



**Title:** Preparing for the Birmingham 2022 Commonwealth Games  
**Presented by:** Chief Constable David Thompson and Nigel Johnston.

## 1. Purpose of paper

1.1 This paper is an update on the ongoing planning for the policing of the Birmingham 2022 Commonwealth Games and the lasting legacy for policing within the West Midlands.

1.2 This update follows on from previous papers submitted to Board members in 2019, 2020 and 2021. With less than six months to go until the Opening Ceremony, and growing awareness and prominence of the Games amongst the general public, this report seeks to:

- Summarise the background and scale of the Games and the comprehensive programme governance which has been in place, since 2018, to manage threat and risk, resources and budgets.
- Set out key areas of progress since the last Board report.
- Set out key risks and issues since the last Board report.
- Update on the legacy and benefit opportunities the Games will provide for policing within the West Midlands

## 2. Background

2.1 The Birmingham 2022 Commonwealth Games will be a global sporting event. Between 28<sup>th</sup> July 2022 and 8<sup>th</sup> August 2022 over 6,000 athletes from 72 nations and territories will come together in the West Midlands to compete in 19 sports (including 8 para-sports) in a momentous celebration of sport, competition and community.

2.2 The Games will be watched by over one million spectators in 13 sport venues and 1.5 billion people via television and the internet. In addition, millions of people will watch the Queens Baton Relay journey across the Commonwealth between October 2021 and July 2022.

2.3 The Games were awarded to Birmingham in December 2017 following the withdrawal of Durban, South Africa. Although overall planning time has been reduced

from the normal seven years to four years, all Birmingham 2022 partners are confident of our ability to deliver a successful Games.

### **3. Safety & Security Strategy**

3.1 The Chief Constable has strategic responsibility for co-ordinating the overall delivery of a safe and secure Birmingham 2022 Games.

3.2 The Birmingham 2022 Safety & Security Strategy (v2), approved in May 2021, sets out how this will be delivered through an Integrated Security Programme, which will provide a reassuring and proportionate policing and security operation for athletes, the Games family, spectators and the public. It will be an operation which welcomes visitors to Birmingham and the West Midlands, reflect the values of the Commonwealth Games and enriches local communities with lasting benefits.

3.3 The Integrated Security Programme includes partners from West Midlands Police, Staffordshire Police, Warwickshire Police, the Birmingham 2022 Organising Committee, Birmingham City Council, West Midlands Fire Service, West Midlands Ambulance Service, British Transport Police and Transport for West Midlands.

3.4 Specialist advice is provided by representatives from the Centre for the Protection of National Infrastructure, the National Cyber Security Centre, the West Midlands Local Resilience Forum, regional military liaison officers and a Commonwealth Games Federation security advisor.

3.5 HM Government is represented by the Department for Culture, Media and Sport (DCMS), as the lead government department for the Games, and the Home Office, as the lead government department for security matters.

### **4. Role of West Midlands Police**

4.1 West Midlands Police has established Operation UNITY to co-ordinate its response to the Games.

4.2 Prior to the Games, West Midlands Police will lead the management and co-ordination of the Integrated Security Programme with a particular focus on developing:

4.3 **Co-ordination & Readiness** – including command & control, preparedness & exercising, operational support, logistics and engagement.

4.4 **Games Operations** – including venue counter terrorism security assessments and defensive search, specialist support & resource, intelligence & investigation, traffic & transport and the Queens Baton Relay.

4.5 **Counter Terrorism** – including liaison with national CT Policing.

4.6 **Business Support** – including organisational change, transport & accommodation, workforce, facilities & procurement and technology.

4.7 During the Games, West Midlands Police will, along with other police forces, be responsible for core policing roles including preventing and detecting crime, maintaining the Queen's Peace, traffic regulation (under statutory powers), activating

contingency plans when there is immediate threat to life, and co-ordinating the emergency response to a major incident.

4.8 During the Games, West Midlands Police's command, control and communications will be conducted from a Multi-Agency Command Centre (MACC) based within the new 'C3' Facility at Park Lane, Birmingham.

## **5. Programme Governance & Assurance**

5.1 The Chief Constable has appointed ACC Matt Ward as the Senior Responsible Officer for the Integrated Security Programme and Chief Superintendent Dave Sturman as the Programme Director; they work closely with counter-parts from the Birmingham 2022 Organising Committee Security Functional Area.

5.2 West Midlands Police and the Organising Committee co-chair strategic and tactical multi-agency programme boards which, in turn, oversee numerous operational working groups. A separate police only Gold Group manages West Midlands Police's contribution to the Integrated Security Programme.

5.3 Representatives from the Office of the West Midlands Police & Crime Commissioner routinely attend both the multi-agency programme boards and police only Gold Group.

5.4 Regular progress and assurance updates are provided to both the Games Strategic Board and the Policing Minister via a quarterly Security Assurance Board. The programme is subject to regular and independent 'deep dive' assurance reviews by the Commonwealth Games Federation, DCMS and the Home Office.

## **6. Programme Timelines & Delivery**

6.1 A programme management structure has been established since January 2018 with the appropriate skills, expertise and processes in place to deliver the security programme.

6.2 A clear and defined phasing structure has been developed outlining the key phases across the programme:

- Phase 1 - International leg of the Queen's Baton Relay (QBR) – Commenced October 2021.
- Phase 2 - National leg of the QBR
- Phase 3 - Regional leg of the QBR
- Phase 4 – Opening of the Athletes' Villages – 22<sup>nd</sup> July 2022 to 25<sup>th</sup> July 2022.
- Phase 5 – Pre-Games transition – 26<sup>th</sup> July 2022 to 27<sup>th</sup> July 2022.
- Phase 6 – Opening Ceremony – 28<sup>th</sup> July 2022.
- Phase 7 - Games time – 29<sup>th</sup> July 2022 to 8<sup>th</sup> August 2022.
- Phase 8 – Dissolution & workforce transition – August 2022 to December 2022.

6.3 A high-level sporting schedule, across the eleven days, has been shared with security partners. The majority of events will take place within the West Midlands Police force area at venues across Birmingham, Coventry, Sandwell, Solihull and Wolverhampton. Other events will be hosted by Staffordshire Police (Mountain Biking & Cycling Time Trial), Warwickshire Police (Cycling Road Race & Bowls) and the

Metropolitan Police Service (Track Cycling). Engagement with other forces continues via a regional governance forum and information sharing via the College of Policing's Knowledge Hub - a recognised platform utilised across policing for the distribution of information.

6.4 Since the last Board report the following programme milestones have been achieved:

6.5 **Queen's Baton Relay** – A specially trained West Midlands Police QBR Protection Team proudly took responsibility for the security of the Baton following its launch by Her Majesty at Buckingham Palace in October 2021 shortly before it left for its ongoing tour of the Commonwealth. West Midlands Police are not accompanying the Baton whilst it travels the Commonwealth (the International Leg) but we are providing an intelligence liaison capability, from within the MACC, in support of the Commonwealth Games Federation, HM Government and local law enforcement agencies. In preparation for the National leg of the QBR in June, when the Baton will be accompanied, a regional recruitment process has now been completed to increase the size of the QBR Protection Team. Training for selected officers will begin in February 2022. Command roles for the Regional leg of the QBR have now been identified and appointed, and further planning will continue once the routes have been confirmed.

6.6 **Venue Risk Assessments** – West Midlands Police and the Organising Committee have now confirmed all Games construction sites, events and key venues and are managing stakeholder relations. Games Risk Assessment Process (GRAP) has been conducted; this process supports the identification, assessment and response tactics for any potential crime threat risks.

6.7 **Transport Security** – West Midlands Police and the Organising Committee are also engaged with relevant transport and local authority partners to support network resilience planning. Appropriate response tactics have been identified and resourcing requirements identified for the MACC and the Regional Transport Co-ordination Centre (RTCC) to ensure the demand on the Games Route Network (GRN) is well managed. A recent 'deep dive' assurance review of the Transport Security plans identified some valuable learning.

6.8 **Community Engagement** – A dedicated West Midlands Police Engagement Team continues its impressive work with local communities. Despite the challenges of the pandemic the team has been able to get out and about, meeting with communities, schools, universities and youth groups across the force area to promote the Games messaging. The team have launched a youth forum and supported West Midlands Police's wider recruitment campaigns for police officers, Special Constables and Police Cadets. The team continues to use the opportunity of the Games to build a strong base for our relations with our communities during Games time and beyond.

6.9 **Logistics** – The logistical arrangements for catering, accommodating and transporting thousands of officers each day are now being finalised. The embedding of Games' logistics officers and staff within June's G7 policing operation in Cornwall and November's COP26 policing operation in Glasgow has provided invaluable experience and learning for our Games planning.

6.10 **Command, Control & Communications** – The opening of the West Midlands Police's new 'C3' facility in June 2021 provides a unique platform to host the Multi-Agency Command Centre (MACC) during the Games. The MACC will contain both the strategic and tactical command functions of the policing and security plan for the Games. It will act as a co-ordination platform linking in to other Birmingham 2022

partner infrastructure such as the Games Operation Centre (GOC) and will have full secure, connectivity to CT Policing and the Cabinet Office Briefing Room (COBR). A joint concept of operations has been drafted to demonstrate how the Birmingham 2022 partners will work in an integrated and collaborative manner to deliver a successful Commonwealth Games.

**6.11 Testing & Exercising** – Testing and exercising for the Games began in earnest in 2020 and included numerous table top exercises as well as a major three-day CBRN live exercise in October. The exercise programme will gather pace throughout 2022 including a further four-day major CT exercise in January, followed by extensive national and regional testing over the coming six months.

## **7. Resources, Finance & Procurement**

7.1 Resourcing the Games appropriately whilst minimising the impact on day-to-day policing operations has been of key focus within West Midlands Police this year. Initial planning assumptions continue to be scrutinised and close engagement with Neighbourhood Policing Units and Departments within West Midlands Police will be at the forefront of discussions heading into 2022.

7.2 Current planning identifies the need for up to 3,500 resources per day; of this circa 1,500 officers are to be provided by West Midlands Police, and, circa 270 police staff to support in logistical roles. Of note, the deployment of police staff was recently trialled at COP26 and was a proven success.

7.3 West Midlands Police have identified lessons learnt from previous events such as London 2012 Olympics 2012, Glasgow 2014 Commonwealth Games and the Gold Coast 2018 Commonwealth Games. Key findings from these Games have been taken into consideration within planning. As a result, the overall policing requirements for the Birmingham 2022 Commonwealth Games are significantly less than were required for either Glasgow 2014 or Gold Coast 2018. This reflects the ambition of all Games partners to deliver an affordable and sustainable Games without compromising on safety or security.

7.4 In order to meet its requirements, a West Midlands Police annual leave embargo has been enacted during the Games and discussions are taking place with the Home Office to consider financial agreements for the cancellation of police officer rest days to allow for minimal disruption to both the Games and business as usual operational policing. A failure to agree appropriate financial support from the Home Office for the costs, including opportunity costs of policing the Games, will pose a risk to wider West Midlands Police activity in 2022 and beyond.

7.5 Close liaison continues with the National Police Co-ordination Centre (NPoCC) and formal requests for mutual aid will be made early in 2022. The necessary contracts for catering, transport and accommodation have or are shortly to be agreed.

7.6 Specialist support from the military during the Games has now been formally requested. A Military Aid to Civilian Authorities (MACA) request outlines the requirement for niche and contingency military capabilities; this request is currently being considered by HM Government.

The latest financial forecasts predict the security programme will be delivered within the budget allocated. Internal and external governance arrangements are in place to

robustly scrutinise both the budget and forecast position and the Home Office has led a number of Security Budget Review Panels, most recently in September 2021.

## **8. Strategic Risks & Issues**

8.1 Risks are being managed across all multi-agency Birmingham 2022 partners via an integrated risk register which is reported to the appropriate multi-agency governance forum. Key strategic risks are outlined below:

**8.2 Impact of resourcing the Games on wider policing operations** – West Midlands Police are committed to deploying sufficient resources to ensure the delivery of a safe and secure Commonwealth Games whilst still preventing crime, protecting the public and helping those in need across all of our communities. In order to achieve this balance, we will seek mutual aid officers from other forces, we will use police staff, Special Constables and volunteers in new and innovative ways and we have also made the difficult decision to embargo annual leave and cancel rest days at the height of the Summer holiday period. The leave embargo and cancelled rest days could create a significant legacy which will impact West Midlands Police beyond the Games. This impact can be mitigated by offering payment for some of the rest days cancelled for the Games. Although planned for and within the agreed security budget, this approach is not currently supported by the Home Office as it is not compliant with existing regulations. Discussions are ongoing with the Home Office to agree a solution which is not detrimental to the wider policing of the communities of the West Midlands.

**8.3 Increase in UK national threat level** – the national threat level continues to be closely assessed and Games planners are actively supported by the national counter-terrorism policing network and the UK intelligence community. The rise in November in the UK national threat level to ‘Severe’ – an attack is highly likely - has had a minimal impact upon the Games planning as this was accommodated for in planning assumptions. However, additional contingency planning remains underway to prepare for a response in the event of a national move to ‘Critical’ – an attack is highly likely in the near future – which would require a different security posture for the Games.

**8.4 Impact of CoVID-19** – the latest detailed planning assessment by the Organising Committee, which was conducted prior to the current Omicron variant, is that the Games will operate under a ‘new normal’ which will see full athlete and spectator attendance with no social distancing measures. A recent scenario planning assessment has been conducted and agreed several core mitigation measures including: better information provision to competitors and athletes in advance; encouragement of personal hygiene such as regular hand washing amongst athletes and spectators; regular cleaning and disinfecting of surfaces, items and shared spaces; improved ventilation ensuring indoor activities have doors and windows open; provision of personal protective equipment such as face coverings, gloves, aprons and goggles where practical; no social distancing measures at venues or on transport unless there is an update to national guidelines and Games test, track, isolate and quarantine protocols to curtail the movements of infected persons.

8.5 Detailed planning will continue through engagement with UK Health Security Agency, Department of Health & Social Care and Department of Digital, Culture, Media & Sports.

8.6 Insights have been gathered on the CoVID-19 mitigating measures that were put in place at the Tokyo Olympics and Paralympics. Contingency planning for additional

measures will commence in early 2022. A further, detailed Games CoVID-19 assessment will take place at the end of January 2022.

**8.7 Failure of Private Contractor Security (PCS)** – a safe and secure Games requires an extensive resourcing regime to secure the perimeter of Games sports venues and Athletes' Villages, including pedestrian searching. The Organising Committee has contracted circa 4,800 private contract security staff to undertake this work. However, there is a risk that the suppliers may fail to recruit the contracted numbers, fail to provide sufficiently trained and accredited staff or adequately cover shifts; this was apparent in previous multi-venue major events, notably London 2012. There will also be other competing demands throughout 2022, such as Platinum Jubilee celebrations and early start of the football season due to the World Cup, which will seek the provision of the same resources. Considerable efforts have already been taken to mitigate these risks however the only robust, cost-effective and viable contingency option is the deployment of military personnel. A decision by HM Government is awaited as to whether the military aid request is approved. If the request is not approved it is likely that additional police resources will be required to mitigate the risk.

**8.8 Recruitment of Specialist Staff** – delivering a Commonwealth Games requires a multitude of specialist staff recruited on short-term contracts. One of the impacts of CoVID-19 has been to disrupt the workforce market for specialist staff including specialist security staff. For example, some individuals are no longer prepared to relocate or work in non-agile ways. There are a number of vacancies within the Organising Committee Security Functional Area which are still to be filled; mitigation measures include the re-allocation and re-prioritisation of work to ensure critical milestones are met and an improved attraction strategy.

## **9. Legacy & Benefits**

9.1 Planning for the Games will look to not only deliver a safe and secure Birmingham 2022 Commonwealth Games, but to also identify lasting benefits for the wider community.

9.2 West Midlands Police and the Organising Committee have drafted a Safety & Security Legacy and Benefits Strategy, identifying key benefits and opportunities for Games partners. The Games will leave a lasting legacy within West Midlands Police, Birmingham and the wider West Midlands region.

9.3 West Midlands Police will endeavour to ensure that wellbeing and welfare of staff, officers, volunteers and communities will be central to the delivery of the Games benefits.

9.4 The approach in which West Midlands Police will take to achieve a successful Legacy and Benefits realisation is:

9.5 **Volunteering** – the Games platform will be used to help grow policing volunteers i.e. Cadets, Special Constables and Active Citizens etc.

9.6 **Community Engagement, Diversity and Inclusion** – the Games platform will support officer and staff recruitment and continue to increase diversity to better represent the West Midlands community as a whole.

**9.7 Creating One Police Family** – the ‘Friends of the Games’ scheme will look to engage the whole of West Midlands Police and partner police forces, adopting a ‘one team ethos’ where all staff will feel a part of the Games and share in its success which will continue far beyond 2022 as policing looks to collaborative opportunities in to the future.

**9.8 Police Skills** – the Games will support the upskilling of West Midlands Police workforce that are deployed to Games; this will create a legacy benefit in the planning and implementation of future major operations.

**9.9 Infrastructure & Technology** – the MACC will be a vital resource for all police forces in the West Midlands region as it will be used for all large-scale events in the region following the Games.

## **10. Next Steps**

10.1 The Board is asked to note this report.

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