



Strategic Policing and Crime Board

17th December 2019

Title: *Commonwealth Games 2022*

Presented by: *ACC Chris Johnson - Operations*

PURPOSE OF PAPER

1. The purpose of this report is to provide sufficient information to assure the Police & Crime Commissioner and the Strategic Policing & Crime Board that West Midlands Police is taking all reasonable and necessary preparatory steps to ensure it is well placed to police the Commonwealth Games in Birmingham in 2022, and ensure the safety of the public. This update follows on from a previous paper submitted in June 2019 which outlined information on the background and partnership arrangements established to deliver the Commonwealth Games.

PLANNING UPDATE

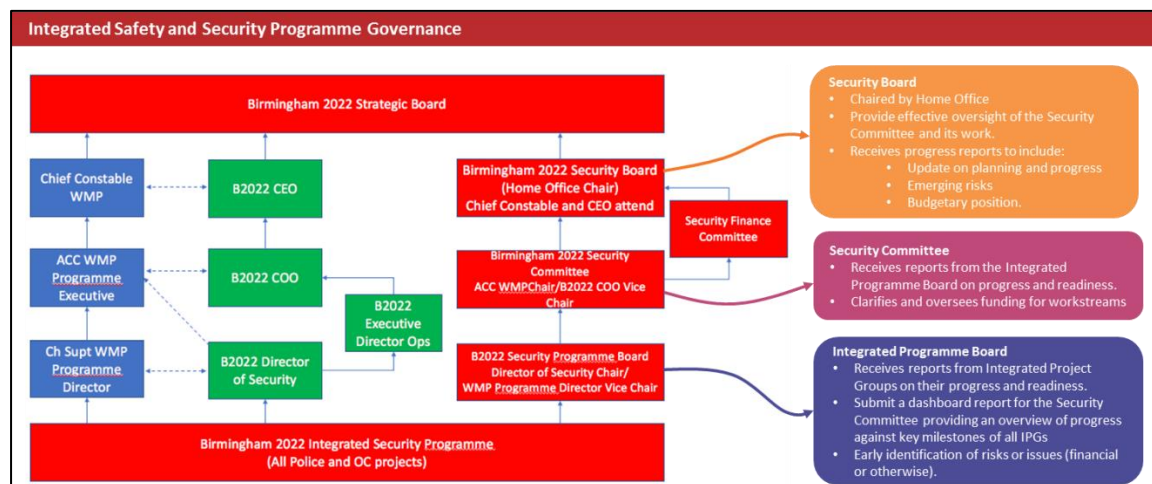
2. West Midlands Police now has a well established operational Games planning team based across 2 sites at 1 Brindley Place (co-located with the Games Organising Committee) and on the 9th floor of Centro House. This team currently numbers 19 staff, fully supported by a Programme Manager and Project Management support. The team is profiled to grow between now and the Games and is fully costed with planning costs being recovered from the security budget on an annual basis. The size of the team has been designed taking into account our own learning from policing major events as well as the previous Commonwealth Games planning experience of Police Scotland in 2014 and Queensland Police in 2018. West Midlands Police will deliver the planning function with less staff than were used on these previous operations. The Programme Executive/Gold Commander, ACC Chris Johnson is confident that the plan delivers the right level of resources with the right training and accreditation.
3. This remaining mobilisation of the planning team provides an opportunity to enhance its core capability and capacity in key operations disciplines e.g. Counter Terrorism Security Coordinators, with plans to recruit and train additional staff in a number of specialist disciplines. These posts will be recruited from across the Force and offer an opportunity

to improve inclusivity and diversity of staff in these specialist roles and also provide the Force with a lasting legacy of expertise into the mid 2020's and beyond.

4. The Commonwealth Games Team have developed an Inclusion Strategy and action plan to oversee these recruitment arrangements, working very closely with the Force's People and Organisational Development Inclusion lead. Recruitment 'Discovery Days' for under represented groups are continuing and have received positive feedback. The team is also using independent interviewers from outside the Games team in the recruitment and selection process. The initiative has supported the recruitment of underrepresented groups onto the Games team.
5. Work is on ongoing to ensure social value principles are integral to our procurement approach. This includes as a minimum all staff and sub-contractors are to be paid the real Living Wage as defined by the Living Wage Foundation. The Organising Committee are developing their own social values strategy, and have been briefed on the WMP approach.

GOVERNANCE

6. A national Security Board chaired by the Home Office, (Mr Luke Edwards), is in place supporting the overall Birmingham 2022 Cross Partner Governance Model. The Chief Constable has overarching responsibility for safety and security arrangements, similar to the approach taken by Police Scotland and the Organising Committee in Glasgow 2014. An overarching Security Strategy is agreed and in place. A Security Committee (Gold) and an Integrated Programme Board (Silver) are now fully operating.
7. The Governance structure of the programme is outlined below:





8. The PCC is represented by Mr Tom McNeil on the Integrated Security Board and is a member of the Security Committee. The PCC and his senior team are receiving regular briefing updates from the Programme Director and Manager, in addition to regular paper updates to this Board. These arrangements will ensure that the PCC remains updated on all Games related issues including budgetary arrangement.
9. All relevant partners are represented within the scheme of governance, including Home Office, Treasury, Department of Culture Media & Sport, Ministry of Defence, British Transport Police, West Midlands Ambulance Service, West Midlands Fire Service, Counter Terrorism Policing, Centre for Protection of Critical National Infrastructure, Birmingham City Council, and Transport for West Midlands.

RISKS

10. Planning for Birmingham 2022 is being undertaken with an assumption that the national threat level is now at **SUBSTANTIAL**, (an attack is likely), and that the specific threat level to major sporting events remains at **MODERATE**. This moderate threat assessment has characterised all major UK sporting events in recent years. Games specific threat assessments will be completed by the national Joint Terrorism Analysis Centre (JTAC) but these are not expected to be available until around 12-18 months from games time.
11. WMP has deployed Police Counter Terrorism Security Coordinators working with Organising Committee Security professionals to risk assess all Games venues/non venue locations. The Counter Terrorism Security Coordinators are employing a Combined Risk Assessment Model (CRAM) process to define the security requirements and make recommendations for threat mitigation. CRAM is a methodology used to risk assess venues. The assessment process applies a score to an event or venue resulting in the appropriate security mitigation measures being applied. The CRAM process has been integrated with the Organising Committee's Venue Operating Principles (VOP) process to ensure that there is a fully joined up approach to issues of venue design, construction, security overlay and the venue operating processes. This process

commenced in October and will run through to an anticipated completion in May 2020. Early feedback is that this integrated partnership approach is highly effective and is allowing security partners to identify and define clear operational requirements, including staffing numbers. This process is defining potential threats, vulnerabilities and risks which will then be coordinated in to an overarching plan for protective security. Security partners including the Centre for the Protection of National Infrastructure, British Transport Police and West Midlands Fire Service are participating in this process, and have staff fully embedded in the planning team.

12. The games planning team has adopted the **risk management process** currently in place within WMP and Business Transformation to identify, log, manage and report all risks associated with the delivery of the Commonwealth Games. This has been integrated with the Organising Committee's Project Management Office function.
13. The team are continually reviewing risks, options and opportunities to mitigate the impact on operational delivery, resourcing and performance of West Midlands Police during the period of the games.
14. The Chief Constable of West Midlands Police has considered and signed off a strategic document outlining its 'appetite for risk', which has been shared and agreed with the Organising Committee as part of the overall updated Security Strategy. There will also be a 'peer review' of West Midlands Polices' plans undertaken in the New Year by appropriate subject matter experts from other Forces independently facilitated by a Chief Superintendent at NPOCC. This will ensure that we have appropriate assurance and can have confidence in our emerging plans. The outputs from the CRAM/VOP will be agreed by ACC Johnson as Gold Commander before they are presented at 'panel sessions' with the Chief Constable where they will be checked and challenged. These sessions will take place at appropriate intervals over the next 6 months.

FINANCE

15. The Integrated Security Programme team have recently delivered a revised assessment of budget requirements following a detailed review. Based on current assumptions, the Programme Executive and Planning team are confident that there is sufficient budget assigned for security based on the latest assessment of costs and there are likely to be a number of opportunities to reduce the costs of the security functional area.

TRAFFIC AND TRANSPORT, COMMAND AND CONTROL

16. The West Midlands Police Programme Director continues to represent security partners at the Commonwealth Games Joint Transport Group chaired by the Chief Executive of Transport for West Midlands. This group is coordinating all road, rail and light rail transport issues for the Games including Command and Control interfaces between the new Regional Control Centre and the new West Midlands Police Event Control Suite. Transport for West Midlands are also represented on the Security Governance arrangements to ensure interdependencies are managed appropriately.
17. The project to deliver a new Event Control Suite at Park Lane is currently on schedule to deliver the facility in time to allow in excess of 12 months for testing and use on other

major events before it is required as a command platform for Games. A contribution of £1.1m will be made towards the cost of the new Event Control Suite from within the Games Security Budget. This £1.1m was part of the original host city contract consultancy bid, and mirrors similar payment made to police forces at previous Games to ensure that the police command and control facilities are suitably scaled and equipped to deal with the operational challenges of this multi-sport high profile event.

VENUES/SPORTS PROGRAMME

18. West Midlands Police is engaged with the Birmingham 2022 Organising Committee and is sighted on the current draft Venue and Sport Programme. This is currently subject to further change. The final venues for 3x3 basketball and beach volleyball are yet to be confirmed as are the locations for the marathon and cycle road races. More details of the Queens Baton Relay in terms of schedule and routes will emerge during the first quarter of 2020.

EVENTS EXTERNAL TO WMP FORCE AREA

19. A number of games events sit outside the West Midlands Force Area. These are currently:
 - a. Cycling at the Olympic Velodrome in London (Metropolitan Police Service area)
 - b. Mountain Biking at Cannock Chase (Staffordshire Police force area)
 - c. Bowls in Leamington Spa (Warwickshire Police Force area)
20. The West Midlands Police integrated planning team is fully engaged with these other forces to develop the appropriate policing and security plans for these venues that will be commanded by West Midlands Police as agreed through the Security Board using appropriate local resources from the respective force areas.

GAMES TIME RESOURCES INCLUDING MUTUAL AID

21. The integrated planning team now have a high level assessment of the number of police officer and police staff resources that will be required to cover the Games deployments across a 4 week period, including the pre Games search phase. Current estimate is that 3000 officers will be required, and it is envisaged the 1000 of these will be provided from West Midlands Police, the balance of 2000 coming from mutual aid. This is significantly less officers than were deployed in Glasgow 2014 and Gold Coast 2018. West Midlands Police has engaged the National Police Operations Coordination Centre (NPOCC) who are now actively supporting the force in the planning and coordination of all mutual aid requirements for Birmingham 2022 whilst recognising the requirement to coordinate and accommodate any further national policing activities.
22. The delivery of security for previous games in the Gold Coast 2018 and Glasgow 2014 was supported by police forces with much larger officer numbers, respectively circa 16,000 and 17,000 police officers. The current planning assumption of West Midlands Police is that the force is applying for full cost recovery from Government and this is reflected in the current budget forecast. The staffing budget has been constructed on the

basis that all West Midlands Police officers will be deployed on rest day working (the same arrangements that are applied for the resourcing of the Conservative Party Conference), and that all mutual aid resources will be billed at the appropriate national mutual aid rates. The Chief Constable has reserved his position to consider an appropriate 'duty time' contribution to the Games operations at a future date, when the broader strategic resourcing position of West Midlands Police in terms of police officer numbers is better understood.

23. The strategic intention remains to develop an approach that ensures an appropriate workforce mix is deployed to games that meets the needs of the policing and security operation while ensuring that West Midlands Police can continue to deliver 'business as usual' operational policing in the summer of 2022, minimising disruption to local communities.
24. The planning team are working with the force and the Organising Committee to understand the opportunities for the use of volunteers at Games. The Organising Committee have identified a budget for specific security volunteer roles, however there are also opportunities within West Midlands Police to use Specials and Cadets etc. The planning team are developing a volunteer strategy to support this which will complement the Force's wider approach to this issue.

LESSONS LEARNED

25. Learning from previous Games and other major sporting events has been integral to the planning process this far. The planning team are also documenting issues for learning and debrief for the benefit of future police services that have to pick up games planning for 2026 and beyond. Detailed discussions have taken place with individuals/organisations that were involved in the last two Commonwealth Games, with lessons learnt shared and documented. West Midlands Police have also examined a number of other recent major sporting events such as the Champions League football cup final in South Wales, Wimbledon Tennis Championships, and Cricket World Cup.
26. The UK has an established security industry that is regulated under the Private Security Industry Act 2001. This industry provides a valuable layered response to mitigating the threats of large events. There are risks when delivering Private Contract Security (PCS) at large scale events and West Midlands Police are well used to working with the private security industry at major events, such as the Conservative Party Conference and at major sporting events including football, rugby and cricket. However, the Commonwealth Games will be on a scale never before experienced by West Midlands Police and it is therefore crucial that the structure for public safety and security is designed on best practice, and the roles and responsibilities are clearly defined and understood. To mitigate the Private Contract Security risk a number of suppliers of staff will be used including existing local well established 'in house' companies wherever possible. There will also be a contingency reserve of personnel from the Armed Services assigned to the Games. The West Midlands Police planning team are working very closely with their counterparts in the Ministry of Defence to develop these plans.

LEGACY

27. The planning team are working to maximise the opportunities for both internal and external legacy in line with the overarching Games legacy ambitions below:

Mission

Our Games will...



- Bring people together**
Embrace and champion the youth, diversity, humanity and pride of the city and Commonwealth.
- Improve health and well-being**
Inspire, engage and connect communities and athletes to realise their full potential and live happier, healthier lives.
- Help the region to grow and succeed**
Drive sustainable growth and aspiration; create opportunities through trade, investment, jobs and skills.
- Be a catalyst for change**
Transform and strengthen local communities, working together to deliver new and improved homes, facilities and transport links.
- Put us on the map**
Deliver an unforgettable, global Games in partnership, on time and on budget to showcase the best of Birmingham, the West Midlands and Commonwealth.

NEXT STEPS

28. The Board is asked to note this report and the Programme Team will be available to answer any questions.

Author: Chief Superintendent David Sturman

Job Title: Programme Director Birmingham 2022 Commonwealth Games Planning Team