership training.
- Key messages – health & safety, security, wellness, diversity.
- Disability awareness and etiquette – the Inclusive Games.
- Good luck messages/endorsements from celebrities, The Prime Minister, etc.
- Launch of the Volunteer Programme.
- Highlights of the Celebrate Crew 2002 event.
- Volunteer Games time video

**Scope Exclusions**
M 2002 training initiatives related only to staff that were assigned and accredited to a job position categorised as P (paid) or V (volunteer) in the GEMS database.

Contractors were responsible for ensuring that all their staff received job specific and venue training. Training materials were made available to contractors so that they could cascade this information to their staff:

**Radio Training**
Radio/communications training was facilitated by Technology who coordinated invitations to Crew who were identified as needing this training.

**Key FA Partners and Contacts**

**Sponsors**
The Official Sponsor of the Volunteer Programme was Adecco UK Ltd. All promotional materials for the Programme carried Adecco branding and Adecco retained the IP rights for all materials created and all training materials. Contemporary Services Corporation (CSC) partnered Adecco (as part of their VIK provision) to deliver consultancy to the Programme and provide the Volunteer Management team.
During the Games, Adecco operated a ‘Champions’ award programme whereby each venue team nominated a volunteer who had given exceptional service. The winner at each venue was presented with a gift and their photograph appeared in the local newspaper.

Another of the Games’ Sponsors, ASDA, was responsible for the design and supply of volunteers uniforms as part of their VIK provision and the Volunteer team worked closely with ASDA on the specification of the uniform.

**Functional Areas**

The Volunteer Programme had an impact on all FAs through the provision of volunteers to work alongside paid staff both before and during the Games.

In particular, there was close liaison with Workforce who were responsible for ensuring that FAs had correctly scoped their staffing requirements and integrating the volunteers into the paid workforce.

**Contractors**

<table>
<thead>
<tr>
<th>Graphic Design</th>
<th>Access Advertising</th>
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<tr>
<td>Printers</td>
<td>Alphagraphics</td>
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<td>Facilitators</td>
<td>Martin Wells, Ann Walters, Lynne McCadden, Olive Strachen, Kate Peacock, Steve Hennessy</td>
</tr>
<tr>
<td>Photographers</td>
<td>Rob Maclease, Karen Wright</td>
</tr>
<tr>
<td>Art Legacy Artists</td>
<td>Tracey Webster, Ruth Northall, Sophie Zadeh</td>
</tr>
<tr>
<td>Production Companies</td>
<td>BBC, Granada, Mainstream, L2 Productions Limited, Plush Entertainment, Phil Jones Presents, J on Drape</td>
</tr>
</tbody>
</table>

**Government and/or Funding Bodies**

- Millennium Volunteer Programme
- Sport England
- MCC, Chief Executive’s Office
- Pre Volunteer Programme
- MMU
- UK Sport

**Venue Involvement**

The section of Volunteer Services involved in venue planning and operations was known as Venue Crew Operations. The mission of Venue Crew Operations was to provide a valuable, rewarding experience to Games time volunteers.

In the planning phase the responsibilities of Venue Crew Operations were as follows:

- Designing, in conjunction with Venue Management, the Crew break and check in spaces in every Sport and non-Sport venue, and devising staff flows through the venues.
- In conjunction with Venue Management and Transport, the Venue Crew Operations personnel were responsible for addressing any safety issues at transport loading areas for staff and ensure adequate lighting was provided; ensuring volunteers utilised the free public transport and devising suitable strategies/policies/procedures.
- Working with Catering and Venue Management to ensure catering service plans met the expectations of a chiefly volunteer workforce; determining meal allocation guidelines and process.
- Working with Venue Management to ensure appropriate FA redeployment plans were in place and overseeing FA Manager training on the staff rostering system.
- Recruiting and training Venue Crew Managers (VCMs) and oversee their integration into venue teams.

**Exclusions**

Workforce transport remained a key issue for Venue Crew Operations and Volunteer Services and was raised continually with venue teams and globally as a key issue. It was not until additional support was brought in as late as June 2002 that a solution was found for out of hours staff transport and free public transport from 20 July – 9 August.
Venue Crew Operations Responsibilities
Once on board, in addition to implementing the Venue Crew Operations strategy in the appointed venues, VCMs were responsible for ensuring that their venue FA Managers met milestones and deadlines set by Volunteer Services, which included rostering and training.

Venue Crew Operations Pre-Games Responsibilities
- Leading the venue training sessions in conjunction with the Venue Manager and the Competition Manager. At the Village, the Training Manager led the training sessions.
- Coordinating presentations for venue training, including organising practice sessions for presenters, ensuring that the Competition Manager (where applicable) and Venue Manager had produced material for the presentation, etc.

Venue Crew Operations Games time Responsibilities
- Check in of all staff working at the venue, management and distribution of meal vouchers and operation of a help desk function. Space was provided for contractors to check in their own staff.
- Managing the Crew break area, ensuring Catering delivered the agreed service and that the break area was fully set up prior to staff arrival at the venue and cleaned regularly throughout the day.
- Ensuring that staff breaks and mealtimes were taken in accordance with M2002 guidelines.
- Managing the reward and recognition activities for staff at the venue to ensure staff attrition rates were minimised. At the Village, the VCM assisted the Village Training and Motivation Manager.
- Coordination of issues at the venue relating to uniforms, i.e. lost, stolen, damaged, replacement requests, through liaison with the Uniforms department.
- Production of a daily newsletter.
- Arranging special transport, parking and accessibility issues for staff as required.
- Assisting FA managers in updating their rosters at the venue.
- Producing daily attendance reports and identifying next day staffing levels for the Venue Catering Manager and other staff service suppliers.
- Working in conjunction with Venue Management and other FA Managers to assist in the redeployment of staff if necessary.

Delivery Exclusions
- Checking in contractors at the venue.
- Checking out staff (staff checked out with their supervisors).

Venue Crew Operations Staffing Overview
Crew Operations was initially managed by the Assistant Manager responsible for Workforce Planning, Rostering & Venue Crew Operations and became the responsibility of the Assistant Manager for Volunteer Recruitment in October 2001.

In September 2001 Cluster Managers were appointed from within the Volunteer Services team in order to ensure Volunteer Services input into the cluster planning process.

It was planned that at Games time the following venues would have a dedicated Venue Crew Manager:
- All sport venues.
- CGV and the TOV (in conjunction with Village HR Manager and Training & Motivation Manager and team)
- Bessemer Street.

The following venues did not have a dedicated Crew Manager, but were given support from a Crew Manager based at the Crew Operations Command Centre:
- Non-competition venues (including Host Hotel, Piccadilly Station, Manchester Airport, training and other sites)
- Bisley Village – this was managed by the VCM.
During an organisation wide rationalisation in November 2001 it was agreed that at the following venues the role of Venue Crew Manager would be combined with that of Venue Accreditation Manager:
- Heaton Park
- Wythenshawe Forum
- Road Events
- Bisley

By January 2002 all but two venues (Belle Vue and Bisley) had dedicated Crew Managers appointed. Belle Vue was appointed in mid January and Bisley was sourced by Accreditation and appointed in May 2002.

**Staffing Challenges**
The Venue Crew Operations team consisted of three dedicated staff also responsible for ongoing recruitment, all of whom (including the manager) were VCM’s for individual venues. The dedicated team developed all policies and procedures and supported other VCM’s through the planning process.

The remainder of the VCM’s (excluding Bisley which was an external hire by Accreditation) also came from within Volunteer Services and all had key operational roles and responsibilities in the delivery of the overall Volunteer Programme - chiefly with training and placement - therefore they became available to their venues to the Games. Those VCM’s with a dual role as VAM’s also had to attend further training for that role which placed additional demands on their time. The team also had to absorb staffing changes where other demands meant assigned VCM’s were unable or unsuitable to take up their roles.

**Legacy**
The M2002 Volunteer Programme was a resounding success. Never before has a volunteering opportunity had such support from the communities of the North West.

**Legacy of Inspiration**
Volunteers have stated over and over since the Games that they are inspired to continue volunteering. For many, this is their first experience volunteering their time to a project. Many organisations like Sport England, Experience Corps, TimeBank, Millennium Volunteers and MCC are picking up on opportunities to keep volunteers interested in future projects. The workforce is prepared to continue volunteering should the city wish to bid for future events.

**Legacy of Education**
A legacy of well trained and customer focused volunteers, 80% of whom originate from the North West will enhance the quality of the potential workforce for the service and tourism industries which are experiencing steady growth in the region.

**Legacy of Diversity**
For many, volunteering for the Games was the first opportunity that they have had to work alongside people of a different community, race, creed, socio-economic status. This facet breaks barriers and misconceptions about people’s differences. Wearing a uniform and treating all workforce equally was an effective leveller for the varied crew of volunteers.

**Legacy of Union**
This event created a union of local businesses and government authorities with the people of Manchester through a service to the volunteers. A united team spirit was created throughout the city.

**Legacy of Access**
Strong promotion and a higher percentage of disabled volunteers than MCC’s target highlights the success of an equal access programme.

**Legacy of Perception**
As a result of the friendliness and warmth of the volunteers, Manchester is seen in a new light to the rest of the world.
Art Legacy Project

A tapestry was created by thousands of volunteers contributing their artistic impressions onto cotton fabrics which were sewn together to create a collage representing the diversity and pride of the workforce. It was displayed in the Host Hotel during the Games and will travel with an exhibition of Commonwealth memorabilia before becoming part of the permanent collection of the city for posterity.

Key Lessons and Recommendations

- Workforce integration is a critical issue, in particular the development of venue teams and the relative roles of staff and volunteers need to be defined in detail at the venue level.
- A strong leader for the Volunteer Programme with previous event experience is very important to the success of the programme.
- Educate paid staff as early as possible to understand the overall volunteer training strategy, their involvement and the benefits to them. This needs to be continuous as new staff start every week. A strong training presentation at weekly FA and venue meetings should be held, as well as regular short workshops for new staff.
- Ensure volunteers are trained to multi-task.
- Operate effective recognition and reward schemes. Ensure these are centrally managed and consistent across all venues to ensure volunteer satisfaction.
- A Long Term Volunteer (LTV) programme offers great benefits to the OC provided that an experienced manager is employed to oversee the recognition and the redeployment of this resource.
- The Volunteer Centre should be in the same physical location as headquarters and at Games time it may be helpful for Volunteer Services to have a presence in the GCC.
- The use of email is recommended as a means of communication with such a large applicant base.
- Provide a healthy well-balanced diet for Games time Crew for great efficiency. Catering should not be underestimated as a motivational tool.
- Placing a paid member of the Volunteer Services team as the VCM in each venue is not always necessary. In most cases a volunteer will be equally effective in this role, leaving the Volunteer Services team free to deliver the operational programme and fulfil the requirements of the organisation’s venue planning process. At Games time, members of the Volunteer Services team can perform the role of cluster managers, giving them more flexibility to respond to issues.
- Advice for future OCs would be to recruit trainers and facilitators for each FA and hold the position inside the Volunteer Services department.
- Prepare test event guidelines as early as possible to assist FAs in understanding their involvement with the volunteers. This should outline how to source the volunteers from the database, the administration involved, advice on training, recognition at the event and a sample volunteer event guide with essential information.
- The Crew 2002 Orientation event had a great impact and was an excellent way to inspire and motivate and educate volunteers and paid staff.
- During the planning stages it was anticipated that by the time volunteers became operational in venues, rostering information would be 90% accurate and managed primarily by FAs. Every effort should be made to bring accurate rosters to the venues, to ensure VCMs are involved earlier in the rostering process and for the data to be managed by VCMs at venues with the capability to update a central system.
- Volunteers should not be managed by third parties as a general principle as volunteers have to be managed sensitively, recognising that they are not remunerated for their time.
- Whilst it may not be practically possible to segregate contractors from Crew at venues, access to the break area should be limited to Crew and those contractors who have bought into the meal programme. This will prevent issues arising with regard to meals, refreshments and recognition items for which contractors are not eligible.
- Ensure the technology system used for rostering is selected very carefully as this is a complex process.
B1.5 Volunteer Centre

Overview
The primary role of the Volunteer Centre was to provide a central location for the general public to get details about how to become a volunteer and more general information about the Games themselves. As such, a city centre location was selected to ensure that volunteers were able to access the Centre easily.

The Volunteer Centre was responsible for ensuring that the 10,311 volunteers needed to stage the Commonwealth Games were accurately registered, processed and assigned in order that they could be properly trained, scheduled, accredited, uniformed and recognised.

The aim was to excite, inspire and motivate applicants and volunteers when they came to the Volunteer Centre. All successful applicants were later interviewed and allocated their Games time role at this location. It provided a one-stop shop for information exchange for volunteers from May 2001 to June when uniforming, accreditation and job specific training introduced other contacts within the organisation.

The Centre was open at the following times:

- Monday – Thursday: 10.00am – 8.00pm
- Friday – Saturday: 10.00am – 3.00pm
- Sunday: Closed

From its launch in May 2001, the Volunteer Centre was the focal point for any media interviews associated either with the Volunteer Programme or general Games issues. The surroundings were representative of the Programme’s professionalism and sporting atmosphere and the Centre featured heavily in documentaries and news items shown on TV in the lead up to the Games.

The Venue
The space needed to be suitable for interviewing 22,346 applicants in order to place 10,311 volunteers. Facilities for planning and training meetings were an important requirement and as the programme developed the area was also utilised for Crew training.

The Centre was divided into three areas of operation, reception/volunteer area, interview/presentation/training area and back of house processing.

Bright colours and a casual atmosphere created a setting that was inviting for volunteer applicants and gave a taste of how Games time venues would appear. Informal café style tables and chairs created a relaxed interview area and flexible environment, which could easily be reconfigured into training and social gathering space.

Fitout of the Centre included all relevant external signage to route volunteers and the general public to the Centre’s reception area on the 4th floor of the building. The location was made accessible to all with the installation of disabled facilities and there was a full-time security presence.

The Volunteer Centre welcomed comments from visitors and an evaluation process was in place whereby visitors could comment on the service received. All feedback was assessed, complaints handled and changes implemented where necessary.

In June 2002 the Volunteer Centre was reduced in size prior to recruitment and processing being complete to enable the Media Accreditation Centre, situated in the same location, to be fitted out. This reduction in space and the ever increasing number of volunteers caused some difficulties, particularly as the Volunteer Centre was extremely busy in this period. The Volunteer Centre ceased operation in late June and the space became the Crew Operations Command Centre during the Games.

Key Functions
- Design of procedures required to process 26,079 volunteer applications.
- Management of interview, placement, notification and confirmation of volunteers into specific job titles.
- Assistance where needed with FA specialist recruitment and placement.
- Management of pre-identified client groups e.g. PVP and Sport England.
After initial surveys, the volunteer application process was designed to enable applicants to apply both by manual/paper application and also via the internet.

Application forms arriving through the mail were date stamped and reviewed prior to processing, ensuring that they were signed and appropriately countersigned by a parent or guardian for those over 16 but under 18 years of age. Applicants were contacted to provide any incomplete or illegible data on the form. All application form data was entered into GEMS by manual data entry. An individual record was created for each applicant, each with a unique sequential registration number.

On-line applications were kept in a holding database before being imported in batches to the GEMS database to be processed.

Each batch of records was visually scanned on screen and reviewed to ensure information was complete and accurate. If a problem arose with an individual record during this process, it was removed from the batch until it had been resolved and processed in a new batch.

In each batch, GEMS ran a duplicate check against last name and birth date. A manual check was carried out on any records identified and if confirmed as duplicates, the records were deleted, merged or put on hold pending resolution. Once the duplicate checking was complete, records became active in the GEMS database. M2002 Technology provided an advanced back up system for protection of all data and to ensure retrieval if any technical problem occurred.

An alphabetical master filing system was maintained as a manual back up, holding all documentation relating to individual records. Active and inactive files remained together in this system and were not removed from the Volunteer Centre location until archiving after the Games.

An acknowledgement letter was sent to all volunteer applicants, confirming receipt of their application, thanking them for their interest and informing them of the next step.

Applicants’ forms were then sorted according to their skills and availability and placed into ‘buckets’ with each one representing a selected position within a FA. Buckets were given a priority number, with the highest priority indicating the anticipated difficulty in filling that position. The priority of the buckets was reviewed as the placement process and priorities progressed and changed. A number of application forms were then drawn from the bucket and used to compile the candidate list for interview. This information was noted on GEMS for tracking purposes.

Volunteers were then invited for an interview in order to determine which area might be appropriate for their level of skill. The aim of the interview was to provide an opportunity for applicants to feel motivated and inspired to work for the Games, and enabled Volunteer Centre staff to categorise them into the following types of roles:

- **Specialist** – a role for which three days’ training would not be sufficient in order for a volunteer to perform the main job function e.g. nurse, physiotherapist, etc. Generally, recruitment for these roles was managed by the responsible FA.
- **Generalist** – a role for which training could be provided to a volunteer, leaving them confident to fulfill all elements of the job function. The Volunteer Centre staff assisted FACCs to recruit for these positions, in many cases managing the interview and placement procedure completely.

A select group of interviewers were trained to carry out volunteer interviews, these included Volunteer Centre staff or LTVs and FA representatives (M2002 staff or Volunteer Leaders assigned to the FA).

A daily listing of those volunteers expected for interview was produced and their files, complete with supporting documentation, were pulled in anticipation of their arrival to complete the interview. Each applicant was given five opportunities to attend an interview before having their status changed in GEMS.
At this stage, applicants for generalist roles were not told of their assignment at their interview but given a Next Steps card to keep them informed of timelines. Accreditation photographs and uniform sizes were obtained at this time.

Volunteers’ roles were determined immediately after their interview and their assignment entered into GEMS by Volunteer Centre staff. Volunteers not allocated to a particular assignment were placed in a reserve pool or allocated to an area with a shortfall.

Volunteers were only reassigned in exceptional circumstances, for example:
- The interview notes did not reflect venue or job comments.
- The volunteer had a significant life change which meant they were no longer able to physically fulfil the role to which they had been assigned.
- The volunteer may have omitted to state that they did not wish to be located at a specific venue for moral grounds i.e. Boxing venue.

Volunteers who requested a re-assignment for no apparent reason were given three options:
- Accept the original role which they have been assigned.
- Be placed in a reserve pool.
- Withdraw their application.

There were a number of reasons why a volunteer applicant was removed from consideration as a volunteer, e.g. no longer interested in Games or failed security clearance. In order to remove this record from the supply, it was identified with a Special Status, preventing the volunteer applicant from being assigned a role. A detailed, factual explanation was submitted to the Volunteer Centre Manager to ensure that proper documentation was placed in candidate’s file and the status of the applicant was then changed on GEMS.

Once volunteers were allocated to their roles, they were sent the following information:
- Congratulations letter
- Confirmation postcard (A5 size with tear-off slip to be returned)
- Driver questionnaire (to be returned if applicable)
- Security background check information sheet (if applicable)
- A5 pre-paid envelope (if applicable)
- Functional Area (FA) Information Sheet
- Invitation to Leadership Training (if applicable)

All volunteers had two weeks to confirm acceptance of their role, following receipt of their notification. Volunteer Centre staff telephoned all volunteers who did not return their acceptance to ascertain whether the notification had been received and verbal acceptances were taken.

Confirmed volunteer records were then ready to be transferred to other areas of GEMS such as Accreditation, Uniform and Rostering.

Appslicants declining their role had their assignment removed from their record, their status changed and any additional information noted. FACCs were informed of any shortfall and roles were offered to those volunteers allocated to the reserve pool.

Once a volunteer was at confirmed status, GEMS was used to invite, track and monitor the various activities required of the volunteer prior to working at their venue, including invitation to training sessions, receipt of training materials, invitation to pick up their accreditation and uniform.

Regular reports were critical in providing status checks to the organisation with regard to current staffing levels for the Games and advising which FAs were behind schedule with regard to pre-advised timelines.

Regular auditing of volunteers’ documentation through the major steps in the lifecycle of a volunteer application were carried out to ensure that any process or procedural discrepancies were highlighted and corrected. The audits proved that processes and procedures were in the main robust and improvement opportunities were implemented.
Security Checks
As a condition of being accepted by M 2002, all volunteers had to agree to undergo a security background check before receiving their Games accreditation, these were completed by GMP completed the security checks with M 2002 meeting the costs.

The process was drafted by Volunteer Services with the Volunteer Centre appointing a staff member as facilitator following discussions between GMP, representatives from Security and Volunteer Services.

The Volunteer Centre’s role throughout the process was to act purely as a facilitator of the completion of the necessary documentation to enable the security checks to be carried out. All detailed queries from volunteers about the process were directed to the consultant within the Security FA.

A volunteer’s refusal to undergo a security background check resulted in relevant notation being made within GEMS and a change in status.

Drivers
All volunteers allocated to a driving role were required to complete a questionnaire to satisfy the insurers, failure to do so resulted in re-assignment.

Under 18s – Duty Of Care
All volunteers between the ages of 16 and 18 were asked to provide proof of age and a photocopy of this proof was taken. Great care was taken to ensure that volunteers within this age banding were placed in a role that would reduce any element of risk and careful rostering ensured that they were not required to work outside of public transport hours.

Special Needs
A key component of the Volunteer Programme was to ensure that those persons with disabilities were given as much opportunity to access the Games as any other. M 2002 were keen to ensure that each and every volunteer was comfortable and confident in the tasks that were allocated to them. To that end, the following guidelines were applied for those volunteers with special needs:

- The role was modified in order that the volunteer could perform the main tasks.
- Aids were offered to assist the volunteer in performing the role.
- Personal Assistants were accredited to assist if the above steps were not sufficient to resolve any issues.

Pre Volunteer Programme
The PVP encouraged a large percentage of minority and disadvantaged groups to get involved as volunteers. This effort increased the percentages of disabled and diverse groups as relationships were built in the communities and individuals felt a personal connection with the programme.

The Volunteer Centre worked closely with the PVP management team to ensure that all graduates who wanted to take a Games time opportunity were given that chance.

Long Term Volunteer Programme (17 May 2001 – 30 June 2002)
The paid team of Volunteer Services was supported by a group of Long Term Volunteers who were located and managed from within the Centre.

The launch of the LTV Programme saw the start of recruitment in the Volunteer Centre. All those who had completed an application form and were willing and able to offer their services sooner were invited into the Centre to hear more about the types of projects they could work on, including data processing, general administrative tasks, working in the staff merchandise shop, starring in videos and dressing up as the mascot. The OC was inundated with requests from groups and societies for a presentation about preparations for the Games and the LTVs formed a Speakers’ Bureau to accommodate this.

Overall, approximately 170 LTVs worked for the Games, between them clocking up in excess of 30,000 hours’ service, with most LTVs completing over 100 hours each.

All LTVs received travelling costs and pin badges and certificates were awarded for 100, 250, 500 and 1,000 hours’ service. Four volunteers received a hand-crafted glass award for 1,500 hours.
The Team

The Pre-Games Volunteer Centre team structure was as follows:

The Volunteer Centre became the Crew Operations Command Centre (COCC) at Games time. The Crew Operations team reacted to issues as they arose throughout the 10 days of the Games, providing support to all Venue Crew Managers (VCMs) and Crew members, ensuring that they would have a successful and enjoyable Games.

There were eight members of staff in the COCC at Games time, led by the Volunteer Programme Manager. These included the Reward and Recognition Manager and the COCC Manager, whose team included the COCC Deputy Manager, Access Co-ordinator, Non Competition VCM and Deputy.

Range Of Responsibilities for the Crew Operations Command Centre
- Operational support 24 hours a day for VCMs.
- Daily collection of reports from VCMs.
- Daily reporting to GCC.
- Regular service visits to all VCMs.
- Media coverage.
- Coordination and distribution of complimentary tickets to volunteers and allocation of recognition items.
- HR and welfare advice and presence at venue when required
- Provision of global support with regards to disability issues with volunteers.
- Redeployment processing.

Reporting to GCC

The COCC were responsible for compiling reports on a daily basis for the GCC, alerting them to any recurring trends and problem areas affecting the Volunteer Programme.

Throughout the Games, the Centre continued to act as contact point for general volunteer queries, together with assisting them with rostering and job role queries.

Key FA Partners and Contacts

External
- As the Official Sponsor of the Volunteer Programme, Adecco received significant branding in the Volunteer Centre.
- The Design Team – assistance in the fitout phase.
**FAs**
Venue Management and Fitout – a designated member of the Fitout team assisted in the resourcing of labour, the schedule of works and delivery of consumable items in preparation for the opening of the Centre.

Technology – provided help and troubleshooting for all technology related problems in the Volunteer Centre.

Call Centre Operation, Volunteer Hotline – worked together with the Volunteer Centre, addressing frequently asked questions and providing statistical information.

**Venue Involvement**

**Redeployment Process**
Where attrition could not be resolved successfully at venue level, the Crew Operations Command team re-deployed Crew from alternative venues where staffing levels were high enough to cope with a loss. The entire process was dealt with by the COCC, from changes to accreditation and transport requirements where needed and notification to all involved, thus relieving the VCM of the issue.

**HR Issues**
The majority of HR issues could be dealt with at venue level by the VCM. It was recognised, however, that circumstances may arise where further assistance would be required, and as such the COCC team were available to act as liaison between the venue and HR.

**Welfare Issues**
In cases of illness or injury to volunteers at venues, Incident Tracking Reports were filed with the COCC on the day of their occurrence. In instances where welfare follow-up was required, a member of the COCC team would assist.

**Key Lessons and Recommendations**
- The location of the Volunteer Centre should be in the same physical location as the main OC headquarters to encourage communication and integration of volunteers.
- The LTV programme offers great benefits to the OC and should be maximised, particularly as it can help to reduce temporary services costs. A seasoned manager is required to oversee the recognition and the re-deployment of this resource to make optimum use of them.
- Dedicated training space should be attached to the Volunteer Centre so that it becomes a place where volunteers can gather, rather than just a processing centre. This will result in a more social atmosphere and increased commitment from the volunteers, whilst allowing space for integration into FAs to take place.
Overview
The Pre Volunteer Programme (PVP) was based on the philosophy of social inclusion ensuring that there was equal access and opportunity for all within the communities of the North West of England to participate in the Games. The project was developed as a joint commitment between M2002, MCC and Manchester Training & Enterprise Council. The programme gave those who participated a nationally accredited qualification and an enhanced opportunity to become a Games time volunteer.

The PVP also assisted those on the programme to gain new skills, knowledge and experience and in the long term, through a number of intermediate measures, to help access employment opportunities. The target group focused on those living in deprived areas with special attention being given to the long term unemployed, young people, members of ethnic minority groups and those with special needs and disabilities.

The Programme Manager, seconded from Manchester Training & Enterprise Council, was appointed in February 1999 and the programme began in Spring 2000, involving 23 regeneration areas across the North West. Each area set up a multi-agency steering group to develop the project according to local needs. Each area also employed a Guidance Officer to run the project at a local level. A central team operated from M2002 offices to coordinate the whole programme.

The Team
The team was established fully in 2001 and was represented by the following positions:
Key FA Partners and Contacts

- North West Regional Development Agency
- Local Authorities from across the North West of England
- Greater Manchester Learning and Skills Council
- Regional Association of Colleges
- Manchester Enterprises
- Sport England
- Volunteering Sector, including the North West Volunteering Forum
- National Centre for Volunteers
- Job Centre Plus
- MCC
- M2002

Operation

This is the first time that a programme based upon equal access and equal opportunity had been run in conjunction with a major sporting event. As the first region-wide Single Regeneration Budget funded project and the first region wide project to secure European Social Funds and support from the United Nations, the Programme was extremely successful in achieving the following:

<table>
<thead>
<tr>
<th>Number rostered for Games time role</th>
<th>1,031</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number interviewed for GTR</td>
<td>1,040</td>
</tr>
<tr>
<td>Number pre assigned to GTR</td>
<td>950</td>
</tr>
<tr>
<td>Number obtaining employment to date</td>
<td>250</td>
</tr>
<tr>
<td>Residents of participating areas involved in the PVP</td>
<td>3,000</td>
</tr>
<tr>
<td>Number obtaining qualification</td>
<td>1,000</td>
</tr>
<tr>
<td>Total number of training weeks</td>
<td>3,000</td>
</tr>
</tbody>
</table>

The scheme was commended as an exemplary scheme for engaging disadvantaged persons and promoting volunteering as a means for social engagement.

Funding

The PVP was a £5 million project, funded through the following private, public and European Union funds:

- Single Regeneration Budget Year 6 Funds
- European Social Fund
- MCC
- M2002
- Private sector support e.g. Adecco
- The Further Education Funding Council (now the Learning and Skills Council).

The project was amongst the largest revenue based projects in the North West.

Areas in which the Project was run

<table>
<thead>
<tr>
<th>Barrow</th>
<th>Bolton</th>
</tr>
</thead>
<tbody>
<tr>
<td>A6 Corridor in Manchester</td>
<td>Cheetham and Broughton on the</td>
</tr>
<tr>
<td>(including the Hulme and Moss Side areas)</td>
<td>Salford/Manchester border</td>
</tr>
<tr>
<td>Blackburn with Darwen</td>
<td>Halewood in Merseyside</td>
</tr>
<tr>
<td>Bury</td>
<td>Oldham</td>
</tr>
<tr>
<td>East Manchester</td>
<td>Salford</td>
</tr>
<tr>
<td>Liverpool Central</td>
<td>Tameside</td>
</tr>
<tr>
<td>Rochdale</td>
<td>Wirral</td>
</tr>
<tr>
<td>Trafford</td>
<td>Wythenshawe</td>
</tr>
<tr>
<td>Speke/Garston in Merseyside</td>
<td></td>
</tr>
</tbody>
</table>
Associate Areas:
- Halton
- Hyndburn
- North Manchester
- Stockport
- Warrington
- Wigan

**Training**

A training course was developed directly to encourage those individuals with no formal qualifications to go through the PVP and take a nationally accredited 30 hour Level 1 course. The course, the first nationally accredited qualification in event volunteering, was specifically developed and designed to help individuals to gain the skills and knowledge needed to act as an event volunteer, or to develop skills in sports development.

This was the first time a project of this nature had brought together 19 Further and Adult Education Institutions across a region, thus ensuring that the delivery of training reflected the dynamics of the local community and that there was a consistent approach to assure standards.

Courses were tailored for individuals’ ‘Flexible Learning Programme’, and the curriculum and training was adapted to meet the needs of individuals ensuring that the accreditation criteria would not be compromised.

The course was also designed and delivered to meet the demands and needs of the local target group. This was emphasised through the differing venues where the course was run, ranging from classrooms to local leisure centres and youth clubs and a number of Commonwealth Games venues.

The Further and Adult Education Institutions involved were:
- City College, Manchester
- Liverpool Community College
- MANCAT
- Hopwood Hall College
- Tameside College
- Knowsley College
- Eccles College
- Blackburn College
- Wigan and Leigh College
- Bury Adult Education Service
- Furness College, Barrow
- Manchester Adult Education Service
- Oldham College
- North Trafford College
- Wirral Metropolitan College
- Stockport College
- Accrington and Rossendale College
- Warrington Collegiate
- Halton College

Recognition of achievement was an important factor in boosting the self-confidence and esteem of PVP graduates. To acknowledge the barriers that this target group had to overcome in gaining what, for some, was their first recognised and nationally accredited qualification, a formal graduation ceremony was held for each graduate in a Games venue where they were presented with a certificate and Commonwealth Games memorabilia.
Additional support was given to PVP graduates to enable them to secure employment. This was through a number of initiatives, including:

- The Cooperative Insurance Society offered graduates a two week work placement within the corporation, giving them the opportunity to gain valuable work experience.
- Adecco gave graduates additional support through the interview and testing stage of recruitment.
- ASDA gave PVP graduates preferential treatment through their interviewing process when applying for any positions. An initiative has been put in place at the new East Manchester store (next to Sportcity) where a PVP Guidance Officer was placed in order to provide support and counselling to new recruits in their induction period and during the first period of work which is the critical time for those entering employment, possibly for the first time.

Venue Involvement

Games Time Roles

A feature of the placements was that PVP graduates were placed in all FAs and it is particularly pleasing that graduates were involved in ‘higher level’ FAs as well as in more general areas.

Support to PVP Graduates during the Games

A central team remained on duty throughout the Games, operating a hotline for PVP graduates, from 07:00 to 22:00. This was established to minimise attrition rates and to provide support and guidance to anyone in need, particularly those that felt overwhelmed with their volunteer role.

In order to allow PVP graduates from outside the area to fulfil their rostered duties, accommodation was arranged at a Manchester Metropolitan University Hall of Residence. Those from outside the Greater Manchester area could access this accommodation if their roster showed that daily travel was difficult. In total, 35 people used the accommodation for all or some of the Games. If daily travel was possible, the cost of travelling to the Greater Manchester boundary was reimbursed. Arrangements were made with local restaurants for those staying in residence to obtain meals using specially devised vouchers and approximately 200 meals were provided over the period of the Games.
Unprecedented steps were taken to ensure that the valuable role of a volunteer was not compromised if they were in receipt of the Government’s unemployment benefit (Job Seeker’s Allowance). A joint statement was issued between Job Centre Plus and M2002 which ensured that the volunteer could make arrangements to sign on at an appropriate time avoiding changes to the volunteer roster.

Additional European Union Funding was secured in March to provide a higher level of intervention by running awareness raising workshops just before the allocation of volunteer roles:
- Volunteer roles and duties
- Further community volunteer opportunities
- Further education
- Employment opportunities
- Team building
- Motivation sessions

**PVP Graduates with Special Needs/Disabilities**

Arrangements were put in place to support those PVP graduates with special needs or disabilities. There was a dual approach to this:
- Where groups from establishments such as day centres or special schools had taken the PVP, arrangements were put in place to ensure that small groups from the same establishment were placed in venues across the city with special consideration being given to the length of shift and duties which were undertaken. Staff from these centres accompanied groups to give support and 32 individuals were placed in this manner.
- A further 20 individuals with disabilities were separately placed with support on an individual basis, often a personal assistant.

**Legacy**

The impact of this project has been far reaching across the 23 regeneration areas due to the high level of intervention required to underpin the socially excluded groups who would not be able to meet the demands that a volunteer position would place upon them.

It must be stressed that the target group was residents of disadvantaged areas and that other specific groups were sub sets of this overall target group. This meant that many PVP graduates lived in disadvantaged communities but did not suffer from multiple disadvantage. For example, a number of the young people engaged were already attending a further education college or were taking part in The Duke of Edinburgh’s Award Scheme.

One of the most pivotal impacts has been the impact on black minority ethnic communities which have been engaged at 10% above the national average. This project has also given women from ethnic minority groups greater access to sport and sporting facilities. It has also helped to shape the attitude of MCC with regard to women-only sports and recreational sessions at community leisure centres.

A major impact of this project has been the placement of Guidance Officers working at grass roots level who have been able to engage disaffected young people (aged 16-24) into learning. There has also been a significant impact on attracting women to return to the workforce and become part of the PVP programme. These included a significant number of lone parents who needed the additional support provided by the PVP to access both a Games time role and further education.

There are six projects tied into the overall legacy of the 2002 Commonwealth Games programmes and the PVP is one of the flagship projects in the overall legacy programme.

**Key Lessons and Recommendations**

- The PVP must be recognised operationally as a central part of the overall Volunteer Programme. All strategic and operational information must be shared in order to ensure accurate representation of the programme in reports and materials.
B1.7 Uniforms

Overview
The mission for the Uniform department was to plan, design, procure and distribute distinctive and functional uniforms that enabled the official workforce (paid, volunteer, technical officials and selected contractor staff) to be easily identifiable and also to assist in creating a ‘brand’ for the Games. The department was also responsible for quality control, warehousing and distribution and the final disposal of excess uniforms.

All uniform entitlements were allocated to each job title listed within the Games Event Management System (GEMS). Reports for each department were issued to department heads for approval in March 2002. All paid and volunteer positions were uniformed, although the makeup of these kits varied depending on the role of the volunteer, for example technical officials and medical staff wore a distinctive design to set them apart from other Crew 2002 staff.

The Uniform team were responsible for the following:
- Establishing contacts through Sport to determine uniform requirements and expectations for National Federations.
- Developing direct links with Workforce Planning and M2002 departments to determine the number of people to be uniformed and the types of staff requiring a uniform.
- Liaison with the M2002 Commercial division to source suppliers for uniform components not covered under sponsorship arrangements.
- Developing policies addressing the composition of different uniform kits, the issue of multiple uniforms and changes in roles following uniform issue.
- The development and implementation of policies addressing uniform restrictions for contractors and Sponsors and quality control of all contracts to ensure uniform clauses were included.
- Establishing wear/care and protocol guidelines to ensure a consistent look was achieved across the Commonwealth Games.
- Development of the invitation schedule for customer groups being uniformed and issuing of invitations for these groups to visit the MAUC for uniform collection and fitting.
- Establishment of an inventory control system to control and monitor stock movements.
- Storage and warehousing of uniforms from a single distribution site.
- Management of the sale of excess uniforms to the Games time workforce following the Closing Ceremony.
- Submission of samples of all uniform components for cataloguing and archiving.
Selected contractors were uniformed if there was a clear advantage for M 2002 to have them in the official uniform, or if M 2002 was contractually obligated (for example Swiss Timing). Other contractor groups who were uniformed included ticketing personnel working in venue ticketing boxes, FOP support crew and existing venue staff.

All working technical officials were uniformed, however in some instances sport specific items were supplied directly by Sport, for example Netball referees’ pleated skirts; Rugby 7s tops and shorts and Boxing referees’ white trousers.

The Team
The make-up of the Uniform team was a combination of M 2002 direct hires, secondees from MCC, secondees from ASDA the Official Uniform Supplier and Games Sponsor and temporary Adecco staff. To supplement the team, ASDA secondees worked directly for Accreditation in the distribution of picking slips and uniform entitlement issues.

The Uniform team worked well together led by the Uniform Manager, Operations Manager and Staffing Coordinator. The ASDA crew were supervised by the Warehouse Manager and supported by visits from an ASDA Project Manager who monitored their performance.

The recruitment of the volunteer pool commenced in October 2001 and continued through into January 2002.

Training was simplistic in design and coordinated to include a venue training day consisting of a health and safety presentation, followed by a venue tour. The volunteers then collected their uniforms which was followed by a presentation covering Crew Culture and Disability Awareness. Most of the practical training for the volunteers occurred on the job.

All staff met each morning for an informal debriefing. Results were discussed – the numbers of uniforms actually issued as opposed to the target was always reviewed before work commenced. These meetings gave everyone the opportunity to ask questions, raise concerns or offer suggestions about the operation.
Key FA Partners and Contacts
- ASDA provided all uniform items under its sponsorship agreement and provided 15 staff to work at the distribution centre.
- Adecco provided temporary staff for the alteration and fittings area.
- Bellow Machine Company supplied the alteration equipment under a hire agreement.
- MCC provided the premises which housed the MAUC.

Operations
The Uniform team was a centralised function based at the MAUC with the exception of a small distribution facility at the Shooting venue. The command structure was easily managed and compact.

The MAUC was the main centre for all volunteers, paid staff, selected contractors and technical officials working at Manchester venues, to collect accreditation and uniforms.

Uniforms were distributed from 20 June until 2 August 2002, initially for five days a week (Monday to Friday), however this increased to seven days per week closer to the Games. The hours of operation were 11:00 to 18:00 Monday to Friday (extended to 20:00 on Thursdays and 10:00 to 16:00 Saturday and Sunday).

Invitation Process
The flow of people through the uniform and accreditation process was closely managed to avoid long queues and delays. The Uniform department posted invitations out to volunteers three weeks in advance. Individuals were assigned to a session (a three hour block) and were able to change the session by contacting the Uniform Centre via fax, email or by telephoning the Uniform Hotline.

Technical officials were encouraged to visit the Centre early and approximately 250 local delegates arrived in the Centre before 20 July. This assisted the process significantly and subsequently reduced the expected peak arrival predictions extracted from the Arrivals and Departure database.
Check-In
Upon entry to the MAUC, customers were processed individually for the purpose of confirming accreditation, assigned position and uniform allocation against the Games Event Management System. Accreditation Real Time Badging issued the uniform picking slips and directed customers to the changing rooms.

Changing Rooms
Customers were asked to try on sample garments to ensure correct sizes were fitted and sizing information was then completed on the picking slips.

Distribution Area
A line distribution process was used to distribute uniforms. Uniform Crew were located at each distribution point to check off items on the picking slips as they were handed over. Customers were provided with a bag in which to collect uniform items.

Check-out
All customers were individually checked-out with each uniform item being checked off against the customer’s picking slip and scanned using the Uniform Inventory System.

Alterations
Alterations were only carried out on business blazer arm and trouser lengths. Alterations to other items were carried out in exceptional circumstances (i.e. medical reasons, disabilities, unusual sizes and repairs to damaged stock). Approximately 14% of the customers required alterations.

Exchanges/Replacements/Re-supply
It was the responsibility of individuals to ensure uniform items fitted and were not faulty prior to leaving the MAUC. A ‘no exchanges’ policy was adopted, however, there were occasions when exchanges were necessary and accommodated wherever possible. The majority of the exchanges were as a result of manufacturing faults or sizes marked incorrectly on items.

Warehousing
The space provided was sufficient to warehouse all uniform items. The main operational area (including changing rooms, distribution and check-out) was 2,000 square metres with an additional warehouse storage area of 13,600 square metres.

Post Games Clearance Sale
The post-Games clearance sale was held over two days (6 and 7 August 2002) which was open to any person holding an accreditation pass. The first day was extremely busy with the majority of items being sold. The value of the goods sold over the two day operation equated to 4% of the uniform budget.

Sport Venues
The only Sport venue at which the Uniform department had a presence was the National Shooting Centre. This was linked to venue training days with the exception of late recruitments and Shooting Technical Officials.

The Uniform department sent paid staff and some volunteers to Bisley to manage the distribution over two separate weekends. The Bisley Accreditation Manager managed uniform distribution for the remainder of the Games.

Key Statistics
One of the critical areas for the Uniform programme was to ensure that a contingency of sizes and variations was catered for when predicting the expected uniform numbers. This exercise was conducted 18 months prior to the Games and the table below indicates the quantities supplied:
Total Kits: Planned v Issued

<table>
<thead>
<tr>
<th>Description</th>
<th>Planned</th>
<th>Issued</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business &amp; Casual kit – Purple</td>
<td>138</td>
<td>155</td>
<td>17</td>
</tr>
<tr>
<td>Business &amp; Casual kit – Purple (3 Shirts)</td>
<td>16</td>
<td>18</td>
<td>2</td>
</tr>
<tr>
<td>Business &amp; Casual kit – Purple (Ceremonies)</td>
<td>121</td>
<td>118</td>
<td>3</td>
</tr>
<tr>
<td>Business standard kit – Black</td>
<td>48</td>
<td>39</td>
<td>9</td>
</tr>
<tr>
<td>Business Protocol kit – Black</td>
<td>163</td>
<td>149</td>
<td>14</td>
</tr>
<tr>
<td>Business Kit (Paid Staff)</td>
<td>45</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td>Casual standard kit – Purple</td>
<td>10,264</td>
<td>9,185</td>
<td>1,079</td>
</tr>
<tr>
<td>Casual Paid staff kit (3 shirts) – Purple</td>
<td>95</td>
<td>76</td>
<td>19</td>
</tr>
<tr>
<td>Casual Paid staff kit – Purple</td>
<td>894</td>
<td>777</td>
<td>117</td>
</tr>
<tr>
<td>Casual Ball Patrol kit – Purple (BD &amp; TT)</td>
<td>34</td>
<td>29</td>
<td>5</td>
</tr>
<tr>
<td>Casual Ball Patrol kit – Purple (MO, NB &amp; RB)</td>
<td>63</td>
<td>61</td>
<td>2</td>
</tr>
<tr>
<td>Casual standard kit – Red</td>
<td>519</td>
<td>439</td>
<td>80</td>
</tr>
<tr>
<td>Casual Paid staff kit (3 shirts) – Red</td>
<td>13</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>Technical Official kit – Jade</td>
<td>820</td>
<td>838</td>
<td>18</td>
</tr>
<tr>
<td>Technical Official Boxing kit – Jade</td>
<td>31</td>
<td>28</td>
<td>3</td>
</tr>
<tr>
<td>Technical Official Hockey kit – Jade</td>
<td>21</td>
<td>21</td>
<td>0</td>
</tr>
<tr>
<td>Technical Official Netball kit – Jade</td>
<td>11</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>Technical Official Badminton &amp; Table Tennis kit – Jade</td>
<td>182</td>
<td>177</td>
<td>5</td>
</tr>
<tr>
<td>Total Kits</td>
<td>13,478</td>
<td>12,182</td>
<td></td>
</tr>
</tbody>
</table>

Key Lessons and Recommendations

- Staff numbers have a tendency to increase over time and it is necessary when uniform orders are placed to implement a level of contingency to predict potential additional orders.
- Difficult customer groups included technical officials, protocol positions and paid staff who were in favour of wearing a business uniform. Clearly determine and then limit availability of business uniforms to key personnel and executive positions. If trousers and tops are designed to be smart casual then the need for formal business wear could be greatly reduced.
- M2002 issued one business shirt and tie/scarf to all paid positions to reduce the number of requests for business suits and this was a viable solution to the level of requests for full business uniforms.
- Sizing problems occurred with men’s and women’s trousers particularly X-small, small and medium, therefore it is important to collect as much sizing data as possible from the volunteer application forms and interviews.
- Limit technical officials’ kits on the number of competition days. For example, Triathlon is a one day event and Lawn Bowls is 10 days. Durability, quantity and composition needs to be explored to suit the demands and duration of the sport.
- Issue three shirts as a standard kit in order to accommodate the number of venues that open early and the duration of the competition for specific sports and venues.
- Assign the responsibility of all sport specific items to Sport. These are very small quantities with sport-specific standards, fabric weights and colours. The majority of the Competition Managers know the required standard and local suppliers. If sponsorship is granted for the uniform programme, ensure sport specific items are procured with no branding displayed.
- Ensure garments are tested thoroughly before approving. Do not rely on quality assurance testing results from the suppliers.
- Carry out own washing tests before signing off on production and test garments in varying climatic conditions, preferably 12 months out, but during a period which replicates the expected Games time conditions.
- Ensure a safe contingency quantity is maintained. A minimum of 20% on large quantities and 40% for smaller quantities (under 400 units) is strongly recommended.
Section B2 Functional Area Operations

Games Services

B2.1 Procurement and Logistics (including Asset Management and Asset Recovery)
B2.2 Rate Card
B2.3 Look of the Games
B2.4 Fitout
B2.5 Event Services
B2.6 Venue Communications
Overview

The Procurement and Logistics team had the responsibility for the management of procuring, expediting, controlling, tracking and issuing of equipment and materials needed to support the Games. The aim was to ensure that they were delivered in a timely manner, to the specifications requested and in the most efficient and cost effective way.

To achieve this, the department was split up with a core Logistics team, a core Procurement team and a core Asset Management team. In addition, there was a Rate Card team, covered in the next section of this report.

The aim was to identify and quantify the assets required utilising the Asset Management team; Procurement would then co-ordinate the production of a scope of work with the responsible FA, run a tender exercise and then finalise a contract with the chosen supplier. Logistics would then liaise with the FAs and the supplier to deliver the assets to the required venue at the required time. In addition, at the conclusion of the Games, the Procurement and Logistics team were responsible for the Remains of the Games asset recovery function from each of the venues by disposing of them to their predetermined location.

The Team

The structure of the team is detailed below:

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Asset Management

This team utilised the Viewlogistics system produced by Viewpoint Technologies to track the demand planning and delivery of the assets required. The aim was to quantify the demands by spaces in venues, liaise with Procurement once suppliers were identified and then produce shipping notes for the suppliers and the Logistics team to ensure delivery. When assets were received the Logistics team or FA representative would sign the receipts and return a copy to the Asset Management team as confirmation of delivery, which would in turn be passed to Finance to release payments of invoices.

A comprehensive asset management plan was produced detailing all the processes and procedures which were in place with sample forms to be completed. Two individuals were specifically identified as Technology Asset Managers due to the high volume and value of technology assets.

A number of volunteers also assisted on a casual basis with data entry and warehouse pick lists. These volunteers were very effective and soon became important members of the team, liaising with the warehouse management team and the Venue Logistics Managers (VLMs). This team worked well as a unit providing comprehensive information on the assets which had been acquired in accordance with the procurement procedures.
**Procurement**

The Procurement team was split into two workstreams; one handling purchases under £30,000 and the other handling contracts over £30,000. The team handling the procurement activities with values under £30,000 procured items under the standard terms and conditions of M 2002 purchase orders, and were mainly engaged in processing purchase orders from the various FAs, ensuring that the best value for money was being obtained. In the period just before the Games M 2002 responsibility was devolved to each contract manager for the acquisition of goods and services, not only for the contracts which they managed but also for any procurement, through the introduction of the Contract Change Control Notes (CCCNs). This resulted in the team providing an overseeing role and an administrative service for processing CCCNs, which allowed them to concentrate on the Remains of the Games, and the disposal of M 2002 assets.

The team managing the contracts over £30,000 liaised closely with the various FAs assisting in the definition of the scope and production of tender documents suitable for the marketplace. Tender lists were compiled through a process including pre-qualification, interviews and references. The team then managed the procurement process from selection and recommendation through to formal exchange of contracts between parties drawing on the support services of the Finance and Legal departments, in conjunction with the relevant FA. As a general rule each division was allocated an individual Procurement Manager who would look after their needs thus building relationships between the Procurement department and the division.

Meetings were held with each FA in March 2001, to identify their procurement requirements and to agree timelines and programme strategy for all goods and services. The procurement strategy was complicated by a number of factors:

- The need to procure goods and services through VIK/sponsorship wherever possible.
- The inter-dependence of departmental planning in determining procurement specifications.
- A desire to minimise M 2002's risk exposure by entering into contracts only when there was a clear definition of the goods and services required.

**Sponsorship Impact**

An OC seeking to raise revenue from sponsorship will always be required to maintain a delicate balance between delaying procurement to maximise the time available to source a sponsor and the operational need to secure a supplier. As the amounts involved were significant and the services required vital to the organisation of the Games, the decision on the timing of major procurement contracts was taken by the Deputy CEO and the COO. This enabled sponsorship deals such as Rover and ASDA and a number of third party deals to be secured later than was originally planned, without compromising operational efficiency.

**Interdependence of Departments**

Many of the procurement streams were dependent upon each other and in particular the finalisation of venue plans. The layout of venues, the number of staff and the types of service to be provided to athletes, media, broadcasters, VIPs and spectators had a major impact on Technology (cabling, numbers of computers, phones, TVs, etc) Fitout (furniture, fittings and equipment) and Look. Finalisation of venue plans was delayed due to changes in service levels which had implications across the organisation and delayed the finalisation of procurement contracts in a number of areas.

**Detailed Procurement Specifications**

In a number of cases delaying the appointment of a supplier until detailed procurement specifications had been finalised would have compromised operational delivery. In such instances contracts were either concluded with a clear change control mechanism based on schedules of sites for services procured, or Heads of Agreement were entered into with suppliers commencing work on the basis that details of the contract would be confirmed with time. This process was dependent on the minimisation of risk of price or delivery variations in each particular circumstance.
Logistics
The Logistics team were the representatives of the Procurement & Logistics department at each venue. Key tasks for Venue Logistics Managers (VLMs) at the venues were to operate a work order system providing the levels of service agreed with each FA, manage the assets at the venue and compile and update the Master Delivery Schedule (MDS) daily. At some of the smaller venues with a small management team the VLM would assume the role of the BOH Manager by default. The Games time structure of the Logistics team was centred around the Warehouse and Logistics Command Centre at Bessemer Street, which was the hub of operations with the Asset Management team advising on the delivery of commodities to venues both direct from suppliers and from the warehouse.

All VLMs were paid staff with the remainder of the team at each venue comprising of volunteers and contractors. The Procurement & Logistics department retained their own training manager to lead the recruitment and training of the volunteers and to brief the VLMs on the management of the volunteers. This was found to be a valuable addition to the team. In addition to the standard in-house modules, specific training courses in health and safety, safe lifting/manual handling were conducted in association with Manchester College of Arts and Technology. The training was well attended and proved to be very useful for the volunteers from the feedback received. A one day Games specific training module was also provided for the contractors when they collected their accreditation. All logistics contractors were contracted on the basis that they were familiar with the manual handling training and an appropriate forklift licence was a requirement.

Logistics worked with three key contractors: Schenker, who were the Official Provider of Freight Forwarding Services and provided contract labour for the Logistics teams at each venue; Barlow Handling, who provided all the material handling equipment and associated services; and Generale Location, who were the providers of the Furniture, Fittings and Equipment (FFE) on a rental basis.

One additional operation which was heavily reliant on the support of Logistics was the successful expediting of all sports equipment for both competition and training venues. After the Games, the Logistics team were responsible for the recovery of all the equipment and delivery to a legacy venue identified by Sport England.

Remains of the Games
Given the volume of assets acquired it was decided that the services of a professional auction house should be sought to facilitate their disposal after the Games. Smith Hodkinson (SHM) were appointed as auctioneers, after a competitive sourcing exercise was conducted, and awarded the contract on an income share basis with a fixed percentage for each sale. In order to ensure that volunteers and staff were given first option on acquiring valuable items, (mobile phones, laptops and desk top computers, TVs) a fixed price lottery was undertaken with all forms being processed by SHM to ensure impartiality. Subsequent to this SHM produced a commercial tender sale catalogue based on the assets recovered, with items not disposed of at the tender stage being subsequently put up for public auction.

Key FA Partners and Contacts
The Procurement & Logistics department provided a service to all areas of the M2002 operation. All aspects of the business from Finance through to Volunteer recruitment were influenced by and needed some aspects of procurement. The Asset Management team liaised with each FA to confirm their equipment demands at each venue. The Logistics team were an integral part of each venue team and provided a complete end to end logistical solution for all FAs.

Key external contacts also played an important part in the successful delivery of the Games. Schenker - appointed as the Official Provider of Freight Forwarding Services in August 2001 and produced a freight manual in October which was distributed to all CGAs, rights-holding
broadcasters and media. They also provided carriage services and contract labour under a schedule of rates and the operational management personnel for the RVSS. In addition, Schenker provided all M 2002’s requirements for trucking across the UK and a secure warehouse for high value items. In March 2002 they were approached to provide an end to end solution for the handling of athletes’ baggage between the transport hubs, the M AUC, the CGV and various venues.

**Generale Location** - supplied the majority of the FF&E which was hired for the Games. This contract was managed by the Asset Management team which controlled the demands from the various venues. The key issue encountered with this contract was the level of service received both in terms of project management and on the ground support supplied to installation teams.

**Barlow Handling** - provided an end to end solution with regards to the provision of material handling equipment. This included forklifts, various trolleys, container ramps, cherry pickers and fuel stores, together with a complete refuelling and maintenance service.

**HM Customs & Excise** - worked closely with Schenker and M 2002 to provide assistance on the interpretation of the various legal requirements for teams importing freight into the UK.

**MACE** - provided project, procurement and contract management personnel to the Procurement team.

The North West Development Agency/Chamber Business Enterprise - had a close relationship with the Procurement team, who utilised their links with local business groups and provided access to their database of local suppliers. A major success was the local supply chain initiative which enabled local suppliers to meet with members of the Games team at a series of events. This allowed the Games team to explain the requirements and more importantly the procurement strategy in terms of an end to end service, sponsorship/VIK considerations, and hire versus buy preference. The success of this initiative is evidenced by the extremely low volume of complaints received from local businesses regarding lack of opportunities and the high volume of local suppliers engaged by the main Games contractors.

**MCC** - provided some personnel at the Bessemer St Warehouse.

**Venue Involvement**

During the weeks leading up to and immediately after the Games staff were present at venues. Logistics provided a service and had a presence at all Sport, training and non-Sport venues, as and when deemed suitable by the Venue Logistics Manager, with an emphasis on minimising the amount of shift premium payments.

The VLM led a team which consisted of an Assistant VLM, a Logistics Supervisor, Logistics Clerk and a number of Crew, depending on the size of the venue.

The venue based Logistics teams were developed in line with the demands of the venue bump in/bump out process. During the planning phase VLMs were recruited for key venues on a cluster basis to support the Venue Cluster Managers. As planning developed into detailed operational plans VLMs were recruited to each specific venue, who in turn recruited their volunteer venue Logistics team.

Typically at Games time, Logistics staff provided a presence at venues between 06:00 – 24:00 (two 9 hour shifts), with the exception of Sportcity and G-Mex which operated for a 24 hour period (two 1 hour shifts) due to the volume of re-supply deliveries, security restrictions and for specific tasks such as transitions between sports.

Logistics managed the back of house (BOH) areas at venues coordinating the deliveries and disposal via the MDS for the following FAs: Catering, Cleaning & Waste, Venue Communications, Risk Management, Merchandise, Security, Transport VIP and Protocol, Technology, Medical, Media Services, Medal Ceremonies, Look, Fitout, Event Services, Broadcasting, Anti-Doping Control, Accreditation.

The overlay requirements of Logistics at the venues was minimal, each venue required a compound with secure storage and an office cabin.

The Logistics Command Centre provided overall guidance and support to the venue teams, reporting to the GCC. The VLMs reported back to the Logistics Command Centre on a daily basis by fax or phone. Any issues were then resolved or elevated to the GCC.
Legacy

Procurement & Logistics leaves a database of suppliers who expressed an interest in supplying product for the Games, both those who were pre-qualified and ultimately those who supplied the Games directly. Close liaison with the North West Development Agency/Chamber Business Enterprise ensured that the local supply base was utilised wherever possible thus leaving a lasting economic legacy to the North West as a region and indeed the UK as a whole. These agencies are now setting up a sporting industrial expertise ‘cluster’ focusing on the North West.

Key Lessons and Recommendations

- Define performance standards for each area of the organisation and gain agreement of all schedules as early as possible.
- Define the budget timelines to deliver the service standards well in advance.
- Prepare detailed plans for each venue early and agree a date across the organisation beyond which changes will not be accepted.
- Ensure that each division prepares detailed scopes of service for their area as early as possible.
- Retain sufficient financial and delivery flexibility in the contracting process to minimise the expense, maximising the potential for sponsorship deals.
- Understand the volume of work required in securing more than 500 contracts and resource up accordingly. Involve a procurement/programme specialist within the early phases of the organisation life at a senior level, it cannot be underestimated how significant a role Procurement has to play in the performance of the organisation.
- Enforce Asset Management procedures without exception. If assets are not listed on the system, then invoices received should not be accepted.
- Introduce a package management system that can handle, budgets, contract sums, variations and payments – in essence a project management tool found on most complex projects.

Procurement & Logistics managed thousands of orders, suppliers, products and services throughout the Games, but to indicate the most popular or most sought after items, the top 10 procured items of the Games were as follows:

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Total (£m)</th>
<th>Expenditure Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longville Limited</td>
<td>1.2</td>
<td>Generators, fuel, distribution &amp; air conditioning*</td>
</tr>
<tr>
<td>Owen Brown</td>
<td>1.1</td>
<td>Tents, marquees and related fittings**</td>
</tr>
<tr>
<td>Interserve</td>
<td>1.1</td>
<td>Fencing, site adaptation, flagpole installation</td>
</tr>
<tr>
<td>Seating Structures</td>
<td>1.0</td>
<td>Temporary seating</td>
</tr>
<tr>
<td>Manchester City Council</td>
<td>1.0</td>
<td>Stadium seats, Special projects works, venue hire, sundry works</td>
</tr>
<tr>
<td>Unusual Rigging</td>
<td>0.9</td>
<td>Rigging services, cable bridges &amp; gantries, scoreboard supports</td>
</tr>
<tr>
<td>Andrews Sykes Hire</td>
<td>0.9</td>
<td>Temporary cabins, toilets, showers and related services</td>
</tr>
<tr>
<td>GM EX Limited</td>
<td>0.8</td>
<td>Rigging services, window black-out, ramps, venue hire fee</td>
</tr>
<tr>
<td>T Partington &amp; Sons</td>
<td>0.5</td>
<td>Site adaptation at Athletes Village</td>
</tr>
<tr>
<td>Groundwork Landscapes</td>
<td>0.5</td>
<td>Landscaping, plants, ground works</td>
</tr>
</tbody>
</table>

*Longville spend includes Value in Kind of £153,000.
**Owen Brown spend includes Value in Kind of £125,000.
B2.2 Rate Card

Overview
The mission of the Rate Card service was to provide a high quality cost effective solution for the supply of furniture, fittings, equipment and other items that would be required by specific organisations or individuals during their stay in Manchester for the Games.

Rate Card was a FA within Procurement & Logistics. The purpose was to provide a seamless service to designated visitors to the Commonwealth Games to assist them in undertaking their respective roles and responsibilities. The role of the service was to produce a catalogue of goods and services available for hire or purchase for use prior to and during Games time, ensuring timely delivery, collection and support.

Three separate Rate Cards were produced, although most goods and services were common to all of them.
- CGA Rate Card
- Media Rate Card
- COMBO 2002 (BBC) Rate Card

Rate Card provided a quality service to the following groups with the Rate Cards being initially issued in June 2001:
- Commonwealth Games Federation
- Commonwealth Games Associations
- Written Press and Photographers
- COMBO 2002 (and where applicable their clients, i.e. Rights-holding Broadcasters)
- Miscellaneous Organisations (e.g. World Anti-Doping Association – WADA)

The Team
The Rate Card team was managed by the Head of Procurement & Logistics, with one Rate Card Services Manager assisted by two Rate Card Coordinators. At Games times, the team were supplemented by 18 volunteer staff.

It was originally envisaged that whilst the Rate Card Services Manager would spend a significant amount of time at the Village and MPC Help Desks, the role would be reactive and enable the Manager to respond to any operational problems at any of the three locations where Rate Card was provided. The Rate Card staff working at the Village and the MPC reported directly to the Rate Card Services Manager.

It was intended that a member of Rate Card staff would be based at both the Village and MPC, supported by volunteers. These in turn were supported by staff/volunteers from Technology to deal with IT/Telecoms requests.

Originally, it was felt that a permanent Rate Card presence at the International Broadcasting Centre would not be required and that Rate Card assistance here would be provided purely by Technology support staff. However, there was regular and speedy contact with the Rate Card team in respect of any non-Technology Rate Card problems and a reactive team was required to be on hand to respond to a variety of requests.

Any Rate Card issues at Bisley were dealt with by the VLM with adequate support provided by Technology for IT and Telecoms.

Venue Involvement

Village
It was anticipated that there would be a significant amount of Rate Card usage at the Village and was supported by a Help Desk open from 08.00 until 18.00 daily both before and during the Games. Outside these times any emergency was directed to the Rate Card Services Manager on a mobile number or passed through the Logistics Command Centre. Initial orders from CGAs were slow and most orders were only finalised shortly before Games time. All orders were met but this did cause some operational difficulties for both Rate Card and Logistics.
Main Press Centre

Due to low orders initially the Rate Card Manager was tasked with the role of responding to all overall Games wide issues and that of the M PC. The numbers of requests and requirements at the M PC justified a full time presence from Rate Card, separate from the Games wide management function.

The M PC was operational 24 hours a day during the Games and the Rate Card Help Desk was open from 08:00 to 18:00 daily both before and during the Games. Outside these times any emergency could be directed to the Rate Card Services Manager on a mobile number or passed through the Logistics Command Centre. The only out of hours requests were for phone lines and mobile phone top up cards, which in hindsight could have been sold by Media Services as they were operational 24 hours a day.

International Broadcasting Centre (IBC)

There was effectively only one Rate Card client at the IBC, this being COM BO 2002 (the BBC). In turn they had their own clients who had ordered furniture, fittings and equipment provided through the M 2002 Rate Card. Consequently M 2002 gave support directly to these end users, effectively bypassing the BBC.

It was anticipated that any problems encountered with Rate Card equipment were more than likely to be of a technology nature and as M 2002 Technology had a 24 hour on-site presence supported by additional resources at Bessemer Street, no other Rate Card staff were based at this location. Any non-Technology issues were directed via the Technology team to the Rate Card Services Manager.

However, during bump-in to the IBC it became apparent that the Broadcaster clients required a significantly higher level of service. It was decided that there should be a permanent Rate Card presence and staffing arrangements were revised accordingly.

The table shows the level of services provided through the Rate Cards during the Games by venue.

<table>
<thead>
<tr>
<th>Venue</th>
<th>Audio Visual Goods</th>
<th>Catering Services</th>
<th>Furniture</th>
<th>Information Technology</th>
<th>Mobile Services</th>
<th>Telecommunications</th>
<th>White Goods</th>
<th>Appliances</th>
<th>Additional</th>
<th>Overall Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manchester Aquatics Centre</td>
<td>3</td>
<td>2</td>
<td>55</td>
<td></td>
<td>72</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>132</td>
</tr>
<tr>
<td>Bolton Arena</td>
<td>2</td>
<td>51</td>
<td></td>
<td></td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>77</td>
</tr>
<tr>
<td>National Shooting Centre - Bisley</td>
<td>2</td>
<td>41</td>
<td></td>
<td></td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61</td>
</tr>
<tr>
<td>Belle Vue Regional Hockey Centre</td>
<td>2</td>
<td>83</td>
<td></td>
<td></td>
<td>33</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>118</td>
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<tr>
<td>Commonwealth Games Village</td>
<td>80</td>
<td>11</td>
<td>105</td>
<td>28</td>
<td>879</td>
<td>1</td>
<td>134</td>
<td>7</td>
<td>8</td>
<td>1,273</td>
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<tr>
<td>City of Manchester Stadium</td>
<td>7</td>
<td>4</td>
<td>170</td>
<td></td>
<td>126</td>
<td>3</td>
<td>4</td>
<td></td>
<td></td>
<td>314</td>
</tr>
<tr>
<td>G-M Ex</td>
<td>2</td>
<td>49</td>
<td></td>
<td></td>
<td>35</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>82</td>
</tr>
<tr>
<td>Heron House</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Heaton Park</td>
<td>2</td>
<td>75</td>
<td></td>
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<td>29</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>106</td>
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<tr>
<td>International Broadcast Centre</td>
<td>357</td>
<td>41</td>
<td>1,675</td>
<td>162</td>
<td>1,434</td>
<td>28</td>
<td>701</td>
<td>19</td>
<td>2</td>
<td>105</td>
</tr>
<tr>
<td>International Convention Centre</td>
<td>2</td>
<td>4</td>
<td></td>
<td></td>
<td>21</td>
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<td></td>
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<td>67</td>
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<td>MEN Arena</td>
<td>2</td>
<td>51</td>
<td></td>
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<td>38</td>
<td></td>
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<td></td>
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<td>91</td>
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<tr>
<td>Main Press Centre</td>
<td>39</td>
<td>6</td>
<td>293</td>
<td>22</td>
<td>368</td>
<td>18</td>
<td>171</td>
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<td>8</td>
<td>962</td>
</tr>
<tr>
<td>National Cycling Centre</td>
<td>2</td>
<td>51</td>
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<td></td>
<td>35</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>88</td>
</tr>
<tr>
<td>National Squash Centre - Sportcity</td>
<td>2</td>
<td>51</td>
<td></td>
<td></td>
<td>27</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>80</td>
</tr>
<tr>
<td>Rowington</td>
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<td>40</td>
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<td>13</td>
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<td></td>
<td></td>
<td></td>
<td>55</td>
</tr>
<tr>
<td>Salford Quays</td>
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<td>64</td>
<td></td>
<td></td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>90</td>
</tr>
<tr>
<td>Table Tennis Centre - Sportcity</td>
<td>2</td>
<td>51</td>
<td></td>
<td></td>
<td>22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>75</td>
</tr>
<tr>
<td>Wythenshawe Forum</td>
<td>2</td>
<td>51</td>
<td></td>
<td></td>
<td>32</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>85</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>486</strong></td>
<td><strong>90</strong></td>
<td><strong>2,986</strong></td>
<td><strong>212</strong></td>
<td><strong>2,711</strong></td>
<td><strong>47</strong></td>
<td><strong>1,577</strong></td>
<td><strong>36</strong></td>
<td><strong>22</strong></td>
<td><strong>105</strong></td>
</tr>
</tbody>
</table>

Key Lessons and Recommendations

- The Rate Card Services Manager should have sufficient major Games experience either as a volunteer or observer in order to be able to effectively undertake their Games time role.
- If it is decided to provide a Rate Card service to rights holding broadcasters, ensure that this is a completely separate document to the CGA and Media Rate Card. Experience has shown that this group arrive earlier than CGAs and Media and are therefore at the Games for a much longer period. Consequently, they require a higher level of service than other clients and better quality of goods.
- Ensure significant staffing is available from client arrival until start of Games.
- Empower other FAs to deal with minor sales (for example, Finance or Media Services staff to sell phone cards)
- Use own Rate Card sign-off system for clients rather than Games Asset Management system.
- Ensure that there are plenty of spare phone lines available at each Rate Card venue in order to cope with additional demand.
B2.3 Look of the Games

Overview
The Look team had a primary role in developing an identity for M 2002, creating a ‘personality’ for the Games and conveying a positive image. Careful use of colour and decoration allowed a consistent design to be developed for venues, broadcast and the city of Manchester.

The Team worked with specific FAs, for example, helping to establish identities for The Queen’s Jubilee Baton Relay and Spirit of Friendship Festival, and ensured that Sponsors, Partner organisations and the CGF were consulted and included in all related programmes.

The primary purpose of the Look team was to formulate the dressing of all significant Games venues using the M 2002 identity. Sport venues required particular attention to detail as they were the focus of most broadcast coverage during the Games. Procurement, delivery and installation of the dressing components at all venues required careful planning and coordination.

In addition, the designs, style and colour palette developed by the team provided the basis for direction and support to MCC for the dressing of the city.

The Team
During the initial design stage of work, the Look team was located within the M 2002 Marketing department providing direct branding design input and supervision for Merchandising, Sponsorship, Marketing, Publications, Uniforms and Brand Protection programmes.

The first seven months of work focused primarily on identity design, programme planning and budgeting phases. From mid-2001 Look of the Games provided a dedicated staff member to coordinate the city dressing requirements across MCC’s planning and delivery teams.

In late-2001 the Look team completed the detailed planning of venue dressing and associated Games time deliverables. Also, at this time, the FA was transferred into the M 2002 Fitout department in order to maximise coordination of the venues design process.

The team grew steadily to 11 dedicated staff one month prior to the Games:

- **Look of the Games Manager** – Appointed in 2000, acting both as FA Manager and lead designer with a primary role of ensuring consistent implementation across the M 2002 organisation. Responsibilities also included the production and procurement of all standard Look dressing items and assisting with supply of customised treatments.

- **Look Venue Managers x 4** – Three Managers appointed to provide detailed implementation of Look dressing across specific groups of venues, providing direct liaison with the specific Venue and Fitout teams, and the Broadcast Producer for each venue. The fourth Manager was tasked with dressing for the City programme. The first Look Venue Manager was appointed in June 2000, the final appointment was made in February 2002.

- **Look Manager (Sponsors)** – Based in the Sponsorship team and working across all venues with a remit to coordinate the installation of Sponsor products and the supply of the standard branding items.

- **Graphic Designer** – Appointed in November 2000 to document and produce all reproduction artwork and detailed designs for many one-off and customised applications. The graphic designer also drew and maintained all Look venue plan drawings and a number of presentation visuals of specific treatments.

- **Project Manager** – Seconded from MCC to assist the Look Venue Manager for City Dressing.

- **Operations Manager, Assistant and Warehouse Manager** – Appointed in June 2002 to schedule and control programme resources during installation and at Games time.

Look team activities peaked during the bump-in phase immediately prior to the Games, beginning on 1 July with the CGV installations. The team remained extremely busy throughout the month until the middle of the Games period.
Key FA Partners and Contacts
The following are key external stakeholders who worked directly with the Look FA:

- Commonwealth Games Federation
- Sport England
- MCC, Chief Executive’s Department
- MCC, Operational Services

The following goods and services were supplied by key contractors:

- Access Advertising Graphic – design and presentation artwork.
- Cestrian Limited – Building wraps, grand format printing and ground markings.
- Superchrome Digital – Digital printed backdrops and display stands.
- Northern Flags Ltd – Street banners and national flags.
- House of Flags Ltd – Internal decorative banners.
- Astra Signs – Signs, field of play corralling, perimeter boards.
- Quintus – Ground markings and grass graphics.

Venue Involvement
The Look team was responsible for dressing and branding the following venues for Games time:

- All Sport venues and common areas
- Sportcity Plaza
- Athletes’ Villages
- Technical Officials’ Village
- Host Hotel
- International Broadcast Centre
- Main Press Centre
- Main Athlete Accreditation and Uniform Centre

Dressing was provided for all fields of play, primary spectator areas, entries and venue perimeters. Where practicable, sport equipment items, cover up items, dedicated vehicles and scoreboards were treated. Look also provided national flag displays in venues requiring them.

Coordination between Look and Broadcasters required considerable communication and liaison. Fortunately, issues involving fitout were minor with only a small number of Look items adversely affected by incorrect or unexpected fitout operations.
Impact and Media Coverage

Broadcast appearance of venues was visually impressive. Importantly, key venues such as G-Mex, the Aquatics Centre, the Stadium, Salford Quays and the Athletes’ Village achieved excellent branding and appearance.

Comments received during the Games from athletes and CGA officials praised the dressing of venues and villages. Immediately after the Games, the Sport England representative of Fast Track commented that “the balance achieved between commercial sponsors and funding agents was exactly what we had been hoping to achieve”.

Venue dressing was well covered in TV broadcasts, with many introductory ‘beauty shots’ and results background shots featuring Look dressing between actual competition. Also, flash quotes and introductory shots often used the fields of play as backgrounds. On-air presenters commented that branding details were of Olympic quality.

The street banner programme and use of fence fabric were very effective in extending a Games feel into the city and venues outside Manchester. Many press articles highlighted that the city of Manchester had been transformed through dressing and the use of colour into a Host City.

Sport equipment was branded and coloured effectively and a cohesive identity was achieved while still satisfying Sponsor and funding partners’ needs for recognition.

Victory podium backdrops achieved far more air time than expected, while press backdrops and external venue areas appeared less frequently. Those areas did however appear frequently in press photos.

Royal visits to non-Sport venues generally did not gain any broadcast coverage. All media access to the Athletes’ Village was restricted and hence very little of the Village dressing appeared in the media.

Legacy

The primary target of the Look of the Games was to present a lasting, positive image of the Manchester Games and Manchester itself. The venue dressing, street banner programme and building graphics in the city all contributed significantly to the image of the city.

Street Banners

The M2002 street banner programme has set new standards for MCC larger banner campaigns, with new fixing and production methods for over 2,300 banners. The banner arms for the programme are now owned by MCC Operational Services and have been left in place for future use.

Venue Markers

Venue marker structures were produced and installed to highlight spectator entries at 13 locations. Each marker was seven metres tall and displayed the Games identity with a pictogram of the sport and location. A number of these markers are to remain at their venues for future use.

A list and images of the key items installed under the remit of the Look programme can be found in the Statistics Pack (Volume 5).

Key Lessons and Recommendations

Organisation:

- A broad remit for the Look Programme to assure a consistent identity across all possible areas is recommended. Ceremonies planners, Broadcasters and Sponsors can significantly ‘dilute’ the Games image if adequate coordination is not provided. Early integration of all creative areas will markedly reduce the possibility of this occurring.

- In-house design and artwork production capabilities are important assets. Multitudes of small artwork and individual treatments must be formulated rapidly and at minimum cost throughout Look programmes. In order to achieve this it is necessary to have suitably qualified personnel working within the team to produce various elements and reduce costs.

Design and Pre-Planning:

- Any identity designed for a multi-sport event must be extremely flexible and suited to large scale branding and broadcast in order to achieve any measure of success. For Manchester 2002, the final identity was developed by the Look team and finalised 18 months prior to Games
time allowing excellent coordination with Merchandising, Sponsorship and Marketing. This approach is recommended as it eliminated the situation of a conventional corporate identity needing to be constantly adapted and evolved to suit event branding requirements.

- Early approval of the identity and venue dressing design principles is very beneficial.
- Venue plans and CAD documentation must be accurate and available no less than 12 months prior to Games time.
- Specialist workstations and software may be required for the graphic design function and need to be properly supported by Technology.
- A separate in-house Publications team achieved excellent identity consistency with the Look programme from initial design briefings and use of the brand guidelines.

Ceremonies:
- Both the Opening and Closing Ceremonies failed to reinforce the Games identity. The Ceremonies team was briefed on the principles of the Games identity, but the evolutionary nature of their planning required a more flexible and creative approach. An important element in future would be to apply a more cohesive approach to the design of props and stage set-ups with Ceremonies.
- Victory ceremonies are given a great deal of visibility by broadcasters. The victory podiums and the ceremonial uniforms need to reinforce the Games identity.
- Dressing of podiums could have been improved. Greater emphasis should have been placed on scale and aesthetic design to achieve maximum impact particularly in the larger venues.

Sports Equipment:
- Sport equipment branding is a critical area for the Games identity. Rigorous control of equipment branding, including the minimisation of makers’ marks and determination of colour, can be a complex task. It is highly recommended that this element is treated as a priority.
- Branding of sport equipment was delayed and came very close to a critical deadline. Delivery timelines need to anticipate delays of at least four weeks on large image treatments.

City Dressing:
- City dressing requires coordination with a wide group of stakeholders. The coordination cannot be designed and controlled in the same manner as the dressing of Games venues. It was important for Look to control the design and ensure consistency with the presentation of the Games, but ultimately, much of the management and drive had to be provided by the stakeholders concerned.

Broadcasters:
- Close contact with the Look of the Games programme is needed during planning and Games time, to overcome any use of colour or placement issues. Adoption of a formal review and approval process is recommended early in the process to ensure that treatments achieve the desired impact on camera.
- At the Aquatics Centre, the Diving backdrop had to be relocated to suit broadcast camera positions. It is imperative to liaise early with broadcasters to determine the impact camera positions have on Games look.
- Sponsor branding on the Weightlifting backdrop was deemed to be intrusive by the Host Broadcaster during initial competition. Several replacement options were subsequently produced to rectify the problem. Clearly, it is important not to underestimate the exacting requirements that might be imposed by the broadcaster for specific events in non-fit-for-purpose venues.

Sponsors:
- Sponsor recognition issues can be difficult and slow to resolve. Identifying the true needs of Sponsors and subsequent planning of dressing to achieve Sponsor recognition were the most difficult issues for the Look team.
- Wherever possible, Look programmes must accommodate the needs of Sponsors particularly in relation to design and colour selection. However, a careful balance is required between the needs of Sponsors and the requirements of Sport.
Sponsor requirements will include significant late changes to key areas and the FOPs. Sponsorship components should be handled separately to Games dressing components to minimise disruption to Look procurement and installation activities.

**Procurement:**
- Procurement and contracts need to be completed as early as possible. All core deliverables should be received no less than eight weeks prior to Games time.
- Alternate suppliers must be identified for all key components as a contingency for suppliers during the delivery phase.
- Supply and quality of banners and national flags are key components of venue dressing. Delivery arrangements and quality standards need to be properly specified and closely monitored.

**Installation and Fitout:**
- Inclusion of the Look of the Games programme within the Fitout team for final coordination and delivery worked particularly well at the Games.
- It is recommended that all warehouse spaces are inspected prior to storage of Look materials. Water damage to Look stock occurred during Games time due to leaking roofs at the main warehouse.
- Security and Accreditation programmes need to be flexible to accommodate Look programme deliveries as the installation phase occurs as late as possible in the planning cycle and involves a large number of contractors and potential late changes.
- Planning and implementation of the wayfinding signs outside of the Look programme was entirely successful, as early design coordination with the Signage team ensured consistent identity. Separation of the teams for delivery averted a potential overload prior to Games time.
- Floor marking laminates for the Athletes’ Village failed during manufacture and subsequent re-supply was difficult. For similar work in the future, a small contingency should be factored into production.
- Lighting lux levels at some venues was lower than preferred. However, creative use of colour and image placement can help to counter this in the majority of cases.
B2.4 Fitout

Overview
The aim of the Fitout function was to create venues befitting a world class international event which allowed for operational flexibility in the most cost effective but safe manner, on time and within budget.

A consistent look was to be maintained across all venues in keeping with the image of the Games and in order to deliver a quality visual presentation for broadcast and media.

Fitout was responsible for the development of a scoping document for all venues identifying all:

- Utilities
- Lighting
- Temporary seating
- Refurbishment
- Partitions
- Decoration
- Rigging
- Floors
- Ceremonies podia
- Construction works
- Signage
- Cable reticulation
- Temporary structures
- Sound and PA equipment
- Temporary walls
- Carpeting
- Accessibility improvements
- Timing and scoring infrastructure
- Supports for sport podia
- Ground works
- Look installation
- Furniture

As part of the initial venue planning process, delivery was centralised, with all contracts bought through a central location and the end product was to be delivered through each VGM and their team. In July 2001, this system was reviewed and a decision was taken to maintain the central procurement process but to deliver the construction via a single delivery unit.

A consultant was recruited to review the venues and processes and this resulted in a 12 phase venue design programme with timelines and schedules. The Head of Fitout, Look and Signage was then appointed in October 2001.

The scoping process began with an audit of each venue in conjunction with the Venue Cluster Managers in order to produce a detailed scope of all fitout elements required. The scope was then further developed in liaison with the Cluster Managers based on FA specifications, taking into account the requirement to maintain consistency across venues.

At this point, overlays were designed for each venue, the first CAD drawings were produced and quantities for all major supply items were estimated.
Fitout then liaised with Procurement to produce tender documents and assisted with the tender selection process to ensure that best value for money solutions were obtained. At the same time, Procurement ensured that any sponsorship opportunities were fully explored in consultation with the Commercial team.

Once the suppliers had been selected, Fitout worked with the suppliers, contractors and Sponsors/VIK providers to ensure that the scope of works provided a satisfactory and detailed end to end solution which could be delivered on time, whilst always reviewing costs to keep within budget.

Prior to occupation of the venues, condition surveys were carried out and agreed with the venue owners. During the bump-in period, Fitout managed all aspects of the installation, commissioning, reconfiguration and maintenance of all elements, keeping a stock of any necessary spare parts and with a presence at the venue at all times to fulfil any ad-hoc requirements during the Games.

After the event, once all the elements had been de-commissioned and removed, Fitout carried out a joint inspection of the venue with the owner in order to agree the management of any remedial works through to completion.

**Fitout**

The Fitout team was split into three delivery units, each responsible for a number of venues:

<table>
<thead>
<tr>
<th>Peak &amp; Parklands</th>
<th>Belle Vue, Bisley, Bolton Arena, Heaton Park, Rivington, Salford Quays</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Centre</td>
<td>Aquatics Centre, G-Mex, ICC, M-Pc, MEN Arena</td>
</tr>
<tr>
<td>Sportcity</td>
<td>Squash Centre, Stadium, Table Tennis Centre, Velodrome</td>
</tr>
</tbody>
</table>

Non-Sport venues were managed separately and the Village had its own dedicated Fitout team, reporting back to the Director.

After a period of time, the team was increased quite radically with a Fitout Manager dedicated to each venue. Most of the additional staff came from an events background, adding an extra layer of experience.

There was a difficulty in finding experienced contractors to provide services to the Games, due to the general lack of big event contractors and suppliers in the UK. In addition, other events being held at the same time impacted on contractors’ ability to deliver and they sometimes struggled to keep up with M2002’s requirements. The finalisation of contracts was not complete until mid May, which led to short lead-times for items to be delivered. In hindsight it would have been helpful to have brought the contractors on a lot earlier and included them in the planning process.

**CAD**

The delivery of CAD drawings that were both accurate and timely was vital in understanding exactly what needed to be scoped for each venue and the planning process itself was slowed down by the poor quality venue drawings that were available. Due to the late start to the planning process and the amount of time taken to produce and print the drawings, the CAD revision process had to be considerably shortened in order to leave enough time for the build programme to be developed with the contractors. This meant that only four out of the seven planned revisions were carried out. It is recommended that good quality, compatible venue drawings are provided under the terms of the Venue Hire Agreement.

**Technology**

There were some initial difficulties in bridging the gap between Technology and Fitout, in that once a product was provided by Technology it was not always clear how it was to be installed within the venue. However this was resolved and overall Technology worked well in the venues.

**Challenges**

Some excellent contractors were procured to deliver the programme of works, this made the management relatively easy, in most instances. There were however some issues which caused the team difficulty, primarily arising out of the shortage of planning time.
The Team
The Games time team consisted of 46 members of staff.

Key Venue Partners and Contacts
Critical to the support of the work carried out by Fitout, was the consultation and support of the following key partners:

- Various departments within MCC - Special Projects Team, Building Control, Planning
- United Utilities
- GMP
- Interserve (Fencing)
- Stage Electrics (Lighting)
- Unusual (Rigging)
- Cestrian (Signage)
- Manchester & Cheshire Construction
- Screenco (Videoboards)
- GM CFS
- TFCN (Flagpoles)
- Longville (Generators & HVAC)
- Lighting Design
- Seating Structures
- Astra Signs (Signs)
- Swiss Timing
- Trac (Trackway)
- Owen Brown (Marquees)

Key Lessons and Recommendations
- Appoint a Head of Fitout early in the process. Recognise the difference between Venue Fitout and Operations as they require different skill sets.
- Maintain a CAD review process throughout the planning process until going operational. Ensure the VGM’s are involved in the process and all areas of the organisation buy into this process.
- Recruit suitably qualified and highly motivated CAD operators.
- Recruit a good programme manager and financial manager early to ensure good commissioning schedules and budgets are developed.
- Ensure scopes are delivered early to allow a good and competitive tendering process.
- Ensure the brief given to the companies tendering is very thorough to avoid the possibility of claims.
- Adopt a simple form of contract that clearly achieves its objectives including simple valuation methods, amendments and alteration clauses.
- An early start to the CAD revision process is crucial to overall planning and delivery, ensuring that sign off is achieved from each FA/department.
B2.5 Event Services

Overview
The Event Services department was responsible for the movement of spectators in, out and around competition venues and formed part of the Operations division.

In April 2002, Event Services took responsibility for the stewarding function of seating bowl ushering, safety and crowd management for the Games. Showsec provided contract stewards and these were supplemented by volunteers working at all competition venues.

The objectives of Event Services include:
- Providing effective information, direction and customer care to spectators and other constituent groups visiting competition venues.
- Coordinating the smooth operation of FOH activities.
- Recruiting, training, rostering and managing a highly-motivated volunteer workforce to deliver the above.

The key areas Event Services were involved in were:
- Spectator Marshals – welcoming spectators into the venue, assisting and directing them as necessary.
- Event Marshals – assisting and directing spectators in the seating bowl.
- Access Monitors – managing access to particular areas and zones in the venue by checking a person’s right of entry via their accreditation.
- Ticket Takers – meeting and greeting spectators, check and rip tickets.
- Ticket Runners – helped to resolve ticket problems arising at ticket rip and the seating bowl by conveying necessary information to the box office and delivering replacements tickets as required.
- Information Assistants – personnel based at the information points providing general information about the venue and the Games. They were also responsible for managing the lost and found service and operating the pushchair and wheelchair storage, lift and return services.

The peak activity occurred prior to the Games when the training sessions were conducted in June and July. A total of 10 sessions were conducted in a very short timeframe and took place at the same time as managing the production, distribution and amendment of 1,300 rosters.

Planning was based on 100% ticket sales and in most cases, this was an accurate estimation.

Event Services interacted closely with the following FAs and acted as FOH Management during the Games:
- Accreditation – provision of accreditation information for access monitors.
- Look and Fitout – provision of wayfinding signage.
- Logistics – assistance with movement of some items at the venue, for example barricades.
- Security – operation of security screening at spectator entry.
- Procurement – provision of FF&E items.
- Technology – provision of technology items and distribution of radios.
- Transport – spectator transport facilities.
- Ticketing – support for ticket rips and for ticket problem resolution.
- Venue Communications – monitoring of radio traffic and assistance with relaying of messages as required.
- Workforce – services to volunteers including uniform provision, check-in and break area facilities, generic orientation and venue training.

The Team
Event Services functioned exceptionally well during the Games. The appointment of additional paid resources in late July and early August was a contributing factor to the success. There were a number of venues that were open extremely long hours and their recruitment alleviated pressure on the FOH Managers.
There were 24 paid staff and 1,300 volunteers in Event Services. Volunteers were used to perform the role of Team Leaders, they were a significant bonus to their team as their commitment was outstanding. They handled so many issues at the venue that the FA Command was left to deal with the major Games issues.

Venue involvement
For full details on the level of involvement at each venue please refer to the appendix to this volume.

Operating Hours
The standard operating hours were determined by the competition at each venue. However, the overall operating hours were:
- Spectator gates open one hour prior to competition start (two hours at Stadium).
- Spectator gates close 30 minutes after competition end.
- Staff debriefed and depart following gate closures.

For additional information on the venue timescales and activities please refer to the appendix to this volume.

Key Lessons and Recommendations
- Future OCs should recognise that volunteers can be more effective and friendly than paid security contracted staff, they should be widely utilised in future Games.
- Ticket Runners should be part of the Ticketing team linked to Event Services. A recommendation is to use contract staff, preferably a member of the official ticketing agency (Ticketmaster in the example of Manchester) rather than volunteers to resolve ticket issues.
- Depending on the size of the venue, assistant FOH Managers would be recommended to specifically support the staffing and operations at large venues.
- Workforce volunteer strategies need to be established to support FAs with large volunteer numbers, in particular areas such as Transport and Event Services.
- When ordering the temporary structures that will be used as information points, ensure they are fully scoped to the appropriate design, of the required size, number of windows and accessible ramps.
- Ensure Procurement communicate any changes to FF&E scope to FAs as soon as these changes are made, so workable alternatives can be sought.
- Avoid late notice changes to competition schedules. A contingency plan assisting staff to action the appropriate changes is essential to invoke the correct communication strategy with spectators.
B2.6 Venue Communications

Overview
Venue Communications were responsible for managing the venue radio communications, establishing the infrastructure, designing call signs and implementing radio training throughout the Games workforce.

During the Games planning phase, it formed part of the Venues Department and oversaw the planning and implementation of the integrated communications strategy across all FAs operating within each venue and between venues.

Venue Communications was the central point of contact for all FAs and provided general support to the Venue Management Team. As the operational communication hub at each venue, the role of Venue Communications was to facilitate the prompt resolution of venue related issues and occurrences by effectively monitoring, recording, communicating and escalating issues appropriately throughout the venue primarily by radio or telephone.

Interactive planning sessions were held prior to the Games in consultation with emergency services to determine the appropriate response to an emergency situation, for both the agency and M 2002 personnel.

The key responsibilities of Venue Communications included:
- Establishing the most appropriate radio communication option for each venue. Involving Technology to efficiently implement the radio infrastructure to support the communication strategy at Games venues.
- Monitoring the communications of key talk groups in order to inform complementary talk groups of the daily operations across the venue.
- Acting as a main switchboard and central point of contact at the venue.
- Controlling the cross communication between venues and talk groups.
- Communicating information, changes and issues to the appropriate FAs.
- Escalating major issues to Security, GCC or emergency services.
- Offering administrative support to the Venue Operations Centres (VOC) and the Venue Communications Centres (VCC) to monitor the venue wide radio network, VOC telephone and fax communications.
- Producing and distributing the venue talk group lists to radio users.
- Supporting Risk Management in the tracking and resolution of venue based issues.

The Team
Job specific training took place between April and June and the sessions were well attended. There were three major sessions, each lasting three hours. There were also:
- Two Operations/Venue Managers sessions.
- Several miscellaneous one on one sessions provided in late lead-up to Games.

All volunteers worked at the Aqua Pura Commonwealth Games Athletic Trials in June. This helped them consolidate their training and improve their practical radio and event knowledge.

Bearing this in mind, the staff adapted to the challenges of the role with commitment and dedication under significant periods of stress and pressure.
Key FA Partners and Contacts

- Emergency Services including:
  - GMP
  - GMAS
  - GM CFS
  - St John’s Ambulance

- Showsec Security – As the M 2002 contractor for Games security, Showsec security personnel played an integral role in maintaining venue security integrity through the use of a radio communications channel devoted to their FA.

- The contracted radio device and network provider was responsible for ensuring the integrity of the radio operation for M 2002. M 2002 Technology chose to utilise a trunk network system rather than a Simplex system. Technology was responsible for managing the radio provider contract.

Venue Involvement

The Venue Communications team consisted of two paid members of staff and 50 volunteers. Venue Communications provided staff at the following venues:

- All competition venues
- Stadium/Sportcity Plaza operations
- MPC – including G-Mex and MICC operations
- CGV
- Bisley Village – National Shooting Centre operations

Some venues managed their venue communications internally as they did not have sufficient radio volumes or an operation warranting the provision of a Venue Communications Centre. The Venue Communications team provided assistance to these venues with developing the venue communication plans, talk group configurations and standard communications procedures. These venues were:

- Bessemer Street
- Fleet Depots
- IBC
- OHH
- Hospitality Village
- GCC
- Heron House
- Airports/Train Stations
- UAC
- Technical Officials’ Village

The number of volunteer coordinators at each venue depended on the size and complexity of the operation of the venue.

At the following major venues there was also a Communications Manager to oversee the Venue Communications operation:

- Sportcity
- CGV
- Road Events
- G-Mex and ICC
Games Time Operation

The Venue Communications service was provided at venues during the move-in and operational phases. For all venues, the first three days were extremely busy. The peak periods coincided with the spectator gates opening and closing, and prior to and at the end of competition.

The Stadium talk group was a busy and complicated operation due to the scale of users on one system. This complexity was compounded by the integration with the Sportcity Plaza users along with major FAs such as Transport and Security. The level of use on one specific talk group has implications for the functionality of the entire talk group and the design and application should be considered well before implementation.

As the Games progressed and operations streamlined the radio traffic diminished concurrently. In the planning phase, it was agreed between M2002 and Showsec that Showsec would provide a trained radio operator to monitor the FOH and Security operations talkgroup at all venues except the Stadium.

Feedback showed that venues that did have Showsec radio operator support encountered no system problems and indicated that there was an excellent level of support received.

At Games time the technology hardware and radio network was not always reliable which had an impact on the response rate when an issue arose. As the VCC is the centre for the communication in the venue it is necessary to ensure that all communications are tested and call signs are in place at least a week before the event.

Call signs were specific at each venue but the most complex venue was the Stadium which involved a design of 19 separate talk groups. In other venues an average of nine different talk groups would be operating at any one time.

Key Lessons and Recommendations

- Talk group design is a critical planning aspect of Venue Communications and sets the tone for response and reaction time at the venues.
- An aspect that had a significant impact on radio communications at Games time, was the tendency to use mobile phones instead of radio use. One to one communications has to cease once operations commence and it is then that radio communications become critical.
- Without a reliable system up and running from the outset users will lose confidence in the system and resort to other forms of communication.
- In the case of Manchester, radio communications only became reliable in the majority of venues by Day 7, which for many was too late in the process to regain user confidence.
- Testing must be of paramount importance before Games delivery. Contractor delivery mechanisms and access to programmers must be available at all times to resolve issues that may arise during the course of the event.
- Particularly in the case of Road Events, radio communications are critical to the success of the event. Minor accessories such as microphones and headsets for ‘quiet posts’ may seem a luxury during testing phases, but once operational become a necessity and should not be overlooked.
- Utilise a Simplex radio system which is far more reliable and simple to plan for, programme, operate and manage at a network/venue.
- Utilise VCC operations at as many Test Events as possible in the run up to the Games.
- Radio training – although a sound educational programme was provided to all M2002 staff, ensure adequate attention is given to it, particularly for staff who have not used radios before.
- Use ‘Base’ as the call sign for the VCC, rather than ‘VCC’.
- Only one full-time and one part-time member staff to manage a programme covering 14 VCC venues and wider planning requirements was a challenge for the team.
Section B3 Functional Area Operations

Operations

B3.1 Health and Safety
B3.2 Accommodation
B3.3 Accreditation
B3.4 Main Uniform and Accreditation Centre, Fitout Centre and Warehouse
B3.5 Protocol
B3.6 Host Hotel
B3.7 Catering
B3.8 Cleaning/Waste/Environment
B3.9 Security
B3.10 Remote Vehicle Search Site
B3.11 Sportcity Mag & Bag
B3.12 Transport Operations Overview
B3.13 Fleet Operations – T1, T2, and CGA Fleet
B3.14 Bus Operations – T3, T4 and Sundry
B3.15 Public Transport
B3.16 Arrivals/Departures – Airports and Piccadilly Train Station
B3.17 Venue Transport Operations
B3.1 Health and Safety

Overview

Major health and safety incidents are guaranteed to attract media attention. Therefore, the absence of any press coverage in this area was proof that significant attention was given to reducing the risk of incidents affecting the profile of the Games. The impetus of the programme was clearly displayed by the reduction and subsequent decrease of accidents and incidents potentially capable of affecting the success of the Games. The tables below show the number of incidents reported to M 2002 by contractors, staff and volunteers classified by FA and incident type.

A structured UK safety management system was adopted by M 2002 to safeguard both people and assets. The key objectives were:

- The integration and coordination of M 2002 Health, Safety and Risk Management teams.
- Establishing shared objectives and a solid partnership with all Venue General Managers.
- Developing close working relationships with HSE and local authority enforcement officers.
- Sharing a common understanding of EU and UK legislative requirements.
- Developing general audit and venue specific monitoring tools to underpin Health, Safety and Risk Management Plans for each venue.
- Delivering effective Crew 2002 training on health and safety tailored to meet the different operational needs of all FAs.

Successful delivery of the M 2002 Health and Safety programme depended in part on joint-working with a series of risk management teams. Close coordination enabled key resources to be assigned to each venue at critical stages in the planning process.

The Team

A broadly based multi-discipline team of specialists was established early in 2002 following the appointment of a Health and Safety Manager. The team comprised:

- Risk management consultants from the private sector x 9.
- Health, safety and welfare consultants from the public sector x 9.
- Health and safety consultant from the private sector x 1.
- Volunteer health and safety advisor from the public sector x 1.
- Full-time administration assistants x 2.

The team represented a powerful combination of public and private sector expertise linking local venue management knowledge and enforcement agency relationships with construction and major sports event experience. It also combined the specialisms of risk avoidance, transfer, retention and reduction. This provided a very effective risk management service to M 2002 and a lasting safety management legacy for the venues involved.

Incidents by functional Area

<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Games</th>
<th>Time</th>
<th>Pre Games</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catering</td>
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Functional Area

- Injury
- Theft
- Damage
- Loss
- Comfort
- Property
- General Incident
- Illness
- Nuisance
- Emergency Services
- Ejection
- Fire
- Found Property

Number of incidents

General Incident

- Illness
- Nuisance
- Emergency Services
- Ejection
- Fire
- Found Property
Key FA Partners and Contacts

Members of the Health, Safety and Risk Management team worked in partnership with a wide range of organisations and agencies. These groups included:

- Incumbent venue management teams.
- M2002 Venue Managers and Crew, including operational contract staff from Serco and SMG.
- Local authority enforcement officers from Building Engineers, Building Control and Environmental Health.
- Emergency services (Police, Fire and Ambulance) and the Health & Safety Executive.
- Major construction partners (Laing Construction and McC).
- International Federations (adaptation of safe working methods with regard to FOP).
- Broadcasters (assistance with method statements and risk assessments).

The Planning and Delivery Process

Delivery of the Health and Safety programme began in February 2002 when the Health and Safety Manager was appointed. The scope and content of a safety strategy for M2002 was agreed with the Chief Operating Officer and a Safety Committee who were appointed to provide expert advice to the COO.

Risk management activities were based on a national Health and Safety Executive Guidance Note (Successful Health and Safety Management), a problem solving framework and iterative working processes encompassing audit, planning, implementation, monitoring and performance review.

Preliminary tasks included a review and re-launch of the M2002 Health and Safety Policy and the preparation of Strategic Health and Safety Plans for fitout and decommissioning, compliant with safety regulations in the construction industry. The new approach to Health and Safety was communicated to Directors, VGMs, VOMs, FA Managers, Fitout Crew and key partners/contractors.

Members of the Health and Safety team were appointed in March 2002 and introduced to key personnel within the organisation. Working groups were then established and assigned the following specific tasks:

- Delivering health and safety presentations to key stakeholders.
- Undertaking risk management and safety audits at all venues and M2002 premises in conjunction with VGMs and venue staff.
- Producing a Health and Safety Procedure Manual and Action Plan for each venue and FA in conjunction with VGMs and FA Managers.
- Compiling method statements, contractor compliance, insurance cover and safety checklists for the fitout, operation and decommissioning of each venue.
- Assisting VGMs in the development and delivery of targeted FA safety training.

During May and June 2002 these new procedures were introduced to relevant parts of the organisation. Diplomacy was the key to success given the diverse workforce with varying levels of understanding of UK Health and Safety legislation.

By this time, the organisation had established a platform to educate the workforce and establish best practice across the Games. Accordingly, a range of training packages was developed and delivered immediately prior to the Games. A Games Health and Safety Pocket Guide was produced for Crew 2002, the principal objective being to maintain awareness of safety.
aspects (‘keeping the message alive’). Daily checklists were tested from early July and amended as necessary.

During early July and at Games time, members of the Health and Safety team were assigned to specific venues to offer day to day advice and support. Post Games they were asked to monitor the decommissioning process and collect statistical data.

In September 2002, the organisation’s Health and Safety Policy was re-drafted to reflect the reduced workforce and consequent change in status.

Technology
During the planning process, the Health and Safety team used software packages that were already well established within MCC. The principal applications were:

- **The Barbour Index** – a database of UK and EU Health and Safety Regulations and Legislation including case law, case studies and other reference material that could be printed off and put on notice boards or attached to a document and e mailed.
- **SHE 2000** – a data storage and reporting package used to support safety audit and risk assessment initiatives.
- **Microsoft Project** – project planning software to support the work plan process and progress monitoring.

Legacy
Venue operators have inherited a comprehensive Health and Safety Plan and Practice File documenting and auditing their pre-existing safety management procedures and detailing the development of joint M 2002 procedures. This will underpin the major event and generalist knowledge gained in health, safety, welfare, risk management and loss control.

MCC’s Health and Safety team and other staff seconded to M 2002 have gained valuable event management experience through joint-working, that will ultimately benefit MCC or associated departments involved in the secondee programme. Advice contained in the Games Health and Safety Pocket Guide has been used in association with a number of post Games activities and training events organised by MCC. There are plans to expand its scope and re-print for wider circulation.

Key Lessons and Recommendations
- It is beneficial to create an early vision to guide the development of Health, Safety and Risk strategies and subsequent production of detailed plans.
- Separation of Risk Management and Health/Safety functions can create duplication and confusion. A key lesson was the early realisation that Risk teams dealing separately with physical assets and workforce safety work better in combination. At project initiation or the earliest opportunity thereafter, specialists in health, safety, welfare, risk management and loss control should be combined in a fully integrated single management team. This will ensure effective joint development of all risk strategies including risk avoidance, risk transfer, risk retention, risk reduction and risk assessment.
- Local knowledge is extremely important in the interpretation of legal requirements and essential when shaping and delivering training programmes, in particular where a multi-national workforce is involved.
- Ensure that managers have a clear understanding of the benefits associated with good risk/safety management procedures and that such procedures are fully tested ahead of the Games.
B3.2 Accommodation

Overview

Accommodation was responsible for the delivery of hotel accommodation primarily to members of the Games Family and the UK domestic market including basic student-style accommodation to members of M 2002 staff and its contractors.

M 2002’s method of approach consisted of:
- Room requirements were estimated through discussions with Games Family representatives in particular.
- An inventory was secured through a Statement of Understanding with accommodation providers.
- Contractor for the provision of hotel accommodation was selected through tender process and Sportsworld were appointed in March 2000.
- Student style accommodation was sourced through UMIST and Opal Estates.
- Key end user relationships were developed by Sportsworld.
- Bookings were then taken.
- Where appropriate, rooms were released back to accommodation providers where take-up was lower than anticipated.

By appointing Sportsworld, M 2002 ensured that:
- The right number of rooms were secured in the right locations.
- The detailed requirements of the Games Family and UK domestic market were delivered.
- Hotel rates remained competitive and were secured at the optimum price – thus avoiding adverse media reaction to inflated room-rate prices.
- The quality of the accommodation and service levels reflected positively on M 2002.

Whilst the majority of accommodation rooms were allocated and serviced by Sportsworld, the Accommodation team at M 2002 reserved rooms for staff and contractors working directly for the OC.

Income was generated from the hotel bookings made via Sportsworld on a royalty-bearing basis.

The number of room nights booked via Sportsworld dramatically exceeded the expectations of both M 2002 and Sportsworld. Initial predictions were 27,000 room-nights and the actual number of room-nights booked was 51,251.

Hotel bookings requests peaked when tickets went on open sale in January. The second peak was in the run up to the Games confirming staff bookings and then during the Games period in handling arrivals and departures of guests.
The Team

The team at M2002 comprised of two full-time staff, Accommodation Manager and Accommodation Services Coordinator. The latter was recruited specifically seven months before the Games to manage the accommodation requirements of M2002 staff and contractors both in the lead up and during the Games.

Trend Patterns

M2002 and Sportsworld experienced a different booking pattern from the traditional pattern seen from past Commonwealth Games and Olympic Games.

The sports schedule was changed for the Commonwealth Games in Manchester and as a result subsequently reflected significantly different booking trends.

The traditional pattern had shown a peak for the Opening Ceremony, then a decline in room occupancy building back up from the middle of the Games to the Closing Ceremony.

However, in Manchester the programme was scheduled in reverse:

- The Athletics programme started on Day 1 rather than its traditional position of Day 5 or 6 and culminated with the Closing Ceremony.
- The swimming events started much later in the programme on Day 5 rather than its traditional position of Day 1.

The change in the sports schedule had an effect on the room rate patterns throughout the Games. A high point of room bookings occurred on the night of the Opening Ceremony, they then stayed relatively consistent through to Day 5 before decreasing and then re-peeking (at a lower level) for the night of the Closing Ceremony.

Given that Melbourne 2006 are scheduled to return to the traditional sports programme, the pattern of room usage seen in Manchester may not be repeated.

Full details on the bookings by Game Family clients are included in the Statistics Pack (volume 5) and details on the hotels used in the Manchester area are included in the appendix to this volume.

Key Lessons and Recommendations

- Develop and maintain strong relationships with accommodation providers.
- Ascertain estimated requirements well in advance to ensure all levels of budget, location and needs are provided through a variety of accommodation suppliers.
- Secure accommodation well in advance of the Games (the process needs to start at least three years out prior to Games time).
- Ensure accommodation costs are competitively priced and prices are not inflated by accommodation providers.
- Secure accommodation for the three month period prior to the Games for staff and contractors and take this quota into consideration when estimating the overall needs of this client group during Games time.
- Negotiate royalty-bearing revenue through the sale of rooms via the accommodation provider.
- Secure dedicated and centrally located hotel accommodation for media, VIPs, VVIPs and broadcasters. Work closely with Transport to ensure the needs of all clients are met.
- Reserve rooms on a contingency basis for last minute bookings.
- Adopt an ‘equal access’ policy to rooms giving general public clients the opportunity to stay in a range of centrally located hotels across all budgets.
- Ensure all publications issued by the hotel supplier are seen in advance of publication.
- Gain a firm commitment from the paid staff and contractors on accommodation requirements.
- Ensure all accommodation providers supply flexible meal arrangements for their guests to accommodate for early starts and late finish times.
Overview

M 2002 was required to provide accreditation services in accordance with the CGF Constitution. However, procedures and policies relating to the accreditation of the Games population are not completely defined in the Constitution.

The Accreditation team developed and operated a new Accreditation Privileges Matrix, replacing the existing CGF version, and introduced a new set of categories and access control mechanisms (codes, colours and numbers). The main objective was to apply a model that has proved to be successful in the past and to align this event with the policies and procedures used in other major multi-sport events around the world.

M 2002 opted to use a technology system based on the principles of the accreditation system used for the Sydney 2000 Olympic Games. The system used by M 2002 consisted of a version of this which was adapted to reflect the different conditions and the nature and scale of the Commonwealth Games.

Some of the main operational principles of this system were:

- Reduce the number of access control-relevant mechanisms (‘variables’) to a manageable number of prominently displayed three letter venue codes.
- Replacement of the seven number codes (for within-venue ‘zone’ access) with three colours; yellow, red and blue.
- Combination of the two zones – FOP and athletes’ preparation areas – that share an almost exclusively mutual population.
- Eliminate sports pictograms as a primary access control mechanism. These were retained, on the back of the pass for case by case information and for aesthetic purposes.
- Entitlement to access a particular spectator stand to be stated clearly on the pass, for example ‘Stand of Honour’.

The decision to apply the above model resulted in a complete overhaul of how client groups are categorised and adopted a new description for each category.

The Accreditation operation was designed to achieve the highest level of service possible for all population groups whilst maintaining the following:

- The operational integrity of venues.
- Acceptable levels of security.
- Compliance with contractual obligations.
- Maintaining consistency with the service levels provided throughout the whole operation.

In order to achieve this, M 2002 Accreditation developed a proposed Privilege Matrix, which included the following:

- Distribution of categories related to the different type of organisations (‘Responsible Organisations’).
- This distribution meant that each of these types shared one or more of the categories (‘G’, for example). In accordance to the overall accreditation model, the category printed on the badge is not an access-relevant mechanism. The different sets of codes were the distinguishing access entitlements. One of the benefits of this approach is that the actual ‘status’ of the accreditee has no operational function and, therefore, is irrelevant until validated.
- In terms of the administration of the process (for both the OC and clients), it is much easier to relate population groups to organisation types, rather than single categories. This enables the proper administration and control of quotas and the detection of potential inconsistencies between requests from similar groups belonging to different organisations.

The model proposed and implemented was tested and successfully used in a variety of environments, from small, single sport test events to big multi-sport events with different populations.

For a full list of the categories within the Accreditation matrix can be found in the Statistics Pack (volume 5).
Accreditation’s key client groups were:

Commonwealth Games Family
- Athletes (including, where applicable, guides, pilots and/or directors for EADs).
- Team Officials (including coaches, trainers, administrative support).
- Technical Officials.
- Media (broadcast and written press/photographers).
- CGF/VIPs (including CGF, CGAs, International Federations, National Governing Bodies, M2002 senior executives and accredited guests).
- Observers from future Organising Committees.

Games Workforce
- M2002 paid staff
- Volunteers
- Contractors
- Other Populations
- Sponsors

The Team
All 17 venues had a Venue Accreditation Help Office (VAHO), managed by a paid Venue Accreditation Manager (VAM). The VAM was responsible for all accreditation issues at the venue and motivating his team. The VAM had a dual report, one to the Venue General Manager (VGM) and one to the Accreditation Operations Manager.

For non-competition venues, the chain of command was from the Assistant Supervisor to the Non-Competition Venues Manager, who then reported to the Venue Manager on operational issues. The Non-Competition Venues Manager had a dual report, one to the VGM and one to the Accreditation Programme Manager.

Workforce Accreditation Manager – responsible for overseeing the accreditation process for contractors, volunteers and paid staff (28,000+ people). Major input to the dot planning and venue zoning process were also part of the task, as well as definition of more than 4,000 job titles.

Commonwealth Games Family Accreditation Manager – responsible for liaison with 72 CGAs, rights-holding broadcasters, Host Broadcaster, and other external organisations, including those responsible for all protocol populations. Responsible for Sport Entries forms reception and data management (‘owned’ by Sport division).

Accreditation Operations Manager – responsible for all Accreditation venue operations, including venue zoning and dot planning. Also, responsible for training Venue Accreditation Managers and setting up VAHOs across 14 competition venues.

Staffing & Training Manager – responsible for the recruitment and training of all Accreditation staff, including paid and volunteers members of the team. Also responsible for design, development and implementation of training strategies and materials.

Non-Competition Venues Manager – responsible for modelling and developing venue operating plans for all Accreditation Centres. Responsible also for development of pass related designs (pass design, paper quality and specifications, printer selection, laminate quality and specification and lanyard selection).

Technology Coordinator – responsible for design and development of Accreditation software requirements, systems testing and integration. Responsible for liaison with the Technology division and software provider (Gold Medal Systems).
The overall structure of the Accreditation team during Games time was as follows:

**Key FA Partners and Contacts**

**Suppliers**

**Gold Medal Systems** - supplied the Games Event Management System (GEMS), which includes a core module, volunteer registration, accreditation, sport entries, internet accreditation and badging.

**De La Rue** - a specialist in producing security documents, supplied the accreditation pass paper. This company was approached following the recommendation from the UK Immigration Service as a reliable provider and a preferred supplier. Their logo was printed on the back of all accreditation passes.

**Laminex** - produced the laminates and lanyards for the accreditation passes. Laminex was recommended by De La Rue as a company they usually work with and have a proven record of producing a high level service.

**Xerox** - as part of their sponsorship agreement with M 2002, provided the printers for accreditation passes. As part of the VIK allocation, the Xerox logo was printed on the back of all accreditation passes.

**UK Immigration Service (UKIS)** - worked closely with Accreditation in order to fulfil one of M 2002’s Constitutional obligations with the CGF. That is, to facilitate entry to the UK for all legitimate participants in the Games. In order to achieve this, Accreditation started working with UKIS in December 2000, establishing the overall framework and procedures. Details of UKIS requirements were gathered and more specific procedures were determined throughout 2001. The security paper used to print the accreditation passes was approved by UKIS. M 2002 gave UKIS read only access to GEMS to enable them to monitor the visa requests and applications made by Games Family clients.
Venue Involvement

Competition Venues
Accreditation had a venue presence at the following competition venues:
- G-Mex/M ICC/MPC
- MEN Arena
- Manchester Aquatics Centre
- City of Manchester Stadium
- Sportcity Plaza, including the National Squash Centre and the Indoor Tennis Centre
- National Cycling Centre
- Belle Vue International Hockey Centre
- Bolton Arena
- Rivington Park (Road Events and Road Cycling)
- Heaton Park
- The Forum Centre, Wythenshawe
- Salford Quays (Road Events)
- Marathon (Road Events)
- Bisley also acted as a small primary accreditation centre

The services provided at the above venues included:
- Day pass operations.
- Access control for all phases of the operation (bump-in, pre-lock down, bump-out).

Non-Competition Venues
Accreditation had a presence at the following non-competition venues:

Main Accreditation and Uniform Centre, Bessemer Street
The MAUC was the Games headquarters for accreditation distribution and included the following other functions: (Logistics Centre, Main Accreditation Centre, Transport Depot, Uniform Distribution Centre). The services provided included:
- Data and image gathering and processing.
- Immigration arrangements (Games Family where required).
- Background checking (where applicable).
- Data management.
- Pass production and issuing.
- Problem resolution.

Operating Hours

Workforce
24 June to 31 July 11:00-18:00
- Thursdays 11:00-20:00
- Weekends 10:00-16:00

Athletes
15 July to 4 August 07:30-22:00
Exceptions were made for delayed arrivals.
Protocol Accreditation Centre
Located at the Official Host Hotel, the services provided at this centre included:
- Data and image gathering and processing.
- Pass production and issuing.
- Problem resolution.
- Personnel processing within accreditation facilities.

Operating Hours
15 July to 19 July 09:00-17:00
20 July to 27 July 08:00-20:00
28 July to 4 August 09:00-17:00

Media Accreditation Centre
The Media Accreditation Centre (MAC) was situated at Heron House and was operational
between 1 July to 4 August.

The space occupied was ideal for the function as it was centrally located and easily accessible in
the city centre.

The MAC was the only location where M2002 printed media was accredited, apart from those
located at Bisley and those broadcasters who chose to be accredited at the MAUC (co-located
with IBC). It formed part of the integrated system of accreditation for the Commonwealth Games.
The facility provided the same infrastructure and services offered at the MAUC, but was
specifically designed to assist the Games media with the following services:
- Check-in and accreditation validation process.
- Help Desk.
- Real time badging process.

Unlike other non-Sport venues, the MAC was operated by Accreditation although the Non-Sport
Venue team carried out the planning and facilitated all team meetings, in the lead-up to the ‘live’
operation. Accreditation was the space owner apart from a Security presence which was shared.
Venue and job specific training was conducted on 29 June and focused on customer service with
assistance provided by Media Services in providing information on the proclivities of the client group.

Operating Hours
1 July to 5 July 09:00-17:00
8 July to 27 July 08:00-20:00
26 July to 4 August 09:00-17:00
National Shooting Centre - Bisley, Surrey
The services provided included:
- Data and image gathering and processing.
- Immigration arrangements (Games Family where required).
- Background checking (where applicable).
- Data management.
- Pass production and issuing.
- Problem resolution.
- Day Pass issuing.

A pass reproduction-only service was offered at the CGV and was exclusively for athletes who had lost their pass. This service was not widely publicised.

Key Lessons and Recommendations
- The way the delivery of the Accreditation software was structured, that is, different modules over a phased period had major benefits but also created several challenges. In particular, the inability to make sure that the overall stress testing was thorough enough.
- Early collection of data is crucial for the operation. This includes the procurement and signing of all contracts.
- Timely procurement of contractors and monitoring their recruitment are two crucial components of Games delivery for the Accreditation team. This group, the biggest in terms of volume, need to be very carefully monitored as their overall management can affect the effectiveness of the Games.
- Ensure a representative from Accreditation is involved in defining the technology requirements in particular software and delivery.
- Provide all members of the OC with sufficient training and information regarding the accreditation system.
- Make full use of supplementary devices to ensure integrity is being maintained such as bibs, stickers, wristbands. Accreditation passes have their limitations and acceptance of additional processes such as wristbands are a practical solution.
- Restrictions on signage put in place by the venue operator made it difficult for the client group to identify the venue entry point for the MAC. It is important to involve the venue operators at an early stage as to the customer expectations for a facility such as the MAC.
B3.4 Main Uniform and Accreditation Centre, Fitout Centre and Warehouse

Overview
The Openshaw Business Centre (Bessemer Street) was purpose-built as a steel manufacturing plant in the 1850's. In later times it was used as a munitions factory and in the 1960's it was taken over by the MCC Direct Works for the manufacture of prefabricated elements for the city's housing stock. Situated to the north of the city centre not far from Sportcity, the complex basically consisted of two large warehouses with some annexed offices.

The functions based at the Bessemer Street complex were:
- Accreditation and supply of uniforms to Crew 2002.
- Arrivals and Accreditation Centre for Athletes.
- Delegation Registration for Teams.
- Fleet Distribution Centre.
- Logistics Main Distribution Centre.
- Fitout/Warehouse Centre.

After some initial difficulties, the FAs at this venue operated very successfully, with many teams commenting in particular on the high level of service delivered during the Arrivals and Accreditation process.

The Venue
Due to the age, poor maintenance of the building by previous tenants and inadequate water drainage system, problems occurred during heavy rainfall. The most effective way to protect and mask the operation from the warehouse environmental elements was to encapsulate the majority of the operations within marquees inside the buildings. In addition, the existing fire alarm and emergency lighting systems were integrated to provide cover for the whole complex.

The MAUC distribution and support areas were housed in the larger of the two warehouses (approx 13,800m²) with the other (approx 11,500m²) being used for Logistics.

Office space of approximately 1,500m² was used for administration areas.

In early 2002, the Fitout team, including CAD, Look and Signage re-located to Bessemer Street.
Fitout was housed in an annexed office block, on two floors with a floor space of approx 250m². The ground floor consisted one open plan office accommodating 12 Fitout staff; two smaller offices accommodating four Fitout Management staff; a small meeting room and a kitchen. The upper floor had two open plan offices housing the CAD and Look teams. The office space was limited and ancillary space was created in two 9m x 3m mobile cabins accommodating Signage and the provision of a large adjoining large meeting room.

A major issue of the site was a lack of office space and toilet facilities which needed to be significantly supplemented. Combined with the use of marquees, this necessitated the construction of numerous access ramps and platforms.

The complex had three car park areas, two directly to the front of the building holding approx 30 vehicles each, one of which was used for operational parking and the other for athlete baggage trucks lay-over area. The third car park, holding 240 vehicles was used for fleet car parking. Disused land adjacent to the complex was resurfaced to create a coach station.

A security lodge was positioned at the entrance to the complex with a barrier to control access.

**Key Venue Partners and Contacts**

- MCC were heavily supportive and provided support relating to:
  - Approvals and land acquisition.
  - Road conditions.
  - Dispensation on parking restrictions.
  - Procurement of pre-owned or Council owned land.
  - Installation of temporary road crossing.

- **Jewsons** - a co-located manufacturing firm who shared the same road to the entrance of the MAUC.

- **Manchester College of Arts and Technology (MANCAT)** - A co-located college. Liaison was required to ensure uninhibited access for all parties.

- **G&E Robinson** - a co-located quarry with shared vehicular access requiring continued negotiation.

**Key Lessons and Recommendations**

- Many factors need to be taken into consideration before a venue is selected and later occupied in order to test the capabilities of the location. The age and condition of the buildings at Bessemer Street caused difficulties, particularly during heavy rainfall when the drainage system was overloaded, causing flooding.

- Tight security controls should be in place at the entry and exit points to the building and at storage compounds in order to reduce the potential for theft and break-ins, particularly if the venue is known to be a storage facility. The use of extensive CCTV is recommended.

- The impact on surrounding businesses needs very careful attention and consultation in order to avoid conflict during operation.

- Ensure adequate access to the complex, both vehicular and pedestrian, for all user groups.

- The fleet car park and the dispatch/drivers’ lounge should be located together.

- The warehouse operation and Logistics offices should be located together.

- The Master Delivery Schedule should be operated across all FAs based at the venue in order to control the flow of vehicles onto the site.

- Chefs de Mission should be based at the Accreditation Centre during the main athlete arrival process in order to ensure its smooth operation.

- The venue car park needs to be allocated early on in the process and should not be changed during operational dates.
B3.5 Protocol

Overview
It was the responsibility of the Protocol Services department to manage VIP customer services and client relations during the pre-Games period and during the Games by:
- Defining and refining the VIP population and its expectations.
- Preparing and delivering VIP facilities at both Sport and non-Sport venues.
- Delivering VIP programmes and events at Games time.

As a result of having a Royal Tour and Her Majesty The Queen both opening and closing the Games together with 2002 being the Golden Jubilee Year, the press awareness was heightened and the coverage was evident at local, national and international levels. In addition, the permanent presence of The Earl and Countess of Wessex and use of sporting superstars during the Opening Ceremony generated a good deal of press coverage.

The Team
It was recognised that job specific training and communication would be crucial to the delivery of a successful team. Resources were heavily committed to deliver two major training sessions – a Protocol awareness session run over three weekends and a venue training session. Both training sessions were well attended, particularly considering that 47% of the Protocol team lived outside of the Greater Manchester area. Early planning and integration with other FAs at venue level enabled the seamless integration of Protocol into venue teams.

Key FA Partners and Contacts

Contractors
- Sodexho Prestige were the contracted catering supplier responsible for providing food and beverages to the West Stand corporate boxes and the 2002 Club for the VIP client group.
- Interflora were the Official Floral Provider and supplied arrangements in all corporate boxes and VIP lounges at the CMS for the VIP client group.

Sponsors
As an opportunity for Sponsor recognition and promotion, Sponsors were given the option to participate in the VIP gifting programme through the provision of products at no cost to the OC.

Functional Areas
Transport: Transport and Protocol established an agreed network of transportation for VIPs to arrive at events and be transported back to the city or their hotel after the close of the event. The VIP client groups had access to a number of services including T1 and T2 services and dedicated shuttles.
Accreditation: established a VIP accreditation system allocating VIPs distinct privileges.

Security: Protocol in conjunction with Security and the Police arranged all Protected Persons’ visits and liaised with venues to ensure smooth entry and egress.

Venue Management: Protocol primarily established relationships with competition venues to ensure that the seating infrastructure was in place for VIPs and that Protected Persons could access venues through a direct relationship with the Venue Operating Manager and the Venue Security Manager.

Medal Presentation: A relationship was developed between Protocol and Sport Presentation/Victory Ceremonies to ensure that VIPs were aware of their selection to present medals in Victory Ceremonies. Protocol staff were responsible for ensuring the availability of VIPs prior to the commencement of Victory Ceremonies.

Event Management: The Opening and Closing Ceremony Receptions were exclusively operated by Protocol, however other parties and FAs were involved in order to make the events successful through the services provided during normal operation (i.e. Security, Accreditation, Catering).

Catering: Where venue catering was not provided by Sodexho, Protocol would ensure that the nominated caterer provided the correct level of catering in all VIP Lounges during competition.

Government and/or Funding Bodies
Protocol’s responsibility was to identify individuals within these stakeholder groups and manage their involvement at each of the events.

Commonwealth Games Federation (CGF); HM Royal Household; Department for Culture, Media & Sport (DCMS); Foreign & Commonwealth Office (FCO)
Protocol’s responsibility was to liaise with Government Officials and Royalty to ensure their involvement in the Games was at an acceptable and correct level.

Operation
The Protocol Office provided the following services for its client groups:

- Assuming responsibility for VIP visits in the pre-Games period (up to 15 July 2002).
- Developing policies for customer service delivery at Games time (15 July to 7 August 2002).
- Managing customer services within allocated resources.
- Delivering VIP programmes during Games time.
- Providing VIP customer service pre-Games and during Games time events.
- Providing VIP customer service at the Host Hotel, CGA Assemblies and Victory Ceremonies.
- Operating the VIP gifting programme.
- Facilitating the attendance of VIPs at Victory Ceremonies.

A breakdown of the number of guests in each client group can be found in the appendix to this volume.

Venue Involvement
Protocol Services had a presence in every major Sport and non-Sport venue via services supplied in the VIP Lounge and VIP seating.

At the City of Manchester Stadium, in addition to providing services for Athletics and Rugby 7s, Protocol delivered services for the Opening and Closing Ceremonies Receptions.
At the Road Event locations, Protocol Services managed the VIP Lounges for all the events.

At the National Shooting Centre, in addition to managing the VIP Lounge and Seating, the Protocol team was involved in the arrivals and departures process via Heathrow Airport. Protocol also managed VIP overnight accommodation, the coordination of Manchester to Bisley VIP movements, and Athletes’ Village tours.

A meet and greet facility was provided for all VIPs at Manchester Airport and at the Official Host Hotel. Protocol facilitated delivery of the CGF 2002 General Assembly and provided a range of other services at a Communications Centre and ‘One Stop Shop’ (see section B3.6 for more details).

At the CGV, Protocol managed the VIP Lounge, provided staff support for the Village Mayor and coordinated VIPs for Welcome Ceremonies.

The Spirit of Friendship Royal Gala, held at the Bridgewater Hall on 26 July was the only official Royal event of the Games and was attended by The Earl and Countess of Wessex. Protocol organised a pre-concert drinks reception for 245 VIPs and worked closely with the SoFF team on the production of the event which was the last event in the Spirit of Friendship Festival. The Royal Gala received resounding accolades and was well received by all the VIP guests.

**Legacy**

The main legacy from Protocol was the human legacy in the development of skills, abilities and experience of individuals. The VIPs left Manchester with a very positive impression of the city and in particular of Manchester and England’s ability to deliver an international multi-sport event.

**Key Lessons and Recommendations**

- Ticketing of major events i.e. Swimming, Gymnastics and Weightlifting as well as Opening/Closing Ceremonies was a major logistical process. The need for dedicated staff to manage the process and this should be considered in future.

- Ensure that senior management and all FAs fully understand the importance of the team.

- Ensure a widespread understanding throughout the OC of the accreditation privileges of the VIP client group and the CGF.

- Each IF and NGB should be given a pre-determined number of VIP accreditations, but their allocation should be at the discretion of their Governing Body.

- Establish a clear chain of command to communicate competition schedule changes well in advance of VIP schedule times. Changes to the competition schedule impacted on the timing of Victory Ceremonies and had potential to cause disruption to VIP schedules.

- Accreditations were offered to all Sport Governing Bodies for the President, CEO, Chairman or Secretary General only. Proxy representation was not permitted under the accreditation system and this proved to be inflexible.

- Many CGAs did not address their responsibility to accredit High Commissioners until Games time, which precipitated a rush of last minute applications. High Commissioners or local emissaries should be accredited directly by the OC.

- An experienced team is needed to service this highly demanding client group including people experienced in dealing with contractors, in particular catering.
Overview
The Crowne Plaza Manchester (Midland Hotel) was the Official Host Hotel (OHH) for the Manchester 2002 Commonwealth Games Family and associated VIPs. It was also the venue for the 2002 CGF General Assembly, which was held just prior to the Games. The hotel is situated in the city centre of Manchester, therefore sport venues and transport links were easily accessible.

The primary role of the Host Hotel was to provide a location where services to the VIP population could be coordinated, such as Accreditation, Transport, Medical and Protocol services. The main delivery of these services was through the One Stop Shop and Accreditation Centre that were exclusive to the hotel and serviced the entire VIP population, irrespective of their accommodation location.

The operation at the Midland Hotel ran very smoothly and positive feedback was received from the CGF and CGAs. Particular praise came the way of the volunteers who were fantastic in dealing with a very challenging and demanding group. As a commercial partner, the Midland Hotel was also very pleased with its association with the Games.

One of the highlights of the operation was that The Earl and Countess of Wessex were resident in the hotel for the whole of the Games period and even though a higher level of security was required, this was not restrictive and did not impact on the atmosphere or operation of the venue.

The Team
The team comprised of 21 paid staff and 60 volunteers (33 per shift).

Operation
The Official Host Hotel supported five major functions which were successfully integrated into the operation of the hotel; these were the One Stop Shop, Accreditation Centre, Venue Operations Centre, Transport Load Zones and Events.

One Stop Shop
The One Stop Shop was established in the Derby Suite of the hotel and offered a comprehensive Games time service to the VIP population. The One Stop Shop had representation from Protocol, Transport, the Observers Programme, Wiseguides and Sportsworld. The following information was available to VIPs on arrival:

- Registration for the CGF General Assembly, if applicable.
- Games folder containing VIP Handbook, ticketed session application forms, CGV tour booking form, departure form, Bisley transportation booking form, Sportcity timetable.
- Opening and/or Closing Ceremony tickets.
- Welcome pack for all VIPs.
- Issue of per diems (to IFTDs only).
- Registration for Observers Programme.

The One Stop Shop offered the following services to VIPs:

- Transport advice, including co-ordination of departures and T1 client/driver match-ups.
- Bisley transport reservations.
- Reception programme information.
- Information on all Games Sport and non-Sport events.
Managing the application process for VIP attendance at ticketed events.

Dealing with queries regarding the Opening and Closing Ceremonies and the Bridgewater Hall Royal Gala.

Village tour booking service and coordination for VIP groups.

Coordination of the booking of hotel meeting rooms during both the General Assembly and Games time.

Accommodation queries via Sportsworld.

Guest programme booking information and coordination via Wiseguides.

Managing the Business Centre and GFIS terminal.

Providing general information on Manchester.

The times of operation were:

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Times of Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 July – 19 July</td>
<td>08:00-20:00</td>
</tr>
<tr>
<td>20 July – 6 August</td>
<td>07:00-23:00</td>
</tr>
</tbody>
</table>

Arrival and departure information for the VIP population can be found in the Statistics Pack (volume 5).

Accreditation Centre

The VIP Accreditation Centre was established in the Octagon area and Fairclough Suite of the hotel and serviced the accreditation requirements of the entire VIP population.

Validation of Non Valid Passes (NVPs) took place in the Octagon area with issue resolution in the Fairclough Suite.

The times of operation for the Accreditation Centre were:

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Times of Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 July – 19 July</td>
<td>09:00-17:00</td>
</tr>
<tr>
<td>20 July – 27 July</td>
<td>08:00-20:00</td>
</tr>
<tr>
<td>28 July – 4 August</td>
<td>09:00-17:00</td>
</tr>
</tbody>
</table>

Venue Operations Centre (VOC)

The VOC was the hub for three key services for VIPs:

- Management of VIPs for Victory Ceremonies in conjunction with the CGF.
- Help line support for VIPs, Protocol Lounges and hotels.
- Arrival and departures information capture and report dissemination.

Transport Load Zones

The transport operation at The Midland was a key element within the successful operation of the hotel. The load zone operation times were:

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Times of Operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 July – 19 July</td>
<td>06:00-23:00</td>
</tr>
<tr>
<td>20 July – 7 August</td>
<td>06:00-00:00</td>
</tr>
</tbody>
</table>

The T2 operation was centred around a load zone in Mount Street adjacent to the side of the hotel. It had capacity for up to six vehicles at any time, with the ability to call up additional cars from the G-Mex Fleet Depot via radio.

There were approximately 80 T1 clients and pick up for them was at the front of the hotel.
Events

There were a number of events that took place during Games time within the hotel. Some of these were official Games events, some were Games related or ‘recognised’ events and some were non-Games related. The following lists the official and recognised events that took place in the hotel:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Type</th>
<th>Event Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Finance Committee Meeting</td>
</tr>
<tr>
<td>21 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Sports Committee Meeting</td>
</tr>
<tr>
<td>21 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Executive Board Meeting</td>
</tr>
<tr>
<td>22 July 2002</td>
<td>Recognised Event</td>
<td>Women in Sport Meeting</td>
</tr>
<tr>
<td>22 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Africa Regional Meeting</td>
</tr>
<tr>
<td>22 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Asia Regional Meeting</td>
</tr>
<tr>
<td>22 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Americas Regional Meeting</td>
</tr>
<tr>
<td>22 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Caribbean Regional Meeting</td>
</tr>
<tr>
<td>22 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF Europe Regional Meeting</td>
</tr>
<tr>
<td>23 July 2002</td>
<td>CGF General Assembly Event</td>
<td>CGF General Assembly</td>
</tr>
<tr>
<td>24 July 2002</td>
<td>Recognised Event</td>
<td>Sports Ministers Informal Meeting</td>
</tr>
<tr>
<td>25 July 2002</td>
<td>Recognised Event</td>
<td>Indian Olympic Association - Private Meeting</td>
</tr>
<tr>
<td>27 July 2002</td>
<td>Recognised Event</td>
<td>The Olympians AGM</td>
</tr>
<tr>
<td>29 July 2002</td>
<td>Recognised Event</td>
<td>Joint Universities Honorary Degree Reception</td>
</tr>
<tr>
<td>01 August 2002</td>
<td>Recognised Event</td>
<td>Ron Pickering Celebration Dinner</td>
</tr>
</tbody>
</table>

In addition, the Melbourne 2006 team’s suite was used for receptions each day from 23 July to 4 August.

Key Venue Partners and Contacts

In order to service the VIP client groups M 2002 utilised most of the 303 bedrooms available at the hotel. The hotel retained usage of a number of rooms to fulfil existing contracts with airlines and other organisations.

Protocol, the CGF and Sportsworld worked very closely to ensure the key client groups and their representatives were resident in the hotel.
The following table gives a room breakdown based on the responsible bodies recognised by M 2002.

<table>
<thead>
<tr>
<th>Group</th>
<th>Constituent Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>CGF</td>
<td>Executive Board Officers, Regional &amp; Life Vice Presidents</td>
</tr>
<tr>
<td></td>
<td>Sports &amp; Finance Committee, HRH The Earl of Wessex</td>
</tr>
<tr>
<td></td>
<td>Secretary General of the Commonwealth, Court of Arbitration of Sport</td>
</tr>
<tr>
<td></td>
<td>Medical Commission, CGF Guests, Staff</td>
</tr>
<tr>
<td>CGAs</td>
<td>Presidents, Secretary Generals</td>
</tr>
<tr>
<td></td>
<td>CGA Officials, Heads of Government</td>
</tr>
<tr>
<td></td>
<td>Ministers for Sport, High Commissioners</td>
</tr>
<tr>
<td></td>
<td>Other CGA Guests</td>
</tr>
<tr>
<td>Organising Committee</td>
<td>Chairman and Staff, CEO/Senior Directors</td>
</tr>
<tr>
<td></td>
<td>MCC CEO, Board Members, Staff</td>
</tr>
<tr>
<td>Future Organising Committee</td>
<td>Melbourne 2006</td>
</tr>
<tr>
<td>International Federations</td>
<td>Presidents</td>
</tr>
<tr>
<td>Broadcasters</td>
<td>Host Broadcaster Strategic Directors</td>
</tr>
<tr>
<td>Security</td>
<td>Royal Protection</td>
</tr>
</tbody>
</table>

**Key Lessons and Recommendations**

- Of key importance to the smooth arrival process of VIPs is to keep as many elements of the arrival process together in the OHH, i.e. arrivals and departures, transport, protocol, accreditation and accommodation agent.
- The One Stop Shop operation was very successful. A Sport desk would be a good addition for future Games, assisting with direct Sport VIPs e.g. IFTDs, IF Presidents, with the ability to provide information to VIPs on team performance. GFIS had only sporadic use, while the daily programme and printed results were very popular.
- Operating a business centre within the One Stop Shop is recommended as it was well used, particularly for internet access to email accounts.
- Opening hours for all services in the OHH should be widely published.
- Extensive training of volunteers is necessary in order to be fully operational from the arrival of the first VIP which can occur many days before the Games start.
- Encourage a strong team ethic among all staff, both inter FA and with the hotel - FAs supported each other through covering staff shortages when necessary and assisting each other in the daily interaction with the VIPs.
- All parties must agree and conform to the accreditation process.
- Administrative support in the VOC is necessary to relieve some of the day to day venue requirements.
- The ticketing process for high profile events such as Gymnastics, Weightlifting and Swimming needs to be efficient and flexible. Submissions were required by 22:00, but tickets could not be confirmed before 03:00-05:00 the next day. If this procedure is used, it is recommended that a separate night team is used to administer the ticketed events sessions.
- It is critical to quickly facilitate the needs of the CGF as a means of building immediate confidence with them. Ensure there are adequate resources to facilitate this.
B3.7 Catering

Overview
Catering, Cleaning and Waste (CCW) was part of the Operations division of M2002 and was responsible for Games wide catering, cleaning and waste services at M2002 venues and villages.

The Catering mission was:
- To plan, direct, control and deliver food and beverage services for all customer groups in venues, villages and at other associated events.
- To provide an appropriate range of catering to meet ethnic, religious and dietary requirements that also enabled athletes to perform at their best.
- To deliver the highest possible quality standards of food, service and hospitality in a cost-effective manner.
- To provide catering that was consistent with customer and client expectations.
- To work in partnership with the Commercial division to maximise benefits from sponsorship and other supplier support, without compromising the ‘catering offer’.
- To contribute to the achievement of environmental and sustainability objectives.

The client groups and the relevant services provided included the following:

Obligatory Catering
The following sections outline the locations and clients that were provided with obligatory catering:

Athletes and Team Officials
There was a large dining area at the CGV where breakfast, lunch and dinner were available on a daily basis.

At competition venues, the Athletes’ Lounges were stocked with sports drinks, bottled water, fruit, tea/coffee and biscuits/health bars.

On occasion, meals were also available at venues for athletes whose competition schedules prevented them from returning to the CGV for meals.

Some refreshments were also necessary on the FOP and these were controlled by Sport. This usually consisted of bottled water and soft drinks, provided by Sponsors as VIK product. These were received, stored and distributed within the venue by the Logistics team.

Technical Officials
Technical Officials were provided with breakfast at the TOV and a lounge was established at competition venues where light refreshments were available, this included bottled water, tea/coffee and biscuits.

Meals were provided through either a cash per diem system for public concessions or staff meal vouchers which could be redeemed at the staff break area.

Commonwealth Games Family (accredited VIPs)
Refreshments consisting of non-alcoholic beverages, bottled water, tea/coffee and biscuits/small English teacakes and sandwiches were provided at competition venues. Where Protocol Lounges were established at venues, appropriate quality refreshment services were provided according to the competition session times.

Workforce
The M2002 workforce and designated contractors were provided with meal entitlements consistent with workforce rostering requirements at M2002’s cost. This also covered staff already working at venues whose role continued during the Games, i.e. maintenance crews, office workers, venue managers, etc. Staff received a meal voucher if they were rostered to work, valid for a specific day, which could be redeemed at the staff break area.

User Pays
Media (Host Broadcaster and written press)
At competition venues, meals for all media personnel could be obtained at their own cost from the concession outlets. Light refreshments of tea/coffee/water were provided in either the press work area or media lounge.
**Spectators**
Concession outlets for spectators were set up according to the operational demands of the venue and space availability. The capabilities and performance potential of incumbent caterers were considered when determining the successful food service provider for a particular venue.

The appointed caterer for each venue was responsible for the provision of all staff and equipment resources, procurement of foodstuffs, and preparation and delivery of the contracted food service. Catering facilities at existing venues were utilised where available and the contracted caterers established temporary catering facilities at venues with no existing facilities.

**Sponsors and Corporate Box Holders**
Box-holders at the Stadium and MEN Arena were offered a range of food and beverage services at their own cost. Catering orders and payments were handled directly between box holders and the caterers. However, at the Stadium, many box-holders chose to cater for their guests at Club Sport or in the Sponsor Hospitality Village to supplement the service standards.

**Contractors Staff**
Designated contractors were provided with pre-paid and pre-ordered meals if required, at their own cost, via the Contractor Meal Programme.

**The Team**
The CCW team consisted of 17 paid staff and 35 volunteers. The proposal of having a paid experienced CCW representative at each venue to manage the contractors was deemed unachievable and hence volunteers were appointed instead. This model requires the availability of experienced volunteers – if not available more reliance would have to be placed on the contractors.

**Key FA Partners and Contacts**
Delivery of the catering services was achieved through outsourcing highly qualified professional caterers to provide services in over 17 different locations with a similar standard of service.

This involved establishing contracts with recognised caterers, or directly with incumbent caterers at existing venues where these were already in place.

The contract for the provision of catering services at the CGV, TOV, Sportcity venues, and Sponsor Hospitality was awarded to Sodexo Prestige UK.

Sponsors were secured for most food product categories, and VIK product was included as part of the sponsorship arrangements. VIK was valued at more than £1 million across products such as water, soft drinks, sports drinks, tea, coffee, biscuits, sandwiches, confectionery, crisps and beer.

The Catering team were heavily involved in supplying the Commercial team with detailed estimates on consumption as far as 20 months prior to the Games from which sponsorship deals were then agreed. The lack of issues at Games time in respect of Sponsors and the integration of Sponsor products and obligations with the catering service providers highlighted the success of this effective partnership. It is therefore vital to have adequate resources with the appropriate experience to work closely with the Commercial team.
Venue Involvement

CCW had a volunteer representative at each venue reporting into a CCW cluster manager who had responsibility for several venues. At key venues such as the Stadium, CCW had a paid venue representative.

The CCW representative was responsible for managing contractors during the bump-in period and interfacing with external CCW stakeholders as well as the M2002 venue team.

The contractors were responsible for their own level of fitout, however the M2002 Fitout team carried out some site preparation tasks to ensure that contractors could move into the venue with the necessary infrastructure available to them.

In broad terms, the catering service was available for constituent groups during the period of 10 July to 7 August 2002 (during Village occupancy).

For specific groups such as media, M2002 staff, contractors and volunteers at venues, or others whose operational responsibilities extended before or after the official Village occupancy periods, some meal services were provided, either free of charge, on a user pays basis, or concessionaire outlets were made available at dates which were unique to the venue.

In established venues, the contracted caterer used existing production, dining and serving facilities where those were available. In other locations including Villages, the caterer provided temporary structures and appropriate utility services. Additionally, all other resources including equipment for cooking, storage and washing, utensils, dining furniture (unless otherwise stipulated), tableware and labour were also the responsibility of the caterer.

At temporary food and beverage locations, concessionaires’ mobile outlets were used where they were considered suitable from both a Look and operational perspective.

The only significant incident during the Games was MCC Building Control threatening to close down the two pubs in Sportcity Plaza due to non-conformance of codes, however this issue was dealt with to ensure businesses could continue operating.
Legacy
The main legacy of the CCW programme, in conjunction with this event was the sharing of knowledge and experience. The standards set with incumbent and contracted caterers surpassed previous expectations and assumptions and on a national level raised the standards in the catering and events industry. All contractors involved in the Commonwealth Games benefitted through their involvement. In addition to this, the contractors have increased their awareness of their major role in managing waste reduction and recycling.

Key Lessons and Recommendations
- Ensure that Catering has adequate resources to support the Commercial team in terms of the level of information needed from Catering when holding initial meetings with potential Sponsors and ongoing discussions. It is also vital that contracts with caterers recognise Sponsor or potential Sponsor obligations and that the Sponsor agreements reflect the needs of the contractors in delivering services.
- Complex VIK sponsorship deals involving food and beverage place the CCW programme into the business of warehouse management and distribution. This was mainly due to the appointment of a major supermarket retailer as a Sponsor, which is a viable option for future OCs. However, it required a major distribution network to supply all venues as supermarket retailers are not equipped to distribute product in small quantities and prefer to deliver to a single point (warehouse). The OC must be prepared for this and work with each of the supermarket's suppliers, to ensure the products are supplied to each venue.
- Any VIK deals need to take into consideration the post Games implications of leftover stock, storage and the legal issues involved with on-selling.
- Volunteers should not and do not wish to be placed into positions beyond their capabilities, i.e. managing contractors. Experienced personnel should be recruited to key positions as they will save time and considerable expense.
- The contract tendering period needs to allow for a period of researching the market capability and a healthy negotiation period. A tight tendering period creates unnecessary pressure on the OC to make speedy decisions.
- Ensure that the contracts have a mechanism for changes and that contractors can adapt during the event.
- Ensure compliance codes for temporary premises are fully understood by contractors. Also ensure regulatory bodies have communicated and issued guidelines.
- Ensure that an appropriate representative of each contractor will be available after the event to complete the financial reconciliation.
- Be proactive in building direct relationships between FAs and regulatory authorities.
- The needs of contractors should be taken into account when purchasing communication frequency bands. The contractors will be in difficulty if all available bands have been pre-purchased by the OC technology provider.
Overview
The Cleaning & Waste programme was incorporated into the area of Catering Cleaning and Waste (CC&W) and responsible for managing all distinct cleaning and waste disposal services at all M2002 venues in isolation to the Catering function.

The aims of Cleaning & Waste were:
- To enhance the M2002 Commonwealth Games experience with a consistent standard of clean venues that met the expectations of all visitors, customer groups and stakeholders.
- To ensure that sustainability strategy objectives were achieved through appropriate policies.
- To meet the Code of Ethics of the Commonwealth Games and minimise the impact on the environment through energy and resource management.
- To ensure the objectives of reduce, re-use and recycle were achieved wherever possible.
- To develop the separation of waste streams with Manchester waste processors so as to divert waste from landfill and reduce waste going to thermal recovery;
- To provide a Games Wide Waste Audit Report that detailed the success of waste streaming and tonnages of waste from the venues.

The Cleaning & Waste programme in particular was successful with a high standard of cleanliness in venues and in the city and a new benchmark was set in the UK for the recycling of waste at large events.

The Team
The Cleaning & Waste team consisted of two full time paid staff who were responsible to the CCW Programme Manager. The Cleaning & Waste Manager and the Assistant Cleaning & Waste Manager were responsible for bringing all cleaning and waste contracts to an operational level and then providing support to the CCW Cluster Managers who monitored these contracts at each venue. It was decided not to have a paid CCW representative at each venue to manage the contractors which imposed a greater managerial responsibility onto the chosen contractor.

During the Games, there were 17 paid staff and 35 volunteers, with the bulk of the CCW task carried out by contractors’ staff, with over 950 employed.

Key FA Partners and Contacts
Key teams working with Cleaning & Waste were:
- MCC Operational Services who conducted street cleansing outside the venue fence line proper.
- Greater Manchester Waste who provided waste removal/processing.

Sponsors and Providers
Cussons UK Limited provided shower gel for Athletes and Officials in the Village and liquid/bar soap for all other areas. Whilst Cussons provided logistics, delivery, signage and staff support, it was the duty of the venue cleaner to fill or distribute the soap products within the venue.

Greater Manchester Waste Limited (GMW) provided waste processing, bins, waste containers and transport under a Provider agreement to all Manchester venues. GMW also had a Project Manager working with M2002 for a year leading up to the Games to assess the level of service at each venue.

Other Suppliers
Glasdon UK - responsible for design and manufacturing of the 740 security-friendly clear bins.
Ardale - supplied over 110,000 translucent plastic bin liners for all clear bins allocated at venues.
Johnson’s Washroom Services - provided feminine hygiene services Games wide.

Cleaning consumables (hand-towels, toilet paper and sundries) were provided by the incumbent/contracted cleaner at each venue due to the different operating systems used Games wide.
Government and/or Funding Bodies

The M2002 Waste Steering Committee – M2002 led this group to determine waste streaming and recycling standards/targets, the frequency of cleansing both inside and outside the venue fence-line, specialist equipment required and any other related issues. The meetings were held monthly from April 2001 to May 2002.

ENCAMS – The M2002-led education promotion campaign included working closely with ENCAMS – an environmental charity running the ‘Keep Britain Tidy’ Campaign. With ENCAMS’ support, M2002 were awarded a grant from an environmental fund, which was used to buy the 740 clear recycling bins required at venues and for the signage and education campaign.

The principles of the campaign were:
- Keep Britain Tidy
- Use a Bin
- The 3 R’s – Reduce, Reuse, and Recycle

Reduce – by using M2002’s packaging policy and ensuring that only materials which could be reused or reprocessed were used.

Re-use – by using packaging that was durable, re-usable, and refillable and food-ware products that could be used many times. Examples of reusable items include pallets, ceramic crockery and stainless steel cutlery.

Recycle – by ensuring packaging and food-ware materials were chosen because of their capability to be reprocessed, the existence of local markets for the resultant materials and that they were adequately labelled and sorted accordingly to support recycling within Games precincts and venues.

Other initiatives were:
- A ‘Keep Britain Tidy’ message printed on the back of the cleaners’ uniforms.
- Posters on info booths, bus shelters, streets, catering vans, spectator booths and staff break areas.
- The outdoor sites in the city centre.
- Small printed personal tidy bags for the free Road Events.
- Signage on GMW trucks and MCC vehicles.

Given that Manchester previously had limited recycling and bin facilities in the city centre, it is believed that recycling, waste streaming and encouraging people to use bins was a success. It was measured by the clean venues and recycling targets being met.

Operation

Delivery of the Cleaning & Waste services was achieved either through establishing contracts with recognised cleaners at new venues where there was no incumbent cleaning company, or by dealing directly with incumbent cleaners at existing venues.

This also involved waste removal and processing from all venues. The following summarises the cleaning services that were provided at each venue:

Pre Games Cleaning – the service commenced with day-to-day cleaning of all facilities in daily use, including offices, staff toilets, etc. This culminated with post set-up cleaning leaving the venue ready for the Pre Event Day.

Pre Event Day Cleaning – immediately prior to the event day, all areas were thoroughly cleaned to ensure that the facilities that would be in use were clean and ready for use.

During Session Cleaning – throughout the session, all areas were kept in a clean state and personnel were on call to cope with any problems arising whilst the session was in progress.

Turnover Cleaning – after each session, all areas were cleaned to the highest standards. This work was started immediately after each session finished in order to be completed prior to the next session starting.
Post Event Day Cleaning - the cleaning of all areas used after an event day was to the specified contractual standard. The post clean was carried out immediately at the end of the last session of the day and was completed prior to the next event day.

Post Games Cleaning - this period commenced at the completion of the Commonwealth Games event programme at each venue until 9 August 2002. The cleaning covered the pull-down period for the reinstatement/return of the venue to its original state including any high glass, specialist and steam cleaning.

Removal and Processing of Waste Materials
This involved the provision of plant, equipment and labour to remove all waste materials including kitchen waste from the venues daily or as required after each session.

Due to the excellent work of GMW Material Recovery Facilities (MRF), some waste (aluminium and steel) could also be processed mechanically thereby eliminating the need to separate at source.

Based on information from previous events, it was estimated that the Games would generate around 1,000 tonnes of waste. The actual amount was 700 tonnes of waste for the three week Games period and 196 tonnes of construction-related waste for the bump-in and bump-out period, giving a total event figure of 896 tonnes. During the three week Games period, when streaming was in place, 16.5% of waste was recycled. This represents an excellent performance against the present UK average of 10%.

The waste totals were as detailed below:

<table>
<thead>
<tr>
<th>Waste Item</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Games Time Waste</td>
<td>614.9 tonnes</td>
</tr>
<tr>
<td>Post Games Waste</td>
<td>110 tonnes</td>
</tr>
<tr>
<td>Pre Games Waste</td>
<td>86.24 tonnes</td>
</tr>
<tr>
<td>Recycled</td>
<td>16.5%</td>
</tr>
<tr>
<td>Food Waste (maximum per day)</td>
<td>20 tonnes</td>
</tr>
<tr>
<td>Medical Waste</td>
<td>2 tonnes</td>
</tr>
<tr>
<td>Feminine hygiene</td>
<td>2.2 tonnes</td>
</tr>
<tr>
<td>Trade Waste (174 bins @ 120kgs)</td>
<td>20.880 tonnes</td>
</tr>
<tr>
<td>Skip Waste (6 yard skip)</td>
<td>3.880 tonnes</td>
</tr>
<tr>
<td>Skip Waste (35 yard skip)</td>
<td>0.96 tonnes</td>
</tr>
</tbody>
</table>
Waste Streaming and Recycling

Recyclable materials were stored in the waste compound, packed in suitable containers supplied by recycling firms and the waste company. The M 2002 objective was to promote and encourage all forms of recycling within the venues.

The following waste streams were in use:
- **FOH** – plastic and general.
- **BOH** – plastic, general, glass, two grades of office paper, cardboard and specialty waste streams.

M 2002 used bin signage in the form of stick-on labels and caps for the Look and waste streaming strategy.

The following waste equipment was used:

<table>
<thead>
<tr>
<th>Waste Equipment Used</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compactor</td>
<td>2</td>
</tr>
<tr>
<td>40 yard skip</td>
<td>13</td>
</tr>
<tr>
<td>1100 containers</td>
<td>238</td>
</tr>
<tr>
<td>10 yard skips</td>
<td>9</td>
</tr>
<tr>
<td>Bottle banks</td>
<td>7</td>
</tr>
<tr>
<td>200 litre clear bin</td>
<td>740</td>
</tr>
<tr>
<td>240 litre</td>
<td>290</td>
</tr>
<tr>
<td>820 litre</td>
<td>10</td>
</tr>
<tr>
<td>Medical containers</td>
<td>475</td>
</tr>
<tr>
<td>Paper recycling containers</td>
<td>445</td>
</tr>
<tr>
<td>Feminine hygiene units</td>
<td>797</td>
</tr>
<tr>
<td>Security waste containers (90 litre)</td>
<td>24</td>
</tr>
<tr>
<td>Clear Waste Bins</td>
<td>740</td>
</tr>
</tbody>
</table>

**Venue Involvement**

The duration of Cleaning & Waste services was originally scoped on a venue by venue basis. In general, full venue operations began on 15 July when the CGV opened and ended on 9 August. A small number of venues were operational prior to this date (i.e. Bessemer Street, Heron House, IBC and Commonwealth House).

The venue was generally accepted under the following conditions:
- **At handover** – venue to be received by M 2002 in good condition (subject to completion of the Venue Handover Cleanliness Report by M 2002 VGM and CC&W Manager).
- **All specialist services to be conducted by the venue operator prior to handover** – steam cleaning, power scrubbing, pressure washing and high glass window cleaning.
- **All specialist services to be conducted by M 2002 prior to hand back** – steam cleaning, power scrubbing, pressure washing and high glass window cleaning.
- **At-hand back the venue was handed back by M 2002 in good condition.**

The level of cleaning service was classified into four category levels based on the standard of cleaning quality required in each of these locations. The locations are captured under the rating or classification given:

**Exceptional**: no locations identified for this standard.

**High**: Commonwealth Games VIP areas, athlete areas, FOP, media areas, corporate suites and function areas.
Standard: media BOH, public seating, public toilets, bar and concession public areas, public concourses, Festival Live sites, walkways and stairwells, grassed areas, rubbish containers, staff toilets change rooms.

Minimal: ticket offices, parking areas driveways, administration offices, staff break area, first aid and Police rooms, BOH and operational support areas.

When scoping the venues, Cleaning & Waste services had to consider the requirement for labour to maintain external areas from the transport drop off area to the venue entry point when applicable. In city areas labour was scoped up to the street level or where MCC Operational Services commenced their normal operations.

Security and External Bins
M2002 were required to remove all existing litter bins from immediately outside all venues under instructions from GMP survey. This was largely due to the potential for a major security alert to be caused by unidentified objects in the bins.

Once the bins had been removed, M2002 worked with MCC to make sure that streets and roads were free of litter and maintained on a regular basis.

A record was kept by MCC of the bins’ original locations and they were reinstated at the end of the Games.

Rubbish bins within public areas of all competition venues were required to meet the following criteria as agreed by M2002 Security and GMP.
- They should be constructed in a clear plastic material with a minimum capacity of 200 litres and internal translucent bin liners should always be used.
- They should be used for both plastic and residual waste streams as a recycling strategy.
- The bins should be emptied by a cleaning representative every hour and liners replaced.
- No message (sponsor or otherwise) should obstruct the view of bin contents.

Front of House
Two clear bins were provided, one coloured yellow for recyclable plastics and the other coloured grey for all other general waste.

Back of House
The following recycling streams were focused on for the Games and the materials recycled were recovered and processed at an off-site plant specialising in the re-use of the recycling products supplied:
- Plastic
- Cardboard
- Glass
- Paper
- Confidential waste
- General and residual waste
- Medical and sharps waste
- Pharmaceutical waste
- Photo/chemical toner, cooking oil and wooden pellets waste
- Feminine hygiene

Aluminium and steel cans were mechanically extracted at the Material Recovery Facilities (MRFs) prior to thermal recovery. This was achieved by magnets and Eddy current separators. The estimated number of cans diverted from landfill equalled 180,000.

The separation of food waste would have contributed around 30% to additional recycling. However, due to the DEFRA animal by-products order 1999, this was not possible.
The Commonwealth Games Village Waste Transfer Area

The Waste Transfer Area was located adjacent to Main Dining and was the collection point for all forms of waste generated in the CGV. CGV waste streams consisted of the following:

- 40 cubic yard skip for plastic (x 1) – collected daily.
- 40 cubic yard skip for cardboard (x 1) – collected daily.
- 1100 lt skips for general waste (x 40) collected twice daily.
- 18 cubic yard skip for glass (x 1) collected upon demand.
- 60 lt medical waste containers (x 20) – medical waste was deposited into sealed medical waste containers that were located throughout accommodation areas, team offices and the Medical Centre. Five bulk 770 lt containers were situated at the Medical Centre for deposits to be made. These were collected at the end of the operating period.
- 6.5 lt medical sharps containers (x 160) – were located throughout team office and medical areas as well as the Medical Centre. These were all collected at the end of the operating period.
- Paper recycling bins (x 200) – these bins were allocated to team offices, guest centres, administration areas and all other offices. They were emptied daily and taken to the Waste Transfer Area from where they were collected every second day by GMW.

Whilst the Village produced some 300,000 meals plus snacks and other refreshments and for four weeks was the largest restaurant in Europe, M2002 also provided the biggest housekeeping operation with over 200 housekeeping staff. They cleaned 83,500 rooms and made 120,500 beds. Laundry used on site was estimated at 166,000 kgs.

Legacy

The main legacy of the CCW programme was to raise the existing standards of cleaning, recycling and waste processing in the event industry and raise the profile of the Keep Britain Tidy initiative. All staff, suppliers, spectators, contractors, athletes involved in the Commonwealth Games have benefited through their involvement. In addition M2002 were invited to give presentations to many groups including the Institute of Waste Management to raise awareness and promote the message of recycling in the UK.

Key Lessons and Recommendations

- The contract-tendering period should allow for a period of researching the market capability and a healthy negotiation period.
- A high access priority should be given to Cleaning & Waste in the planning process to generally improve access and egress for vehicles.
- Sufficient space must be allowed at venues for cleaners’ storage which requires closer liaison with Fitout and venue management. In addition, there are compliance codes for temporary premises that need to be fully understood by contractors.
- Large compounds should be provided to sit recyclable containers. This would mean more streams for recycling could be targeted, e.g. wood, inert waste, etc.
- The cleaning contractors should be made responsible for any charges on residual waste with incentives for recycling. Recyclables could be removed free of charge.
- Cleaning & Waste should be involved in the fitout/bump-out timelines planning process.
- If possible, encourage food waste composting.
- Changes to the competition schedule can impact on contractors’ delivery of service. Ensure the contract has mechanism for changes and contractors can adapt during event.
- Ensure that the CCW venue representative is involved in key discussions between venue management and regulatory authorities, to ensure that the OC is not incorrectly charged for services requested.
**B3.9 Security**

**Overview**
The Security department for the Games was responsible for all venue security and for liaising with the Police and other security agencies to successfully protect the Games Family, VIPS, VVIPs, workforce and assets. M2002 security was divided into three discrete but interrelated areas:

- Asset Protection
- Venue Access Controls
- Event Stewarding (subsequently combined with Event Services)

Security for the Games was provided primarily by one contracted security company (Showsec). They were supported by a limited amount of private cost policing within the venues. Public cost policing and specialist security agencies provided security support outside the venues and for Protected Persons’ visits.

As one would expect at an event of this size, there were initial concerns over security, some of which were reported in the national press, particularly with regard to policing costs and the spending of public money, however it was felt that despite difficulties encountered during the planning phase, the Games security operation was successful.

**The Team**

**M2002**
The original intention was for a total contractor turn-key solution for all security activities with a small M2002 management team to assist with planning and integration and to administer the security contract.

The planned M2002 Security team comprised a Games wide Security Manager, three Assistant Security Managers and a Security Advisor (ex Police) with a further six Security Coordinators budgeted for at Games time. Each of the Assistant Security Managers were responsible for a cluster of venues and worked closely with the security contractor, developing detailed security plans for each venue whilst ensuring that the overall security objectives were maintained and implemented across the Games.

Additional resources were employed by M2002 in the early part of 2002; in April, seven staffing positions were created to assist with the large increase in volunteer numbers and in May/June a further 10 venue specific operational positions were created.

The final paid headcount was 32 against a planned headcount of 10.

**Showsec**
In early March 2002, realising that the scope of the project was more complex than first anticipated, Showsec reorganised their management team and relocated their Chairman to England to head up the operation and address the issues of recruitment and training. As a result of the scope changes, elements of the contract were re-negotiated enabling them to implement an injection of cash and management resource.

In late June/early July, experienced operations staff were drafted in from other Showsec offices in the UK and Europe to plan the deployment of staff, logistics and Games time operations. A number of senior supervisory positions were also sub-contracted.

Over the three month period April – June 2002, Showsec recruited approximately 2,800 event stewards and 650 static guards. However, as the majority of these staff were casual employees who would not be called upon to work until mid to late July, it was impossible to predict attrition levels even though Showsec made an effort to keep in regular contact with staff through newsletters, text messaging and phone calls.
Once Showsec commenced booking the staff in late June/early July, they were able to build confidence levels in relation to reliability of staff. However, even with the booking process going reasonably well, concerns remained regarding how many staff would turn up for shifts particularly as attendance at test events and venue training had been erratic.

The calibre of staff deployed by Showsec varied considerably. The majority of event stewards were acceptable, although not trained to the customer care standards to which M2002 had originally aspired. However, most were very friendly and helpful subject to their limited detailed knowledge of the venues.

Attendance levels were mixed although generally acceptable and on no occasion did the level drop below the minimum safety standards. Sportcity required the largest number of stewards and site logistics dictated a very early check-in time. This caused some transport difficulties for stewards and was a particular problem on Marathon day when early road closures disrupted public transport.

Showsec’s lack of background in the asset protection field put them at a distinct disadvantage in recruiting and retaining appropriately experienced management and supervision of the static guards, particularly as they were generally recruited from the minimum-wage end of the casual labour market.

Volunteers
The original plan was not to use any volunteers in Security. This decision was reversed in October 2001 when 500 volunteers were scoped as Access Control Assistants and Assistant Event Marshals for the CGV and Sportcity.

The numbers were further revised in May 2002 after Showsec’s recruitment difficulties had been identified.

The volunteers performed admirably at spectator and accredited entry access control points around Sportcity and the CGV. The volunteers were found to work responsibly and diligently under a very strict security protocol and their facilitation of spectator entry without excessive delays was well above expectations. (Further detail on this subject can be found within Mag & Bag, section B3.11).

Police
M2002 worked very closely with the Police throughout the planning phase and at Games time. Communication lines were set at executive management, FA and venue levels with appropriate counterparts within the Police.

During October and November 2001, the Police carried out detailed Site Vulnerability Surveys (SVS) at all venues to identify risks and to recommend measures to improve security. Although the SVS process was a very positive and beneficial exercise, M2002 were concerned that the results from some venues were inconsistent with the agreed security strategy. A number of the Police’s ‘target hardening’ recommendations had significant financial implications for M2002.

Police officers were assigned to venues under the Section 25 Private Policing Act. They acted with professionalism and the appearance of uniformed Police patrolling within the venue and at spectator entry points proved an invaluable deterrent.

The placement of experienced GMP planning officers together with Showsec project management personnel within the GCC was beneficial from the command and control perspective. Any issue, intelligence or a crime related matter that concerned M2002 was quickly dealt with by the officers using predetermined communication processes.
**Key FA Partners and Contacts**

Greater Manchester Police - policing services.

Showsec Special Events Ltd - Event Stewarding and Security.

Guardian Executive Ltd - Specialist security and protection services, Mag & Bag training.

Marpol Security Ltd - Static guarding (vehicle depots and car parks).

Rapiscan Security - Security equipment (magnetometers, X-ray equipment, hand held wands).

Faber Maunsell Group Ltd - Design of Mag & Bag infrastructure and flow rate studies.

**Venue Involvement**

**Asset Protection**

The Security function was responsible for the security of venues included under the Venue Hire Agreements and for the security of M2002 assets brought in by Fitout and Logistics. The level of asset protection provided at venues was determined by the following criteria:

- Location of the venue (some were in high crime areas and considered vulnerable).
- Size/layout of venue.
- Value of assets within the venue.
- Business continuity issues.
- The nature of the venue (open air pitches and greens were higher risk than indoor venues).

The security infrastructure varied from venue to venue but the basic components used were ‘heras’ type temporary fencing, CCTV, floodlighting, guard dogs and handlers, patrolling and static guards.

Although asset protection resource levels were planned well in advance, adjustments (invariably increases) were made as venue operations went live and the security risks could be better assessed.
Security levels and durations for bump-in and bump-out activities had not been fully scoped in the planning stage and were subsequently increased.

There were some initial staffing problems which were resolved by increasing M2002's direct management staffing, employing a small, high calibre security company to focus on the higher risk areas and employing additional private cost policing. With the exception of one major break-in at the IBC and various low value losses and petty thefts, the asset protection operation was successful.

Security peak head count at venues was as follows:

![Contractual Security Staff Peak Shift Headcount by Top 10 Venues](image)

**Venue Access Controls**

Differing levels of venue access control were employed by M2002 to take account of the various risks and threats identified during the planning stage. At the higher risk venues, electronic screening (Mag & Bag) and vehicle/cargo searching were planned. The access control levels were set using the following criteria:

- Spectator profile.
- National terrorist threat level for sporting events (as advised by the Police).
- Precedents from previous Games relating to the CGV and the IBC.
- Site Vulnerability Surveys (SVS) carried out by the Police.
- The objective to provide an unobtrusive security presence in keeping with the ‘Friendly Games’.

Post 11 September 2001, a security review by the Police and other security agencies resulted in the threat level for Sportcity increasing. This was mainly due to the threat attached to the large number of Protected Persons, VVIPs etc, attending the Opening and Closing Ceremonies. This increased threat level was limited to Sportcity.

The outcome of the increased threat level was a Police recommendation that Sportcity should become an ‘island site’ and this was accepted by M2002 in November 2001. The island site concept called for a total lockdown of Sportcity which had a major impact on planning, budgets, staffing, fitout, logistics and venue operations.

Additional on-site job training was carried out at venues for security staff and Mag & Bag operators in order to ensure they were fully able to carry out their roles.

**Event Stewarding**

During early 2001, M2002 worked closely with the sports ground licensing authorities to draw up a Games-wide stewarding strategy. This included assessing required resource levels, establishing training standards and experience levels and identifying organisations that had the capability to recruit, train and deploy stewards for a large scale multi-sport event.

Strict regulations exist in the UK in relation to safety at sports grounds (following on from the Hillsborough disaster in 1989 and other serious accidents) the local authority was very keen to ensure that all guidance was fully met. It was not considered appropriate at the time to make use of the volunteer workforce for crowd management positions.
Aspirations were for a very high standard of service both in terms of crowd safety and customer service. It was intended that all stewards would be paid staff trained to NCFE (National Certificate in Further Education) standards. To achieve this it was considered necessary to appoint a stewarding contractor at least 14 months out to give them sufficient time to recruit and train the large numbers of staff that would be required at Games time.

**Security Contractor**

M 2002’s preferred procurement route for security services was to appoint a single Games wide contractor for all security and stewarding services. A number of national organisations with either security or stewarding backgrounds were invited to bid for the combined package. No contractor had a background in both security and stewarding and as the M 2002 focus at the time was on the event stewarding aspect (prior to 11 September) the contract was awarded to Showsec International, a company with a strong background in crowd management but little experience in static guarding.

Although appointed much later than planned (only eight months out), Showsec were confident that they had sufficient time to recruit and train the staff and plan the operation. However, this was a significant challenge as a result of:

- A significant increase in the numbers of crowd stewards required (particularly at the Stadium and Sportcity Plaza).
- A significant increase in the number of security staff in particular trained x-ray operators after the introduction of mag & bag screening at Sportcity.
- The agreed rates of pay for static guards were very low (the casual labour market overheated as a result of the Games).
- Insufficient training capacity in the marketplace.

Crowd management staff in the UK are mostly a casual resource employed at weekends or evenings for sporting events, concerts, etc. They are often in full-time employment which limits their flexibility to be stewards during the normal working week. The challenge for Showsec was to attract the relatively small numbers of experienced stewards, supervisors and managers from the local market, and recruit and train a large number of new staff. All staff had to be available for a minimum of 10 days and in some cases up to 25 days. They also had to be prepared to undergo two days of classroom training and attend venue familiarisation sessions and test events.

A delay in the start of the recruitment process meant that a number of decisions were taken by M 2002 (with the support of the local authority and the Police) to help mitigate the potential risk:

- To use large numbers of volunteers in crowd management positions in lieu of paid staff.
- To withdraw the requirement for NCFE training and accept other recognised training schemes.
- To develop a bespoke ‘M 2002 Volunteer Marshal’ training programme.
- To use volunteers for mag & bag access control operations in lieu of paid staff.
- To carry out a review of all guarding and stewarding positions to identify and eliminate any over-resourcing.
- To combine Event Services with Security.

These changes partially relieved the recruitment difficulties.

M 2002 appointed two other security companies. Their scope of work was relatively small (vehicle depots, car parks, vehicle check points).

Security provided an M 2002 representative within each venue team. Many of these managers or coordinators were responsible for security at more than one venue. The representative was regarded as a key member of the venue team during the planning and operational phases as the responsibility for safety and security at the venue affected all constituent groups. The M 2002 representative was responsible for integrating the security contractor into the detailed operational needs of the venue and the more complex understanding of the Games environment and operational reporting structure to the Showsec Venue Security Manager.
Standard Operating Hours

Security provided asset protection, access and venue security at all M2002 Sport and non-Sport sites from the exclusive access phase to the conclusion of reinstatement phase, 24 hours a day, seven days a week. It was found that this procedure resulted in minimal loss of M2002 controlled assets.

Static guard requirements through the operational period consisted of:
- Off hours venue access.
- Vehicle access to venue on and off hours (bump in-phase to bump-out phase).
- Regular high profile foot patrols (at times with dog and handler).
- Asset protection patrols.
- Static guarding.
- Off hours incident reporting and emergency service liaison.

Stewarding requirements throughout competition guidelines were accurately set out within the contract terms and regulated by the competition schedules, allowing flexibility in timing to resource venues if the schedules altered.

Legacy
- The M2002 Management team gained experience in major event security environment, project management, contract management and training.
- In excess of 2,500 local people were trained and gained experience in event stewarding.
- Over 600 volunteers were trained in mag & bag operation and are available for security of future sporting events in the area.
- Showsec as an organisation learned new skills and developed systems based on their Manchester experience.

Key Lessons and Recommendations
- Consider the appointment of security consultants to prepare basic timelines, scope of work, risk assessments, service levels, staffing levels and budgets.
- Appoint a Security team with a balance of skills (security, project management, contract management) and commence the detailed planning process a minimum of two years out.
- Give careful consideration to package content for all security contracts – avoid Games wide appointments unless capability clearly exists.
- Agree a level of specific Games training that the contractors’ staff are required to attend, this should include radio protocol and procedures together with venue training.
- Separate security (asset protection and access controls) from event stewarding.
- Consider the requirement for contingency resources which may be necessary if threat level escalates.
- Consider having separate security providers for key venues (CGV, Stadium, IBC, etc).
- Identify appropriate volunteer positions before appointment of security contractor.
- Agree principal of workforce feeding and transport arrangements before appointment of security contractor.
- Agree strategy for workforce commitment and retention (budget for pre-event communication sessions, team building, training and familiarisation).
- Establish liaison with Technology and Fitout to establish technology requirements, e.g. timeframe for radio licences to cover bump-out period.
B3.10 Remote Vehicle Search Site

Overview
The UK Home Office advised GMP and M2002 that Sportcity must be operated as a ‘sterile’ site.

In practice, the sterility of the Island Site (Sportcity, less the Velodrome and Northern Car Park) was maintained by ensuring all spectators, volunteers, employees, contractors and their goods, were searched upon entry to Sportcity using wands and magnetometers. For vehicles, no such facility was available at the Stadium from 16 July, as traffic queues would be prohibitive and there was the possibility that any suspect package found could render the area a crime scene (thus effectively closing down the site). An alternative search site, therefore, was secured remote from Sportcity, the Remote Vehicle Search Site (RVSS).

Vehicle searches were initially undertaken at Sportcity from 07:00 on 10 July to midnight on 16 July. Operations were then transferred to River Park Road, a short distance away, where the RVSS was operational until midnight on 4 August.

The RVSS operation was a great success, mainly due to the amount of forward planning and cooperation of all FAs and partners accessing Sportcity. With a 24 hour operation over 26 days resulting in 2,500 searches, it became the biggest vehicle search operation in the UK to date.

The Team
During Games time, the RVSS was operated as a team effort consisting of representatives from GMP, Group 4, Schenker and Sodexho. M 2002 employed two staff, one full-time and the other a consultant. All five organisations worked in cooperation to successfully operate the RVSS.

Operation
The sole aim of the RVSS was to maintain the sterility of the Island Site by pre-searching all vehicles destined for Sportcity, whether they were delivery, operational, contractors, VIP or emergency service vehicles. To enable the RVSS to be scoped in terms of throughput capacity and other operational requirements, e.g. operating hours, a Master Delivery Schedule (MDS) was created which, with the input of every single FA and the entire Sportcity venue team (including Opening and Closing Ceremony teams), listed all proposed vehicle movements to the Island Site from 10 July to 4 August.

This massive task, undertaken over several months leading up to the Games, enabled decisions to be made on key areas of detailed operations, including:
- Number of search lanes available
- Operating times
- Smoothing out the throughput
- Number of Police search officers
- Escort policy, from RVSS to Island Site
- Type, size and volume of security equipment
- Scale of the logistics team (manual handlers, manual handling equipment, etc.)
- Vehicle flow diagrams and traffic management
- Health, safety and welfare provisions
- Technology requirements

The preparation of the MDS was undertaken by the Sportcity Logistics team, who during Games time, also operated a 24 hour support team to add, re-schedule and generally manage the flow of vehicles to the RVSS.

The key flow of information from populating the MDS to Games time operation followed the following format:
- Supplier to Logistics team (via FA representatives) - application for slots on the MDS, giving accurate vehicle dates, times, sizes and quantities and subsequent additions, deletions and alterations.
- Logistics team to Suppliers (via FA representatives) - confirmation of slots and subsequent updates.
Logistics team to RVSS – updated MDS schedule; regular checks on throughput; and restrictions on vehicle movements (including routes and times).

RVSS to Logistics team – regular progress reports on throughput; request for non-listed vehicles arriving at RVSS to be added to MDS when convenient slot available; reporting missed slots; updating on movement of escorted vehicles from RVSS to venue.

RVSS to Games Coordination Centre – status reports on throughput and expected delays.

Legacy
Through the planning, management and operation of the RVSS, all the groups involved have gained a wealth of knowledge and experience, which should be drawn upon to help design and operate future vehicle search operations that are planned on such a scale.

Key Lessons and Recommendations

- The key driver for scoping the RVSS is the scale of the throughput, i.e. the number of vehicles to be processed per hour. Unfortunately, it is impossible to capture this throughput sufficiently in advance, as last minute changes to venue operations (for example delays to completion of the fitout scope), will affect the volumes on a daily basis. Relying entirely on the accuracy of the MDS, therefore, is not advisable, rather it should act as a guide, which together with advice from the Police Search Advisor (POLSA) and availability of suitable search facilities in close enough proximity to the venue, should form the basis of an acceptable prediction of throughput.

- Effective communication, in terms of the systems, frequency and information exchanged, is essential to a successful operation. The nature of transporting goods, making deliveries and general vehicle movement is such that change is inevitable. Quantities change and delays occur and all these changes need to be communicated regularly by (and to) each of the stakeholders, if delays to throughput are to be limited.

- Careful consideration should be given to how to resource the search facility to make it operate most efficiently. The differing delivery demands over the life of the venue mean a shift in delivery and search times from day to night, as restrictions on vehicle movement around the venue are likely to be imposed during Games time. It is inevitable that there will be a certain amount of down time.

- Plan early and carefully assess the planned throughput, taking advice from the Police and organisers of previous operations of a similar scale. Paying great attention to effective communications and having regular checks that these communications are being maintained, will result in less frustration at the search venue and delays will be kept to a minimum.

- Ensure enough technology is provided at the RVSS to enhance effective communication, in terms of the systems (internet, fax, telephone or radios), frequency (updates, checks) and information exchanged.
Overview
The Mag & Bag operation was designed to facilitate the entry of all groups into the Sportcity site whilst implementing the targeted random search policy in order to conform with security requirements.

Volunteers performed meet and greet duties to ensure that ticket holders were directed appropriately and on immediate approach to the entrance, ticket-holders were channelled by physical pedestrian barriers to waiting security staff who conducted a further ticket check and implemented the random search. This was done using magnetometers and hand-held detecting equipment.

The conditions of entry into the venue authorised this level of search and negated any suggestion of intrusive behaviour. Police officers were deployed to patrol these locations to intervene in confrontational situations.

The Team
The team was broken into two sections – Staffing and Operations.

Staffing
The Staffing team comprised of six staff tasked with recruiting, training, scheduling and catering for the welfare of nearly 600 volunteers and more than 200 paid contract staff.

Guardian Executive, in conjunction with the Security team from Sportcity, developed a job specific training programme for Mag & Bag that was delivered to all staff (Showsec and volunteer). Training was conducted both before and during the Games due to ongoing recruitment and scheduling.

Operations
The Operations team consisted of five paid staff whose role it was to implement plans and procedures that were controlled collectively by M2002 and GMP.

The Mag & Bag team had the largest group of volunteers at Sportcity and worked very closely with the Volunteer department to ensure that the volunteers were fed, uniformed and transported and that any additional issues were dealt with on an organisational level.

Key FA Partners and Contacts
Integration into the venue team was a slow process, due to the fact that Mag & Bag was a Sportcity function, incorporating all the venues on that site and issues had to be resolved with various venue teams.

Mag & Bag worked with Catering, Cleaning & Waste (CCW) to ensure that all restricted and prohibited items were disposed of each night. To ensure correct disposal of these items, lockable storage units were purchased to hold them safely.

Operation
Mag & Bag capacity was designed for peak client group activity which, for Games Family, was the Opening Ceremony. The biggest session for general spectators was the Athletics Finals on 30 July.

The model was based on the following assumptions about spectators:
- Arrivals would take place over a two and a half hour period prior to the start of the event:
  - 150 mins - 120 mins from event start: 10%
  - 120 mins - 90 mins from event start: 20%
  - 90 mins - 60 mins from event start: 30%
  - 60 mins - 30 mins from event start: 40%
  - 30 mins - 0 mins from event start: 0%
- To satisfy the requirements of the licensing authorities, capacity was subsequently increased to give a throughput of 50% of the maximum spectator capacity in a 30 minute period.
- 70% of spectators would be carrying a bag that required searching.
- There would be a throughput of 350 persons per hour per search lane and one person in every five would require a person search. The design also assumed that the magnetometer arches were unlikely to be the limiting factor and that each magnetometer could deliver a throughput of up to 800 persons per hour. This enabled one arch to be used to serve two search lanes.
Event tickets, the spectator guide and all other publicity stressed the message that all spectators should arrive a minimum of two hours in advance of the event start time and that they should be discouraged from bringing a bag. Large bags were prohibited and a maximum bag size of 250mm x 200mm x 150mm was set.

The Police initially requested 100% magnetometer screening and that 100% of bags, cameras and mobile phones etc be x-ray screened.

The x-ray screening requirement was subsequently modified to allow a combination of manual rummage lanes and x-ray. This reduced the requirement for expensive x-ray equipment (and trained operators) and allowed more flexibility in the design and operation of the search lanes.

As the biggest security risk would be during the Opening and Closing Ceremonies, M2002 also introduced random bag searching for the Athletics and Rugby 7s events.

**Mag & Bag Entry Points**

Sportcity had seven Mag & Bag entrances as follows:

- Athletes and Technical Officials Entrance
- VIPs/Press/Broadcast Entrance
- Northern Spectator Entrance (main bus mall)
- Southern Spectator Entrance
- Ashton Canal Entrance (walking route from city)
- Disabled entrances (x 2) – serving Blue Badge and Games Mobility car parks

Fewer entrances would have been preferable but the layout of the site was restrictive and this level of coverage was required at all times.

Additionally, the success of the Bus Mall meant that people were able to flow into Sportcity throughout the day and spectators were processed through the Mag & Bag areas much more quickly than anticipated.

**Lane Configurations**

A number of different search lane configurations were planned to give fitout and operational flexibility. Space planning was a major issue as real estate was at a premium particularly space for queues.

Lane A: Arch serving 2 x-ray machines
Lane B: Arch serving 1 x-ray and 1 manual rummage table
Lane C: Arch serving 1 manual rummage table
Lane D: Arch serving 2 manual rummage tables

**Planning**

As the island site concept was agreed to only six months before the Games, there was limited time to develop detailed plans for major on-site activity. The planning process involved the venue team and FAs in consultation with security agencies particularly in relation to equipment levels and search protocols.

The main planning challenge was manpower recruitment, training, deployment and supervision. A late decision to use largely volunteer resources presented a challenge for the workforce department and Security, however, these positions were recruited successfully through the unassigned volunteer database available. Recruitment and training continued to take place in the lead up to the Games and additional on-site job training was carried out at venues for security staff and Mag & Bag operators to ensure they were fully trained.
As Mag & Bag access controls affected everybody involved with the venues (staff, volunteers, contractors, broadcasters etc) there was a need to educate the workforce early as to the likely impact. A 48 hours transitional period between normal access control and full lockdown was planned, to allow staff and client groups to become familiar with the equipment operation and protocols.

**Operations**

Fitout of the Mag & Bag area became a much bigger operation than anticipated with significant coordination issues. Close communication and integration was required Security, Fitout and the equipment supplier (Rapiscan), particularly in relation to tent size, flooring detail, cabling and surface water drainage.

Mag & Bag at Sportcity was in place from 15 July – 4 August and broken down into two periods, lockdown and Games time.

**Lockdown**

During lockdown, there was a shared management agreement between SMG, (responsible for the overall safety of personnel and spectators on site) and M2002 (responsible for the design and implementation of the Mag & Bag plans). During lockdown only three of the eight Mag & Bag areas were utilised.

**Games Time**

The Games time period lasted from 23 July – 4 August. It was during this time that the various teams – Showsec, Guardian Executive, Manchester International Airport and volunteers began to work together.

**Key Lessons and Recommendations**

- When working with multiple groups (paid and contractor) ensure that the chain of command is understood by all parties for the outset.
- Mag & Bag is at its busiest at the start of the session times, so redeployment of volunteers should be considered.
- The restricted and prohibited items list should be agreed and adhered to at all times, barring unforeseen circumstances, ensuring that both contractors’ staff and volunteers receive the same training, to avoid confusion.
- It is recommended to separate the operations team and staffing team in order to recruit the large numbers of volunteers.
- Lockable storage is necessary for all surrendered items.
- Ensure experienced staff are in place for key roles in good time.
- Begin the dialogue with the Police early as the threat levels can change and the site will be in flux up until Games time.
- Begin educating the volunteers earlier about their role within Security as the comfort level is not always high and this can cause attrition before the Games even start.
Overview

The Transport section of the report has been divided into a number of sub-sections that represent the operating functions existing at Games time. The first part of the section gives an overview of how transport functioned, including the major partners who played a key part in the success of the programme and areas that presented a challenge to M2002 Transport.

The overall deliverables for the Transport programme were as follows:

- Coordinating and managing the delivery of safe, secure, accessible and reliable transport services for the Games Family.
- Ensuring an efficient end to end Arrivals and Departures process for the Games Family.
- The overall planning and operation of the Manchester Airport and Piccadilly Train Station venues.
- Managing the Transport function at all venues, including the provision of adequate road signs and car parking facilities in liaison with local authorities and other parties to ensure that venues remained accessible throughout the Games.

M2002 Transport worked closely with MCC (and other host local authorities in Greater Manchester and in Surrey), the GMPTE, the Highways Agency, the Emergency Services, local public transport operators and other parties to develop a coordinated approach to all Games time transport.

Transport services were provided to all Sport and non-Sport venues, Operations venues and the official training venues, and from official hotels to Manchester Airport and Piccadilly Train Station.

The services were divided into two main groups:

- Bus/coach services largely provided through the Official Games Bus Partner; First, who used a fleet of 105 vehicles to operate a core network of dedicated bus services on behalf of M2002. This network was supplemented by coaches to meet periods of peak demand, notably for the two Ceremonies.
- A fleet vehicle operation of 1,200 vehicles, provided largely through Rover, an Official Sponsor. These vehicles were based at three depots and used a team of over 1,500 volunteer drivers.

The Team

The team structure reflected the critical functions of the transport operation:

- Delivery of services within M2002's structure in respect of Games related activities and services.
- Developing working relationships with key eternal agencies to facilitate the efficient operation of Games services and spectator transport services.

As a result, the team's structure was divided into the following functions:

- Games Family Bus Operations
- Fleet Management
- Venues and Arrivals and Departures
- Infrastructure and Traffic - responsible for securing Traffic Orders, spectator car parking, highways management and signage
- Public Transport Liaison - responsible for delivering public transport for spectators

Team members from the latter two functions served on the Games Transport Steering Group and its associated working groups (see Section B3.15).
Key Partners and Contacts
M 2002 Transport was able to deliver the services it was required to because of the close working relationships developed with a number of external agencies. The key relationships were as follows:

- First
- Dunn Line
- MG Rover Ltd
- FM G Car Hire
- Greater Manchester Passenger Transport Executive and Authority (GMPTE/A)
- Highways Agency
- Local Councils (as Highway Authorities)
- Safeguard Coaches (Bisley contractor)
- Schenker
- Securicor

In terms of the wider management of the Games and, in particular, making available transport provision for spectators, the key working relationships were with:

- GMPTE/A
- Local public transport operators
- Highways Agency
- Local Councils
- Local car park operators, such as NCP Manchester
- HM Customs & Excise (Arrivals/Departures)
- UK Immigration Service (Arrivals/Departures)

All these bodies were brought together, either directly or indirectly, under the auspices of the Games Transport Steering Group, chaired by the Director General of the GMPTE. This group had responsibility for coordinating all the wider transport planning associated with the Games and for delivering enhancements to the transport system that were an integral part of staging the Games.

Service Delivery
M 2002 Transport provided Games venue transport management to ensure the integration of transport services into venue operations. In addition to the centralised control structure, Venue Transport Managers were based on site to facilitate the provision of transport services to Games Family, including the Games Family Load Zones and VIP Transport.
Management of M 2002 Games Transport was delivered in three key command structures:

- **Fleet Operations** - included the complete commissioning of the fleet, in-vehicle packages, the coordination of driver training and fuel and the day to day provision of VIP and Team services.

- **Bus/Coach Operations** - coordinated the network of services for athletes and officials, accredited media and technical officials.

- **Venues and Arrivals/Departures** - delivered a coordinated approach for transport at each Sport and non-Sport venue and an end to end arrival and departure process for the Games Family.

**Key Lessons and Recommendations**

- Transport should be involved in all aspects of Games planning so that the potential transport implications of proposals and/or decisions can be considered as soon as possible in the process.

- The workings of the Games Transport operation need to be clearly understood by key personnel in all FAs in order to enable them to pre-plan and consider the potential transport implications of decisions made at Games time. Where necessary involve Transport in the final decisions (for example, changes in competition schedules) or where Transport is not involved in making decisions ensure mechanisms are in place to readily communicate them to Transport.

- Ensure sufficient road signage/way-finders are erected to enable Games Family drivers to find their way between Games venues and other key locations in the Host City, as it is inevitable that some drivers will be from other areas of the country.

- Ensure signage and internal communications information can be easily and quickly prepared and distributed during operation. This allows for efficient changes to services that may be required due to unforeseen impacts that may occur as a result of Games related issues.

- Recruit staff early so that they can readily understand the complexity of the services they provide and alternatives to service delivery in times of high pressure and change. Many unforeseen issues arise and having staff who can make quick efficient changes to services will prove to demonstrate a truly flexible service delivery.

- Make sure that the Transport team brings together a mix of people who understand Games requirements, but also understand local conditions.

- Careful consideration should be given to the design and operation of transport load zones where they are on public roads.

- Transport should scope and deploy high quality and reliable communications system for its Games time operations, this is particularly critical for the Transport function.

- The recruitment and training of volunteers should only begin once operational and/or volunteer managers are in place and fully understand their own roles.
Overview
The Fleet Operations function of Transport provided the following:

- A Fleet Management structure to source and track, including the delivery, operation and return of the 1,200 vehicle fleet.
- Games time transport services for the 2,500 VIPs and the CGA teams.
- Vehicle permits that allowed controlled access to all venues to all those vehicles that needed access and parking.

The Operation

Although at Games time there was a well-defined structure, in the lead up and final stages of planning the operation, the staff were used across all areas as required. The Fleet Management operational mode progressed through six stages as follows:

- Volunteer recruitment and training (February to June 2002)
- Vehicle commissioning (May to July)
- Vehicle Access Parking Permits (VAPPS) integration (July/August)
- Games time VIP Service (July/August)
- Games time CGA Fleet Service (July/August)
- Vehicle decommissioning (August)

Volunteer Recruitment
A mailing was sent to volunteers outlining essential skills with a description of the role and inviting them to an interview after interest was expressed in the role. This process proved successful from the outset and the format was continued until the end of the recruitment process. Some delays in the training schedule were experienced, due to the sheer volume of volunteers required for the fleet operation.

Training
Outsourcing the entire fleet operation was considered, but this proved cost prohibitive and the operations were therefore managed in-house. Internal training rooms were set up at the Bessemer Street Warehouse (M AUC) and a training programme of four three-hour sessions was designed involving training each of the 1,500 drivers in groups of 70 over a four month period. After the beginning of the training sessions the drivers were asked their preference of driver roles and then allocated their positions.
Although volunteer driver attrition had been estimated at 20% - 25%, from the first day of training the attrition rate never rose above 10%. This was a reflection of the communication provided to the volunteers prior to them accepting their Games time role.

**Fleet Commissioning**

The Fleet team worked with all FAs to enable them to collect the vehicles and then supplied access to ‘on-road’ assistance, fuelling facilities, accident assistance and vehicle replacement in the lead up and throughout the Games. In the early stages, commissioning was operated from Bessemer Street and in the latter stages it was moved to Redvers Street, one of the Games time Park and Walk sites for Sportcity, approximately 2 kms from Bessemer Street. This provided M 2002 with a compound for the Rover fleet of close to 1,000 vehicles.

**Decommissioning**

The first stages of decommissioning occurred at the Redvers Street site from 5 August.

Decommissioning involved a high level of activity, with vehicles being delivered by FAs and removed by different suppliers concurrently. For example, in one day Rover moved around 200 vehicles off site, while Ford moved 61 Galaxys with the FMG suppliers collecting their vehicles at the same time.

**Service Delivery**

Services were operated from Bessemer Street between 15 July and 7 August and from the G-Mex basement car park between 22 July and 5 August.

Each depot had staff sign-in, asset allocation and dispatch areas, together with lounges for drivers to rest in between jobs.

<table>
<thead>
<tr>
<th>Venue</th>
<th>Service</th>
<th>No. of cars</th>
<th>Drivers</th>
<th>Support Staff per shift</th>
<th>Paid Staff per shift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bessemer St</td>
<td>T1</td>
<td>80</td>
<td>134</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Bessemer St</td>
<td>T2</td>
<td>100</td>
<td>304</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>G-Mex</td>
<td>T2</td>
<td>190</td>
<td>439</td>
<td>3</td>
<td>8</td>
</tr>
</tbody>
</table>

Each depot was staffed with:
- Three Fleet Operations Managers (Duty Role)
- One Fleet Staffing Manager
- Two Car Pool Agents
- Six Fleet Dispatch Officers
- Three Fleet Liaison Supervisors
- Nine Fleet Liaison Officers
- Three Administrative Support (run centrally through Bessemer Street)

**T1 Service**

The T1 service was operated out of Bessemer Street and involved supplying a dedicated car and driver to a particular client for the duration of their stay in Manchester. 80 vehicles and 134 drivers were utilised to meet the needs of 141 clients. Chefs de Mission and the General Managers of the CGA teams were also eligible for the T1 service, 144 clients in all, but during the planning process it was decided to remove these two groups from the T1 service and to add their cars to teams allocations.

The main issue for this service was the lack of information regarding client arrival times. In the lead up to the Games, it was identified that 50% of the clients with a scoped service were found not to be attending the Games or were in Manchester for such a short period of time, that they did not require a full-time driver.

As a result, the overflow T1 drivers without a full-time client were re-deployed to the T2 driver pool, and were placed on a priority shortlist should a T1 client require services at the Games.
T2 Service
This was a ‘pool car’ service operating with 290 vehicles out of the G-Mex and Bessemer Street depots. The 14 venue load zones were divided, dependent on geographical location, between the two depots.

During the early stages of the service planning process, the intention was to carry out two full shifts each day, with all the cars being on the road during the day. As Games time approached it was evident that, due to recruitment and training issues, the number of available drivers was going to be less than first anticipated. The shift patterns were therefore changed allowing one half of the fleet to operate both morning and evening shifts with a driver shift change in the middle of the afternoon and the other half to operate during the middle stages of the day, with no changeover of driver. This system allowed for a full complement of drivers to be available during the peak time and sufficient cars and drivers to be available during the early morning and late evening shifts.

The T2 reservation service was based at Bessemer Street and comprised of two telephone lines operated by call centre staff and volunteers. Reservations would not be accepted for official venues, at which the clients were expected to make their own way to the managed load zone. Reservations had to be made 24 hours in advance or supply could not be guaranteed. The service like the rest of the VIP service only operated within Greater Manchester.

The system was paper based and involved each ‘Request for Transport’ to be documented and delivered to the appropriate dispatch centre, either Bessemer Street or G-Mex, where the vehicle would be dispatched at the appropriate time. Even with the limitations on the service and service area, the call centre processed 4,371 requests for transport over the period of the Games.

CGA Teams Service
The CGA service operated from the CGV where it shared space with CGA Relations and some of Bus Management and Fleet. The Fleet staff moved onto the site in the first week in July and operated the service from 10 July until 7 August.

This service utilised 330 vehicles and 681 drivers. The vehicles were allocated to each of the teams based on team size (see the Statistics Pack in volume 5 for the allocation table). Drivers were allocated to each of the visiting teams on the basis of a driver per vehicle per day. Reserve drivers were available to the teams after their allocated drivers had finished. Each driver was issued with a mobile telephone so that they could be contacted by their Chef de Mission. The drivers only went to the team offices when called.

The vehicles were stationed at Hough End, a 10 minute bus ride from the CGV, operating as a temporary car park set up on an open fields area. The entrance to the site had metal trackway installed to protect the surface of the car park. The car park was secure and only accredited workforce and vehicles were given access to the site.

The primary issues with this service originated from a disparity between planned operation and the limitations of the fleet. M2002 planning was based on each nation’s team taking responsibility for the management of their own drivers. The larger teams were well organised, with an evident management structure, however, the smaller teams did not have the resources to manage a team of drivers for the frequency of service required for their own delegates. As a result, M2002 assisted the operation to an extent but not to the detriment of the core services being provided to clients.
The following table gives a summary of the total number and type of fleet vehicle procured across the Games:

<table>
<thead>
<tr>
<th>Vehicle Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>4WD Estate Type</td>
<td>3</td>
</tr>
<tr>
<td>ATV</td>
<td>4</td>
</tr>
<tr>
<td>Electric Cart</td>
<td>16</td>
</tr>
<tr>
<td>Ford Galaxy</td>
<td>61</td>
</tr>
<tr>
<td>Mini Bus 12-17</td>
<td>39</td>
</tr>
<tr>
<td>Mini Bus 7-12</td>
<td>88</td>
</tr>
<tr>
<td>Mini Bus accessibility</td>
<td>8</td>
</tr>
<tr>
<td>Motor Cycle</td>
<td>36</td>
</tr>
<tr>
<td>Motor Home</td>
<td>3</td>
</tr>
<tr>
<td>MPV</td>
<td>6</td>
</tr>
<tr>
<td>Pick Up 1 Tonne</td>
<td>13</td>
</tr>
<tr>
<td>Pick Up 1 Tonne</td>
<td>1</td>
</tr>
<tr>
<td>Rover 45</td>
<td>442</td>
</tr>
<tr>
<td>Rover 75</td>
<td>416</td>
</tr>
<tr>
<td>Rover 75 tourer</td>
<td>77</td>
</tr>
<tr>
<td>Truck 7.5t</td>
<td>4</td>
</tr>
<tr>
<td>Van 1t</td>
<td>28</td>
</tr>
<tr>
<td>Van 3-St</td>
<td>2</td>
</tr>
<tr>
<td>Van Combo</td>
<td>20</td>
</tr>
<tr>
<td>Van Lge 3-St Tail lift</td>
<td>9</td>
</tr>
<tr>
<td>VW Caravelle</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,277</strong></td>
</tr>
</tbody>
</table>

**Vehicle Access Parking Permits**

VAPPs were the mechanism used to control vehicular access to venues and to identify the access and/or parking entitlements rights vehicles had once they entered a venue. All vehicles entering the perimeter of a venue were required to display a permit with the appropriate access/parking privilege. This permit also allowed access to designated lanes and through any traffic restriction points surrounding a venue.

**Key Partners and Contacts**

**MG Rover Ltd** - signed a sponsorship deal in February 2002 and supplied a total of 941 saloon cars and estate vehicles.

**Satellite Vehicle Rentals** - supplied 211 commercial vehicles under contract to M2002. This number eventually rose to 254 and included motorcycles, all terrain vehicles and electric carts.

**The Rugby Football Union** - supplied 61 Ford Galaxy people carriers through its sponsorship agreement with Ford. These vehicles were intended to service primarily the needs of the visiting Rugby 7s teams. The RFU initially offered 51 vehicles, three for each of the 16 teams and three for the officials. However, once reviewed a further 10 vehicles were supplied to enhance the size of the main fleet.

**MCC** - supplied a number of additional vehicles for general circulation, primarily mini buses.

**Custom Fleet and Overdrive** - the joint suppliers of the fleet’s fuel.

**Key Lessons and Recommendations**

- Drivers need to be recruited and trained well in advance of them being allocated to their Games time role. This is particularly important when arranging driver accreditation and managing rosters for such a large workforce.
- FAs need to clearly understand the potential implications of the late return of vehicles at the end of the Games and have a clear agreement to return vehicles at the stated date.
B3.14 Bus Operations

Overview
The Games Family Bus Operation delivered T3 and T4 transport services for athletes, technical officials, print media, the TV rights-holders and VIPs (in the case of VIPs only when demand for journeys exceeded fleet car capability).

Services operated for 23 days between 15 July and 6 August using low floor accessible buses, coaches and minibuses supplied by First, Dunn-Line (Holdings) Ltd and MCC respectively.

Operational Arrangements
Service planning was significantly influenced by the way in which the operation was funded. From the early stages in the planning process the objective was to secure, within the context of the regulations governing bus operations in the UK, a sponsorship deal to provide Games Family bus services.

Given the transport problems that had been experienced at previous Games it was decided that the key elements of any sponsorship deal would be:

- A single operator who would take responsibility for supplying buses at Games time and for the recruitment and training of drivers.
- Given that the Games would be the first major sporting event including an integrated programme for EADs, all vehicles needed to be wheelchair accessible.

This approach meant that the main role for M2002 was to specify the services to be provided by the sponsor operator.

A major sponsorship deal was secured with First whereby they would assemble a fleet of 75 new, low floor, vehicles for use on Games services. It was recognised that this figure would be insufficient to cope with the peak movements during the Games, therefore additional vehicles were drawn from the local First subsidiary to provide a supplement for peak activity.

As the Games approached, however, it became clear that the local bus operators would need all the vehicles and drivers they had in order to cope with the demands generated by spectators. Decisions were also made to enhance the level of service provided to the Games Family, partly because of forecasts of increased athlete numbers and as a result of a decision to improve the levels of service to be offered (for example, in respect of team sports).

First were able to find additional resources from within their Group to increase their fleet size to 105 vehicles, although the number of drivers available meant that the fleet could not be fully utilised at all times. First set up a temporary depot (on a car/coach park in the city centre) from which all their Games operations were run.

In addition, a further fleet of private hire coaches was procured to supplement the First fleet as demand dictated. This fleet was procured commercially, with the contract being awarded to Dunn Line. The agreement was made to extend the scope of the service to the GMPTE as a contingency for spectator services.

Route Planning
The M2002 Bus Operation was relatively compact. The CGV and TOV and the majority of venues and hotels were all within close proximity to Manchester city centre. With assistance from MCC and GMPTE, considerable effort was put into planning routes that would allow venues and the villages to be linked together in a way that took advantage of existing bus priority and traffic management arrangements. Areas where temporary facilities were needed were also identified. FIRST also undertook test runs to check route feasibility and timings to ensure that services ran to schedule.

Service Planning
The pre-planning work was invaluable to the bus operations, however there still remained the need to plan the schedules for the services that would be needed at Games time as the final numbers for the Games Family were only confirmed in early July 2002.

First provided driver familiarisation training for their drivers during May and June 2002 and then driver route training before the commencement of operations. The contract provided for two days of training prior to operations commencing. This proved successful in combination with the provision of Bus Guides. Dunn Line were brought in much later and utilised the route training materials developed for First in order to upskill their drivers in a shorter period of time. Route training was an ongoing
challenge as the workforce for both First and Dunn Line rotated as additional resources were brought in to support the demand. The provision of Bus Guides was critical to complement the city orientation process and reduce the amount of down time often experienced with untrained drivers.

Service Delivery

T3 Athlete and Team Official Services

Athlete services were categorised into three types, scheduled, shuttle and team services and operated from 15 July to 4 August inclusive. These services were supplied as follows:

- Scheduled services ran to a timetable specified by the Sport division. Services were provided to all venues for competing, training and spectating athletes in the following sports: Athletics, Badminton, Lawn Bowls, Boxing, Cycling, Diving, Gymnastics, Hockey, Judo, Netball, Rugby 7s, Squash, Swimming, Synchronised Swimming, Triathlon, Table Tennis, Wrestling and Weightlifting.

- Shuttle services ran at high frequency throughout the day between the CGV and the Stadium; and CGV and the Aquatics Centre. Service frequency reflected estimated demand and was provided for competing, training and spectating athletes in the following sports: Athletics, Diving, Rugby 7s, Squash, Swimming and Synchronised Swimming.

- Team sport services were provided to all venues as used by team sports (Hockey, Netball and Rugby 7s) for training and competition (with the exception of Rugby 7s training venues - for which each team provided their own transport arrangements). Service arrangements were flexible to suit team requests.

T4 Media Services (also available to Technical Officials)

Nine independent media services covered all competition venues, press hotels and the MPC. They operated from 15 July to 6 August and included loop, non-direct and direct services. The following table highlights the venues covered by each of the services.

<table>
<thead>
<tr>
<th>Service Venues Serviced</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1  MPC/G-Mex, Press Hotels, Stadium, Velodrome, IBC, Belle Vue, CGV, Aquatics Centre, TOV</td>
</tr>
<tr>
<td>P2  MPC/G-Mex, TOV, Aquatics Centre, CGV, Belle Vue, IBC, Velodrome, Stadium, Press Hotels</td>
</tr>
<tr>
<td>P3  MPC/G-Mex, Press Hotels, IBC, CGV, TOV</td>
</tr>
<tr>
<td>P4  MPC/G-Mex, Press Hotels, Stadium</td>
</tr>
<tr>
<td>P5  MPC/G-Mex, TOV, Aquatics, CGV, Wythenshawe Forum</td>
</tr>
<tr>
<td>P6  MPC/G-Mex, MEN Arena, Heaton Park</td>
</tr>
<tr>
<td>P7  MPC/G-Mex, Bolton Arena, Rivington</td>
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<tr>
<td>P8  MPC/G-Mex, Salford Quays</td>
</tr>
<tr>
<td>P9  MPC/G-Mex, Press Hotels (City Centre Loop)</td>
</tr>
</tbody>
</table>

T4 Technical Official Services (also available to Media)

Scheduled services, relating to the specific requirements of the officials for each sport, were provided to all competition venues with the exception of G-Mex. This venue was served by the media’s P1 and P2 services which, like all the media services, were also accessible to the technical officials. Rehearsals and functions involving technical officials were also serviced as requested by individual sport requirements.

T4 Broadcasting Rights-holder Services

Dedicated services were operated between rights-holding broadcasters hotels in Manchester city centre and Salford Quays to the IBC and the Stadium to coincide with the beginning and end of shifts.

Daily vehicular movements for all client groups is represented in the chart.
Ceremonies
Bus operations delivered bus services to and from the Opening and Closing Ceremonies for the following Games Family members groups:
- Athletes and team officials who were transported to and from the Stadium.
- Technical officials who were collected from and returned to the TOV. The return journey was via a joint T4 service with media. This called at the TOV, G-Mex and the media hotels.
- Accredited media used services running from G-Mex via the media hotels to Sportcity. A joint T4 service with media returned them to the city centre.
- VIPs were loaded from one city centre location and after the Ceremony dropped off at a number of different city centre locations, including hotels and outside the Town Hall.

The Team
The team essentially consisted of three groups of people:
- The operators – involved in preparing the drivers to meet the service on the road, complete with trained guides to manage a quality service throughout the Games.
- The route planners – worked closely with the operators and other partners to ensure that the routes used by Games Family buses were efficient and reliable.
- The service planners – worked within M2002 to ensure that all the Games Family requirements were identified and were consistent with the rest of the team to ensure that they operated effectively.

Key Partners and Contacts
- First – vehicles and drivers.
- Dunn-Line – vehicles and drivers.
- RAC – temporary route signage.
- GM PTE – route planning.
- M CC – minibuses and drivers and route planning.

Legacy
The success of the Games Family Bus Operation was undoubtedly a great morale boost for the drivers and managers involved. The service standards were exceptionally well managed on the ground, with supervisors monitoring the operation and ensuring that buses ran to schedule, making changes as required to ensure that a quality service was delivered. This will hopefully work its way back into normal day-to-day operations for the bus companies.

Key Lessons and Recommendations
- The overall success of Bus Operations was a reflection of the quality of scoping of service delivery that was achieved in the four months immediately before the Games and the efforts of the Bus team in the final few weeks running up to the Games. It is recommended that similar levels of scoping and intensive work is carried out on future events.
- The team needs to be structured in a way that allows team members to focus entirely on the task they have been allocated.
- Preparation of service levels for athletes from each Sport, for technical officials and for media should begin at least 12 months out in order to maintain control of budget forecasts and analysis of transport impact in various areas of services.
- Establish high quality lines of communications between Bus Operations Centre and clients.
- Have a plan to manage changes to training and competition schedules. The transport system should have enough built-in flexibility to be able to cater for the inevitable change requests that will come flooding in on a daily basis.
- Make sure that the Bus team brings together a mix of people who understand Games requirements, but also understand local conditions.
- Maintain a communication (email) system with the Bus Operations Centre throughout the Games.
- Ensure the computerised bus scheduling system is efficient and fast and is maintained 24 hours per day throughout Games time to allow for the changes placed by clients.
- Agree any contracts with external vehicle suppliers sufficiently in advance to allow them to be involved in effective operational planning.
- If there are any bus driver working hours regulations ensure that the potential impact is carefully considered during the service planning process.
Overview

With a combination of around one million visitors and 5,000 athletes, team officials and technical officials in Manchester during the 11 days of the Games, coupled with the need to keep the city moving and going about its normal business, a robust transport strategy had to be developed.

After extensive consultation with the CGF and IOC transport experts, M2002 commissioned consultants to undertake a study into the transport impact of the Games. Their final report was produced in May 2001 and contained the results of traffic modelling for the anticipated busiest day of the Games; 30 July. This showed that the number of visitors expected on that day would be around 114,000 with a consequent major impact on the local transport network. The report highlighted the need for “a robust, comprehensive and integrated transport strategy.” The key aims of the strategy ensured that:

- Spectators were able to safely, securely and efficiently ingress and egress venues.
- The Greater Manchester conurbation, especially Manchester city centre and east Manchester, continued to function as normally as possible during the period of the Games.
- The movement of spectators, visitors, residents and commuters did not have an adverse impact on the prompt movement (by the bespoke transport provided by M2002) of members of the Games Family to and from venues, their accommodation and other destinations.

The GM PTE and Passenger Transport Authority (GM PTE/A) took the lead in developing the Games public transport strategy. The GM PTE/A has responsibility for the public transport in Greater Manchester and has strong relationships with transport operators, local councils and other agencies. They were recognised by all key stakeholders as the agencies best placed to coordinate the transport arrangements for spectators and visitors.

A Games Transport Steering Group, chaired by the Director General of GM PTE, was set up to oversee the development and implementation of the strategy. It included representatives from:

- GM PTA
- M2002
- The Highways Agency
- New East Manchester Ltd
- GMP
- GM PTE
- MCC
- GONW

Its remit was to:

- Develop an operational plan and timetable for implementation.
- Develop a Games transport model.
- Negotiate with transport providers to:
  - Ensure appropriate levels of service.
  - Procure resources.
  - Progress Games time transport ticketing initiatives.
- Ensure physical infrastructure and service integration.
- Dissemination of information.
- Develop an appropriate budget.

The Steering Group set up five groups to deliver the operation, they were:

- Sportcity shuttle services.
- Public transport.
- Car parking.
- Traffic management.
- Communications.

The Steering Group and the five groups met regularly from April 2001 until the Games. Their work was coordinated by a programme delivery manager with the assistance of a programme management office.

M2002 brought to the transport planning process the need to ensure that:

- Adequate signing was provided to direct spectators to Park and Ride sites, public transport and the City Link walking route.
There was sufficient spectator transport, including available car parking.

The Games Family transport services were efficient and prompt.

Arrangements were put in place, through road closures where necessary, to allow Games venues to function effectively at all times.

GM PTE, MCC, M 2002, the Highways Agency and Strategic Rail Authority each provided funding to help deliver elements of the overall strategy. In addition the operator of the Piccadilly to Sportcity shuttle provided the service at no cost to M 2002 or the public purse.

Aims of the Strategy

Experience from local sporting events suggested that, without intervention, the modal split would be 75% of spectators arriving by private car and 25% by public transport.

Such a modal split could not be accommodated at Sportcity as it did not have the car parking capacity and the roads in the immediate area did not have the capacity to accommodate the number of cars. Equally, when the Road Events were taking place, there were concerns with the local highway network and their capacity to manage the numbers of cars converging in one area. To resolve these matters, together with accepted good environmental and economic practice encouraging the use of public transport, the aim of the strategy was to achieve a modal split of 50:50.

The strategy to achieve this aim took a balanced approach:

- Promotion of public transport.
- Private car options.
- Recognition of the capacity of each mode.

Previous experience has shown that free travel on buses on the general network does not create a major shift away from the private car. To be effective, free public transport was only provided where it could be most effective in achieving modal shift, that is, on the shuttle buses and on Metrolink (light rail) from the Park and Ride sites.

The key elements of the strategy were:

- Dedicated shuttle services between Manchester city centre and Sportcity.
- Enhancements to the public transport network.
- Provision of Park and Ride and Park and Walk sites for spectators arriving by car.
- Effective traffic management arrangements.
- An intensive communications programme.
While transport plans were produced for each of the Games’ competition venues, the focus for the majority of the transport planning activity was Sportcity and Manchester city centre.

Ticket sales data was used to roughly calculate how many spectators would travel to Manchester by bus, train, car or tram and, if they were expected to arrive by car, how many would be in each individual vehicle. This analysis helped calculate the likely demand for the different transport modes. During the development of the strategy the context changed in three major respects:

- Ticket sales exceeded expectations, 90% of the total were sold.
- The number of athletes increased.
- The introduction of enhanced security at Sportcity (in response to 11 September) meant that spectators were advised to arrive in sufficient time to be security checked. This compressed the time between spectators exiting one session and those arriving at the next session.

With a peak capacity at Sportcity of some 38,500 spectators, the strategy was reviewed in order to provide for overcapacity on both public and private modes. The result was that capacity was provided which allowed 22,000 spectators to use public transport (including Park and Ride) and 23,000 to use private car (including Park and Walk) during peak days at session changeovers; a modal split of 57:60 respectively. The overcapacity was provided by increased provision of Park and Ride spaces and numbers of shuttle buses to/from Park and Ride sites, and by increased provision of Park and Walk spaces.

Games Time Operations

Sportcity Shuttle Bus Services
Free spectator shuttle bus services were provided from Piccadilly Gardens and from Victoria Station in Manchester city centre to Sportcity. Low floor low emission double-decker buses were used on both these services.

The Piccadilly shuttle stopped at two other locations in the city centre on its outbound journey and one on its inbound journey. It was operated between 08:00 and midnight (01:00 for the Closing Ceremony) throughout the duration of the Games. It used up to 30 buses at peak times and 20 vehicles at other times. The Victoria shuttle, which stopped at one other location in the city centre on both its outbound and inbound journeys, operated for the same hours as the Piccadilly service using 16 vehicles at all times.

Both services were a great success. For example, on a high activity day 27 July between 08:00 and 10:30, 8,000 people were transported between Piccadilly and Sportcity and 2,000 were transported between Victoria and Sportcity. On 29 July the two services transported 8,000 people back to the city centre within one hour of the finish of the evening session at the Stadium.

Park and Ride
The rationale behind Park and Ride was to keep as much spectator traffic as possible away from Sportcity, Manchester city centre and Rivington. Car parking was provided at remote locations away from these key centres/venues, but close to the region’s motorway network, which allowed spectators to park their cars and then complete their journeys to their ultimate destinations by public transport. For the purposes of determining the transport modal split, spectators using Park and Ride were counted as using public transport as that was the mode by which they arrived at their destinations.

Sportcity Park and Ride
There were two Park and Ride sites:
- At Manchester United Football Club (MUFC) two miles to the south west of Manchester city centre. This provided 3,420 existing match day car parking spaces and reduced to 2,270 spaces on Marathon and Triathlon days.
- At Heaton Park four miles to the north of the city centre where arrangements were put in place to provide 3,000 spaces.

Both Park and Ride sites had free shuttle bus services, using low floor low emission vehicles, running to and from Sportcity.
Free spectator travel was also available on Metrolink and this provided additional capacity to link both sites to the Piccadilly and Victoria shuttles, as an alternative to the direct shuttles, it also allowed spectators to visit M anchester city centre en route to Sportcity. An accessible mini-bus service linked the Heaton Park site to the Metrolink stop (and the Lawn Bowls venue). Both sites had the capacity to expand by about 1,000 spaces each if necessary.

The parking fee for both sites was £5 per car. This could either be paid in advance when spaces were booked or on entry. The M UFC site was operated by M UFC personnel, who collected parking fees and marshalled cars. GM PTE personnel supervised the arrival and departure of the shuttles, loading and unloading of the shuttles and directed spectators to the Metrolink stops. The operation of the Heaton Park site was shared between a MCC contractor and GM PTE personnel. Both sites had public toilets and Crew rest facilities.

The car parks were a great success with a total of nearly 50,000 cars parked on these two sites during the period of the Games. Due to the heavy rain on 30 July when part of the M UFC site was flooded and part of the Heaton Park site was waterlogged, remedial works took place to keep both sites operational. Initially with reduced capacity, however, all spectators who had pre-booked cars were given access to park in the recovered areas of the car park. Other spectators were diverted to alternative parking.

The Heaton Park and M UFC shuttles were operated with a core of 22 and 30 buses respectively. Both were supplemented by additional vehicles with a pool of 28 buses being available to share between the two services at times of peak demand. All shuttles were procured and managed by GMPTE.

Both shuttle services worked extremely well with no queuing. Large numbers of passengers were moved successfully between Sportcity and the car parks. For example, on 29 July, 10,584 spectators were returned to the car parks within 90 minutes of the conclusion of the evening session at the Stadium.

Manchester City Centre Venues Park and Ride
Lancashire County Cricket Club (LCCC) made available some of its parking spaces at Old Trafford Cricket Ground. About 500 spaces were provided during the day, increasing to 1,320 for evenings and weekends when there were no contract parkers on the site. The LCCC car park was linked to the city centre via free (for spectators) Metrolink services. LCCC staff operated the car parks with assistance from GM PTE personnel. The parking fee was £5 per car.

A total of 7,400 cars used the site in 12 days. Demand peaked on 28 July when 1,211 cars used the site. Over 80% of these cars had been pre-booked. The car parking was within easy walking distance of the Old Trafford Metrolink station and then a 10 minute ride from Manchester city centre. The only problems with the LCCC parking occurred when M anchester bound Metrolink services sometimes arrived at the Old Trafford station fully loaded. In these circumstances, GM PTE quickly deployed buses to carry spectators into Manchester. There was also some confusion about how spectators could get back to LCCC and on some occasions some found themselves on M UFC bound shuttle buses in error.

Rivington Parking
Park and Ride arrangements were put in place for spectators for the Cycling events held at Rivington on 27 July, 29 July and 3 August. These allowed spectators to park at the existing car park at the Reebok Stadium where 3,000 spaces were made available. Spectators then travelled by shuttle bus to a drop-off point in Horwich town centre near the Cycling event courses. The shuttle also stopped at the Horwich Parkway rail station.

The shuttle used 12 buses to provide the core service and was supplemented by three additional vehicles on 29 July and eight on 3 August. Overspill car parking of 1,000 spaces was available at a site in Lostock. Reebok Stadium staff collected parking fees and marshalled cars while GM PTE staff controlled bus operations at the car parks, at Horwich Parkway and at the shuttle bus drop-off/pick-up point in Horwich itself.

This service was popular with spectators, accounting for approximately 25,000 spectator journeys on the shuttles over the three days. On 29 July the overspill car parking was used when demand for parking spaces exceeded expectations.
Pre-booking Park and Ride
Spectators were given the option to book Park and Ride spaces. This both stimulated demand and provided GM PTE and MCC with ‘intelligence’ to assist in traffic modelling, estimating the number of spaces and shuttle buses required at each site, reviewing the strategy and contingency planning.

Ticketmaster operated the pre-booking service as part of the ticket sales and administration service they provided M 2002. Parking places could be booked via the internet, telephone or post. The service was promoted by M 2002 and GM PTE through their respective web pages, direct e-mail, telephone, post, print and publicity. In total 38,641 car parking spaces were pre-booked.

Park and Walk
Ten temporary Park and Walk sites provided 9,100 parking spaces. These were provided within a fifteen minute walk of Sportcity and in reasonably close proximity to the city centre. All the sites were operated by a contractor, dressed with Games branded Look materials and planters and were provided with lighting, fencing, surfacing and security. Some sites also provided public toilets. The walking routes between the sites and Sportcity were appropriately signposted, lit and supervised.

Park and Walk was not advertised to spectators as it was intended for use as contingency parking. Despite advising spectators that no on-site parking would be available at Sportcity, some spectators still tried to drive to events. The view was taken that it was better to provide contingency for this, rather than to assume that spectators would not attempt to drive to the event.

Demand for the Park and Walk sites did not materialise and for each day with a full Sportcity programme the total occupancy of all the sites was around 1,250 cars. This no doubt reflected the success of the communications strategy and the use of public transport shuttles.

Other Car Parking
This included:
- Car parking at the Aquatics Centre, Bolton Arena, Heaton Park, Belle Vue and Wythenshawe Forum.
- Manchester city centre’s existing public car parks which served the needs of its sports venues and were promoted as an option for Sportcity spectators who could then walk or take a shuttle bus to Sportcity.
- A level of private, unofficial and on street parking in east Manchester and reasonably close to Sportcity. While the numbers involved were not wholly quantifiable, this parking probably had the potential to yield about 1,000 spaces per day, albeit this level of use was not seen.

Public Transport Network
Given the finishing time of many Games evening events and the lag between their close and spectators leaving, coupled with the scheduling of events at weekends (on Sundays in particular) and the variety of cultural and entertainment activity in the city centre, it was necessary to enhance existing bus, Metrolink and train networks. In some key locations it was also necessary to make improvements to the associated infrastructure. This included the bus and rail network.

The Bus Network
Enhancements to the bus network included:
- Increased frequencies on many evening and weekend services.
- Late night service frequencies were increased to at least their weekend levels throughout the Games period.
- Increased frequency of bus services which orbited the southern boundary of Manchester city centre and ran past both Sportcity and Belle Vue.
- Early morning buses on Sundays to enable spectators and volunteers to get to events.

For the most part these enhancements were secured by GM PTE subsidies to operators. It is also worth noting that as well as securing enhancements to the local bus network, GM PTE worked with bus operators to ensure that, in spite of the demands placed upon their drivers and vehicle fleets by the need for buses for the various shuttle bus services, there was continuity of existing bus services.
The Rail Network

GMPTE’s endeavours to secure additional rail services met with varying degrees of success. Many problems arose because of resource difficulties faced by the rail industry, that is, reduced availability of rolling stock and train crew. After much negotiation the following enhancements were secured:

- One operator provided extra late night trains for spectators leaving Sportcity. This equated to 10 extra late night trains per day.
- Two rail companies operated late night coach services running from Manchester into Yorkshire and to Stoke on Trent in the south.
- Improved daytime inter-city services from London to Manchester.

In addition to service improvements works were undertaken to improve key rail stations. These included:

- Cleaning and decorative works at Belle Vue and Bolton train stations and its Games time cleaning and maintenance regime was enhanced.
- Remedial works including clean-up, painting, repairs to lighting and some clearance of vegetation were undertaken at Asbury’s station (the station closest to Sportcity).

Metrolink

Metrolink operated a late night service with a 15 minute frequency until 02:00 hours between 25 July – 4 August. Double unit services were also deployed to deal with spectators in Piccadilly following the end of events at Sportcity. All late night services had a security presence to ensure passenger safety.

City Link

A high quality, well signposted and supervised walking and cycling route was created between Manchester city centre and Sportcity. Known as City Link, it provided a ready means of returning to the city centre if spectators did not wish to wait in the Sportcity bus station at the end of events. In a typical day around 10,000 people used the route from Sportcity to the city centre and the movement of pedestrians was managed by the City Guides and GMP with great success.

In some locations the route was created at the same time as advanced works in preparation for the Metrolink extension between Manchester Piccadilly Train Station and Ashton under Lyne were carried out (for example, across the River Medlock valley) and in others the existing ‘streetscape’ was improved by re-laying footways, improving street lighting and treating various public spaces.
Coach Parking
Coach parking was provided at various sites close to Sportcity and was managed by GM PTE. Coach operators were encouraged to pre-book spaces. An accessible mini-bus service was provided between the coach parks and Sportcity.

Traffic Management
Effective traffic management measures were key to assisting the provision of appropriate spectator and general public transport as well as facilitating the movement of Games Family transport services. Measures introduced for the Games included:

- Considerable additional traffic and pedestrian signage.
- Directional signage for Games Family drivers.
- Temporary traffic orders to ensure the free flow of traffic along key routes, through key road junctions and road closures.
- Marshalling of traffic at key locations, for example at the ingress/egress points to the Park and Ride and Park and Walk sites.
- Modified timings at traffic signals on key routes.
- Residents parking scheme around Sportcity to discourage ‘fly parking’ which could obstruct traffic flows.
- Ongoing monitoring of the highway network – using CCTV, traffic control cameras and reports from operational personnel either at key locations or while in transit.
- Use of school crossing wardens to ensure the smooth flow of pedestrians, particularly around Sportcity, where they were able to coordinate flows across a series of junctions.

Infrastructure
A number of permanent and temporary infrastructure works underpinned the delivery of the transport strategy. The works included:

- A temporary bus station at Sportcity
- Temporary car parks
- Highways works
- Increased signage
- City Link route

Bus Station - Sportcity
A temporary bus station at Sportcity was constructed, this included:

- Drive-in and reverse-out bus departure stands x 23.
- Passenger alighting stands x 7.
- Lay-over space to accommodate up to 16 buses.
- Station staff and bus crew facilities.
- Queuing space for 8,000 people.

The temporary Sportcity bus station was fully utilised for the duration of the Games. On a number of occasions the actual throughput of passengers far exceeded the design capacity. For example, at peak over 21,000 passengers passed through the bus station over a 75 minute period and 220 bus departures per hour were made from the 23 departure stands. Crowd management queuing systems were generally effective with passengers having to wait no more than 10 minutes for a bus, and in many cases far less.

Temporary Car Parks
There were 11 temporary car parks (one for Park and Ride, 10 for Park and Walk). Most of these were provided with surfacing (tracking in the case of Heaton Park given the parking was on grass) fencing, lighting, toilets and facilities for parking fees to be collected. The Heaton Park and MUFC Park and Ride sites had departure stands for the shuttle buses.
Highway Works
This was particularly vital on the route of the Piccadilly to Sportcity shuttle bus service. These included:
- Bus lay-bys.
- Bus passenger shelters.
- Bus-only lanes.
- Installation of new traffic signals.
- Modification of existing traffic signals.

Signage
New and temporary signage was installed across the region, this included:
- Signs for venues on the local highway and motorway network.
- Highways directional signs, including temporary signs on the local motorway network directing spectators to venues and to the Park and Ride sites.
- Pedestrian directional signs to venues around venues and around Manchester city centre.
- Temporary signs to direct traffic to the car and coach parking.
- Pedestrian signs from the car and coach parks to venues.
- Temporary direction signs for the drivers of Games family services.

Other Venues
Transport specifically provided for other venues included:
- A shuttle bus service between Manchester city centre and Salford Quays on 4 August for Triathlon spectators.
- A replacement bus service to Salford Quays to Eccles Metrolink service which was suspended due to the route of the Cycling discipline of the Triathlon.
- Enhanced bus services between Bolton town centre and Bolton Arena.

Communications
A major communications programme was put in place so that the Games time arrangements were widely understood by spectators, residents and businesses. The programme included:
- Information on GMPTE’s website (with links to other Games related sites, including M2002’s site).
- Comprehensive public transport and travel information within M2002’s Spectator Guide.
- A call centre which provided a 24 hour per day telephone journey planning service and timetable information.
- Information kiosks at bus stations and other locations across Manchester.
- Printed information and display material including posters at bus stops and at local rail stations.
- Advertising campaigns in local daily and weekly newspapers, on local radio and on poster sites across Greater Manchester.
- Community and business relations activity involving MCC, New East Manchester Ltd and the Manchester City Centre Management Company.
- Two full-colour 16 page transport supplements in the local newspapers through the sponsorship given by the Guardian Media Group to give local people and businesses a clear idea of what services to expect at Games venues, including the use of public transport and any changes to traffic conditions.
Command and Control
GM PTE, MCC, GM P and M 2002 developed transport command and control arrangements as part of the Games time coordination strategy which allowed them to:

- Share information.
- Coordinate the delivery of their respective services.
- Work together to proactively manage risk.
- Find solutions to any unforeseen problems that may have arisen.

The arrangements were partially tested at the Aqua Pura Athletics Commonwealth Trials on 15 and 16 June and fully tested during the Games Readiness Exercise on 27 and 28 June.

The set up worked extremely well. Boundaries of responsibility were clearly understood and communication very quickly became a smooth operation.

Summary
Rarely has the UK public transport system been seen in such a positive light receiving accolades from the local community and support from Games commuters. The Games demonstrated that the modal shift attempted in Manchester, from car to public transport, is achievable if the public transport arrangements meet quality standards of efficiency, reliability and accessibility and effective demand measures are put in place. The Games gave GMPTA/E and MCC the opportunity to demonstrate what can be achieved when the public and private sectors work together.

Spectators who may never have considered it as a viable alternative to the car, have now had demonstrated to them the speed and efficiency with which they could make their journeys.

The degree of cooperation shown by the transport operators was significant and the enthusiasm, energy and commitment of staff and volunteers involved in delivering the transport strategy was exemplary.

The Games time ‘headlines’ from all the above included:

- An estimated one million public transport trips made by spectators.
- Some 200,000 car journeys taken off the roads, saving around 860,000 car miles.
- At least 80:20 modal split in favour of public transport for spectator journeys to Sportcity.
- Each day with a full programme at Sportcity saw, on average:
  - 7,500 cars parked at Park and Ride sites.
  - 35,000 spectators using the city centre shuttle buses.
  - 10,000 people using the City Link walk route from Sportcity to the city centre.
  - 2,200 spectators using coaches to get to Sportcity.
- Very successful Park and Ride patronage both by pre-booking and on the day demand.

Key Lessons and Recommendations

- A key factor in the successful delivery of the transport strategy was the strength of the Steering Group and the organisational structure supporting it. A dynamic and adaptive team under strong leadership with effective decision making helped ensure this. Competent and enthusiastic operational staff working together as a team at all levels within all partner organisations also contributed to that success.
- Clearly defined command and control arrangements are vital to ensuring that all contingencies are dealt with quickly and effectively and operations delivered successfully.
- The value of a comprehensive marketing, communications and public information programme giving out clear messages and accurate information cannot be underestimated.
B3.16 Arrivals and Departures

Overview
The Arrivals and Departures team delivered five key outputs:

- An effective, efficient end-to-end arrival and departure process for the Games Family.
- An Arrivals and Departures Information System providing real time operational information during Games time.
- Operational resources within the CGV to manage the customer relations component of Arrivals and Departures.
- Clear and specific guidelines to CGA Relations, VIP Services, Sport, Media Services and related FAs for communication to their clients for arriving at and departing from the Games.
- The best possible first impressions of Manchester for Games Family visitors.

The Team
Arrivals and Departures (A&D) planning was designed to ensure that each operator within the process delivered an integrated operation. The team consisted of the A&D Information System team and the CGV Arrival and Departure team.

The A&D Information System was approved, based on this workforce and supported by 14 volunteers in Manchester and one volunteer in Bisley.

There were 28 dedicated A&D Crew at the Games Village/MAUC. The remainder of the workforce was integrated into other FA operations.

Key FA Partners and Contacts
- Schenker provided an end-to-end accompanied baggage service.
- Securicor provided the transport of firearms.
- Manchester Airport were an Official Sponsor of the Games.
- HM Customs and Excise to facilitate the efficient movement of Games Family into Manchester and Bisley.
- UK Immigration Service facilitated the efficient approval of visa applications for Games Family.
- Airline Operators and Baggage Handling Agencies provided assistance and support in the planning stages as required.
- Surrey and Greater Manchester Police were heavily involved in the Firearms importation and exportation procedures. GMP also provided assistance to M 2002 at Manchester Airport.
- Agencies such as M CC’s Environmental Health Division, the Ministry of Agriculture, Fisheries and Foods, the Department of the Environment, Transport and the Regions and the Radio Communications Agency who assisted in the importation and exportation of foodstuffs, animals and radio transmitters.
- Railtrack in the refurbishment, look and management of Piccadilly Train Station.
- Virgin Trains as an Official Partner facilitated the transportation of Games Family between Bisley and Manchester.

Venue Involvement
- Manchester Airport, Piccadilly Train Station and the Bisley/London Airports and Rail Station operations reported to Transport.
- Venues division was responsible for the A&D process at individual venues.
One of the key successes of the programme was the ability to predict the volume of arrivals and departures into Manchester and share this with a number of key stakeholders such as the GMPTE, Manchester Airport, Accreditation and Railtrack. The data used to predict the arrival and departure flows was incredibly accurate and enabled all stakeholders to cater accordingly for the flow prior to the event. Opposite is a copy of the prediction versus actual flow data:

As indicated in the chart the prediction was so accurate that the arrivals and departures for the Games occurred with minimal delay and achieved the aim of creating a positive first impression of Manchester.

**Key Lessons and Recommendations**

- Recruit key managers and staff at least one year in advance of the Games and get them involved in agreeing operating principles and scoping of services as soon as is feasible.
- Allocate Transport team resources to venue planning activity.
- As Load Zones are the focal point of transport within the venue they should be carefully planned and efficiently operated.
- Once operating principles are agreed between the OC and the CGF they should be communicated to teams with the understanding that they cannot be changed or queried.
- Spend equal time developing both departure and arrival plans.
- Have a Process Manager who oversees all aspects of the process and operation but does not deliver any of the Games time operation, with perhaps the exception of A&D Information.
- Develop clear procedures for dealing with mislaid, mishandled and damaged baggage and communicate them to all Games Family.
- Build strong working relationships with key external agencies, all venue teams and service providers/operators and help them to provide an excellent end-to-end process.
- Build flexibility into the plans - 100% of data will never be received and staff and other operational personnel should understand this and be just as able to deliver if A&D details are unknown.
- Provide a strong planning model of expected arrival and departure patterns to all key partners and service operators/providers. Do this once in detail approximately twelve months out from the Games and use this model until Games time data is available.
- Establish clear procedures for making Games time changes to service plans and then communicating those changes to all relevant personnel.
- Do not underestimate the importance of mobile and radio communication in Transport.
- Where feasible, fully test proposed operational arrangements prior to the Games and be prepared to revise initial staffing forecasts and structures if necessary.
- Have clear and widely understood goals and milestones for the A&D process so all workforce can input as required.
- Allow decision-making against agreed principles to take place at a local level in the operation.
- Ensure the Transport management team visits every venue/manager/team regularly but particularly through early bump-in to enable them to walk through their operations.
- Consider a staffing/human resources coordinator for the larger volunteer teams within transport.
B3.17 Venue Transport Operations

Overview
Transports involvement at Games venues was primarily to manage the BOH load zones. The Venue Transport teams were extremely successful at managing the fleet and bus operations. First and Dunn Line provided supervisors to some venues to assist the Venue Transport team in managing the more complex and high volume bus operations at specific venues.

Operations
There were four types of venue transport operation and the venue transport role differed between the types:

- Sport Venues Transport managed the majority of BOH load zones. At Sportcity and at Heaton Park Transport managed some FOH spectator activities and at G-M ex the transport team managed the Media Bus 'hub'.
- Non-Sport venues where it managed BOH load zones and provided a Transport Customer Service Desk/Office for client communications and liaison.
- Operational venues, namely Manchester Airport and Piccadilly Train Station, where Transport managed the venue. As the activities at these venues were primarily transport related, it was decided in April 2001 that these venues should be managed by Transport rather than Venues. The Transport Operations Managers role required them to coordinate all Transport activities on site, which primarily comprised the Meet and Greet service and Arrival/Departure Transport operation.
- Bisley where Transport were responsible for:
  - Planning and operation of all Games Family services between Bisley Village and the venue and between the Village and points of arrival and departure.
  - Arrival and Departures, including liaison with London Heathrow and Gatwick Airports, RAF Brize Norton and Guildford Railway Station.
  - Importation and Exportation of Firearms in consultation with Surrey and Greater Manchester Police.
  - Recruitment and training of the Bisley Transport team.
  - Traffic management/routing/signage to the University of Surrey and the NSC.
  - Coordination of the A&D Information System from London.

Manchester Airport
Manchester Airport, an Official Sponsor, provided space and staff for the Airport operation at nil cost to M 2002. The principles of the Airport operations were agreed 20 months out and detailed planning commenced six months prior to the Games. The Airport provided a useful point of liaison with the Airlines and Baggage Handling operators.

Piccadilly Train Station
Piccadilly Train Station was one of the two main locations for the arrival and departure of the Games Family. M 2002 provided an A&D service to Games Family, coordinated the City Centre Guide operation, plus the daily Bisley to Manchester shuttle service and coordinated the charter trains to transport athletes and team officials based in Bisley to the Opening and Closing Ceremonies.

The City Centre Guide initiative was introduced to assist in the safe management of pedestrians new to Manchester and seeking directions to attend the many events around Greater Manchester. Games volunteers were strategically placed at key transport interchanges within the city centre. Their role was to assist spectators by providing directions to sporting venues and dealing with requests for information. The Piccadilly Volunteer Team was dedicated, with no attrition and enjoyed the varied work environment of the onboard service and the external guide service.
The Team

At Games time there were 26 paid staff and 10 contractors in the Venue Transport Management team. A Venue Transport Manager was allocated to each venue.

Assistant Venue Transport Managers (AVTMs) and Supervisors attended job-specific training and load zone management training with each of their teams. The Customer Service teams for the TOV and Official Host Hotel had specific training to manage the Transport Enquiry Desks.

The Games Time Venue Transport team structure was as follows:

The Bisley VTM was supported by three AVTMs during operations. The Airport was identified as under-resourced to manage the Transport operation and additional resources were added for the Games operation.

Key Partners and Contacts

The majority of external interface during planning phases was coordinated centrally through the Transport Steering Group's Traffic Management Group which included MCC's Parking, Highways and Traffic Management functions, GMP and GM PTE. Other partners included Manchester Airport, Railtrack, Virgin Rail, Surrey County Council and Guildford Borough Council.
Venue Involvement

During the planning phase, M2002 Transport interacted with venues on public transport operations, infrastructure and venue transport operations.

The Venue Transport Managers were fully integrated into the venue teams with all training completed only weeks before the Games. The late integration proved to be overall success for the Transport Operation and ensured central control during the planning phases enabling VTMs to be briefed on the overall Games Family Transport Operation and how this was achieved through the city wide traffic management structure.

The VTMs interacted most prominently with Protocol and Sport in the Sport Venues and directly with the clients at the non-Sport, Operations and Bisley venues. The most challenging venues to manage were those that had competition changes (Lawn Bowls in particular) or required services over and above those requested by Sport in the initial phases. The most efficiently run venues during Games operations were Sportcity and G-Mex, ironically being the two busiest load zones but proved to be the greatest success.

Key Lessons and Recommendations

- Transport requires a high level of central control throughout the planning process to ensure consistency of operation and communication throughout the venues.
- The role of VTMs should be clearly defined and understood by all workforce. The role should be clearly focused on the delivery of Games Family and operational transport and not include dealing with wider spectator transport, traffic management and general venue issues.
- Transport job specific training is critical for load zone operations, all transport service providers and client services at venues.
- Venue Transport Operations have an interdependent relationship with Fleet and Bus Operations. All must be successful for Transport as a whole to be delivered.
- Venue Transport teams should be established as a flat management structure in order to empower staff to provide good client service. VTMs must be good at developing and leading a team to ensure consistency of delivery.
- Keep the operations simple and empower the teams to run the operations at the lowest levels. To do this, resources must be given to the managers as incentives to encourage their teams to perform in adverse weather conditions.
- Provide a strong central management/coordination team to support and coach the Venue Transport Management team. Ensure they are well trained to assist in practical delivery on the ground – this will help them to gain the respect of the Venue, Bus and Fleet teams.
- Locate Transport personnel at venues only when transport is ready, otherwise the team will not be able to deliver an integrated operation.
- Provide good transport operational training for both paid staff and volunteers.
Section B4 Functional Area Operations

Commercial

B4.1 Sponsor Sales, Value-In-Kind and Fundraising
B4.2 Sponsor Services
B4.3 Ticketing
B4.4 Merchandising and Licensing
B4.5 Brand Protection
B4.6 Hospitality (including Sponsor Hospitality Village, Club Sport, Stadium Corporate Boxes, 2002 Club, Gold Club)
B4.1 Sponsor Sales, VIK & Fundraising

Overview
The objective of Sponsor Sales was to:
- Maximize sponsorship revenue from a mixture of cash or budget-relieving value in kind (VIK) sponsorship and associated revenues.
- Service up to a maximum of 12 Official Sponsors and 12 Official Partners, supported by an unlimited number of Official Suppliers and Friends of the Games.

Financial aspects of the Sponsorship and VIK Programmes are presented in Volume 1 of the Post Games Report (Financial Overview).

The Team
The initial structure in 1998 was led by the Chief Executive, supported by external sales agent, International Management Group (IMG).

Appointment of the Commercial Director in April 1999 led to a review of the preferred methodology and a change of sales agent. Direct sales were led by the Commercial Director, supported by a General Manager Sponsorship, seconded into M2002 from the new sales agency - Sports Marketing and Management (SMAM). Closure and contractual negotiation were generally led by M2002 supported by SMAM and generation of sales meetings/presentations were led by SMAM.

Essential support to this process was given at the highest level from the Board of M2002 who made their contacts available. Support was also essential from Government, and two breakfast seminars held at 10 Downing Street by the Prime Minister were particularly valuable.

During the 12 months prior to the Games the focus shifted to lower level commercial support from Official Suppliers and Friends of the Games and this became a more important element of the overall sales strategy. Activity was led by the General Manager Commercial and a Sponsor Sales Manager was also appointed to work alongside Procurement to identify a myriad of smaller VIK deals falling outside of sponsorship but nevertheless of significant value to the OC.

Key FA Partners and Contacts
The most important relationship of all lay between the Commercial Director and the Deputy Chief Executive to ensure that any possible sponsorship deal involving goods and services precisely matched up with operational requirements, timelines and budgets.

This then cascaded through each directorate and FA to ensure that Sponsor Sales were negotiating agreements with the full support of the operational teams.

Venue Involvement
Venue involvement before the Games was through the Sponsor Services team. During the Games, the Venue Commercial Managers managed the relationship with Sponsors.

Legacy
Legacy aspects associated with the Sponsor Sales Programme are covered in the following section of this report (B4.2 Sponsor Services).
## Sponsors and Partners

Elements of VIK received from Sponsors and Partners are summarised below:

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Sponsorship Announced</th>
<th>VIK Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manchester Airport</td>
<td>January 1999</td>
<td>Marketing support</td>
</tr>
<tr>
<td>Adecco</td>
<td>April 2000</td>
<td>Management team for volunteer programme (4 staff)</td>
</tr>
<tr>
<td>GMG</td>
<td>April 2000</td>
<td>Press advertising, brochure production, Games daily news, village newspaper</td>
</tr>
<tr>
<td>Atlantic (to 2001)</td>
<td>April 2000</td>
<td>Web hosting, all telephony and carriage costs</td>
</tr>
<tr>
<td>Microsoft</td>
<td>April 2001</td>
<td>Web development, Games software</td>
</tr>
<tr>
<td>Cadbury</td>
<td>July 2001</td>
<td>Chocolate and ice cream for workforce meal solution</td>
</tr>
<tr>
<td>ASDA</td>
<td>September 2001</td>
<td>Volunteer uniforms, workforce meal solution (sandwiches, fruit, water, crisps, cakes) retail fitout and staff</td>
</tr>
<tr>
<td>Cussons</td>
<td>September 2001</td>
<td>Soap products, marketing support</td>
</tr>
<tr>
<td>Addleshaw Booth</td>
<td>July 2000</td>
<td>Legal services</td>
</tr>
<tr>
<td>BUPA</td>
<td>April 2002</td>
<td>Athlete health insurance</td>
</tr>
<tr>
<td>Rover</td>
<td>May 2002</td>
<td>Games cars, marketing support</td>
</tr>
<tr>
<td>United Utilities*</td>
<td>January 2000</td>
<td>Marketing support</td>
</tr>
<tr>
<td>Brutteood</td>
<td>March 2001</td>
<td>Games offices</td>
</tr>
<tr>
<td>Xerox</td>
<td>August 2001</td>
<td>Document management services</td>
</tr>
<tr>
<td>Guilbert</td>
<td>August 2001</td>
<td>Office equipment (stationery)</td>
</tr>
<tr>
<td>Claremont</td>
<td>September 2001</td>
<td>Desks, chairs, office furniture</td>
</tr>
<tr>
<td>First</td>
<td>September 2001</td>
<td>Media, athlete and officials bus transport system</td>
</tr>
<tr>
<td>Boddingtons</td>
<td>January 2002</td>
<td>Beer (on-sold to Games caterers) and bar facilities</td>
</tr>
<tr>
<td>Trafford Centre</td>
<td>April 2002</td>
<td>Advertising and presence marketing</td>
</tr>
<tr>
<td>Virgin Trains</td>
<td>May 2002</td>
<td>Train travel</td>
</tr>
<tr>
<td>Coca Cola</td>
<td>June 2002</td>
<td>Soft drinks and chiller units</td>
</tr>
</tbody>
</table>

* Originally signed up as Official Partner, subsequently upgraded to Official Sponsor

## Official Providers

Every request for proposals (RFP) issued by Procurement included a section inviting the responding company to indicate if they would be prepared to make a contribution towards the costs in return for sponsorship rights. Companies that responded positively to this invitation were given a presentation as to the rights and benefits of Official Provider status by the Sponsorship team.

Agreements were concluded with the following companies:

<table>
<thead>
<tr>
<th>Provider</th>
<th>VIK Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interflora</td>
<td>Flowers (medal ceremonies and hospitality areas)</td>
</tr>
<tr>
<td>Kraft</td>
<td>Coffee and tea</td>
</tr>
<tr>
<td>DHL</td>
<td>International carrier services</td>
</tr>
<tr>
<td>Schenker</td>
<td>Freight forwarding</td>
</tr>
<tr>
<td>Generale Location</td>
<td>Temporary structures</td>
</tr>
<tr>
<td>Pindar</td>
<td>Printing</td>
</tr>
<tr>
<td>Laminex</td>
<td>Accreditation pass laminating</td>
</tr>
<tr>
<td>De La Rue</td>
<td>Security paper for accreditation passes</td>
</tr>
<tr>
<td>Greater Manchester Waste</td>
<td>Waste management and collection</td>
</tr>
<tr>
<td>Avesco</td>
<td>AV services</td>
</tr>
<tr>
<td>Longville</td>
<td>Temporary power</td>
</tr>
<tr>
<td>Owen Brown</td>
<td>Temporary structures</td>
</tr>
<tr>
<td>Fredericks Dairies</td>
<td>Ice cream products</td>
</tr>
<tr>
<td>Generale Location</td>
<td>Furniture and fittings</td>
</tr>
<tr>
<td>Panasonic</td>
<td>Plasma screens</td>
</tr>
<tr>
<td>Puma</td>
<td>Team England kit</td>
</tr>
</tbody>
</table>

## Marketing Support (enhanced VIK)

M 2002 was very successful in persuading Sponsors to invest heavily in marketing support for the Games. The overall estimated value of Sponsor marketing activity was approximately £50m in the 12 months leading up to and during the Games.
Contributions ranged from press and television advertising to in-store promotions and specially branded products. Marketing support activities are summarised below:

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Marketing support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manchester Airport</td>
<td>Airport dressing</td>
</tr>
<tr>
<td>Atlantic (to 2000)</td>
<td>TV advertising</td>
</tr>
<tr>
<td>GM G</td>
<td>TV and press advertising</td>
</tr>
<tr>
<td>Microsoft</td>
<td>TV, poster and press advertising, Microsoft.com internet advertising</td>
</tr>
<tr>
<td>Cadbury</td>
<td>10m confectionery products carried Games logo and TV sponsorship</td>
</tr>
<tr>
<td>ASDA</td>
<td>Distributed 5m ticket application forms, TV advertising, merchandise sales, in-store POS/promotions, ASDA magazine</td>
</tr>
<tr>
<td>Cussons</td>
<td>TV advertising, 10m products carrying sales promotion</td>
</tr>
<tr>
<td>Addleshaw Booth</td>
<td>Co-ordinated PR campaign</td>
</tr>
<tr>
<td>BUPA</td>
<td>Promotion to 5m UK households via special newsletter</td>
</tr>
<tr>
<td>Rover</td>
<td>TV and press advertising, dealer promotions, direct mail</td>
</tr>
<tr>
<td>Bruntwood</td>
<td>Building advertising, including the massive Portland Tower countdown clock from 150 days to go</td>
</tr>
<tr>
<td>Xerox</td>
<td>National press advertising</td>
</tr>
<tr>
<td>First</td>
<td>Posters in all buses and trams regularly promoting ticket sales</td>
</tr>
<tr>
<td>Boddingtons</td>
<td>Pub campaign</td>
</tr>
<tr>
<td>Trafford Centre</td>
<td>Advertising to 500,000 workers per week</td>
</tr>
</tbody>
</table>

**Friends of the Games**

Targeted primarily at local companies, this was essentially a fundraising campaign whereby companies donated the sum of £20,000 in return for an association with the Games. Great care was taken to ensure no commercial association was granted as this would have undermined the sponsorship programme. The following companies signed up as Friends of the Games:

- Amex plc
- British Vita Plc
- Centrefile Ltd
- Granada TV
- Henri-Lloyd Ltd
- Lambert Smith Hampton
- Pets at Home Ltd
- British Nuclear Fuels Plc
- Baxi Potterton
- Georgia Pacific GB Ltd
- GVA Grimley
- James R Knowles Ltd
- Laing Ltd
- Ove Arup
Key Lessons and Recommendations

- The post of Commercial Director should be filled early (in Manchester’s case more than three years before the Games) to ensure that the Commercial philosophy is deeply embedded in every aspect of the Games to make certain that every commercial opportunity is identified and pursued.

- It is essential to select a sales agency with experience of a similar event, backed up by detailed case studies. It is also essential that the sales staff are 100% dedicated to Games sales and act as part of the OC team – to this end they should be seconded into the OC offices.

- Marketing and PR play a role in the meeting of Sponsor Sales targets and programmes must be in place early to build the credibility of the brand in which Sponsors are being asked to invest. Historically with the Commonwealth Games there has not been a strong brand identity passed on to an OC as with the Olympics or World Cup, with the result that each Games has to begin from scratch developing its own brand identity.

- Before sales begin ensure that the OC has adopted the following principles in developing its sales strategy:
  - Consolidate the rights – ensure that the only way companies can become associated with the event is via official sponsorship (i.e. no alternatives such as team or TV sponsor available).
  - Commercialise the rights – extend the rights and enhance the value wherever possible. Add depth and breadth to the association with the event.
  - Condition the market – invest time in creating a climate for investment in the event and an acceptance of the price points for entry being value for money. Have clear price points and resist discounting.
  - Clarify the budgets – be absolutely clear as to the requirements and policy for acceptance of VIK.
  - Category exclusivity – restrict the scope of category exclusivity and protect those categories rigorously.
  - Clear levels of investment – develop a matrix of rights and benefits for each tier of investment that is clearly defined which offers broad parity of rights within each tier, and is clearly differentiated from lower tiers in the hierarchy.

- The Sales Report – there are relatively few companies with the propensity to consider multi-million pound sponsorship investments. Targeted well researched approaches are preferable to mass marketing techniques. The criteria to consider include:
  - A history of rights purchase.
  - Business match (to key event needs e.g. IT).
  - Geographic match (re sales territory, HQ location).
  - Business timing (e.g. new product, merger etc.).

- Protect the levels of investment – it is essential to resist the temptation to allow access to the core rights (especially use of the logo by commercial organisations) unless full sponsorship payment has been made. Sponsors will pay significant sums for an exclusivity of association and it is the OC’s responsibility to deliver this. Do not agree a deal unless you are absolutely certain it represents the best possible deal from that sector of the marketplace.

- Establishing positive press comment in the early stages of the sales process is essential. If the press (trade or popular) is focused on the absence of sponsorship and its lack of commercial appeal this can become very damaging. The Sponsorship team worked very hard to create a positive climate for investment and to minimise stories about any perceived lack of commercial support for the event.
B4.2 Sponsor Services

Overview
Sponsor Services were responsible for managing the relationship between the Sponsors and M 2002. Individual FAs were also responsible for working with Sponsors to facilitate the proper delivery of M 2002’s requirements at Games time.

The team focused on the following areas of activity:

- Sponsor liaison and servicing – understanding the Sponsors’ rights, benefits and contractual obligations; maintaining a schedule of work in progress meetings and workshops; working with FAs for the delivery of the commitment; facilitating the communications flow between M 2002 and Sponsors (e.g. ticketing, hospitality, transport); ensuring delivery of Games-time commitments, e.g. Sponsor signage programme.

- Representing Sponsors’ interests within M 2002 – fostering close relationships between Sponsors and M 2002 to develop a ‘Sponsor driven’ culture; liaising with FAs to make sure Sponsors’ needs were taken into account.

- Sponsor participation in M 2002 programmes – working with Sponsors to develop innovative leverage programmes, which also met M 2002 objectives; encouraging Sponsor joint activities; keeping regular updates on Sponsors and M 2002 promotional activities; providing information to Sponsors on upgrade options, (e.g. SoFF, signage, campaigns).

- Approvals and guidelines – ensuring Sponsors had a good understanding of M 2002 brand guidelines; assisting them in developing unique ways of using M 2002 Official Marks in their marketing programmes; ensuring that Sponsor approvals were handled promptly.

In the lead up to the Games, Sponsors played a critical role in increasing the publicity levels of the Games and raising the profile of M 2002. These included sponsorship announcements, athlete endorsements/appearances, product launches and community involvement.

Throughout the Games and afterwards, the general feedback from Sponsors was excellent. They all felt that their programmes had operated successfully and they had been able to meet their sponsorship objectives.

The signage programme in particular received unanimous praise from Sponsors. M 2002 exceeded expectations as to the number of signboards provided, and the quality of reproduction achieved ensured very high visibility TV coverage. The extent of TV coverage also exceeded original contractual obligations meaning the value of the exposure achieved was double the original estimated value.

The Team
Pre-Games Staff Structure - The Sponsor Services team consisted of an Account Director - Client Services, four Sponsorship Managers, a Sponsorship Operations Manager and a Sponsorship Assistant (seven staff).

Games Time Staff Structure - At Games time, Sponsor Services combined with Brand Protection and Merchandising under the umbrella of Commercial to oversee all commercial issues at venues.

A Commercial Manager was nominated for each venue and, in the lead up to the Games, attended venue meetings and provided the relevant commercial input at the venue level. During the Games, the Commercial Managers were based at their venue.

In addition, the pre-Games Commercial Management team formed a Commercial Command Group consisting of three Sponsorship posts, one Brand Protection post and two Merchandising posts. This team was responsible for controlling and distributing relevant Games information to the Sponsors, crisis management and resolution of issues at Games time.

The Commercial Director attended daily GCC meetings and representatives from SMAM in London, Sydney and Melbourne were on site during the Games to support the Commercial Command.
Key FA Partners and Contacts
Sponsor Services had significant involvement with most FAs as many were responsible for delivering Games time operations to the Sponsors, e.g. Transport, Accreditation, Accommodation, Ticketing, etc. These FAs worked closely with the Sponsors from the time they joined the Games and helped with their planning throughout.

Many of the Sponsors also had an operational involvement with FAs through the provision of VIK goods and services such as Technology, Transport, Catering and Uniforms. In some cases this involved the secondment of Sponsors' staff to the Games Office to work alongside the FAs.

Account Management
The Sponsor Services team held regular monthly work-in-progress meetings with the Sponsors on an individual basis and hosted regular combined Sponsor Workshops.

As new Sponsors came on board, M 2002 hosted an introductory workshop based on the needs and the contractual agreement with each individual Sponsor. In the early days, the meetings with Sponsors provided an overview of the Games, as well as a brainstorming session on marketing opportunities. As the Games approached and new Sponsors came on board, these meetings became much more operational and detailed.

Each Account Manager was responsible for scheduling and running monthly work-in-progress meetings. The purpose of the meetings were to provide an update for both M 2002 and the Sponsors.

The meetings were focused on the individual needs of the Sponsor and related to marketing/PR, VIK, hospitality, technology and other requirements. Relevant personnel from other FAs within M 2002 were invited to attend these meetings and share information on their operations.

Approximately every two months, M 2002 hosted Combined Sponsor Workshops. The purpose of these workshops was for M 2002 to present up to date operational and promotional plans to the Sponsors and for Sponsors to network amongst themselves to work together on joint initiatives.

The peak activity for Sponsor Services prior to dispersal into Games time roles was the period from January to May 2002, when all the major contractual obligations from M 2002 to Sponsors had to be delivered.

Sponsor Signboard Packages/Sponsor Recognition at Games Time
The contractual obligations to Official Sponsors required M 2002 to provide equitable broadcast exposure across all 17 sports of the Games via pitch-side advertising boards.

This process was, by necessity, completed as close to the Games as possible to ensure that all Sponsors could be included in the planning and to ensure accurate venue surveys were completed to identify the precise number, the confirmed camera positions and layout of signboards at each venue.

Sponsor Services worked in close partnership with Look of the Games and Fitout, to ensure that venue audits were accurate with regard to the available signage inventory.

Other key FAs were Sport, who advised on relevant IF guidelines with regard to size, colour and placement of boards and Broadcasting, who provided details of primary and secondary camera positions which were essential in order to assess the weighting of the boards.

At Games time the relationship between Venue Commercial and Sport Managers was managed to ensure that the SVMs respected the importance of keeping boards positioned and clear of obstructions such as flags, chairs, etc.

Signage Process
The planning process was built around meeting the contractual obligations to Sponsors so that no one Sponsor would be disadvantaged against other Sponsors with regard to the exposure they would receive. This was a generalist commitment open to differing interpretations by each Sponsor.
M 2002 were also obliged to ensure that the allocation process was independent, which necessitated the recruitment of an external consultant with previous experience of multi-sport events. The consultant, working closely with Fitout, Broadcast and Sponsor Services, identified the total number and location of signboards at every venue.

Each board was then ranked as good, average or poor, by venue and by sport, to indicate the likelihood of TV exposure. CAD diagrams were produced with the boards shown in situ and each board was allocated a letter (A-L) to represent the 12 Sponsors (the 12th Sponsor was in fact not secured, and this board became a generic Commonwealth Games website board).

Each package of boards (packages A – L) offered an equal value of exposure. Sponsors were provided with a detailed analysis and rationale and given three weeks to do their own analysis and agree that all the packages were, in aggregate across all sports, of equal value.

Once this agreement had been reached, the allocation of actual packages to individual Sponsors was completed via a lottery. The first Sponsor drawn selected the package they preferred – perhaps selecting a package with good visibility in certain sports in which they were interested and the last Sponsor out of the lottery took the last remaining package.

The variance in value between the packages was nil, so that even those last out of the lottery could be sure the overall exposure would be equal to those selected first. The lottery was therefore simply the fairest way to select individual locations without bias and to involve the Sponsors into the process of acceptable distribution.

Production and Installation
The major challenge in operations was the correct and timely installation of Sponsor signboards within the venue bump-in schedule, ensuring that the correct running order of boards was followed. The presence of Venue Commercial Managers to supervise this process (often completed only hours before an event began) was essential.

Banners and Sponsor Recognition
MCC provided approximately 1,800 banners around Manchester for the Games. Each Sponsor was allocated approximately 60 branded banners, which were equally distributed throughout the city and around venues.

The Sponsors were entitled to recognition at all venues and the Sponsor Services team developed different types of recognition to suit the needs of each venue, i.e. free-standing or wall mounted. Additionally a few ‘one off’ variations were produced.

Venue Involvement
Sport Venues
Commercial Managers were responsible for all commercial issues within their allocated venue and ensuring all Sponsors’ contractual obligations were met, including:

- Regularly monitoring placement and exposure of all Sponsor signboards and signage inside the venue, including Sponsor welcome boards and Sponsor recognition boards/material in and around the venue, ensuring that at no time were boards covered up.
- Identifying and controlling brand protection issues/ambush activity and Sponsors’ commercial rights inside and outside Games venues and dealing with sponsorship issues as they arose in the venue.
- Monitoring of third party sales and taking action against counterfeit merchandise trading in coordination with Brand Protection Manager and local Trading Standards Officers.
- Monitoring merchandise contractors’ compliance with venue arrangements/requirements and contractual obligations.
- Monitoring Team England athletes’ uniform ensuring compliance to any contractual obligations with Team England kit supplier.

Non-Sport Venues
Commercial Managers did not have a permanent presence at Non-Sport Venues but these premises were monitored regularly.
MPC/IBC – Sponsor Services/Brand Protection had a presence in the MPC and the IBC, working closely with the BBC, in both cases to ensure contractual obligations were met.

Sponsor Hospitality Village – the Sponsor Services team used this location as a ‘home base’ in order to maintain close links with Sponsors and provide back up to any venue needing assistance.

Legacy
The very positive Sponsor experience provides Manchester and sport in the UK with a ripe contact list for supporting future comparable events.

Some of the local Sponsors, particularly GMG and United Utilities, have already expressed their desire to continue to support the Games Legacy Programme. ASDA will continue to work with the Pre-Volunteer Programme to identify potential recruits to their Eastlands store, located alongside Sportcity.

Key Lessons and Recommendations
The key lessons and recommendations for the Sponsor Services programme are:

- Expert servicing should be positioned as one of the key rights being sold to Sponsors – the fear of not knowing how to exploit sponsorship may deter potential investors and needs to be overcome.

- It is essential to have a well-resourced Sponsor Services team to act as the interface between the Sponsors and the OC, particularly to ensure the efficient implementation of VIK obligations. The team should have relevant multi-sport experience and expertise.

- Sponsors should be invited to attend regular meetings to encourage collaborative working and joint-marketing initiatives.

- Sponsor Services should be integrated into the FAs that impact most on the delivery of Sponsors’ rights, particularly Look of the Games and Marketing/PR with regard to Sponsor recognition and signage.

- Ensure that there is a good working relationship between FAs requiring VIK goods and services and the Account Managers responsible for the Sponsors providing these.

- The key to a successful Sponsor servicing programme is to make Sponsors feel part of the team, always being prepared to go the extra mile for the success of the Games. If Sponsors are regarded merely as investors waiting for a return on their investment then they can become potentially litigious and time wasting on negative issues. By contract, Sponsors who feel committed to the project will invest well beyond their contractual sums. This is evident in the extent to which Sponsors spent on marketing their association with the event and with small marketing budgets within the OC it is imperative that all Sponsors spend heavily in this area.

- Sponsor support for the marketing and PR programme is essential and their support and expertise should be harnessed early to facilitate as much of an integrated brand message as possible.

- The appointment of Commercial Managers at venues was a real success and worth repeating at future Games. The critical point of delivery for Sponsor rights is at venues and other FAs, such as Fitout and Sport, cannot realistically be expected to be aware of the detailed contractual obligations.

- The demands of Sponsors should not be under-estimated. The team was stretched to its limit as the Games drew closer with the volume of questions and requests raised by Sponsors.

- It is vital to keep Sponsors happy at Games time. One of the most important and successful decisions taken at Games time was to have an experienced ‘athlete ambassador’ to persuade star athletes, medal winners and other celebrities to put in personal appearances at the Sponsor Hospitality Village. In many cases, this prevented small issues from becoming major problems.

- It should be remembered that this is often a company’s first experience of major event sponsorship, therefore the information coming from the OC needs to be very simple and complete.

The key lessons and recommendations for managing the Sponsor Signage Programme are:

- Ensure that all relevant parties (for example, Sponsors, Broadcasters and IFs) have agreed and are happy with the position, size and colour of signboards before sign-off to ensure that there are no conflicts during the Games.

- Ensure that the signboard allocation process is independent, equitable and agreed by all parties.

- Ensure that enough time is allowed between the planning process and production phase in order that the Sponsors can provide the correct artwork and sign-off on the artwork.
Overview
Ticketing was recognised as a very successful part of the M 2002 Commonwealth Games. The ticketing programme was closely scrutinised by the media and they were generous in their praise of the operation. The feedback from other organisations and the general public was also excellent and very complimentary about the service they received from the Ticketing team.

Across the Games, approximately 0.9 million tickets were issued, with all sessions in several events completely sold out early in the sales process.

The overall purpose of the team was to deliver a complete ticketing programme including ticketing sales, ticketing operation management and ticketing distribution.

A carefully developed ticketing strategy was key to meeting both the public relations and financial objectives. The ticketing plan for Manchester 2002 was designed to provide full stadia at fair prices and the basic elements of the proposed ticket strategy are outlined below:
- Make tickets accessible to as many people as possible.
- Ensure the fair and equitable distribution of tickets.
- Maximise attendance.
- Meet the financial objectives of the Games.

The total tickets sold Games wide were as shown in the chart.

Three main ticketing launches took place in July 2001, October 2001 and January 2002 and these were very well covered, receiving local, regional, national and international coverage.

The Team
The Ticketing team was a small, dedicated group of experienced ticketing professionals and split into two groups, Ticketing Operations and Ticketing Sales.

The team was responsible for the management and delivery of the ticketing programme, including:
- Implementation and management of ticket programme.
- Decision making on ticketing related issues at venues.
- Monitoring on-line sales at all venues.
- Liaising with individual box office managers at venues.
- Special handling of ticket orders for Sponsors, CGAs etc., problem resolution and customer service.
- Media enquiries relating to ticketing.
The General Manager Commercial was responsible for the programme in consultation with external contractors (Marketpulse). The relationship between M2002 and the ticket agent (Ticketmaster), appointed in April 2001, was critical to the success of the ticketing programme, with the General Manager Commercial acting as a link between key FAs and Ticketmaster.

The performance of Ticketmaster was key to the success of the programme and particular attention was paid to integrating Ticketmaster staff into the M2002 team by providing dedicated workspace in the Ticketing Department. This resulted in a joint approach to the majority of issues and limited the amount of operational conflicts.

Ticketmaster was responsible for recruiting and training box office management for the venues and this was performed in partnership with M2002, by integrating these staff into venue training and orientation events prior to the Games. Initially, the three operational managers were responsible for a number of venues each, liaising with specific venue teams to ensure that all potential issues were dealt with accordingly. At Games time, accountability for specific venues was changed to general responsibility across all venues so that any member of the Ticketing team could deal with any issues.
Key FA Partners and Contacts
Due to the nature of Ticketing, the team had significant involvement with many different FAs, particularly Sport, Venues and Sponsor Services.

Constituent groups, some of whom had a contractual right to receive free tickets, included:
- Sponsors and Partners
- Friends of the Games
- VIK providers
- Equipment suppliers
- Sports equipment suppliers
- Commonwealth Games Associations
- Team England
- Sport England
- Manchester City Council

Venue Involvement
Ticketing was operational across all venues on every day of the Games. Peak activity occurred on the following events:
- Opening Ceremony Dress Rehearsal, Sportcity – 23 July
- Opening Ceremony, Sportcity – 25 July
- Session 1 Athletics, Sportcity – 26 July
- All other Athletic sessions – Sportcity
- Closing Ceremony, Sportcity – 4 August

A box office facility was provided at the following venues during Games times:

Sport Venues
- Sportcity – two box offices, North and South
- National Cycling Centre
- G-Mex/ICC
- MEN Arena (opened early June 2002)
- Bolton Arena
- Belle Vue
- Wythenshawe Forum
- Heaton Park
At all Sport venues, interaction with all FAs was essential. In the first instance this was managed by the Commercial Manager via the Box Office Manager. This proved to be very successful and any key issues, such as changes in the sports schedule, were generally handled by the General Manager Commercial through the GCC to ensure all issues were considered and Ticketing delivered the appropriate resolution as and when required.

All box offices offered ticket sales to customers at venues, pick-up of tickets purchased on the web and ordered by telephone within seven days of the date of the event, and customer services in relation to ticket enquiries and issues.

Box offices were generally operational two hours prior to and one hour after the commencement of competition. However, in most cases, due to multi-session events taking place at venues, the box offices stayed open throughout the day.

The box offices were provided by Fitout at the majority of venues and the security and standard was relatively high.

Non-Sport Venues

- Athletes’ Village
- Commonwealth House

The box office at Commonwealth House managed sales, marketing, ticket distribution and customer service issues relating to Sponsors and CGAs and the box office at the CGV dealt with ticket sales to athletes and technical officials.

Legacy

The ticketing operation at box offices was managed by Ticketmaster and a number of their Manchester based staff worked in the box offices for the first time, gaining valuable customer service skills and box office management experience.

Key Lessons and Recommendations

- Early appointment of a dedicated and experienced Ticketing team is recommended, preferably more than two years before the Games.
- Appoint a ticketing agent two years before the Games.
- Ensure close cooperation between the appointed ticketing agent and the Ticketing team, particularly in dealing with communications with the public, carried out by the agent on behalf of the OC. This will reduce the possibility of any inaccuracies in information.
- Effective communication must be maintained with other FAs particularly Venues, Transport and Sport and early interaction with Venue teams is recommended.
- Daily meetings with Sport should be held to discuss the changes to the sports schedule and session content.
- More specific session details should be included on all tickets when issued to the public.
- A cohesive relationship is required with venue teams and Event Services to ensure high class consistent customer service.
- Box office locations need to be critically evaluated and their fitout must be sympathetic to staff needs and comfort.
- The design of the ticket application form (both paper copy and on the website) is an important part of the ticketing process. Sufficient time should be allowed to ensure the form incorporates all the necessary and most up to date information in an easily understandable format.
- Information on venue seating configurations and the sport schedule should be available as soon as possible prior to tickets going on sale to the public.
- The technology requirements of Ticketing need to be taken into account in good time to ensure that the infrastructure is in place for key activities, in particular on-line sales and links between the ticketing agent and OC.
- Ensure the organisation is clear about the different responsibilities of the Ticketing team and venue teams.
B4.4 Merchandising and Licensing

Overview
The Merchandising and Licensing section of M2002 were responsible for the management and establishment of the licensee distribution network incorporating quality control mechanisms and the sale, advertising and management of supplier product ranges. Merchandising had a creative role that encompassed formulating ideas for product development as well as inputs to overall design, product range and colour selection through the use of an art-pack. The team developed working relationships with a series of companies.

The overall aims of the Merchandising programme were established in early planning phases and included the following:
- The generation of income without exposing the organisation to the financial risk.
- Selection, appointment and management of a range of licensees.
- Development of a merchandise range around the following themes: Basic, Sport, Tourist, Jubilee, The Queen’s Jubilee Baton Relay, Mascot, Games Time, Ceremonies and UK Teams.
- Production and management of an art-pack for licensees and retailers.
- The securing of a partner to operate concessions at Games time and Games store prior to the event.
- Appointment and management of a mail order partner.
- Management of Sponsor premiums and gifting items for M2002.
- Control and tracking of minimum guarantees and royalty payments from licensees.
- Appointment and management of a company to produce programmes and distribute at Games time.
- Appointment of a preferred retailer to maximise high street presence.
- Appointment and management of an e-commerce partner.

Sales of merchandise exceeded expectations, with some items selling particularly well. For example, over 250,000 pin badges were sold and the mascot product range was very popular. The introduction of the icon product range featuring among other items, Ian Thorpe signed swimming caps and photographs, were also well received.

The merchandise programme had a high media profile from its launch all the way through to the end of the Games. During the Games, press activity centred around the Merchandise Superstore at Sportcity with several national and international radio and TV crews conducting news items there. Visits from several high profile athletes also helped to raise the profile of the merchandise. The coverage was generally very good with positive comments on the range of merchandise and its quality.

The Team
The Merchandising/Licensing team were recruited over a period of nine months between October 2000 and June 2001. M2002 initially appointed MTM Retail as a consultant to create a licensing plan and to recruit the Head of Licensing. In January 2001, the Head of Licensing was appointed and was later promoted to General Manager Commercial, supported by a team consisting of the following positions:
- Licensing Manager
- Licensing Consultant
- Licensing Account Manager (x 2)
- Administration Manager
- Administration Assistant

Members of the team were recruited for their experience and skills in licensing. The services of MTM Retail were also secured full-time until June 2002 and with telephone and administrative support to August 2002.

The Licensing team had a significant number of external relationships to manage with a total of 63 licensees and one main retail contractor. There was a small element of volunteer involvement in the licensing programme through assistance in the operation and management of the staff merchandise shop and direct marketing activities. However, the cash handling policy put in place by M2002 prevented further volunteer involvement in merchandising activities.
In Spring 2002, the Account Managers, Administration Manager and Administration Assistant were assigned to venue teams as Commercial Managers. The Licensing Manager (Merchandise Management) and General Manager Commercial (Commercial Management) took a central Games time role to coordinate with all FAs with regard to issues on the Merchandising and Licensing programme.

Contributions to the job specific training of Commercial Managers were made by the Licensing Management team to enable the effective management of third party contractors. Their potential involvement in dealing with problems at venues were further explored with the use of hypothetical scenarios such as dealing with loss of power to an outlet, or sale of non-official products.

Overall the Merchandising programme was a major opportunity to raise funds and increase revenue and allowed the OC to be placed in a good financial position. In order to negotiate this, royalty payments were made to the OC when purchases were made and then calculated by a tracking system at point-of-sale.

Key FA Partners and Contacts

M2002 Licensing forged ahead during the early part of 2001 to produce official products in conjunction with external partners, primarily the 63 licensees appointed during the 18 months prior to the Games. These relationships were strongly and effectively managed by the Account Managers.

A full list of Official Licensees and their product categories is included in the Statistics Pack (volume 5).

TSM Retail Group - appointed as the Games time concessionaire, mail order fulfilment operator, e-commerce retailer and QJBR concessionaire. The General Manager Commercial personally oversaw the management of this contractor.

PPL - appointed as the Official Programme Licensee. They provided a complete service under one operation including design, editorial, pictures, pre-print, production and retail. PPL sold the advertising within the programmes and had a dedicated team of experienced sales people to undertake this task.

U at the Game plc - appointed as Official Licensee to provide photographic services to both athletes and spectators at all sporting venues.

Chief Publications - appointed to produce the Official Commemorative Book of the Games.
Venue Involvement

Merchandise Sales at Venues

Retail Outlets
TSM Ltd was appointed by M 2002 in September 2001 as the official merchandise concessionaire to undertake merchandise sales at Games venues. In addition to this there were retail outlets in the Manchester Arndale Shopping Centre, Trafford Shopping Centre, Manchester Airport, Piccadilly Gardens and Piccadilly Train Station.

As expected, the busiest outlet was the Merchandise Superstore at Sportcity. Demand was at its highest on days with two sessions at the CMS with peak activity during the break between the two sessions.

Remedial works to provide additional storage areas at the Merchandise Superstore were undertaken out of hours at very short notice after consultation/negotiations with the Fire Service and Health & Safety authority.

Design/Fitout/Operations
The contractual agreement with TSM encompassed the following areas of design and operation:

- All merchandise areas were fully accessible and visible to spectators.
- All temporary structures were procured and installed by the contractor except at the CGV (provided by M 2002 to ensure consistency of look and operations within the designated retail area).
- All outlets conformed to the M 2002 Look.
- Sales staff wore outfits from the sport specific range of clothing appropriate to their venue. The cost was borne by the contractor.
- Spectators and all other client groups were offered an opportunity to purchase merchandise through a venue sales outlet. For example, VIP access passes were issued to Sponsors/Partners within the Sponsor Hospitality Village (three per Sponsor/Partner) providing access to the Merchandise Superstore.
- No discounts were offered to M 2002 staff.
- The contractor managed merchandise operations at all outlets.
- The contractor managed all deliveries in conjunction with M 2002 Logistics via the MDS and RVSS.
- The contractor used the services of the appointed Games wide cash handling company for takings at the Merchandise Superstore. Internal venue resources were used elsewhere.
- M 2002 provided power and telephone lines to retail outlets with the following exceptions:
  - Road Events outlets, where generators and mobile card payment machines were provided and used by the contractor
  - CMS concession, where mobile card payment machines were provided and used by the contractor (M 2002 provided the power source).
  - Due to unanticipated demand, an additional temporary marquee was brought into the Sportcity Plaza (South East) during Games time where mobile card payment machines were provided and used by the contractor (M 2002 provided power source).

Programme Sales

Design/Operations
The contractual agreement with PPL encompassed the following areas of design and operation of programme sales at all Sport venues:

- All programme sales areas were fully accessible and visible to spectators.
- All sale stands and temporary structures were procured and installed by the contractor in accordance with M 2002 Look.
Programme sales staff were not required to wear the M2002 uniform and the cost of their outfits was borne by the contractor.

The contractor managed programme sales at all venues.

Programme sales were planned to commence outside venues up to 30 minutes before spectator gates opening. Within venues, programme sales were available in line with spectator gates opening and closing.

Spectators and all other client groups were offered an opportunity to purchase programmes.

A daily delivery of programmes to VIP and hospitality areas was provided.

No discounts were offered to M2002 staff.

The contractor managed all deliveries in conjunction with M2002 Logistics via the MDS and RVSS.

The contractor used the services of the appointed Games wide cash handling company for takings at Sportcity. Access to cash handling at G-Mex was available on a shared pre-booked basis. Internal venue resources were used elsewhere.

Programme sales operations required neither technology nor power support from M 2002.

Spectator and Athlete Photography

The contractual agreement with U at the Game plc encompassed the following areas of design and operation of photographic services to athletes and spectators at Sport venues:

- A self-contained sales trailer (12 metres in length) was provided by the contractor in accordance with M 2002 Look and located within the Sportcity Plaza (additional sales were conducted over the internet).
- Uniform designs were submitted for approval pre Games and complied with the contractors’ uniform guidelines. The cost of these outfits was borne by the contractor.
- The contractor managed all sales operations.
- Spectators and all other client groups had access to the service.
- No discounts were available for M 2002 staff.
- The contractor managed all deliveries in conjunction with M 2002 Logistics via the MDS and RVSS.
- The contractor managed cash handling independently.
- Sales operations required neither technology nor power support from M 2002 although power was sourced from the Games wide supplier.
- Access to media areas was provided for athlete photography.
- Access to BOH/spectator areas was provided for spectator photography.

Official Commemorative Book

Operational requirements for photography, document design/production and distribution arrangements were agreed early in 2002.

Access to all venues (both Sport and non-Sport) was provided to allow photographers to capture a wide ranging and informal collection of images on the FOP and behind the scenes. Accreditation was also upgraded affording access to VIP and media areas.

The contractor recruited and managed the team of photographers.

There were no technology or equipment requirements for M 2002.

Legacy

It was an objective of the Licensing section to appoint suitably qualified and experienced licensees ideally based in the North West of England. In addition to job creation, their involvement will create a positive legacy when bidding for future sports/event licences.
Key Lessons and Recommendations

- TSM, the retail contractor appointed by M2002 went into liquidation several months after the Games owing money to M2002 and a number of licensees. TSM had a good track record and were recommended by a number of high profile sporting organisations in the UK, but in common with many other sports retailers and event merchandise licensees, did not have significant financial reserves. Future OCs should be aware of the risks associated with event retail licensing companies when setting their financial projections and ensure that contractual arrangements include appropriate protection against financial losses arising.

- Consider the early appointment of a dedicated in-house Licensing team (at least two years out from the Games).

- Ideally consult with individuals/organisations that have relevant event/Games experience.

- Ensure adequate staffing resources to ensure appropriate management of all third party contractors with a Games revenue obligation.

- Avoid the appointment of agents.

- Set realistic income targets and develop an effective and appropriate retail buy-in strategy.

- Ensure appropriate weighting is given to commercial activities in the planning process to enable the expectations of other FAs to be met and ensure effective communication and dissemination of commercial strategy documents so that policies are observed by other FAs.

- A detailed and coordinated style guide should be produced for licensees, detailing the look and feel of product to ensure consistency across the range.

- Ensure early and effective marketing and promotion of all lines of merchandise to maximise purchase opportunities.

- Ensure licensees are fully integrated into the programme and have appropriate arrangements in place for effective account management.

- The design of sales outlets and staff uniforms should be submitted for approval in advance, in order to co ordinate with the Games wide Look.

- Ensure contractors have resources to deliver the agreed level of service (e.g. staff, investment, marketing, stock levels, technical requirements) in order to maintain expectations of spectators.

- Ensure that unexpected demands for merchandise can be fulfilled by keeping enough stock on site at larger retail outlets.

- Ensure contractors are aware of all policies with regard to delivery to venues, design and accessibility of sales trailers or stands.

- Ensure that appropriate accreditation is available for contractors’ staff, e.g. photographers, artists.

- Develop and adhere to sports programme contingency plans that include consultation with the official programme contractor in the event of schedule changes in order that these can be reflected in the daily programmes. Ensure technology is in place to provide data to the contractor in correct electronic format.

- Ensure effective collation of technology requirements from all venues/FAs in order to avoid duplication/ omission.

- Confirm and adhere to size and range of programmes in good time in order to aid with production, storage and cash handling at outlets.
B4.5 Brand Protection

Overview
The Brand Protection team for the Commonwealth Games established a critical role for the organisation via the protection of the Games’ image, associated branding, intellectual property and public profile. The role of Brand Protection included establishing a best practice example for granting and approving authorised use of M2002’s Intellectual Property Rights (Official Marks) to various constituent groups.

Brand Protection were then responsible for invoking the second phase protection by establishing protection to those who bought the rights to use the Official Marks. In some cases there were grounds to take action against those groups who purposely used the Marks without the correct authorisation.

Finally in response to any high profile event, experience has shown that companies are willing to take significant risks to establish a greater profile than that of recognised Sponsors through ambush campaigns. It was Brand Protection’s responsibility to take preventative measures against these groups by establishing anti-ambush campaigns to guard against the possibility of this occurring.

The client groups served by Brand Protection were:

**Sponsors/Partners/Providers/Friends/Licensees** - ensuring rights were clearly defined and protected through preventing and by taking positive action against unauthorised use of Official Marks by other groups. Ensuring all contractual obligations were met both inside and outside venue boundaries.

**Commonwealth Games Family** - enabling Commonwealth Games Family to maximise their association with the Games within the guidelines.

**Sports Federations** - enabling Sports Federations to maximise their association with the Games within the guidelines.

**Government Bodies/Non-Commercial Organisations** - assisting organisations to use the M2002 Official Marks in an approved way that creates awareness for the Games.

The Team
In the lead up to the Games, the Brand Protection team consisted of the Brand Protection Manager and a Brand Protection Coordinator, reporting to the General Manager Commercial.

Closer to the Games, this team was supported by the Sponsor Operations Manager and a consultant.
Games Time Structure
During the Games, commercial rights inside and immediately outside venues were controlled by a team of Commercial Managers who had previously had roles in the Sponsorship, Merchandising and Licensing teams. The Brand Protection Manager was part of the Commercial division based at Commonwealth House, to coordinate the resources available from local authorities and the Police and to provide an issue resolution role for the Commercial Managers.

Commercial Manager Training
Commercial Managers were appointed in January 2002 and throughout the year, training was carried out, focusing on the following areas:
- Case studies (examples of ambush marketing/licensing infringements etc at previous events).
- Venue CAD plans and venue layout images showing locations of all signage.
- Brand education, i.e. M2002/Sponsors/Sport England marks.
- Venue operational information and protocol.
- Commercial schedules from Venue Hire Agreements.
- Sponsor contract summaries.
- Details of Sponsor upgrades for each venue.
- Familiarisation with Venue Operating Plans.

The Commercial Managers responded to and resolved a number of brand protection issues in the venues during the Games, demonstrating excellent knowledge of the Brand Protection policies and implementing contingency plans effectively.

Key FA Partners and Contacts
- Manchester City Council
- Bolton Metropolitan Borough Council
- Bury Metropolitan Borough Council
- Salford City Council
- Trafford Borough Council
- Chorley Borough Council
- Surrey County Council Trading Standards
- Lancashire County Council Trading Standards
- Greater Manchester Police
- Lancashire Police
- Surrey Police
- HM Customs and Excise

The Brand Protection team produced guidelines and carried out training for many of these groups to ensure they were familiar with M2002 Official Marks and counterfeit goods and ambush marketing procedures.

An excellent working relationship was forged between this diverse group of organisations and the M2002 Commercial and Brand Protection teams. The effective handling of ambush marketing, IPR infringement and counterfeit merchandise were a testament to the success of this work.

Games Time Operations
The remit of the Brand Protection team at Games time included the following elements:
- Ensure rights and contractual obligations of Sponsors and Partners were honoured.
- Ensure that the M2002 Official Marks were being used in the correct way.
- Prevent and take action against unauthorised use of Official Marks.
- Audit of venues to ensure clean site.
- Control of all commercial rights inside venue boundaries.
- Enact anti-ambush marketing activity controls.
Ticket tout controls.
Promotional activity controls.
Counterfeit merchandise controls.
Ensure all rights in Venue Hire Agreement were met.
Control commercial rights outside venue boundaries within current legislative power.
Enlist the support of local councils where venues were located outside MCC's control.

To ensure consistency and equity of use of the M2002 Official Marks a set of brand association guidelines was written and distributed to Sponsors, Partners, Providers, Friends, contractors, sports federations, non commercial organisations, licensees/venues etc. A formal system of approvals was set up and maintained to log all requests and responses for uses of the Official Marks.

To achieve these aims, action was taken against unauthorised use of the Official Marks was taken on two levels:

- Level 1: infringements were dealt with by the Brand Protection team.
- Level 2: infringements were dealt with by the Legal team in conjunction with M2002's lawyers.

Action was taken under trademark and copyright legislation and related to advertising and marketing activity.

An authorised uniform policy was produced to ensure that uniforms did not carry Official Marks without prior approval. The only approved additional branding was that of Games Sponsors, ASDA ('George' brand) and Adecco (Official Staffing Sponsor).

A standard commercial rights schedule was finalised and included in all Venue Hire Agreements. This included exclusive merchandise, ticketing and hospitality rights as well as the provision of a ‘clean’ site (clean in the sense of commercial signage/branding). In addition, there was a requirement for caterers to use products of M2002 Sponsors and Suppliers and to limit the prominence given to other brands.

A series of detailed venue audits were undertaken to ensure that the venue operators honoured the Venue Hire Agreement and delivered clean sites. In cases where existing signage/branding needed to be covered up, this was done by the Look of the Games team.

Activity to seize counterfeit merchandise took place before and during the Games in conjunction with the Trading Standards Officers, Council Licensing departments, Customs & Excise and GMP.

M2002 also worked with MCC to ensure that MCC-owned land and poster sites were not used for ambush campaigns. Work was also undertaken with MCC Planning Department to restrict planning permission for temporary structures to be used as poster sites by other commercial organisations and to prioritise action against illegal poster sites.

The Brand Protection team also ensured that no commercial organisations could gain an association with any of the test events, unless approved by M2002.

Venue Involvement
Brand Protection and Commercial Managers were present and active in all Sport venues and their surrounding areas and a limited number of non-Sport venues. The Brand Protection Manager was primarily based at Commonwealth House and provided a roving Brand Protection presence.

Brand Protection worked within venues and other FAs to ensure that during Games time all commercial rights were controlled within venues. This included:

- Restricting entry for items such as commercial signage/flags (and the removal of these if they were seen in the seating bowl) by Event Services and Security staff.
- Ensuring Sponsor signage/branding was not covered up by spectator flags/signs or other items during sessions, particularly signage in prominent positions or in camera shot.
Ensuring caterers gave prominence to Sponsors and Suppliers products.

Removing any unofficial branding that appeared at the venue at any time.

Brand Protection worked with Trading Standards, Police and local authority licensing departments to limit counterfeit merchandise sales, street trading and promotional activity during Games time. Ticket touts were controlled by Security and the Police within their powers of legislation.

Preventative measures were taken to try and limit unofficial hospitality activity close to venues. These included limiting the number of bulk tickets that could be bought through the public ticket process. Action could be taken under trademark and copyright legislation as well as infringement of ticketing terms and conditions.

Two major incidents occurred at the start of the Games, these are detailed below:

- Two days before the Games there was an intense period of activity as a national newspaper group ran an extensive poster campaign in newsagents prominently featuring the Commonwealth Games logo, a registered trademark. This directly conflicted with the rights assigned to one of the Games Sponsors. A coordinated response from the Brand Protection Manager, M2002's Legal team and the Games lawyers resulted in the removal of the posters before the Opening Ceremony and written undertakings were obtained from the publishers of the offending newspaper.

- On the evening of the Opening Ceremony (25 July), counterfeit events programmes were discovered on sale. Over the following three days a large number of highly mobile counterfeit programme sellers appeared at all venues around the Greater Manchester and Rivington areas. Responding to multiple concurrent incidents stretched the resources of the Brand Protection team, requiring additional support from the Legal team to respond to ambush activity and other ongoing IPR infringements.

Local newspaper and television news coverage of counterfeit events programmes were used to educate public and spectators of the problem and to warn them against buying fake goods.

Ambush campaigns and IPR infringements peaked over the first five days of the Games as commercial organisations rolled out Games-based promotional campaigns. The workload of the Brand Protection team in responding to these issues escalated rapidly in the week leading up to the Opening Ceremony, remained at peak levels until Day 5 and then began to reduce towards the end of the Games.

Legacy

Due to the nature of the work carried out by Brand Protection there is no easily definable legacy from the team's activities. However the success of the Merchandising programme at the Games was due in part to the swift response to all incidents of counterfeit merchandise. By controlling ambush marketing and abuse of the Games IPR the Brand Protection team helped in the delivery of a successful Games.

Key Lessons and Recommendations

- Trademarks need to be registered at the earliest possible date in order to maximise the legal protection for valuable intellectual properties and the level of support available from agencies such as trading standards and the Police who can only act where registered trademarks are being infringed.

- Merchandise should be protected using security devices where commercially viable, such as sequentially numbered holograms. The high levels of protection employed in relation to Games merchandise at Manchester 2002 were successful in deterring a large number of potential counterfeiters from producing products.

- Ensure adequate understanding and appreciation within the OC of the rationale behind brand protection.

- Ensure effective communication and dissemination of policies/strategy documents so that policies are observed by other FAs.

- Ensure that Directors and Managers of other FAs are aware of the rationale behind the clean venue policy and why restricting unauthorised branding is so important.
B4.6 Hospitality

Overview

The role of the Hospitality team was to deliver a Hospitality Programme to generate revenue for the Games and fulfill Sponsor contractual obligations.

Sodexo Prestige Ltd was appointed to provide a turn key solution, including initial responsibility for temporary structures, furnishings, live entertainment, landscaping, catering services, toilets, cleaning and waste management, technology, signage, licences and health & safety requirements, staffing and all collateral. M2002 supported the process significantly in the provision of personnel and fittings.

The major client groups provided with hospitality were as follows:

- Official Sponsors/Partners
- Corporate companies (predominantly North West)
- Official Broadcasters/host and future bid cities
- Commonwealth Games Family

The Hospitality scope included:

- Sponsor Hospitality Village at Sportcity.
- Club Sport – corporate hospitality facility at Sportcity.
- 2002 Club – hospitality for accredited Games Family VIPs - located within Sponsor Hospitality Village at Sportcity.
- Stadium Gold Club – exclusive corporate hospitality box situated within the Stadium.
- Corporate boxes at the Stadium, East and West Stands.
- Hospitality facilities at other venues (as required and based on demand).

The peak activity for the Hospitality team occurred during the bump-in and Sponsor fitout period. This period of two weeks was the most demanding with assorted contractors coming on site to carry out works.

The Team

The team initially comprised of one General Manager, two Operations Managers and an Operations Coordinator.

The contractor employed up to 560 staff to manage the following:

- Sales and marketing of Sponsor and corporate packages.
- Build of village facility.
- Food and beverage operations, including pre-Games menu tasting sessions.
- Day to day operations of the village.
- Site management.
- Complete reinstatement of the village.
- Other facilities at other venues as required.

The Hospitality team provided significant support to assist in managing the appointed contractor, given the contractor had not managed a total event management project before, and played an active role in ensuring delivery in all areas of the operation.

The team included 27 volunteers primarily deployed to carry out ‘meet and greet’ and reception roles at all the Sportcity hospitality venues. The volunteers were selected for their roles based on their ability to provide a high level of customer service to a demanding client group.

M2002 conducted job specific and venue training for all paid staff and volunteers, this included information about the value of hospitality for the Sponsors. Additionally a separate briefing session was conducted for Sponsors and their hospitality agents.
Key FA Partners and Contacts
Given the uniqueness of this FA, the only interaction into a venue team was with the Sportcity team in relation to the location and build of the hospitality facilities.

Sodexho Prestige were the official catering providers at Sportcity with the facilities agreed in advance with M2002, including the provision of food and beverage as specified by each Sponsor. Sodexho also held the liquor licence for the hospitality areas.

The intention was to provide a unique style of entertainment in the shared areas prior to and following the Opening and Closing Ceremonies and other days as appropriate. This was provided in conjunction with Sodexho’s contractor, Magic.

Venue Operation
The Hospitality facilities were considered to be non-Sport venues. A summary of the layout and operation of each follows.

Sponsor Hospitality Village
This village was situated in a highly secure area at Sportcity, segregated from the major spectator areas but still at the heart of the Games. An important aspect of the facility was not only to provide guests with a truly memorable experience of both hospitality and sport but also to maximise the exposure of Sponsor and Partner companies as hosts at the Games. The village experience was seen as a key component of each Sponsor's hospitality programme, it was the final ‘take-away’ message of their relationship with the Games and provided a once-in-a-lifetime opportunity for hospitality in the UK.

The village proved a very popular hospitality option with the Sponsors and all marquees were sold by February 2002.

Layout
The village comprised of five main sections: the reception marquee, Sponsor marquees, shared toilet facilities, the garden and the VOC. As all the structures were temporary and purpose built, specific guidelines had to adhered to in relation to health and safety and emergency egress procedures had to be formulated.

The Sponsor marquees varied in size from 70m² to 140m² and each one was individually fitted out according to the wishes of individual Sponsors, all had a 20m² veranda at the front offering views of the Stadium and a 3.4m wide service corridor at the rear.

The landscaped garden was the main thoroughfare of the village and was used as an extension to the marquee village during fine weather and for the Opening and Closing Ceremony Gala Events.

Three Sponsors (Cadbury, Microsoft, Virgin Trains) and the BBC chose to have their showcasing area placed immediately adjacent to the village and they had access to these through the service corridor at the back of their marquees. Main public access to these showcase areas was via the front entrances in the Sportcity Plaza.

BOH facilities consisted of five temporary build marquees providing kitchen facilities, staff break area, toilets and storage.

The VOC was situated in the existing Visitor Centre and provided office and meeting space for M2002 and Sodexho Venue Operations Managers together with the Crew check-in area.

In the initial planning stage, it was intended to have a coach drop-off point at the rear of the village, however this was not possible and a separate area was identified off-site as a drop off and layover area for Sponsors.

The Games Family VIP Protocol Lounge was given the title of ‘The 2002 Club’ and was also situated in the village. The operation of this facility is covered in detail later in this section.
Operation
Sponsors managed the operation of their marquee and guests through the issue of day passes which had been distributed in advance of the Games. They also designed the layout of their marquees, with some choosing to have formal sit-down dining and others preferring a more casual format.

All guests entered the village through the reception marquee, where day passes were checked. This entrance was very close to the main Mag & Bag entrance to Sportcity, therefore guests had only a short distance to walk. A staff entrance was located close to the VOC to enable a more efficient entry point for personnel.

M2002 were responsible for all FOH issues, leaving Sodexho to manage the BOH facilities and catering operation. Daily meetings were scheduled with Sodexho and Sponsors in order to resolve issues as they arose.

The village had a soft opening from 22-24 July with Sponsor fitout and bump-in taking place from 16 July. Other major events taking place included the Opening and Closing Ceremony Gala events.

2002 Club
The 2002 Club was the official shared Protocol Lounge and accredited Games Family VIPs were able to use the facilities for more substantial hospitality than was available at sport venues. Each sport venue had a basic Protocol Lounge, but it was felt that a higher quality facility should be provided where VIPs could meet for entertaining and networking.

Layout
The marquee was located in the Sponsor Hospitality Village at Sportcity and was managed by M2002 in conjunction with the catering contractor. The interior design and fitout was managed by M2002 and the furniture and fittings were selected to reflect a viewing and sporting theme, with relaxed seating areas and large TV screens showing Games action.

The capacity of the venue was 150 guests and internally it was split into three areas: a bar offering alcoholic and non-alcoholic drinks; a casual dining area; and a relaxed lounge. There was also an outdoor veranda with seating for 32 guests.

Operation
Access to the marquee was via a supplementary pass which was distributed to VIPs by the Protocol team once they had arrived in Manchester and received their accreditation. All refreshments were free of charge to guests.

The facility was not available on Opening and Closing Ceremony evenings as it was generally assumed that most Games Family VIPs would be attending the Royal Gala events held inside the Stadium. On these occasions it was planned as an overflow for Sponsors’ guests and also as the ‘green room’ for entertainers working at the Sponsors’ Gala events.

Club Sport
Club Sport was designed as the premier corporate hospitality facility, located in the south eastern corner of the Sportcity Plaza. It was available to corporate clients, Stadium box-holders and Sponsors.

It was intended that the standard of the facilities in Club Sport would surpass any seen before in the UK. It was a contractual obligation of the contractor to provide and manage the fitout of this venue and they appointed a sub-contractor to fulfil this requirement.

Layout
The facility had a trendy sports bar theme and comprised of four main areas: reception, bar, dining area divided into four sections and an outdoor area.

The reception area was a dedicated marquee and all guests were greeted here before entering the main hospitality area. It included a business centre with fax/copying facilities and general information about Manchester and the Games was available to guests.

The bar had a capacity for 80 guests with additional standing room in case of inclement weather. It was furnished with comfortable sofas and armchairs together with poser tables and stools.
The dining area had four sections each with a different theme and each seating up to 125 guests at different sized tables. A service area leading from this area allowed staff access to BOH. This dining area provided clients with a three course meal twice a day for both lunch and evening meals, generally including fresh British produce.

The outdoor area was fully landscaped with a deck and seating for 50 guests. Daily entertainment was staged here together with the Opening and Closing Ceremony Gala events. The toilet areas were of hotel standard, large in size and tastefully decorated.

**Operation**
The use of Club Sport was available as part of complete hospitality packages that included event tickets, hospitality, transport and entertainment. These packages were sold to corporate companies who were entertaining clients and the facility was also used by Stadium box-holders and as an overflow from the Sponsor Hospitality Village.

Club Sport had a relaxed atmosphere with large TV screens and Opening and Closing Ceremony Gala events were staged there so that the guests could experience the overall atmosphere of the Sportcity site.

In March 2002, it was agreed to offer ‘transit passes’ to Sponsors and Partners to supplement their hospitality programmes. The passes were time and date specific and enabled the bearer to gain access to Club Sport and receive two complimentary drinks. Approximately 1,500 passes were sold for £20 each, with 65% redeemed.

In addition, it was agreed to sell hospitality-only packages for Club Sport to Sponsors, companies and individuals who had independently purchased tickets for events.

**Stadium Gold Club**
The City of Manchester Stadium was the jewel in the crown of the Commonwealth Games, hosting both the Opening and Closing Ceremonies, all Athletics events and the Rugby 7s competition. The Stadium Gold Club was a large glass fronted corporate box in the Stadium. The venue was a late addition to the assorted hospitality options and not marketed until late May.

**Layout**
The box was situated in an existing space in the East Stand and offered unrivalled views of the events taking place in the Stadium. There was a mixture of relaxed seating and casual dining with a capacity for 200 guests.

M 2002 Fitout installed FF&E and floor coverings and Technology provided colour televisions and audio feed to free standing speakers.

The box had a reception desk located at the entrance with its own dedicated toilets and kitchen pantry areas. Access was via the East Stand corporate box corridor.

**Operation**
Packages for this facility were sold to corporate companies and also offered to Sponsors and Partners. Each package included unlimited access to all Games events held at the Stadium and limited cold buffet-style food and beverages. Guests also had use of the Corporate Shuttle service and supplemented meal prices at Club Sport.

Access was via a transferable credit card gold pass.

**Stadium Boxes**
The Hospitality team also managed the box level on the East Stand of the Stadium as part of the overall hospitality programme. The boxes were offered initially to Sponsors and Partners and then released to the corporate hospitality market. Box sales also included tickets to the events in the Stadium.

Any boxes not sold prior to the Games were then sold on a per session basis.

**Layout**
There were 34 boxes on the east side of the Stadium, 30 with 10 seats and four with eight seats, the ticketed seats for these boxes were located immediately in front in the seating bowl.
Fitout of the boxes was carried out by M2002 and furniture was provided by the Games wide supplier. This was not entirely satisfactory and some replacement furniture had to be sourced from another supplier. Further decoration of the boxes was carried out by the box-holder once all the modifications were checked and approved by venue management.

Initial difficulties were experienced with the poor TV reception in the boxes caused by the lighting and rigging installations in the Stadium, but this was resolved before the Games by the installation of additional TV cabling.

**Operation**

Guests accessed the boxes through the East Stand Atrium where tickets were checked by Security and Protocol staff and they were then able to flow freely in and out of the venue. Guests were shown to their boxes by volunteer staff. Following each session, the box-holders’ guests had \( \frac{1}{2} \) hour to vacate the box and this was facilitated by Sodexo and volunteer staff.

There was a minimal catering infrastructure at Box Level within the Stadium which restricted the level of service that could be provided in the boxes, therefore most box-holders ordered basic refreshments and entertained their guests in Club Sport or in the Sponsor Hospitality Village.

**Legacy**

The standard set at the Commonwealth Games hospitality venues was unique and far superior to what is normally offered in the UK, the personnel involved in the operation will be sure to carry on this legacy and standard of the Games hospitality to future major functions and events in the UK.

**Key Lessons and Recommendations**

- It is recommended that all hospitality packages are offered at the same time so that purchasers are aware of the range available. Sponsor and corporate spend is limited and too many choices may result in the facilities being under-subscribed.
- A design architect/consultant should be appointed in the early stages to work with the VGM who can also assist in producing the appropriate sales collateral for all parties.
- The OC should manage the planning phases for the build of the hospitality facilities, keeping the contractor involved at all stages. A responsible manager from the contractor should work within the team at Games HQ.
- Ensure a team member has the knowledge to manage design approval planning and permissions.
- Do not outsource 100% of the contract to one supplier, share out the key components, i.e. catering, build and interior design, sales and marketing.
- Ensure penalty clauses are added to contracts to ensure a timely project plan delivery.
- Ensure close liaison with Sport is maintained so that any schedule changes can be accommodated, particularly relevant to corporate packages already sold.
- Ensure that appropriate volunteers are chosen to work with experience in high profile venues, preferably hand picked for their local knowledge and previous tourism/hospitality experience.
- For temporary build facilities, the Fitout team should be involved in the planning and build stages and allow sufficient budget for the final ‘look and feel’ of these high profile venues.
- Ensure sufficient resources are on board early to accommodate the contractual management requirements and relationship building.
- Ensure that the availability of the Games Family VIP facility is communicated well in advance in order to ensure it is fully used and that the distribution of passes with a fact sheet is carried out effectively.
- Carry out rigorous testing of the radio network required well in advance of the Games, and have an effective and prompt contingency plan in place in case of failure.
- Fully functional kitchen facilities should be available to service corporate boxes.
Section B5 Functional Area Operations

Technology

B5.1 Technology Operations and Systems Integration
B5.2 Technology Operations Centre (including Help Desk)
B5 Technology

Overview
The overall scope and delivery aspects of Technology for Games operations involve a complex and long-term development phase.

This includes the effective development of infrastructure, installation, client service arrangements, physical equipment needs, programming and design expertise, sport specific timing, scoring and results services telecommunications, audio visual requirements, graphics specialists and database designers all incorporated into a centralised team.

The major focus for Games Technology included many of the above elements but more attention was given to the following:

- The provision of a timing, scoring and results service to support the competition in venues.
- The provision of a results service via other channels particularly for use by broadcast and media.
- The provision of accreditation software and, badging and lamination technology to support the accreditation process.
- The provision of applications and infrastructure technologies to support other aspects of the M2002 Games operation.
- The provision of office technology to support the M2002 organisation before the Games.

The primary clients for Technology were:

- M2002 Sport division – establishing sport specific international compliance standards recognising the procedural requirements impacting the verification of results and timing mechanisms dictated by the International Federations. The clients included Competition Management and the IFTDs.
- Broadcast – primarily COMBO and other rights-holding broadcasters (RHB) focusing on the requirements for television graphics, delivery of timely and immediate results.
- Media – including online Games terminals and results notification systems.
- Accreditation – providing bespoke database services to suit the client and Games Accreditation System and Games Family Information System.
The overall scope for Technology became:
- The provision of a timing and scoring service for each competition.
- The provision of results/event management software at each venue servicing both key clients and venue based M2002 personnel.
- The provision of a results service, delivered over a variety of channels including the internet.
- The provision of a system to allow athlete biographies to be merged with data received from CGAs.
- The provision of a volunteer registration and accreditation database system and associated badging and lamination technology.
- A variety of additional applications to support the operation in such areas as logistics.
- Telephony services, including mobile phones.
- A resilient data network capable of supporting the application services.
- In-venue cabling.
- Personal mobile radios (PM Rs).
- Televisions at all venues, including the provision of a cable TV network from the IBC.
- PA systems in most venues.
- Videoscreens and scoreboards.
- Videowalls in the MPC and the CGV.

Outcomes
The technology programme was highly successful and delivered outstanding results both pre-Games and during the event.

Pre-Games
- The Games website proved very popular and was also a useful operational tool in managing volunteer application and ticket sales. Over 58% of volunteer applications and 60% of ticket sales were processed via the Games website. The website itself won two national awards, was very popular with the general public and there was virtually no system downtime experienced.
- Volunteer registration, both on-line and paper, went live on the planned date of 17 May 2001. This operation was very successful and continued without any unplanned downtime right up to the Games.
- Manchester was the first multi-sport event to provide accreditation over the internet. Approximately 35% of applications for accreditation were received via this route and it was especially popular with some of the larger CGAs and many of the key contractors.
- The transition from the original telecoms provider (atlantic) to an alternative provider in October 2001 was handled with no cessation of service apart from a reduction in internet access rights. This was despite the rapid shut-down of atlantic by the administrators.

Games Time
- The TV graphics supplied to the Host Broadcaster and rights-holding broadcasters supplied a reliable and visually innovative design complementing the Games look and colour.
- The Commentator Information Systems proved reliable and was very well-received, in particular the effective touch-screen solution deployed for Athletics, Cycling, Netball and the outside broadcast (OB) trucks. The fully Windows compatible touch screen solution was a very recent product from Hewlett Packard and Compaq and utilised successfully for the Games.
- Competition results were consistently delivered to Games Family Information System (GFIS) and the internet within two to three minutes of formal confirmation of the results from the venue.
- Print distribution service levels were consistently achieved, delivered within 10 minutes from each drop after formal confirmation of the results.
- GFIS was very popular and heavily used by broadcast and media for updated results and breakdown of splits and timing aspects.
The Manchester Games was the first multi-sport event to provide detailed information over the internet. This proved very effective for remote broadcast production and to support the laptop based modus operandi of journalists.

The Games were again the first event to pilot the delivery of results to Personal Digital Assistants (PDAs) over General Packet Radio Service (GPRS). This was a pilot programme led by Microsoft to test the new technology with selected users.

Strategy and Approach
The key features covered in the strategy and approach of Technology included the following:

Results Providers
The choice of the result provider was the single and most important sourcing decision to be made within Technology. M2002 opted for a combination of Delta Tre for the majority of the sports and the central results were provided by Swiss Timing. This decision was based on an analysis of formal tenders with particular emphasis on risk minimisation.

Service Level
This was defined as including an internal information system for use by accredited personnel only and also the provision of results print distribution services across all sports in the MPC, IBC and CGV, as well as the provision of a file transfer service for news agencies. Service level decisions were architecturally significant, implying the development of a central results system and process.

Single Platform
To reduce costs and complexity, one operating system was used – Microsoft Windows 2000. This was achievable as a result of:

- The results application selection and the availability of all other Games requirements being on the same platform.
- The increasing maturity of the Windows NT platform and its ability to provide resilience and handle adequate volume.

Systems Integration
M2002 managed the Systems Integration process internally, mainly because of the timescale at which the initial scoping was done.

This approach proved cost effective and enabled a high capacity for degree of flexibility for change requests interface and in-house developments.

Interface
Key to any systems integration project is the definition, publication and maintenance of interfaces between components. A key strategic decision was to use XML for this purpose, in particular for the results systems interfaces.
Simplicity
As the Games organisation was short-lived, Technology maintained a single platform, using broadly the same technology and the development team providing both GFIS and the website. Similarly, users were encouraged to realistically specify their requirements and most in-house applications were kept simple and straightforward with basic functionality.

Programme Management
Technology's programme management was established in January 2001 using weekly milestone reporting and a weekly milestone and issues review and produced effective results. This approach was superseded by a daily review from 1 July 2002 when Technology moved to an operational model.

Technology Programme Board (TPB)
The Board was established in 2000 as a forum to review general progress and issues with suppliers and ensure that emerging supplier issues had adequate Director attention.

The Board met monthly and was chaired by the Director of Technology. Senior project representatives from Delta Tre, Microsoft, Swiss Timing, Compaq, Avesco and COMBO were members of this board. M2002 attendance included the Systems Integration Manager, the Technology Solutions Manager and others as required.

The Team
The M2002 team peaked at approximately 125 direct hire staff, prior to the run-up to Games time.

During the planning and development phase, the key functions were:
- **Systems Integration** - responsible for the integration and testing of external and internal applications software as well as planning results operations both local and central at Games time.
- **Technology Operations** - responsible for the platform and network roll out.
- **Support** - provided ongoing support to M2002 offices and assisting in the definition of Games time support processes.
- **Mobilisation** - responsible for the recruitment of the volunteer workforce.
- **Venue Technology** - provided the implementation of the planning and support aspects of the Technology division at each venue.

The total M2002 effort through planning, design and development stages totalled 32,000 days of development.

Games Time
Direct hire staff at Games time peaked at 150 staff. This included the operational results systems experts on honoraria plus additional support staff and Venue Technology management.

At Games time, the organisation consisted of a central operation, the Technology Operations Centre (TOC). The TOC was managed by a Duty Manager who was responsible for the following teams:
- **Central help desk**
- **Network and systems monitoring**
- **Mobile response team**
- **Problem resolution team**
- **Supplier management**

In the competition venues, there were two Technology teams:
- **The Results team** - managed by the Results Systems Manager (RSM).
- **The Technology team** - headed by the Venue Technology Manager (VXM).

The majority of the test team performed a results operational role at Games time as Results Systems Supervisors (RSS).

At non-competition venues, there was a VXM and a supporting Technology team. In most venues, paid central support was assigned to venues to assist the VXM as well as a skilled volunteer workforce.
Key Technology Partners and Contacts

**Delta Tre Informatica** – the timing, scoring and results suppliers delivered a quality service and interfaced successfully with the interdependent contractors. Approximate total development effort (excluding Games time) was 1,200 days.

**Swiss Timing** – the timing, scoring and results suppliers – worked extensively with the major interdependent results and technology suppliers delivering a total planning activity duration of 450 days.

**Gold Medal Systems** – the Accreditation system supplier. The approximate total development effort was over 600 day period.

**British Telecom** – provided telecommunications, including web-hosting, mobile telephony and CATV.

**Bailey Telecom** – a local telecommunications company supplying in venue cabling. Bailey’s had a presence in all venues with significant cabling and IT requirement at the IBC and MPC.

**Avesco** – provided and installed audio visual arrangements including scoreboards, presentation displays and overall integration between the two mediums.

**Delta-Sound** – supplied the PA at the Stadium, which was complemented by the incumbent supplier of the Ceremonies and the existing installation and audio/sound frequencies utilised in the Stadium.

**Mike Weaver Associates** – the Games wide provider of radios, based on the trunk systems utilised throughout the Games.

**Microsoft** – an Official Sponsor providing the Platform Software which included the Office 2000 system and XP programming platforms enabling the Games Family and M2002 to work off a compatible and user-friendly system. The total development effort (excludes Games time) was 660 days planning and development.

**Xerox** – provided all document management systems including photocopiers, faxing and printing configuration processes across the Games and developed for the use of clients and M2002 staff.

**Venue Involvement**

Technology had a presence at all competition venues providing the following services:
- **Technology Equipment Room**
- **Local Support**
- **Local Results Service**
- **Commentator Information Service**
- **Games Voice network**
- **PMR support**
- **GFIS**
- **Rate Card Services**
- **CATV**
- **Video Boards**
- **Plasma Screens**

For full details on the procured items utilised by Technology at each venue please refer to the Statistics Pack (volume 5).
Legacy

Hardware

The majority of the technology equipment was leased or provided as part of a sponsorship deal through Microsoft or Xerox and as such has been returned to the suppliers.

Venue cabling was implemented in many venues as a temporary solution and has been removed as part of the Venue Hire Agreements.

The exceptions to this are:

- National Cycling Centre – CAT 5 cabling was implemented as a permanent solution at the venue.
- National Shooting Centre, Bisley – CAT 5 cabling was left as a permanent solution including network racks and Cisco networking equipment.
- CGV – some of the cabling in the permanent areas of the Village has been handed over as a legacy item to Manchester University.
- G-Mex – one of the network fibres has been left in position and handed over to the venue.
- Cisco equipment – as part of the Cisco Supplier agreement all networking equipment was donated to selected recipients including Manchester University, Bisley, MANCAT, Openshaw and other local technology colleges.

Software

Whilst the results and accreditation systems were supplied by third parties, the majority of the Games enabling systems and the websites were developed in house. These applications, while bespoke to meet the specific requirements of the Manchester Games, may have some value for future Commonwealth Games or other events.

- Medical – an intranet based system used for recording consultations and prescribing drugs.
- Bedtracking – this application was used to track the number of bed nights per nation at the Village. It was based on the assumption that if an athlete eats in the Dining Hall on the day, they must have slept at the CGV the night before. As such Games Family Meals (GFM)s accreditation cards were scanned on entering the dining areas at the CGV and at Bisley and recorded electronically to produce a financial reporting system.
- Uniforms Inventory – with over 12,000 Crew members to be issued uniforms, a uniform inventory system was designed and implemented to control and track the level of stock.
- Training Schedule – a system was developed to book training sessions in different venues and multiple stations.
- Ceremonies – a stage management application was written for Jack Morton Worldwide to enable them to record personal details of cast and crew. It also recorded individual events such as rehearsals and enabled attendance lists to be created.
- Human Resources – an application written to enable HR to collate data on staff and establishment to enable the production of reports to assist with recruitment planning.
- Protocol Information Management System (PIMS) – this system enabled Protocol to produce and monitor the itineraries of VIPs and their guests.
- Arrivals and Departures – this enabled Transport to collate and monitor the arrival and departure times and transport modes of the Games Family.
- Issues and Risks – a desktop programme written to enable management of issues, risks and change control to be logged and monitored.
- Incident Tracking – written primarily for Games time operations which may have had risk elements that could lead to litigation or loss of revenue to be recorded.
- Competition Schedule – written to facilitate the production of the Competition Schedule from a single source and with relative ease.
Overview
The Technology Operations Centre (TOC) provided the central venue component of Technology during the Games period.

The TOC’s responsibilities included:
- Management and monitoring of the infrastructure, in particular, network, hardware and platform software.
- Monitoring and repair of results data.
- Central support and supplier management of all technology suppliers.

VXMs and Results Managers all reported into the TOC, as well as reporting into their individual Games venues.

The Team
The venue was managed by existing M 2002 Technology staff who were organised into two shifts. There were skeleton help desk staff on duty covering the night period. A full time electrician was employed one week before the Games until 5 August. The electrician was based on site to ensure immediate resolution of any power issues; fortunately their services were rarely required.

The TOC was managed by a Duty Manager; this was usually one of the two General Managers from the Technology team.

The following teams were based in the TOC and reported to the Duty Manager:
- Central Results and Data Consistency – responsible for ensuring that results published to agencies, web, and information systems were consistent and accurate.
- Mobile Response – providing physical help, equipment replacement to venue technology teams.
- Problem Resolution Team – this was a ‘virtual’ team responsible for solving difficult cross-supplier technical problems.
- Systems and Network Monitoring – based in the SMC, and was responsible for reviewing all systems, alarms and alerts and taking appropriate action.
- Supplier Management – the primary point of contacts for suppliers.
- Central Help Desk – the help desk for most venues and the backup help desk for venues with dedicated local help desks.

The majority of the staff were M 2002 direct hires. However, as a contingency, a substantial investment was made with Microsoft to provide on-site infrastructure support in the TOC at Games time. This was very useful in the few days before the Games.

The following suppliers were also represented in the TOC:
- British Telecom
- Xerox
- Delta Tre Informatica (working in the central results team and also as a central point for the D3 venue teams)
- Swiss Timing
- Gold Medal Systems

The TOC went live on 1 July and the operating hours were stepped up in two phases. The TOC was open 24 hours from the commencement of the Games until 5 August.

The Venue
The TOC was based at Commonwealth House with the contingency back up area at Heron House. All technology including networks was backed up at both locations.

For the TOC to be fit for purpose, physical changes needed to be made, these included the following:
- The installation of a dedicated area used as the Systems Monitoring Centre (SMC). This required the installation of projectors, desks and terminals.
20 channels from the CATV system were installed so the SMC and central results area could monitor venue-based activity.

The SMC was responsible for monitoring the following:
- The British Telecom wide area network through the use of a graphical tool.
- Compaq insight manager providing hardware status on all Compaq platforms (servers being the primary interest).
- Microsoft Operations Manager providing a software status on all connected PCs.
- Touchpaper – the help desk application.
- Current output on the website.

**Games-Time Service Management (Help Desk)**

**Structure**

A semi-distributed help desk operated at Games time. This consisted of a central help desk located within the TOC and five local help desks.

Venue help desks were allocated to venues where:
- A high volume of support calls were anticipated, in particular key venues like Sportcity.
- Venues that were geographically remote from the centre, for example Bisley, OHH and Manchester Airport requiring additional support and close monitoring.
- Staff at the venues delivering services to high profile client groups, for example IBC and CGV.

The central help desk managed the support calls for a total of 19 venues. Each of the local help desks managed support calls for between one and six venues.

A semi-distributed help desk provided the following:
- Central view of the status of all outstanding incidents.
- The central helpdesk had a view of the workloads outstanding at each venue, central management were able to make informed decisions regarding the redirection of support resource from one venue to another.
- The central help desk was able to collate management information regarding service delivery at all venues, for example, the number of outstanding Severity 1 and 2 incidents at each venue.
Configuration of the Help Desk Tool

The Support Groups

The help desk system was configured to reflect Technology's operational model. A helpdesk group was established within the system for each of the technology support groups.

Once a call had been logged with the help desk it was allocated to the relevant support group on the help desk system. There were nine central support groups, each of which was responsible for delivering a specific service across all venues. In addition, there were 16 localised support groups responsible for delivering general IT support, either to a single venue, or a cluster of venues.

At all times the technology support group had a Duty Manager located in the centre or on call to ensure helpdesk calls were distributed to sufficiently experienced individuals who were directly responsible for achieving the expected Service Level Agreement (SLA).

The Central Support Groups at Games time consisted of:

- TOC Help Desk - call logging and call management.
- TOC Management - management of central and local issues escalated to the TOC.
- Systems Monitoring - central support of servers, operating systems and high level support to Microsoft applications.
- Games Application Support - support of Games specific (non Microsoft) applications.
- Central results and data consistency verification - checking the consistency of results which were fed from the venues to the TOC.
- Problem Resolution Team - dealing with complex faults which required in depth analysis and which couldn't be readily dealt with by other teams. Generally dealing with Severity 1 and 2 incidents.
- Mobile Response Team - supplementary resource for venues when a venue had insufficient staffing to provide adequate local support.
- Test Lab Team - dealing with the testing of urgent configuration changes.
- Results Software Team - management of faults relating to Delta Tre and Swiss Timing software. This team were responsible for supplier management of Delta Tre and faults with Central Results System (CRS).
- Radio Support - support for Personal Mobile Radio (PMR) faults, centrally and to specific venue networks.
- Communications Management - Support of LAN, WAN and telecoms. Logging and management of fault allocated to British Telecom and Baileys.

The local 16 support teams from the following venues:

- Aquatics Centre.
- Bessemer St including the warehouse and MAUC.
- Bisley Helpdesk including the NSC and CSV.
- Bolton.
- Belle Vue.
- Commonwealth House - supporting the staff based at Commonwealth House and The Queen's Jubilee Baton relay (QJ BR).
- City Centre Helpdesk and Support Team - supporting G-Mex Centre, International Convention Centre (ICC), Manchester Airport (MAN), Midland Hotel (OHH), Piccadilly Station (PIC) and the Main Press Centre (MPC).
- Heron House - supporting Heron House including the MAC and GCC.
- Heaton Park.
- IBC Help desk.
- Rivington - supporting Rivington area and Salford Quays.
- Sportcity Help desk - supporting National Squash Centre (NCC), Sportcity Domain (SCD), Table Tennis Centre (TTC), Warm Up Track (SWU), City of Manchester Stadium (CMS), Corporate Hospitality Village (CHV) and the Sponsor Hospitality Village (SHV).
Village Help desk – supporting the CGV, Village Overflow accommodation and TOV.
Manchester Evening News Arena.
Wythenshawe Forum.

**Key Lessons and Recommendations**

- Ensure that sufficient delivery focused technology strategy and planning skills are in place three years before the Games.
- Ensure sufficient and adequately experienced staff who are experts in sport, media and broadcast are recruited early in the planning process.
- Build a complete test events programme, emulating the Games, into the plan as part of initial planning.
- Make all key supplier/service level decisions early in the planning process. In particular, Sport Presentation is considered fundamental to the success of the Games.
- An experienced manager of the software supplier should be employed sufficiently early in the process alongside the recruitment of individuals with operational results experience to ensure delivery of software.
- Recruit all VXMs five months prior to the Games so that they can oversee and manage fitout and technology installations in particular cabling arrangements.
- Installing CATV at the TOC is essential as a means of keeping the TOC in touch with venue-based activity and for monitoring/reviewing the TV graphics. The recommendation is that 20 channels from the CATV system are implemented in the TOC as well as at premier venues and the GCC.
- Establish a forum similar to the Technology Programme Board (TPB) set up by M2002. This will facilitate the building of strong relationships between the OC, Host Broadcaster and key technology contractors.
- Review how much print distribution is required by journalists and broadcasters. Focus energies on appropriate information terminal distribution and on-demand printing facilities.
Requirements for a future Games voice network should be severely challenged, especially given the potential cost implications. Consideration needs to be given to maximising the use of mobile telephony, especially given the potential cost implications.

Ensure suppliers are adequately resourced to deliver on their agreed SLA.

Ensure business processes are defined and agreed and before beginning development of strategies for technological implementation.

Deploy volunteers to venue based roles starting one month before the Games to assist in venue set up and installations.

The Host Broadcaster needs to be involved in results graphics design during the early development stage.

The PMR provider needs a strong reactive team on top of general project team to successfully manage and deliver.

Ensure a fail safe asset tracking process is in place for radio distribution and collection.

Provide adequate training and encourage the use of PMR's at the outset of the Games to identify genuine technical problems and local deadspots.

Undertake sufficient integration, system and stress testing, especially of results systems.

Ensure that the technology experienced staff are equally deployed to venues and the TOC.

Test all printing facilities with an emphasis on environmental issues, printer faults and configuration issues.

GFIS and website data issues required constant vigilance and data checking to ensure results were accurate; it is important not to underestimate the resource requirement for this function.

The provision of the CATV service in the TOC was essential in keeping the core team up to date on developments.

Initially, it was planned to co-locate the TOC with the GCC. In the event, due to space restrictions, the TOC was located separately at Commonwealth House. This became an advantage and allowed for the team to focus solely on Technology issues and resolve them as they arose.

Likely pressure on the help desk was hard to predict in advance and was subsequently overstaffed much of the time.

The low-tech TOC management process proved to be entirely adequate for the requirement. For example, utilising whiteboards to record current incidents and problems was an effective method of tracking.
Section C

Third Party Involvement

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C1  Regulatory, Enforcement and Powers Group

Overview
The successful delivery of the Commonwealth Games depended greatly upon having a significant number of statutory consents, orders and legal agreements together with practical arrangements to protect the M2002 brand and the commercial interests of Games Sponsors and Licensees.

The ability to resolve these matters lay with a number of different agencies, including the local authorities and the Police, which meant that M2002 had to work closely with these parties to achieve these objectives. In summer 2001, it became clear that the most effective method of coordinating this activity was via the establishment of a working group. To deliver this a Regulatory, Enforcement and Powers Group was established.

The group brought together a wide range of expertise from across the public and private sectors and strengthened working relationships between the local authorities and the Police that will endure after the Games.

The Lead Group
The Regulatory, Enforcement and Powers Group was chaired by the Deputy City Solicitor from MCC and reported to the Greater Manchester Coordinating Committee (GMCC).

The objective was to coordinate activity to ensure that all necessary statutory consents and orders were obtained in a timely fashion and the legal issues which fell within the remit of one or any of the Games stakeholders were effectively dealt with.

The Group’s membership included:
- Representatives from relevant FAs within M2002 – Legal, Commercial, Look and Event Services.
- A member of the Road Events team.
- Departments within MCC included representatives from: Legal Services, Planning, Highways, Building Control, Licensing and Trading Standards.
- GMP and personnel from other local authorities as required.

It quickly became apparent that to gain the statutory consents and orders within the given timescales, sub-groups needed to be established to focus on particular areas of the Group’s work.
Five sub-groups were formed:

**General Road Closures and Traffic Orders Sub-Group**
This group coordinated the work of several local authorities in order to deliver a wide range of temporary traffic orders associated with the transport strategy. Examples of these include:
- Road and footpath closures.
- Parking restrictions.
- Directional changes in traffic flow.
- Changes to bus lanes.
- Changes to clearway orders.
- Temporary closure of taxi ranks.
- Creation of temporary taxi ranks.

Many of these orders were required for Sportcity and the CGV:
- Sportcity - to enable the complex to be adequately serviced with appropriate traffic orders, parking restrictions, bus lanes and taxi ranks.
- CGV - to deliver as secure a site as was feasible given its location in the heart of a residential area.

The most challenging issue faced by the sub-group was how to enforce these closures within the boundaries of existing local authority's powers. After extensive discussions and independent legal advice, workable solutions were found and implemented in consultation with local residents and businesses, transport operators and the emergency services.

**Road Events Road Closures Sub-Group**
This group ensured that the five local highway authorities implemented the necessary temporary road and footpath closures to safely operate the Games Road Events (Road Cycling, Mountain Biking, Triathlon, Marathon and the 20 and 50 km Walks).

**Licences, Approvals and Consents Sub-Group**
The group focused on:
- Ensuring planning conditions were discharged and the appropriate necessary safety certificates and licences were obtained for Sportcity.
- Obtaining licences and approvals required for the operation of all other venues. This included:
  - Safety permits for temporary structures such as stages, seating and marquees
  - Entertainment and liquor licences
  - Indoor sports certificates
  - Street trading licences
  - Fire certificates
- Obtaining planning consents for temporary fitout work at venues, together with any consents associated with listed structures. Examples of this include G-Mex and parts of the CGV.

A contact officer from MCC's Planning Department produced a guidance note to assist M2002 in identifying which works required consent.

A delivery programme was agreed based on a schedule showing all approvals, licences and consents required for each of the Games venues.

**Brand Protection Sub-Group**
This group was set up to protect M2002's brand and intellectual property rights and the rights of Sponsors and Licensees. This area had a strong level of legal experience and knowledge of local conditions. The remit of the team included the protection and relevant advice required to manage this area:
- The registration of M2002's trademarks.
- Action to deal with trademark and domain name infringements.
- The approval of all advertising on local authority owned poster sites in order to avoid ambush advertising.
- The development of a strategy to deal with unauthorised street trading and so-called peddlers around Games venues.

A list of the key dates when M2002 trade marks were registered can be found in the appendix to this volume.
Environmental, Look and Miscellaneous Issues Sub-Group

The focus of this group fell into two main areas:

- Providing legal support to M 2002 and local authority personnel who were implementing the Look programme. Some examples include:
  - Advice and support in terms of enforcement action against the owners of unsightly, derelict or neglected buildings or land.
  - Securing the permits for scaffolding and any other projections over the highway. Examples included banners hung over roads, pennants attached to lamp-posts or building wraps which needed temporary scaffolding.

- Dealing with a range of other legal issues. For example:
  - Guidance for the chaperones of athletes under 16 years of age.
  - Data protection issues relating to the use of the volunteer database.
  - Advice on the public liability implications arising from the delivery of the Park and Ride and Park and Walk facilities. For example, at Heaton Park, which is owned by MCC, the parking facilities had been constructed by MCC using sub-contractors. At Games time this was managed by a contractor, therefore, all parties needed to be clear who would be liable in the event of problems arising.

In respect of the Look programme, a constant balance needed to be reached between efforts to encourage local businesses to enter into the spirit of the Games by dressing their premises and the need to protect the interests of M 2002 and its commercial partners. A range of non-branded dressing materials in Games colours were developed for businesses and others to use. As this element of the Look programme was rolled-out into the business community, the Brand Protection team and members of the sub-group worked closely to resolve any potential conflicts of interest.

Games Time

At Games time local authority licensing and trading standards personnel worked with the Police to deal with a range of issues. These included:

- Unlawful street trading outside venues – in the run-up to the Games, M 2002 had worked with local authorities to ensure that there would be no licences granted for street trading outside venues at Games time. In spite of this, some traders did attempt to trade outside venues but they were promptly moved on by Licensing Officers.

- Ticket touting outside venues – while not illegal there was a danger that the tickets being touted were counterfeit. For this reason alone, GMP, Licensing and Trading Standards personnel kept any touts under close observation. Touts were reported outside several Manchester venues but the subsequent attention they received had the effect of disrupting their activities and as a result many left the area.

- Brand protection issues such as the sale of counterfeit goods and programmes – several arrests were made for the sale and promotion of counterfeit Games Programmes in the precinct of Games venues. Many of these subsequently resulted in prosecutions.

Key Lessons and Recommendations

- A multi-agency working group can provide a useful focus for the delivery of consents, orders and legal agreements.

- The group can also help in protecting the Games brand and the interests of Sponsors and Licensees.

- Any working group should be established at least one year out from the Games and be chaired by one of the OC’s senior directors.
C2 Physical Look of the City

Overview
The image and physical look of the city was critical to the overall visual impression made to visitors when they arrived in Manchester. In addition, if the full legacy benefits from hosting the Games were ever to be fully delivered, the image with which all visitors were left with would be vitally important if Manchester's potential as a tourist destination was to be enhanced.

Look of the City Programme
The overall Look programme was developed between M 2002 and MCC, in collaboration with key partners and agencies, local residents and businesses and other local authorities. While M 2002 had responsibility for the dressing of the interiors and exteriors of all Sport and non-Sport venues and surrounding the venues, ultimately they were dependent on other parties to deliver the wider elements of the Look in and around the city. This wider Look programme needed to be complementary to M 2002’s dressing of venues while at the same time consistent with M 2002’s Games branding and communications messages.

The delivery of Manchester’s Look of the City Programme was led by the Deputy Chief Executive (Performance Sector) of MCC who worked with representatives from:
- MCC service areas such as Operational Services, Property, Planning, Engineering Services and Leisure.
- Manchester City Centre Management Company Ltd.
- New East Manchester Ltd.
These key personnel were in turn able to mobilise input and support from other agencies, businesses and residents. The working group defined a programme of works and then delegated the implementation. It in turn reported to the GMCC. Other local authorities implemented their own Look programmes in close consultation with M 2002 and M CC.

In March 2002, key officers from the M CC working group participated in a workshop facilitated by the Fitout team from M 2002. It reviewed the Look programme and examined what needed to be achieved to ensure delivery of a fully integrated programme. The aim was to achieve the following:

- To maximise the impact of the city and the venues for both visitors and TV viewers around the world
- Make a significant contribution to the ‘feel good’ success factor. This workshop successfully resulted in the fine-tuning of M 2002’s Look and the Look of the City.

M 2002 and M CC successfully deployed GIS (Geographical Information System) in developing the overall Look programme. GIS, with its ability to link data sets, allowed the plotting on plans and maps of the location of such things as Games Sport and non-Sport venues, construction and eyesore sites, banners and flowerbeds and geographical information to be supplemented by linked schedules of site and location photographs.

GIS gave a clear overview of the potential of the Look programme so that opportunities to maximise its impact could be realised within the available timeframes.

**Components of the Programme**
The programme had three main components:

- Physical works.
- Educational activity and campaigns.
- Maintenance regimes and Games time operations.

**Physical Works**
This was broken down into four strands of activity:

**Major routes into and around Manchester**

- Banners, flags and pennants on key routes and at key junctions.
- Horticultural displays including flowerbeds, planters and horticultural features, such as topiary.
- Wrapping of buildings either to decorate buildings and the street scene, or to disguise construction sites and buildings in disrepair.
- Infrastructure works such as highway, carriageway and footway improvements.
- Replacement or painting of street lighting columns and other street furniture, including litter bins.

**Manchester City Centre Works**

- Dressing of city squares - using banners, flags, horticultural displays and planters.
- Wrapping of eyesore buildings/scaffolding around construction sites using building wraps, hoarding treatments and billboards.
- Dressing of major public and other buildings in the city centre. This included spectacular displays on the Arndale Shopping Centre and the Sunley Tower overlooking Piccadilly Gardens.

**Key Arrival Points in the City**

This included Manchester Airport, Piccadilly and Victoria Train Stations and Chorlton Street Coach Station. Building wraps, treatment to entrances, banners, planters and graphic treatments were utilised.

**East Manchester**

- Graphic treatments to the Store Street and Adair Street gateways (juncture points to the City Link and Piccadilly Shuttle routes respectively).
- Selective hoarding and wrapping of buildings and sites on key pedestrian and traffic routes.
- Dressing of routes to and around Sportcity.
- Investment in the Ashton Canal corridor.
- Works involving local residents, mainly to gardens and communal areas were carried out through the ‘New Deal for Communities’ programme.
- Promotional billboards and hoardings sponsored by New East Manchester promoting the regeneration of the area.
Educational Activity and Campaigns
The educational campaigns launched to promote a sense of civic pride in residents and businesses was implemented to support MCC’s street cleaning operation and to tidy up parts of the city that were outside MCC’s responsibility. The key underlying message was that every area in the city should be clean and kept tidy, ready for the thousands of ‘guests’ who would be attending the Games and visiting the city. Activity included:

- A clean-up campaign which was launched in April 2002 with the primary objective of encouraging a sense of civic pride. Community groups, residents and businesses were persuaded to adopt and regularly clean-up a part of the city. City Councillors and staff were also involved in local events, which included fun days and competitions.

- Britain In Bloom – in recent years Manchester has enjoyed regular success in the ‘North West in Bloom’ and ‘Britain in Bloom’ competitions. The essence of these competitions is the improvement of the environment by those who live and work in the city. This aspect had been progressively developed through entry to these competitions and in 2002 MCC further encouraged and supported this approach with a view to enhancing the overall Look of the City programme. Residents and businesses were encouraged to put out hanging baskets and containers and to plant flowerbeds using plants in Games colours. Small grants were also made available to local neighbourhood groups to support the initiative in their areas.

- The Commonwealth Pledge Initiative – this was aimed at encouraging city centre canal and riverside leisure and entertainment venues to keep the area immediately outside their premises clean and free from litter and refuse. The pledge, which was organised by the Manchester Waterways Initiative, had a three-tier award system – bronze, silver and gold to reward businesses for achieving a series of environmental improvements.

Maintenance Regimes and Games Time Operations
This focused on pre-Games and Games time street and public space cleaning and maintenance regimes. This included:

- Systematic removal of graffiti.
- Removal of fly-posting.
- Removal of fly-tipping.
- Programme of street washing.

This activity had three broad strands:

- A Cleaning and Maintenance Resource Plan was put in place for the provision of 24 hours, 7 days a week street cleansing around venues on key routes and in the city centre between 23 July and 6 August.
- Providing a speedy and effective response to issues relating to the maintenance of highways, street lighting, highway drainage, banners and horticultural displays.
- MCC’s One Stop Shop was operational continuously between 23 July – 4 August and handled queries Look related Games time issues including replacing damaged banners. In addition, Operational Services Management staff were on duty for the duration of Games with a remit to focus on the environment around venues in the city centre and in the vicinity of the CGV. This ensured effective service delivery and provided rapid responses to any problems that arose.
Funding the Programme

The Look programme had four primary funding sources:

- Budgets held by MCC. This included a budget to make small grants available to community and residents groups for them to undertake planting associated with Britain in Bloom.
- Revenue generated from letting advertising space on hoardings around four key development sites and from advertising revenue from some banners and building wraps.
- Businesses, individuals and other organisations and agencies paying to dress their own premises and sites.
- Funds generated by New East Manchester Ltd.

Legacy

The physical Look of the City added to the excitement and spectacle of the Games and to the civic pride that was evident throughout. Many of the hundreds of congratulatory letters received from visitors, residents and organisations remarked on the colourful, flower filled streets and the media described how Manchester’s image of a dirty, industrial city had been transformed to a city of colour for the Games.

Whilst the banner arms will remain on street lighting columns, the banners, pennants and flags were removed, checked and sorted within six weeks of the end of the Games. The majority were distributed to local community groups, sports clubs and schools while approximately 500 were given to a local charity, the Kirsty Howard appeal who they distributed them to members of the general public in exchange for donations. A small number were also given to the Manchester Lord Mayor’s Charity for sale in a fund-raising auction.

Although some of the Look elements were for a short term visual effect, work is now progressing to ensure the lessons learned regarding the way the Look was planned and carried out, are fed into future working arrangements. MCC staff, particularly in Operational Services, felt that the Games gave them an opportunity to work in different ways. This leaves a legacy of ensuring that the positive elements of their Games time operations are transferred into their normal service delivery arrangements.

There is now an expectation from many residents, visitors and the general public that the clean streets, floral displays and rapid response to problems remain as a post Games legacy and MCC will be working to ensure that this is reflected in future corporate strategy.

Key Lessons and Recommendations

- Key to the successful delivery of any Look programme is a strong partnership between the OC, the authorities in the Host City and a range of private and public sector partners. This partnership should be brought together at least one year out from the Games and responsibility for leading it should be given to a director in one of the partner organisations.
- In order to create a sense of ‘ownership’ of the Games and a sense of civic pride, it is important that local residents and businesses are fully engaged in Look (and other) initiatives.
- The value of using the Geographical Information System (GIS) as a tool for planning a Look programme cannot be underestimated and is recommending for future city Look planning activities.
C3 Emergency Services

Overview

It was clear from the outset of the Games planning process that the Games would create a set of exceptional local circumstances requiring a Games specific response. For example:

- There would be sporting events at a number of venues across the Manchester area together with a range of other events such as the concluding stages of The Queen's Jubilee Baton Relay and a range of Games time cultural events and entertainment activity.
- 5,000 athletes and team officials and Games Family would be resident in the area for some or all of the period of the Games.
- There would be a high number of visitors in the area, many of whom would be staying locally overnight.
- Members of the Royal Family, together with Heads of Government, UK Government officials and VIP visitors from the UK and around the world, would be attending the Games or would be staying in the area during the Games.

From the start of the planning phase, M 2002 acknowledged the inextricable link between security, safety, emergency planning and public health. A Security Advisor was appointed to stimulate these areas to ensure a coordinated approach in delivering a safe and friendly Games.

M 2002 took full cognisance of UK Health and Safety Executive guidance and the legislation governing licensing and public admittance to sporting venues. The obligation to ensure that public safety remained paramount necessitated a close working relationship with the local authorities hosting the Games and the respective Safety Advisory Groups.

Police

The geographical spread of the competition venues involved three police force areas (Greater Manchester, Lancashire and Surrey) with the majority of venues being located in Greater Manchester. The Metropolitan Police and British Transport Police also contributed to the overall security arrangements.

The respective Chief Constables were responsible for policing issues relating to the Games. M 2002 were responsible for the security of venues, in terms of access control, spectator movement and evacuation.

Each Police force established a project management team which was fully integrated in the planning and operational delivery of security arrangements for the Games. These teams worked closely with the FAs and venue teams within M 2002.
There was an unobtrusive Police presence at all competition venues at critical periods of venue development and particularly during the operational phase. Because of their pivotal role in relation to the Games as a whole, the CGV and Sportcity attracted a more obvious Police presence.

The high profile visits of members of the Royal Family and other dignitaries attracting ‘personal protection’, were managed by the police service in cooperation with venue operators and M 2002. Defensive searches of venues and site vulnerability surveys were also carried out by the Police who provided a risk assessment on a regular basis. The security arrangements and deployment of staff were commensurate with the prevalent threat assessment, particularly due to the world climate following the events of 11 September 2001.

As a result of the Site Vulnerability Surveys, Sportcity was managed as an ‘island site’ and was ‘locked down’ as a secure area from 10 July. A remote vehicle search site operated from a similar time to facilitate the screening of vehicles visiting the site (see section B3.10 of this volume for more details).

Fire Safety
In October 1999 the Greater Manchester County Fire Service (GMCFS) established a project team to deliver the contingency planning for the Games. Throughout the period leading up to July 2002 the GMCFS and those of Lancashire and Surrey produced a range of coherent, integrated contingency plans to minimise risk and to secure the safety of athletes, visitors, Games Family and their own fire fighting personnel, whilst ensuring an efficient everyday service to the community.

Fire risk assessments were carried out in respect of all Games venues. Subsequently, GMCFS identified the need to deploy a dedicated fire engine with corresponding crew at the CGV and Sportcity.

Fire service personnel, including a team of Fire Safety Officers, were deployed to support the delivery of the Games’ Fire Service safety contingencies. Other fire service specialists, such as communications, media staff, officers specialising in handling hazardous material, formed part of a dedicated operational response.

Chemical, biological, radiological and nuclear (CBRN) planning was undertaken and managed under a Memorandum of Understanding between partner agencies. Various types of atmospheric analysis equipment for plotting dispersal patterns of airborne substances were acquired to support HAZMAT (hazardous material) operational procedures.

Local Authority Emergency Planning
The Emergency Planning departments of all local authorities within Greater Manchester and those hosting Games’ venues in Lancashire and Surrey worked together to provide a Games time emergency planning response. MCC’s Emergency Planning Section took responsibility for coordinating all the planning for local authorities within Greater Manchester.

A multi-agency working group was established in August 2001 which met on a monthly basis until June 2002. The remit of the group was to develop an effective multi-agency response to a major incident that could have an impact on the Games and to do so in a way that was consistent with existing plans. All response decisions were approved by the GMCC.

The Games specific arrangements clarified on-site and off-site responsibilities. On-site plans for all Games venues were the responsibility of M 2002. The responsibility for developing and implementing the multi-agency off-site plan was managed by M CC.

The arrangements which were put in place for each venue reflected their particular local circumstances. Arrangements were implemented accordingly for those circumstances that were unusual or where specific problems were identified.

National Health Service (NHS) Emergency Planning
A Health Emergency Planning Group was established in September 2001 to deliver emergency planning and public health requirements for the Games. Due to the extensive reorganisation of the National Health Service (NHS) in April 2002, the main workload and extensive emergency planning training programme took place in the three months prior to the Games.
The group focused on the NHS organisations directly affected by the Games including NHS Direct and the Greater Manchester Ambulance Service (GMAS). All information was shared on a regular basis, throughout Greater Manchester to health authorities and related Primary Care Trusts.

Ambulance Service
The Ambulance Services of Greater Manchester, Lancashire and Surrey were key constituent partners whose remit was to provide a safe and incident free Games.

Like the other public services, their aim was to support the ethos of the Games in a positive manner without detracting from their obligation to continue their usual level of service to the community.

Specific UK Sports Ground legislation dictated the presence of the ambulance and paramedic service at the City of Manchester Stadium. Contingency plans were also issued to cater for the influx of the many thousands of visitors attracted to the area during the period of the Games.

The Ambulance Service adopted a positive attitude and played an integrated role within the management structure of the Games. Staff were present at key locations and were part of the Games time Command and Control System.

Integrated Command And Control
M2002 adopted an approach to Command and Control similar to existing established practices used by the emergency services throughout the UK:

| Strategic | (Gold) Games Coordination Centre |
| Tactical | (Silver) Subordinate Command centres (Transport, Security, Catering etc.) |
| Operational | (Bronze) Venue Command Centres |

The emergency services were represented within the Games structure at all levels.

Games Readiness
Each of the bodies involved in the provision of emergency services, were fully supportive of the Games and illustrated their commitment by total participation in test events and Games Readiness Exercises. Equally, M2002 personnel reciprocated whenever the emergency services organised training seminars or Games related exercises.

Observations
Planning the delivery of a multi-sport, multi-venue event provided new challenges to the emergency services. Existing arrangements and the drafting of Games related contingency plans enabled a confident delivery of Games’ policies and procedures. Well designed venues, positive management, good signage, rehearsed scenarios, multi-agency cooperation and a supportive public resulted in a successful Games.

Key Lessons and Recommendations
- Build on existing best practice already established, within local authorities and national emergency services.
- Where possible undertake Games related work via existing working arrangements.
- Establish a clearly tiered command and control structure which allows issues to be escalated in a timely manner.
Overview
Given that the Games was the most significant multi-sport event to be held in this country since the London Olympics of 1948, Greater Manchester Police (GMP) had to ensure that its planning process and service delivery was capable of meeting the challenge.

The overall aim of GMP was to police the Games in a safe, secure and enjoyable environment.

GMP’s objectives were as follows:
- To protect and reassure visitors and the community of Greater Manchester.
- To prevent and detect crime.
- To prevent disorder.
- To ensure the free flow of traffic.
- To ensure the safe movement of Protected Persons attending the Games and associated events.
- To minimise the disruption to the community of Greater Manchester.

Following a major disaster at a UK football stadium in 1989, a public inquiry took place. One of its recommendations was that a clear understanding, in writing, needed to be agreed between the stadium operator and/or event organiser with the Police covering their respective responsibilities. This was known as a Memorandum of Understanding implemented at all major sporting events.

The Chief Constable was ultimately responsible for policing the Games, whilst security of venues in terms of access control, spectator movement and evacuation was the responsibility of M 2002.

The Police would only take control where the senior Police Officer present declared it necessary, for example, in the event of a disaster.

Planning Team
A practitioners group called the Project Management Working Group worked to the Project Board and consisted of chairpersons of specialist sub-groups covering such areas of Security, Traffic, Communications and Operational Planning.

In order to support the above structure the police established a dedicated Planning team in January 2001 consisting of 12 staff, headed by a Chief Superintendent who dually acted as Project Manager of the team. The GMP Planning team coordinated the Force effort utilising a project management system to ensure that all tasks were monitored and completed. Areas of concern were raised at Project Board level for resolution.

Security Advisory Group
The specialist sub-group for security, the Security Advisory Group (SAG), was established in April 2000 chaired by the Head of Special Branch. In August 2001 the chair was taken by the newly appointed Security Coordinator, a GMP Chief Superintendent, whose role was to oversee and coordinate GMP’s security operation.

The Group’s membership included internal staff representing:
- Special Branch
- Intelligence Bureau
- Operational Planning
- Search Coordination
- Community Affairs
- Venue Commanders
- Games Coordinating Team
Two external members were:
- A Senior Military Commander
- A member of the Royalty and Diplomatic Protection Group (RDPG) from the Metropolitan Police Force based in London.

The Military Commander coordinated all military support which provided a valuable contribution in terms of the counter terrorist and search operations, this added to the level of confidence in the aim to ensure a safe and friendly Games.

The RDPG members’ Terms of Reference covered protection for Royalty, certain UK Government Ministers and visiting Heads of State.

The SAG met on a monthly basis to ensure that all security measures were put in place. These included:
- Providing an ongoing assessment of the threat from both criminal and terrorist sources.
- Options for the defensive searching of each venue in response to the assessment.
- The identification of resources required to provide personal protection for relevant individuals.

Protected Persons Sub-Group
This was formed to focus solely upon Protected Persons. A focus of the sub-group were defensive searches of venues where Protected Persons were visiting. These were managed by a dedicated search coordinator. The chair of the sub-group reported to the SAG.

The Sportcity complex operated as an island site and was locked down as a sterile area from 10 July onwards. A Remote Vehicle Search Site (RVSS) operated from a similar time to facilitate the screening of vehicles visiting the site.

In addition to this, the Group coordinated the Site Vulnerability Surveys which were carried out at 18 Sport and non-Sport venues during October 2001. The multi-agency group, led by the Police, identified nine high risk and nine low risk areas. Protective security measures to these venues were identified and recommended to M2002 with a view to reducing the opportunity for a criminal or terrorist attack.

A wide range of advice and guidance was provided to staff from M2002 by GMP Officers covering crime prevention for athletes and visitors and counter terrorist measures.

GMP held security seminars and briefings and detailed guidance was given to all Officers to increase their awareness in dealing with any visitors who needed crime prevention advice, had witnessed incidents or were victims of crime.

Numerous exercises were held for Operational and Strategic Commanders both internally and with partner agencies.

GMP researched major sports events that took place in the UK, this included:
- European Football Championship in 1996.
- Tennis events at Wimbledon.
- Grand National horse racing at Aintree.

Guidance was also provided from forces that had experience in dealing with security at Political Party Conferences. Close liaison took place with the Police Scientific Development Branch who were able to provide advice and equipment in specialist areas.

The GMP Project Leader was a key member of the GMCC and chaired the multi-agency group. The sub-group was represented by senior members from the Fire Service, Ambulance Service, Health Service and county-wide Contingency Planning.

Immediately following the Games, GMP conducted a debrief which identified several areas of good practice from both the planning and operational phases of the policing operation. These are to be utilised in future planning for large scale events.
Overview
GM CFS set up a project team in October 1999 to deliver the necessary contingency planning for the Games.

Initially two Fire Officers were seconded onto the project team to scope and set up the project. The team grew to five Officers who possessed a cross section of experience and expertise.

The team’s aims was to produce an extensive range of coherent, integrated contingency plans to help to secure the safety of athletes, visitors and fire fighters, whilst ensuring the continuance of the everyday service for the community.

Initial Games Risk/Impact Assessment
Two GM CFS officers and one Fire Authority member from the project team attended the Sydney Olympics to observe the contingency planning that New South Wales Fire Brigade had produced. Experience and strategies were also obtained from Kuala Lumpur, Malaysia, to meet Fire Service Officers who were involved in the contingency planning for the previous Games in 1998. Following these visits and from assessments of the Games in Manchester, the key objectives were identified as:

- To instigate inter-liaison at various levels with the Police, Ambulance, other emergency and relevant non-emergency Planning Groups.
- To carry out a ‘first cut’ risk assessment and identify primary risks and threats.
- To undertake a detailed risk and threat assessment based upon a selected, reliable and effective methodology.
- To provide any additional operational equipment necessary as a result of the risk assessment, to enable contingency plans to be effectively implemented.
- To satisfy any specific training needs required for Brigade personnel, to develop skills required to effectively implement the strategies of the contingency plans.
- To ensure that, throughout the period of the Games the Fire Service continued to fulfil its statutory obligations under the 1947 Fire Services Act and various fire safety legislation to the community.
- To determine both known and potential threats and provide an integrated fire risk management solution to ensure a ‘fire safe’ community throughout the Games.
- To assess the likely impact of the Games on the every day activities of the Fire Service.
- To deliver a range of coherent, reliable and comprehensive plans to ensure the delivery of a first class fire and rescue service for the safety of athletes, visitors and delegates.
- To manage and audit the effectiveness of the contingency plans, during the period of the Commonwealth Games.
- To undertake an analysis and debrief of the success of the project and contingency plans following the Games.
Brigade Resources
Following risk assessments, the Brigade identified the need to deploy two fire engines and crews for dedicated Games purposes. The two sites were the CGV and Sportcity.

Other departments provided dedicated personnel to Games related duties – this included a team of Fire Safety Officers to support:
- The delivery of the Games fire safety contingencies
- Maintaining the Authority’s ethos of prevention before intervention

Communications officers, media officers and officers specialising in Hazardous Material (HAZMAT) incidents formed part of a dedicated operational response during the Games. Training to support the operational planning was comprehensive and targeted to all Brigade personnel.

Notable Contingencies
Fire Service Control developed contingencies, including language interpretation and completed comprehensive training in preparation for the Games.

A Fire Service Operations (Silver Control) room was operational throughout the Games period. In addition, the Fire Service co-located with other organisations at strategic and tactical police locations (Gold and Silver Controls) at key times and as necessary during the Games.

CBRN planning included the development of a Memorandum of Understanding between partner agencies. Various types of air analysis equipment and equipment for plotting dispersal patterns of airborne substances were acquired to support HAZMAT operational procedures.

Review
Following the Games the Fire Service conducted a debrief and review of planning and procedures for the Games. The information will be utilised at a local and national level for similar events that may be held in the future.
Overview

The Health Emergency Planning Group was established in September 2001 to deliver emergency planning and public health requirements for the Games. Due to the extensive reorganisation of the National Health Service (NHS) in April 2002, the main workload and extensive emergency planning training programme ended up taking place in the three months prior to the Games.

The group focused on the NHS organisations directly affected by the Games (including NHS Direct and GMAS). All information was shared on a regular basis, throughout Greater Manchester, to neighbouring health authorities related Primary Care Trusts.

Additionally, the Games provided a focus for the NHS and enabled Greater Manchester to develop its new structures and responsibilities efficiently and coherently, establishing multi-agency links both for the period of the Games and beyond.

To ensure all key staff involved were fully briefed and trained, an information pack was published for all front line healthcare workers.

The Team

The Group comprised of key staff from the NHS, including:

- Deputy Regional Director of Public Health.
- Director of Public Health (Salford PCT).
- Consultant in Communicable Disease Control from the Greater Manchester Health Protection Unit (GMHPU).
- Zonal Emergency Planning Officer.
- County Health Emergency Planning Officer.
Key FA Partners and Contacts
Key emergency planning partners and contacts included:

- Representatives from the 10 local authorities in the Greater Manchester area.
- GMP
- GM Fire & Civil Defence
- GMAS
- GMPTE
- Environment Agency
- Chemical Incident Response Service (CIRS)
- Public Health Laboratory Service (PHLS)

Venue Involvement
This group focused on off-site activities but also considered emergency planning issues at venues which included bio-terrorism. The group were involved in test events, Games Readiness Exercises and relevant M2002 meetings throughout the planning process.

Health Surveillance
An enhanced health surveillance system was established in the protection of the following areas:

- To protect the health of visitors and local residents.
- To identify outbreaks of infection or deliberate release of chemical or biological agents.

This was achieved via daily reports issued to the Greater Manchester Health Protection Unit (GMHPU) from the following areas:

- Accident and Emergency Departments at hospitals.
- Primary Care Walk-in centres.
- M2002 Medical Services.
- Hospital laboratories.
- NHS Direct.

Non-Games related health issues occurred on the last weekend of the Games (there was a Legionella Outbreak in Barrow that is 100 miles away from Manchester). This may have impacted on arrangements if the outbreak had been detected earlier.

The GMHPU also received information about health service capacity and environmental health indicators. Daily reports were issued by the GMHPU throughout the Games period and for the following week.

Key Lessons and Recommendations

- It is important to use existing procedures even at special events, such as the Commonwealth Games.
- A Health Surveillance Unit should be established in and around the surrounding area.
- A clear and tested communications strategy should be in place.
- Close cooperation between all agencies involved in delivering the service is vital.
C3.4 Emergency Planning

Overview
With around 100,000 extra people in the Manchester area on a typical day during the Games period, it was crucial that procedures were in place and tested to deal with any major incident that may have occurred.

This report describes the process involved in the planning of those procedures, together with a brief description of the procedures themselves.

(For the purpose of this narrative a major incident is taken to mean a sudden or unforeseen event that seriously disrupts the normal functioning of the city and/or the delivery of the Games. For example, a serious road accident, flooding, a major chemical spill at an industrial plant or a terrorist incident.)

The aims of the Emergency Planning team were:
- To preserve life, property and the environment.
- Reduce to a minimum the harmful effects of a major emergency.
- Ensure minimum disruption to the Games.
- Promote preparedness by all partners.

Emergency Planning in the UK
MCC, together with the other local authorities, have in place established plans to enable them and a range of other agencies to respond promptly and appropriately to any major incident that may occur within their boundaries. These plans have been developed in coordination with key agencies such as the Police, Fire and Ambulance Services. Other contributors include other local councils, the health service, voluntary agencies, the public utility companies and any other organisation or company that might become involved in a response to a major incident.

The plans define responsibilities, procedures and responses used in the event of any major incident. They are kept under constant review in order to reflect changing local circumstances and developments in accepted best practice.

Operators of existing sports and entertainment venues and certain industrial premises each have in place on-site plans and in some cases off-site plans. The plans set out structured and progressive responses to any incident likely to affect public safety inside, or in the immediate environs, of those venues and/or sites. These plans take into account the local authority and other agencies plans and vice versa. Like all multi-agency plans, both the on-site and off-site plans have been drafted in full consultation with the appropriate emergency services and other agencies.
Development of the Games Arrangements

MCC’s Emergency Planning Section took responsibility for the coordination of the development of the Games time emergency planning arrangements.

A multi-agency working group was established in August 2001 and met monthly until June 2002. The group, which was chaired by MCC’s Emergency Planning Manager, included representatives from:

- The Emergency Services
- British Transport Police
- M2002
- NHS
- GMPTE
- Companies registered under the COMAH regulations (Control of Major Accident Hazard) – that is those companies which operated potentially hazardous installations within the vicinity of the City of Manchester Stadium.

Its remit was to develop an effective multi-agency response to a major incident that could have an impact on the Games and to do so in a way that took into account existing plans. The working group reported via the Greater Manchester Review Group to the GMP Assistant Chief Constable who was responsible for keeping the GMCC appraised of progress.

Plans were refined and subsequently tested at various stages:

- A multi-agency training seminar held over three days early in 2002.
- Consultation with the Government Cabinet Office.
- At various test events – in particular at the Aqua Pura Commonwealth Athletics Trials held 15 – 16 June.
- Via desk-top and Games Readiness Exercises in the three months prior to the Games.

Games Specific Arrangements

The Games specific arrangements reflected the on-site off-site approach referred to earlier. M2002 were responsible for developing (or adapting existing) on-site plans for all Sport and non-Sport Games venues. For the purposes of this exercise, the Road Events were treated as venues and on-site plans were produced for each of them.

Typical arrangements identified for a venue included:

- Evacuation procedures and assembly areas (described in the on-site plan).
- Location of cordons – to secure, protect and preserve the scene of the incident and to control traffic and sightseers.
- Rendezvous points and forward command points for the emergency services.
- Emergency vehicle access (‘blue’) routes – these have to be maintained as all times during an incident.
- Assembly and public information points – where people could assemble until such time as a decision is taken to continue with or postpone/cancel the event.
- Survivor’s reception centres – where uninjured survivors would be taken.
- Friends and relatives centres – where friends or next of kin representatives of people involved in the incident can assemble.
- Transportation – arranging the coordination of the transport operators and undertaking the transportation of people away from the scene to places of safety or onward travel.

The emergency planning arrangements for each venue reflected their particular local circumstances. These circumstances and incidents were unusual or instigated arrangements that had to be enhanced accordingly. For example:

- Sportcity is located in an area containing five COMAH sites, other industrial and commercial sites and a large residential population. The complexity of Sportcity, coupled with the large number of spectators, competitors, officials and VIPs and potential for an off-site incident to affect the venue, led to the surrounding area being designated into numbered public,
residential and commercial zones. In the event of a disaster, these would have been used by the emergency services and other responding agencies to speed up the transfer of information for any evacuation or containment process.

- The Games time resident population, along with the workforce, was higher at the CGV than in its usual role as student accommodation. This represented a significant additional load on the site and the area immediately around it. The size of the Village meant that it was possible to put in place internal evacuation arrangements. These would have been deployed before any decision to evacuate to an off-site location was made.

- Any or all of the Manchester city centre venues could have been affected by an off-site incident which would have resulted in the evacuation of part or all of the city centre. Due to the complexity of the city centre, the area was divided into numbered zones as part of the already existing City Centre Evacuation Plan.

The decision to evacuate a specific site was the responsibility of the Venue Event Safety Officer following consultation with the Police Venue Commander, or in the event of a fire, the Senior Fire Officer would be present.

Fortunately, there were no Games time incidents in the city centre.

Games Time Command and Control
During the Games, the GCC functioned as the central command and coordination nucleus for the Games. It provided strategic responses and decisions to venues, to M2002's FAs and external agencies. Running in parallel with M2002's command structure were the three emergency services which each operated using a structure with three levels: Gold (strategic), Silver (tactical) and Bronze (operational or venue). All three emergency services had a presence in the GCC and reported to it. Each of the ‘host’ local authorities also had emergency planning personnel on call.

If there had been a major incident, GMP's Gold Control would have assumed primacy and become a multi-agency command centre until the incident had been dealt with. At the same time, and depending on the nature of the incident, the affected local authority would have established an Emergency Control Centre to coordinate the input of its own and non-emergency services personnel.

Key Lessons and Recommendations
- Ensure emergency planning arrangements are well established and tested in advance.
- Adopt and build on existing procedures, even for special events.
- Involve all responding agencies likely to be involved in a major incident.
- Engage in advance the voluntary agencies who can contribute towards the response to an incident. Their support at an incident can alleviate some pressure on the statutory bodies by providing humanitarian services.
- Involve local businesses and communities around venues in the planning process.
- In the event of any incident the media are likely to be on the scene, seeking information at an early stage. Where appropriate, consideration should be given to joint press conferences. It is essential that people accept the role of the press and that they are offered every facility so long as this does not hamper the rescue operation. Appoint Press/Information Officers who will work in conjunction with the Police Press Liaison Officer.

The most major incident handled during the Games period was a coded bomb threat for the Stadium during the Closing Ceremony. A search of the venue was conducted and there was a 40 minute wait until a ‘green’ rating was given by the national intelligence service. It was not necessary to evacuate the Stadium or invoke the emergency planning team. There were no other major incidents.
C4 Chaplaincy Team

Overview
The Games Chaplaincy Service provided spiritual and pastoral support for Games Family members, spectators and the Games time workforce. The Chaplaincy service catered for a range of religious persuasions to reflect the broad variation of religious backgrounds expected at the Games. The expected proportions reflected a contingent of 75% Christian and up to 20% from other religions.

A full range of services were provided, this included:

- Prayer
- Worship
- Mass
- Counselling
- Information
- Pastoral response to serious issues

Traditionally, Games Chaplaincy Services have been based in the CGV and aimed primarily at competitors. This focus was followed by M 2002, but enhanced by providing personnel to specifically cover all other Games venues.

The Team
A team of 41 chaplains was brought together to reflect the Games Family’s racial and gender mix through the involvement of local, regional, national and international chaplains who were experienced in providing services for sports event or sports clubs with a focus on larger one off events.

All major Christian denominations and world faiths were reflected in the team’s composition. Three international chaplains were flown in specifically from Nairobi, Vancouver and Sydney.

The team was structured into four groups, each responsible for a specific area:

- CGV – 13 chaplains
- Sportcity – nine chaplains
- City Centre – ten chaplains
- Other venues – six chaplains

A core team of three people, including the Head of Chaplaincy, coordinated and supported the four groups.
The Religious Services Centre at the CGV was the core of the Chaplaincy Service team and was used extensively by over 700 people visiting the Centre. Formal incidents were also dealt with including two attempts to seek asylum. The Religious Centre was operational for 29 days and open daily from 7:00-22:00. The majority of activity was Christian-based at 85%, with Muslim accounting for 10% and Hindu and Buddhist worship accounting for the remaining 5%.

The team of nine chaplains were based at a church 400 metres from the Sportcity site. Chaplains spent most of their time out and around the Sportcity complex, working with individuals and having a presence available to those who needed it.

The team of six chaplains provided a ‘roving role’ visiting all venues for a couple of hours daily between 25 July – 4 August. The service operated from the same base as the Sportcity team.

The city centre team comprised of 10 ministers/faith people/chaplains of differing faith backgrounds. The team were city centre based and were operational between 22 July and 4 August. A key part of this role involved distributing packs of information and flyers to hotels in the city centre regarding places of worship and the Games Chaplaincy Services available.

Key Lessons and Recommendations

- Establish early Games time communication with teams and officials, perhaps by meetings between the Head of Chaplaincy and the Chef de Mission from each CGA delegation.
- The workforce needed to be briefed about the role and presence of the Chaplaincy Service and be able to direct Games Family members and spectators to the service if so requested.
- The service needs an identifiable and accessible base in each venue regardless of whether or not it is staffed and operational at all times. If these bases do not have regular hours of operation, then these should be clearly advertised along with how the service can be accessed through alternative routes.
- Chaplains should be fully trained and undergo orientation at venues. They need to fully understand the proactive nature of the ministry and the time demands it requires.
- Where it is intended to provide a city centre chaplaincy service in the Host City, consideration should be given to whether it is best served by its own chaplaincy team, or whether a network of city centre places of worship should undertake the same brief to service the number of public requiring to access the service.
Overview
In June 2001 the Manchester Wireless Society approached M2002 to operate an amateur radio station in the city at Games time. The Wireless Society were keen to promote the Games worldwide and obtained a broadcast operating licence from the Home Office for the period 23 July – 5 August.

The radio station proposal had received personal support from the Leader of MCC following the success of a similar operation that was established in London for HM The Queen's Golden Jubilee celebrations in June.

A suitable location was found in Manchester's Town Hall to operate the radio station through the duration of the Games.

Operations
The radio operators made contact with most Commonwealth nations as well as locations outside of the Commonwealth including Argentina, Brazil, California, Chile, Columbia, Congo, Iceland, Indonesia, Japan, Korea, Siberia and Surinam. Information on Manchester and the Games was exchanged by speech, morse code, radio teletype, and transmission of image files showing the city centre and Sportcity.

Over the period May to August 2002 almost 40,000 people were contacted worldwide by the Manchester Wireless Society. They all received a special picture postcard from the Society as a reminder of their communication with the Commonwealth Games Host City.

Between 26 – 29 July, the radio station was continuously staffed and fully operational for a period of 86 hours.

To operate the radio station the following requirements were needed:
- Three short-wave radios, one VHF radio and one UHF radio.
- Access to an opening window to run antennae cables to the roof.
- Roof space/structures to erect five antennae (four vertical, one horizontal).

Some of the highlights of the radio station included:
- Contact made with 10,869 radio operators worldwide
- The most northerly contact was to Svalbard Island (north of Norway within the Arctic Circle).
- The most southerly contact was to the Falkland Islands and Tierra del Fuego in South America.
- The most unusual was making contact with a Russian Radio Station commemorating the Kursk nuclear submarine which sank in 2000.

The Team
There were three full time radio operators from the Manchester Wireless Society (on duty up to 17 hours a day) plus other volunteer operators who were engaged part-time, particularly over the weekends.

Key Lessons and Recommendations
- Amateur radio wireless operation is an aspect of local/international communication easily overlooked and provides an added profile to the event.
- Experienced and technical competent volunteers can deliver an independent and successful special event amateur radio station with minimum supervision to promote their organisation and support the Games.
- Consider approaching a local wireless society (ideally at least six months out from the event) to discuss their potential involvement and operational needs.
Section D

Appendices

D1  Event Services at Venues
D2  Event Services Operating Hours
D3  Hotel Accommodation in Manchester
D4  VIP Numbers by Client Group
D5  Trademark Registration Key Dates
# D1 Event Services at Venues

The table below outlines the venues where Event Services had a presence and their responsibility at each venue.

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<tr>
<th>City Centre</th>
<th>Front of House Manager (Paid)</th>
<th>Ticket Takers (Vol)</th>
<th>Access Monitors (Vol)</th>
<th>Spectator Marshals (Vol)</th>
<th>Info Booth (Vol)</th>
<th>Ticket Runner (Vol)</th>
<th>Event Marshals</th>
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<td>Road Events</td>
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<tr>
<td>SAQ - TRI &amp; RWC</td>
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<td>Y</td>
<td>Y</td>
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<td>Y</td>
<td>Y</td>
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### Event Services Operating Hours

Event Services operating times were generally based on the following activities and timeframes, with some variation at individual venues where necessary:

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activity Description</th>
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<tbody>
<tr>
<td>3 hours prior to gates open:</td>
<td>FOH Manager arrives at venue.</td>
</tr>
<tr>
<td>2 hours and 30 minutes prior to gates open:</td>
<td>Event Services Team Leaders arrive for briefing by FOH Manager and check set up of operational area/collection radios.</td>
</tr>
<tr>
<td>2 hours prior to gates open:</td>
<td>Event Services Team Leaders attend Security briefing.</td>
</tr>
<tr>
<td>1 hour and 30 minutes prior to gates open:</td>
<td>EVS volunteers arrive at staff check in.</td>
</tr>
<tr>
<td>1 hour 30 minutes prior to gates open:</td>
<td>EVS Equipment Distribution area operational.</td>
</tr>
<tr>
<td>1 hour prior to gates open:</td>
<td>EVS volunteers arrive at deployment area.</td>
</tr>
<tr>
<td>30 minutes prior to gates open:</td>
<td>Access Monitors in position and internal zones activated. Ticket Runners deployed to Box Office for briefing with Box Office Manager. All other volunteers briefed and in position.</td>
</tr>
<tr>
<td>15 minutes prior to gates open:</td>
<td>Team Leaders and FAs directly reporting to the Front of House Manager to confirm that all staff are in position and ready to open. All staff radio call that spectator gates opening in 15 minutes.</td>
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</tbody>
</table>
The following hotels were used by all client groups:

<table>
<thead>
<tr>
<th>Hotel Name</th>
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<tbody>
<tr>
<td>Bower Hotel</td>
</tr>
<tr>
<td>Bredbury Hall Hotel and Country Club</td>
</tr>
<tr>
<td>Britannia Airport Hotel</td>
</tr>
<tr>
<td>Britannia Country House Hotel</td>
</tr>
<tr>
<td>Britannia Hotel, Portland St</td>
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<tr>
<td>Britannia Sachas Hotel</td>
</tr>
<tr>
<td>Campanile Hotel</td>
</tr>
<tr>
<td>Castlefield Hotel</td>
</tr>
<tr>
<td>Central Apartments</td>
</tr>
<tr>
<td>Clydesdale House</td>
</tr>
<tr>
<td>Copthorne Hotel</td>
</tr>
<tr>
<td>Copthorne Hotel Slough Windsor</td>
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<tr>
<td>Cresta Court Hotel</td>
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<tr>
<td>De Vere Mottram Hall Hotel</td>
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<td>Diamonds Hotel - Belle Vue</td>
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<td>Diamonds Hotel - Salford</td>
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<td>Egerton House Hotel</td>
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<tr>
<td>Express by Holiday Inn - Salford Quays</td>
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<td>Express by Holiday Inn Bolton</td>
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<td>Gardens Hotel</td>
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<td>Golden Tulip Hotel</td>
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<tr>
<td>Hilton - Manchester Airport</td>
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<tr>
<td>Hilton Morningside Grange</td>
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<tr>
<td>Holiday Inn Garden Court Manchester Airport</td>
</tr>
<tr>
<td>Howard Johnson Apartments</td>
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<tr>
<td>Ibis Hotel - Charles St</td>
</tr>
<tr>
<td>Ibis Hotel - Portland St</td>
</tr>
<tr>
<td>Jurys Inn Piccadilly Hotel</td>
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<tr>
<td>Jurys Inn Manchester</td>
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<tr>
<td>Kilhey Court Hotel</td>
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<tr>
<td>Last Drop Village Hotel</td>
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<tr>
<td>Lowry Hotel</td>
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<tr>
<td>Malmaison</td>
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<tr>
<td>Manchester Hotel &amp; Conference Centre</td>
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<tr>
<td>Marriott Worsley Park Hotel &amp; Country Club</td>
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<td>Meridien Gatwick Airport</td>
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### VIP Numbers by Client Group

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**Key to table**

WO: Word only trade mark
DO: Device only trade mark
DW: Device and word trade mark