



**Strategic Policing and Crime Board**

**18<sup>th</sup> June 2019**

**Title:** *Commonwealth Games 2022*

**Presented by:** *ACC Chris Johnson - Operations*

**Purpose of Paper**

1. The purpose of this report is to update the Police & Crime Commissioner (PCC) and the Strategic Policing & Crime Board on progress for planning of the Commonwealth Games (CWG) in Birmingham in 2022 (B2022).
2. This update follows on from a previous paper submitted in November 2018 which outlined information on the background and partnership arrangements established to deliver the Commonwealth Games.

**Planning**

3. West Midlands Police (WMP) has established an operational planning team specifically for the Commonwealth Games under the direction of ACC Operations, Chris Johnson.
4. The planning team consists of both operational subject matter experts (SMEs) and enabling functions including Programme and Project support. The construction of the planning team has been informed by a review of security planning for both the Glasgow 2014 and Gold Coast 2018, but also takes into account WMPs own extensive experience in managing major events, e.g. Operation PELKIN, Conservative Party Conference. The planning team is profiled to ensure that the correct staffing levels and expertise are in place to support tasks and deliverables within the delivery plan, with the current strength being 15, led by Chief Superintendent David Sturman as the Programme Director.
5. The mobilisation of the planning team over the next 3 years also provides WMP with the opportunity to enhance its core capability and capacity in key uniform operations disciplines e.g. Counter Terrorism Security Co-coordinators (CTSecCos), 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.

6. 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 (POD) D&I and Positive Action functions. Initiatives include 'Discovery Days' for under represented groups, development attachments into Force Operations Department functions for candidates who are applying for Games roles, and the use of independent interviewers from outside the games team in the recruitment and selection process.
7. The structure of the programme is outlined below.



8. The anticipated profile of the WMP planning team is using less staff than used by Queensland Police and Police Scotland for the 2018 and 2014 Games respectively, over a shorter planning cycle given Birmingham's late bid to host the 2022 event. This will be up to 90 personnel at its height just before games time. The current working assumption is that all WMP security planning costs are based on full cost recovery.

## Risks

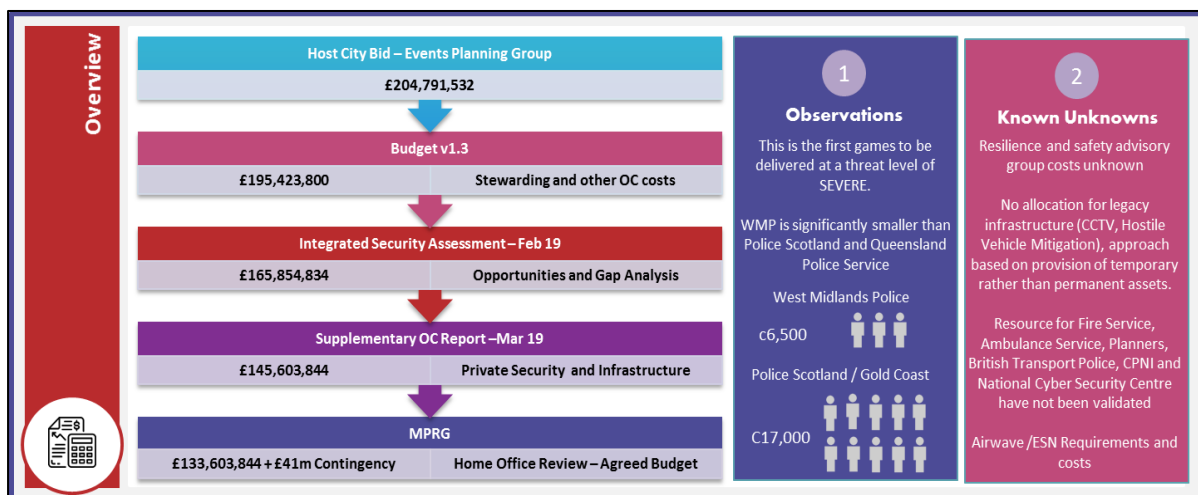
9. Planning for B2022 is being undertaken with an assumption that the national threat level will remain at **SEVERE**, (an attack is highly likely). This meets the current threat to UK from International Terrorism and still affords the ability to 'stretch' to **CRITICAL** in the event that the threat level is raised to its highest level in the later planning stage or during the operational phase. (The UK has been at **CRITICAL** on two occasions during 2017 following 3 x high profile terrorist attacks in the UK, London x 2 and Manchester).
10. 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. Security partners will use established Counter Terrorism Security Coordinators (CT SecCos) to risk assess all Commonwealth Games venues/non venue locations. The CT SecCos will employ the Combined Risk Assessment Model (CRAM) process to define the security requirements and recommendations for threat mitigation. The CRAM

process will lead to security partners identifying and defining operational requirements. These will define potential threats, vulnerabilities and risks which will then be coordinated in to an overarching plan for protective security. Security partners including CPNI (Centre for the Protection of National Infrastructure) will inform this process.

12. The games planning team will adopt the risk management process currently in place within WMP and Business Transformation to identify, log and manage and report all risks associated with the delivery of the Commonwealth Games.
13. The team are currently reviewing risks, options and opportunities to mitigate the impact on operational delivery, resourcing and performance of WMP during the period of the games.

## Finance

14. A review of the Games budget is currently in progress through the Major Projects Review Group (MPRG), with recommendations expected in June. To support this, WMP and the OC have conducted an assessment of the current security budget and identified opportunities for savings to be made against the original bid budget completed to support the Host City Contract. A profile of budget revisions and observations is outlined below.



15. Security partners have agreed a Terms of Reference to provide a detailed assessment by the end of October 2019 which will provide further clarity on budget requirements, profiled annual spend and capital/revenue splits.

## Traffic and Transport, Command and Control

16. The WMP Programme Director represents security partners at the Commonwealth Games Joint Transport Group chaired by the Chief Executive of Transport for West Midlands (TfWM). 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 WMP Event Control Suite (ECS). TfWM are also represented on the Security Governance arrangements to ensure interdependencies are managed appropriately.

17. The project to deliver a new ECS at Park Lane has consulted with key members of the WMP planning team in the design phase and has therefore been informed by senior leaders with extensive experience of command of major events. The project 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.

### **External Events**

18. 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 in Staffordshire
- c. Bowls in Leamington Spa, Warwickshire

19. The WMP planning teams are already engaged with these other forces to develop the appropriate policing and security plans for these venues that will be commanded by WMP as agreed through the Security Board, using appropriate local resources from the respective Force areas.

### **Mutual Aid**

20. The Mutual aid requirements for Non-Specialist and Specialist resources will inform the resource mix required for B2022. WMP has engaged the National Police Operations Coordination Centre (NPOCC) who will support the force in the planning and coordination of all mutual aid requirements for B2022, whilst recognising the requirement to coordinate and accommodate any further national policing activities.

### **Games Times resources**

21. The delivery of security for previous games in the Gold Coast 2018 and Glasgow 2014 was supported by Police Forces with a much larger resource pool, respectively circa 16,000 and 17,000 warranted police officers.

22. A plan is currently being prepared for October 2019 that will set out the range of games resources and the hosting model.

### **Venues**

23. WMP is engaged with the B2022 Organising Committee (OC) and is sighted on the current draft Venue and Sport Programme. This is currently subject to consultation and an 'optimisation' review and we expect to have the final venues and sports programme by late July/August 2019.

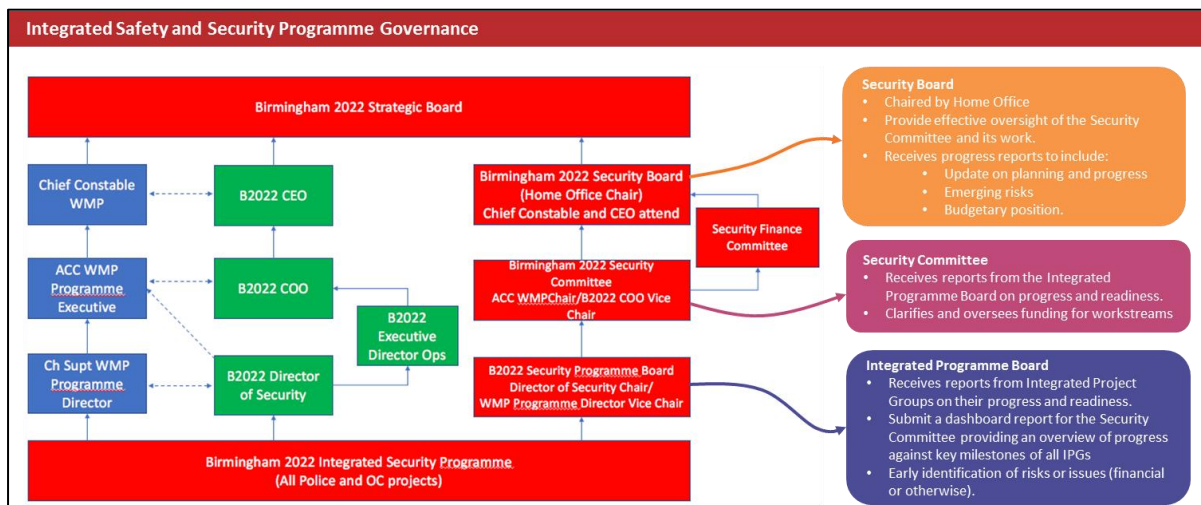
## **Lessons Learned**

24. Learning from previous Games is at the heart of the Security Strategy for Birmingham 2022. To identify best practice, an examination of previous events has been undertaken. This has included discussions with individuals/organisations that were involved in the last two Commonwealth Games, as well as visiting Gold Coast to see their policing and security operation in practice during the 2018 Commonwealth Games. Since then, there have been joint visits by WMP and OC Security Directorate personnel to Police Scotland and the Glasgow 2018 European Championships OC, with lessons learnt shared and documented. WMP have also hosted leaders from Queensland Police Service and have also taken on board significant learning from the Commonwealth Games Federation (CGF) and the OC. Within the OC there is significant knowledge from previous Commonwealth and other major Games with several of the operations team having direct experience of the security programme at Glasgow 2014 and Gold Coast 2018.
25. The integrated Security model will be informed by the assumptions and experiences observed in the delivery of previous Games events as well as other large scale events (both sporting and non-sporting) within the UK and West Midlands.
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 Contact Security (PCS) at large scale events and West Midlands Police (WMP) are well used to working with the private security industry at major events, such as the Conservative Party Conference as well as major sporting events including football, rugby and cricket. However, the Commonwealth Games will be on a scale never before experienced by WMP 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.
27. A strong belief that lessons learnt is not a “once and done” activity but rather an ongoing process is very much part of the integrated security approach. Building relationships with key people who can challenge thinking and inform from their experience will be vital in delivering this strategy.

## **Governance**

28. A Security Board is in place supporting the overall B2022 Cross Partner Governance Model. Agreement has been reached that the WMP Chief Constable will have overarching responsibility for security arrangements, similar to the approach taken by Police Scotland and the Organising Committee in Glasgow 2014. A draft overarching Security Strategy is currently out for consultation with partners.
29. In addition, Security Partners are in the process of establishing both a Security Committee and an integrated Programme Board. This Integrated Programme board will replace the current WMP Programme board. It is expected that representation from the Office of the Police and Crime Commissioner will continue within Security Governance

as well as attendance at the governance supporting the delivery of games benefits and legacy.



30. In addition, the Games team will support bespoke briefings to the PCC on demands and input in to this forum on a regular basis.

## Legacy

31. A Games benefits and engagement committee has been established with representation from key partners and OC Board/independent members. The committee will set the strategic direction for the Games benefits realisation plan in line with financial realities aligned with the five mission pillars.

32. A Steering Group provides operational direction to work streams and coordinates the delivery of Games benefits activity.

33. The WMP planning team and the Office of the PCC are engaged in games benefits and legacy activity to identify and maximise opportunities resulting from the games, for example, enhanced workforce skills and capabilities, volunteer and recruitment opportunities, community engagement and active citizens. The overarching Games legacy ambitions are detailed 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

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

**Author:** Ch. Supt. David Sturman

**Job Title:** Programme Director B2022 Commonwealth Games Planning Team