



B2022 Commonwealth Games

Operation Unity

Freedom of Information Published Information





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Operation Unity Publication Strategy

1. Background

1.1 Aim of the CWG FoI Publication Strategy

The CWG FoI Publication Strategy document set out the process with regard to how information relating to Operation Unity (the West Midlands Police Security Operation for the Birmingham 2022 Commonwealth Games) would be proactively published and the timescales involved. The last published version of the document is embedded below and can also be found at <https://birmingham2022.west-midlands.police.uk/>



FoI Publication
Strategy V2.2

1.2 Publication Schedule

The CWG FoI Publication Strategy committed to publishing the information on the timescales detailed below:

Type of Information	Relevant Information	Publication Strategy Date
Commercial Information	Procurement <ul style="list-style-type: none"> Contract Information Tendering Approach / Route to Market 	October 2022
Financial Information	Financial Summary Funding	March 2023
Operational Statistics	Games Time Crime Data	October 2022
Resources	Operational Workforce Mix Police Planning Team	October 2022
Governance	Governance Diagram Terms of Reference Stakeholder Management	October 2022

Figure 1: Publication Schedule



2. Commercial Information

2.1 Approach

Operation Unity utilised four main approaches to procuring goods and services for the Commonwealth Games as follows:

- 1) Utilise existing Force Contracts where there were financial / and or operational benefits in doing so
- 2) Joint Procure with Commonwealth Games and Emergency Services Partners where there were efficiencies and operational benefits in doing so
- 3) Procure goods and services outside of normal Force procurement processes where there was an Operational justification to do so (“Proprietary Suppliers”)
- 4) Utilise standard Force procurement processes where this was the most appropriate course of action (e.g. to meet the requirements of Public Contract Regulations 2015)

All figures referenced in this section are as at 21/10/2022 and are subject to change.

2.1.1 Existing Force Contracts

Existing Force Contracts were utilised only when they could demonstrate Value for Money (VfM) or due to operational benefits (for example having vetted staff who could go onto Police sites at short notice).

Existing Supplier payments with a value of £25,000 or over used for Operation Unity purposes were as follows:

Goods/ Services Area	Value (excluding VAT)
Radio Communications	£329,534.47
Hotels	£189,023.36
Catering	£148,304.71
Facilities Management	£95,876.70
Fleet Insurance	£62,590.00
Private Contract Security	£58,718.00

Table 1: Existing Force Suppliers used for the CWG

2.1.2 Joint-Procurement with Partners

Joint-procurement opportunities with partners (both emergency and non-emergency) were reviewed throughout the planning phase.

A Bus Services Contract was progressed with the Organising Committee and Transport for West Midlands on a tripartite basis. This service had a dual function. Firstly, it transported national Mutual Aid Officers into the West Midlands from their home region via Coaches. Secondly, Buses were used to transport both Mutual Aid and WMP Officers around the West Midlands region (predominately from accommodation sites).



The contract gave financial efficiencies due to economies of scale (WMP had a very small requirement in comparison to the other two organisations thus benefited from their order volumes).

Working in partnership also allowed WMP to leverage the skills, knowledge and expertise of partners who were vastly experienced in this area. This led to better outcomes in terms of both procurement and delivery.

2.1.3 Proprietary Suppliers

Due to the nature of the Commonwealth Games Security Operation, whereby sites were pre-defined by virtue of the sporting and live events taking place at them, there were a number of situations whereby suppliers in a certain geographical proximity needed to be utilised otherwise operational delivery would be compromised.

There were also a number of suppliers who were the only ones that could be used either because nobody else provided the goods/ services or no other supplier could provide the good/ services in the required manner/ to the desired standard.

If a Supplier met either of these criteria (i.e. operational need or being the only appropriate supplier) then they were deemed to be a “Proprietary Supplier”.

To ensure that there was a clear audit trail for goods/ services awarded to suppliers in such circumstances, a “Proprietary Supplier Register” was created. This recorded the justification in a very detailed manner so that the Contracts & Procurement department within WMP could agree to the usage of these Suppliers without concerns of non-compliance with any legislative requirements (such those of the Public Contract Regulations 2015).

Proprietary Supplier arrangements with a value of £25,000 or over used for Operation Unity purposes were as follows:

Goods/ Services Area	Value of Goods/ Services (excluding VAT)
Vetting Services	£1,587,537.50
Ryton-on-Dunsmore Accommodation	£731,761.75
Aston University Catering	£638,098.08
Aston University Accommodation	£553,008.69
Birmingham University Accommodation	£451,640.30
University of Birmingham Catering	£291,107.00
Private Explosive Sniffer Dogs & Handlers	£183,411.80
NEC Catering	£128,895.25
Stretton-under-Fosse Accommodation	£92,552.00
University of Warwick Catering	£55,145.00
Alexander Stadium Site Hire & Catering	£37,746.50
Within Venue (Red Line) Catering	£37,297.50
Police Observer Programme	£28,072.07

Table 2: Proprietary Supplier Arrangements

Vetting was the largest contract awarded by the Security Operation. Vetting was outsourced to a specialist team to ensure appropriate accreditation was issued by the Organising Committee.



2.1.4 Standard Force Procurement Processes

When none of the other approaches detailed were utilised, or there was a legal requirement to follow standard market approach (e.g. as dictated by the Public Contract Regulations 2015 and/ or the requirements of the Official Journal of the European Union (OJEU)), the existing WMP Procurement Processes were utilised.

West Midlands Police are permitted to purchase goods and services via delegated authority from the Police and Crime Commissioner for the West Midlands. The delegated levels of spend are managed via authorised thresholds known as Standing Orders. The Standing Orders used by WMP are as follows:

Value (excluding VAT)	Procurement Requirement
Up to £2,000	1 oral / telephone quotation
£2,000 to £10,000	2 written quotations
£10,000 to £25,000	3 written quotations
£25,000 to £100,000	3 or more sealed quotations
£100,000 +	Formal tenders

Table 3: WMP Standing Order Thresholds

A more detailed overview of the WMP Procurement Process can be found Appendix 1.

Goods and services with a value of £25,000 or over ordered through standard WMP Procurement Processes were as follows:

Goods/ Services Area	Value of Goods/ Services (excluding VAT)
Cold Feeding Packs	£263,722.26
Command Centre Feeding	£115,148.00
Phone Battery Packs/ Power Banks for deployed Officers	£50,180.00
Branded Water Bottles, Metal Pens & Thermo Travel Mugs for deployed Officers	£38,360.00
Branded Rucksacks, Pin Badges & Lanyards for deployed Officers	£26,860.00

Table 4: Standard Procurement Process Items

2.2 Expenditure

As at 21/10/2022, Operation Unity had procured the goods and services noted in Appendix 2.

Significant goods and services procured (£100,000 value and over) were as follows:

Goods/ Services Area	Value of Goods/ Services (excluding VAT)
Vetting Services	£1,587,537.50
Hire Fleet	£1,173,615.00
Ryton-on-Dunsmore Accommodation	£731,761.75
Aston University Catering	£638,098.08
Aston University Accommodation	£553,008.69



Bus Services	£549,371.00
Birmingham University Accommodation	£451,640.30
Airwave	£329,534.47
University of Birmingham Catering	£291,107.00
Cold Feeding Packs	£263,722.26
Hotels	£189,023.36
Private Explosive Sniffer Dogs & Handlers	£183,411.80
Logistics HQ Catering	£148,304.71
NEC Catering	£128,895.25
Command and Control Centre Catering	£115,148.00

Table 5: Significant Expenditure Items

In terms of Categories, the hierarchy of spend was as follows:

Goods/ Services Area	Value of Goods/ Services (excluding VAT)
Accommodation	£2,235,993.36
Transport	£1,854,576.46
Vetting Services	£1,587,537.50
Catering*	£1,503,627.29
Staff Welfare Hubs	£395,747.73
Communications	£329,534.47
Explosive Sniffer Dogs & Handlers and Kennelling	£227,386.80
Welfare Packs	£143,136.67
Miscellaneous Goods/ Services	£89,358.99
Firearms	£63,994.89
Parking	£52,085.33
Logistics Warehouse	£35,680.70

Table 6: Spend per Procurement Category

* Some Catering costs were absorbed in Accommodation Costs and could not be split out accurately



3. Financial Information

This section is not due to be published until March 2023.

4. Operational Statistics (Crime)

4.1 Crime Approach

Crime planning for the Games commenced in December 2021, 8 months before the Opening Ceremony of the games.

Two bespoke crime functions were agreed for operational delivery, namely:

- 1) CWG Triage Team
- 2) CWG Secondary Investigation Team

The Triage Team dealt with over 200 crime reports, ensuring they were allocated to the correct teams in WMP and investigated within that team or filed at source.

The Secondary investigation team were in place to deal with Commonwealth Games prisoners and secondary investigations.

4.2 Crime Statistics Overview

From 24th July 2022 through to 8th August 2022 there were 551 offences recorded by West Midlands Police.

These offences were classified by the Officer requesting the report using the CWG crime definition. The definition was applied broadly with further filtering being applied to ensure offences were correctly attributed to the Commonwealth Games.

Of these 551 offences, 108 can be attributed specifically to CWG offences (74) or CWG activity (34) (i.e. Project Servator arrests).

Project Servator is a policing tactic that aims to disrupt a range of criminal activity (including terrorism) while providing a reassuring presence for the public. Servator deployments involve Police Officers who are specially-trained to identify individuals who may be planning or preparing to commit a criminal act. Servator deployment for the Security Operation actually started 12 months before the games started but the presented statistics do not include activity relating to this period.



4.3 Standard Crime Statistics

The standard offences attributed to the Commonwealth Games have been categorised as per the below:

Offence	Count	%
ASB	1	1%
Assault	25	34%
Blackmail	1	1%
Criminal Damage	3	4%
Harassment	4	5%
Racial/Religious	2	3%
Sexual Offence	4	5%
Theft	31	42%
Weapon	3	4%
Grand Total	74	100%

Table 7: CWG Crime Statistics

4.4 Servator Activity Statistics

Commonwealth Games activity relating to Servator has been categorised as per the below:

Activity	Count	%
Assault	2	6%
Drugs	17	50%
Harassment	1	3%
Theft	3	9%
Weapon	11	32%
Grand Total	34	100%

Table 8: CWG Crime Statistics

4.5 Crime Comparison to BAU

In comparison to the proceeding years, crime in the West Midlands region was slightly up from the previous 3 years.

For the period 23rd July to 14th August, the total number of crimes reported for each year was as follows:

Year	Recorded Crimes
2019	18,895
2020	18,093
2021	27,407
2022	28,594

Table 9: West Midlands Regional Crime Comparison



Whilst the increase could be partially attributed to the Commonwealth Games, other factors such as when weekends fall in the period will also impact crime rates. The 108 crimes attributed to games account for 0.37% of the total reported, therefore this number is not significant.

In terms of day-to-day crime comparisons for the Birmingham Region for the period 23/07/2022 to 14/08/2022 inclusive, these can be found in the below tables:

Date	23/07	24/07	25/07	26/07	27/07	28/07	29/07	30/07	31/07
2019	26	30	26	31	27	44	21	27	41
2020	14	14	23	25	20	22	17	18	13
2021	33	42	49	38	35	33	28	22	37
2022	50	52	51	35	32	45	46	55	55

Date	01/08	02/08	03/08	04/08	05/08	06/08	07/08	08/08	09/08	10/08	11/08	12/08	13/08	14/08
2019	33	29	27	36	31	24	23	23	27	28	49	34	42	23
2020	16	28	23	16	34	19	17	19	22	25	10	22	19	15
2021	53	38	36	31	25	28	40	35	42	22	39	39	34	42
2022	34	41	29	44	42	52	66	35	38	47	30	24	33	20

Date	Totals
2019	2,721
2020	2,471
2021	2,842
2022	2,978

Figure 2: Day-to-Day Crime Comparisons (Birmingham)

The reasons for the increases in Birmingham area are likely to mirror those for the wider West Midlands region. For reference, these records cover the below geographical area:

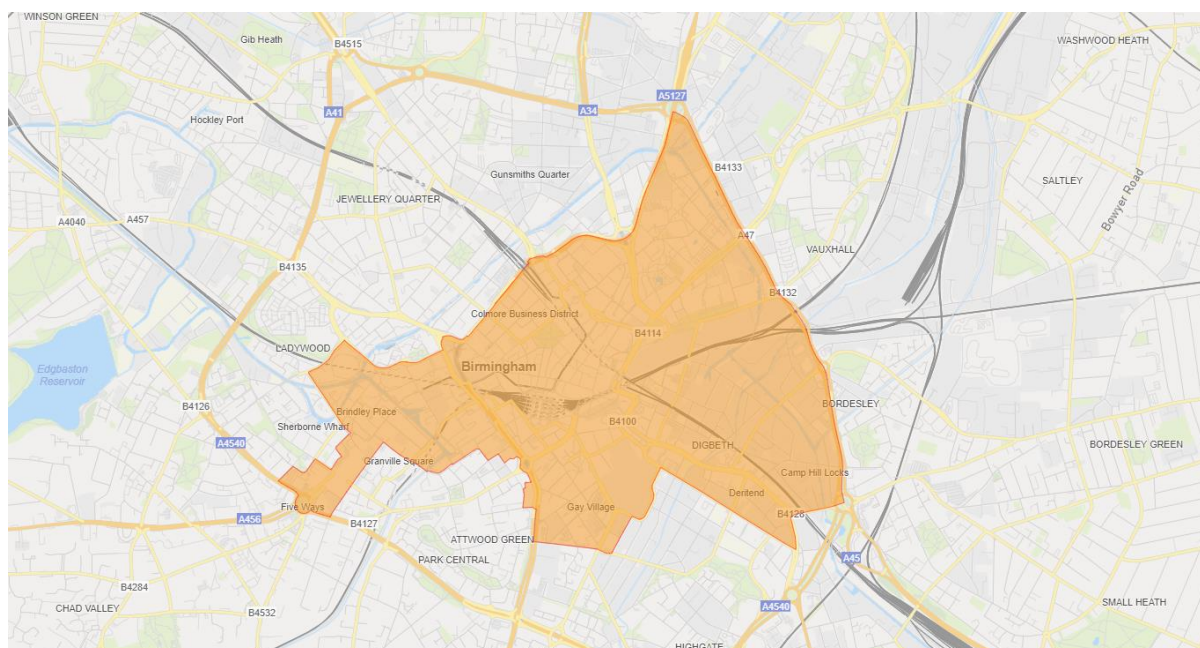


Figure 3: Crime Statistics Map



5. Resources

5.1 Resources Background

Resources for the Commonwealth Games Security Operation were split between 2 phases, namely Planning and Operational.

Planning resources were fulfilled via the mobilisation of a Planning Team which mainly utilised existing WMP resources (both Officers and Staff). The Planning phase ran from late 2018 to 7th July 2022.

Operational resources were fulfilled via the utilisation of Officers and Staff from WMP, regional police forces and national police forces. Resources from Forces other than WMP are referred to as “Mutual Aid”. The Operational phase ran from 8th July 2022 to 10th August 2022 inclusive.

5.2 Planning Team resources

The Planning Team was mobilised in late 2018.

The team started with a core establishment of 6 members.

As the scope and scale of the Security Operation increased so did the level of resource that was deployed onto the Planning Team.

As the Security Operation moved towards the operational phase, the Planning Team grew to an establishment of 117 by 31/05/2022. This includes resources that were not deployed on the Planning Team on a full-time basis.

The composition of the Planning Team was 82 Police Officers and 33 Police Staff. 2 resources from the Military were also utilised. The Police Officer ranks used in the Team were as follows:

Rank	Number
Assistant Chief Constable	1
Chief Superintendent	4
Superintendent	2
Chief Inspector	7
Inspector	15
Sergeant	28
Constable	25
Staff	33
Partner Resources	2
Total	117

Table 10: Planning Team Composition

A full breakdown of the Planning Team structure can be found in Appendix 3.



5.3 Operational resources

5.3.1 Resources used in Total

Overall Operation Unity utilised 33,625 Police Officer Shifts.

Please note that this figure does not mean 33,625 different Police Officers. Some Officers were deployed for a large part of the Operation whilst others will have undertaken a small number of shifts.

Many factors will have determined the number of shifts undertaken by an Officer, these include their specialism, BAU requirements (WMP Officers) and their home Forces size and local demand (Mutual Aid Officers).

These figures do not include Mutual Aid Officers who were in the region at the time but on a rest day nor do they include Officers assigned to Logistical Roles.

5.3.2 Resources used per day

The numbers of Officers deployed on a day-by-day basis is detailed in Appendix 4.

The immediate period leading up to the games (pre-games) saw a steady climb in resources as search activity was being undertaken at sporting venues and other sites which were still to be opened to the public.

As expected, resources were highest during games time when the competition venues were open and sports were taking place for the general public to attend.

The 31st of July 2022 was the peak day with 2,269 Officers deployed.

The 28th of July 2022 saw the lowest levels of deployment during games time, with 1,665 Officers being utilised.

These figures do not include Mutual Aid Officers who were in the region at the time but on a rest day nor do they include Officers assigned to Logistical Roles.

5.3.3 Resources used per venue

Appendix 5 articulates the total number of Police Shifts per venue/ function over the full duration of the Security Operation.

The Silver Reserve (which was the flexible resource function that could be deployed to any venue as required) accounted for the largest Officer deployment by some margin at 9,350 total shifts.

The Warwick University Athletes Village attracted the highest number of shifts for any single site (3,077).

At 2,767 shifts, the NEC had the highest number of shifts for a competition venue.



5.3.4 Pre-Games resources vs. Games Time resources

The Security Operation was split into 2 phases, namely Pre-Games and Games Time.

Pre-Games covered all dates between 8th July 2022 and 27th July 2022 inclusive. Games Time covered all dates from 28th July 2022 onwards until the conclusion of the security operation on 10th August 2022.

Naturally Pre-Games had a smaller Officer footprint as none of the competition venues were operational in terms of hosting sporting events for the general public. This phase focused more on Search activity than it did standard policing activity.

As per Appendix 6, Pre-Games utilised 7,587 Police Officer Shifts which equates to 23% of the total Officer Shifts undertaken. Conversely, Games Time shifts accounted for the remaining 77% which was comprised of 26,038 shifts.

These figures do not include Mutual Aid Officers who were in the region at the time but on a rest day nor do they include Officers assigned to Logistical Roles.

5.3.5 WMP vs. Mutual Aid

Due to the size of the security operation and the need to ensure business as usual performance in the West Midlands did not drop, Operation Unity required the utilisation of Police Officers from other Police Forces both regionally and nationally.

These resources, referred to as Mutual Aid, accounted for a significant proportion of the deployed resources throughout the operation.

Overall Mutual Aid accounted for 48% of resources deployed. WMP accounted for 33% of resources deployed.

Instances whereby Mutual Aid and WMP resources were blended on a deployment accounted for the remaining 12% of resources deployed.

A day-by-day breakdown can be found in Appendix 7.

These figures do not include Mutual Aid Officers who were in the region at the time but on a rest day nor do they include Officers assigned to Logistical Roles.

5.3.6 Officers vs. Staff

Whilst Officers made up the majority of resources deployed, up to 200 Staff resources were used per day in a variety of roles. Most Staff resources were assigned to the logistical activity that supported Officer deployment but a number also worked in roles directly linked to frontline operational activity. The number of Staff resources utilised varied from day-to-day depending on the competition schedule.



5.3.7 Specialist vs. Conventional Officers

In the Search Phase, resources were nearly exclusively Police Specialists such as Licenced Search Officers.

After Venues had been searched, conventional Officer numbers increased as to ensure such sites were protected.

Overall there was never a day whereby conventional Officers numbers accounted for more than 40% of all Officers deployed, the remainder being Specialist Police Officers.

On average, once sites had been searched conventional Officers accounted for circa 30% of total resources deployed on a day-by-day basis. See Appendix 8 for more details.

These figures do not include Mutual Aid Officers who were in the region at the time but on a rest day nor do they include Officers assigned to Logistical Roles.

5.3.7 Logistical Resources

To enable the deployment of thousands of Officers, considerable logistical support was required to underpin the respective activity. Logistical support was required in a number of areas including Accommodation, Briefing & Feeding Sites, Catering and Transportation. On any given day, up to 200 resources worked in this area depending on the competition schedule. There was a blend of both Officers and Staff working in a logistical context.



6. Governance

6.1 Overall Commonwealth Games Governance

The Chief Constable for West Midlands Police had ultimate responsibility for the security of the Commonwealth Games. However, West Midlands Police and the Commonwealth Games Organising Committee had separate planning teams for their respective security operations, hence security was deemed to utilise a joint, but integrated, approach.

To facilitate a joined-up approach, governance mechanisms were put in place to not only ensure top-to-bottom assurance of security planning but also enable reporting into the wider forums in the Commonwealth Games ecosystem which were not security-based.

Below is a table of the main Governance forums.

Forum	Remit	Frequency
Strategic Board	Ultimate decision-making body for the Commonwealth Games, with strategic accountability for the successful delivery of the event in line with the financial and broader objectives of the partners. Chaired by UK Government.	Quarterly but moving to weekly from 21/07/2022 through to 03/08/2022
CEO Group	Executive level oversight body with responsibility for coordinating cross-directorate activity and issue resolution. Reviews the Cross-Partner Programme Group (CPPG) Risk Register, with WMP commentary as required on Safety and Security elements. Chaired by the OC.	Monthly
Finance Directors Group	Responsible for monitoring and reviewing income and expenditure, providing scrutiny and challenge of the financial management of the entire Games budget. Provided advice and support to the senior boards and oversaw the implementation of funding arrangements and appropriate release of funding packages from central and local government, and considered requests to transfer funding between budget lines, organisations or between years.	Monthly
Multi-Agency Gold Group	Reviews Integrated Security Risk Register, with focus on the highest rated risks, and any commentary from the Silver Group, flagging any risks that require will require additional mitigation or discussion at Security Assurance Board (SAB) level. Opportunity to add and review any cross-cutting risks at tactical/programme level.	Monthly



Security Assurance Board	<p>Ultimate responsibility for the safe and peaceful delivery of the Commonwealth Games, including strategy development. Reporting directly into the 2022 Commonwealth Games Strategic Board.</p> <p>Accountability for the activity of the security directorate and coordination of all parties involved in the provision of security services.</p>	Monthly
Budget Oversight Group	Monitoring the whole-of-programme budget and financial risks associated with the planning, preparation and hosting of the Games.	Monthly
Multi-Agency Silver Group	<p>Reviews Integrated Security Risk Register, and confirms rating of risks, flagging any risks that require additional commentary or that will require additional mitigation to be approved at Gold level.</p> <p>Opportunity to add and review any cross-cutting risks at tactical/programme level, and ensure all partners are sighted and have the opportunity to contribute.</p>	Monthly
Cross-Partner Programme Group	<p>Cross-Partner Programme representation to manage and monitor an integrated Games roadmap. Highlighting and managing cross partner risks and dependencies, providing assurance to the CG Chief Executive Group</p> <p>Reviews Risks from Integrated Security Risk Register, as escalated by WMP Programme Manager, and adds those over a threshold to Games wide CPPG Risk Register, or CPPG Strategic Risk Register.</p> <p>WMP and OC commentary as required on Safety and Security elements. Any issues with “duplication” between workstreams managed here.</p>	Monthly
B2022 Resilience Group	<p>B2022 Resilience Group covering partners in the Birmingham and West Midlands region.</p> <p>Chaired by Birmingham City Council.</p>	Quarterly (but monthly for May-July 2022)
Strategic Safety Management Group	<p>Strategic Safety Management Group covering partners in the Birmingham and West Midlands region.</p> <p>Chaired by Birmingham City Council.</p>	Every other Month from February 2022

Table 11: CWG Security Governance Forums

A summary of the overall Governance for Commonwealth Games Security and its linkages is detailed in the diagram overleaf.

Terms of Reference for the Security Assurance Board, Multi-Agency Gold Group and Multi-Agency Silver Group can be found in Appendix 9.



B2022 Commonwealth Games Security Governance Structure

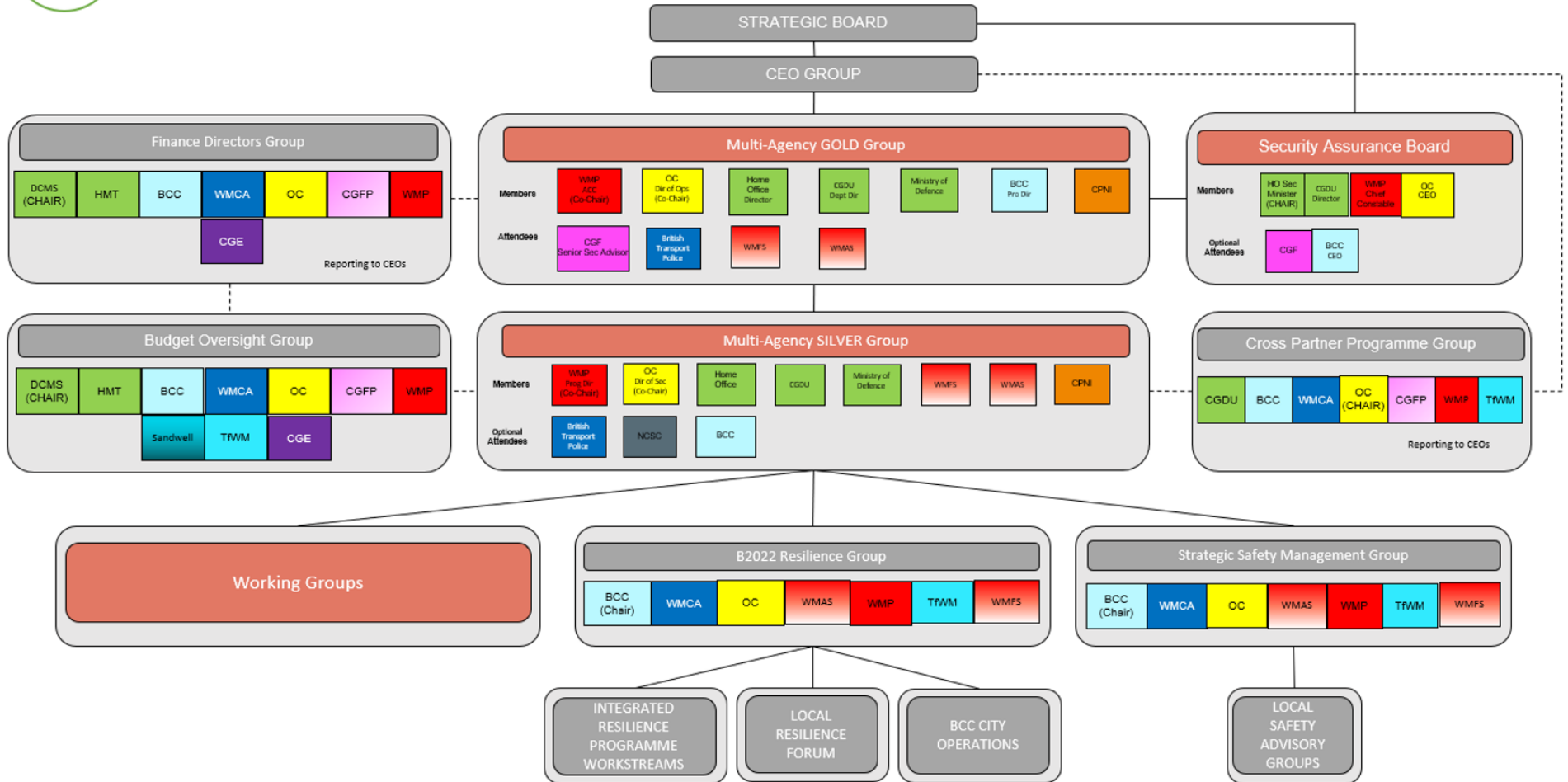


Figure 4: Overall CWG Security Governance



6.2 West Midlands Police Commonwealth Games Governance

Governance for West Midlands Police Security Programme was performed via a tiered approach.

There were 3 major Projects within the Programme as follows:

Project	Remit	Example areas of Responsibility
Games Operations	Determining and managing frontline security resources.	Formulating resource numbers and managing the resources at Competition Venues and Live Sites.
Coordination and Readiness	Supporting the deployment of Police resources.	Identifying and mobilising the required level of accommodation, catering and transportation to support deployed resources. Rostering the deployed resources.
Business Support	Fulfilling the requirements of the other Projects and the wider Programme.	Procuring goods and services, mobilising required processes.

Figure 5: WMP Security Projects

A Crime Project was also mobilised in December 2021.

Working Groups were formed to assure focused areas of each Project. For example, in Games Operations a Working Group was set up for each Police specialism.

The Working Groups fed into the Project Boards that were set up for each of the three Projects.

The 3 Project Boards fed into the Multi-Agency Silver Group.

Governance for the West Midlands Police Security Programme is summarised in the diagram overleaf.

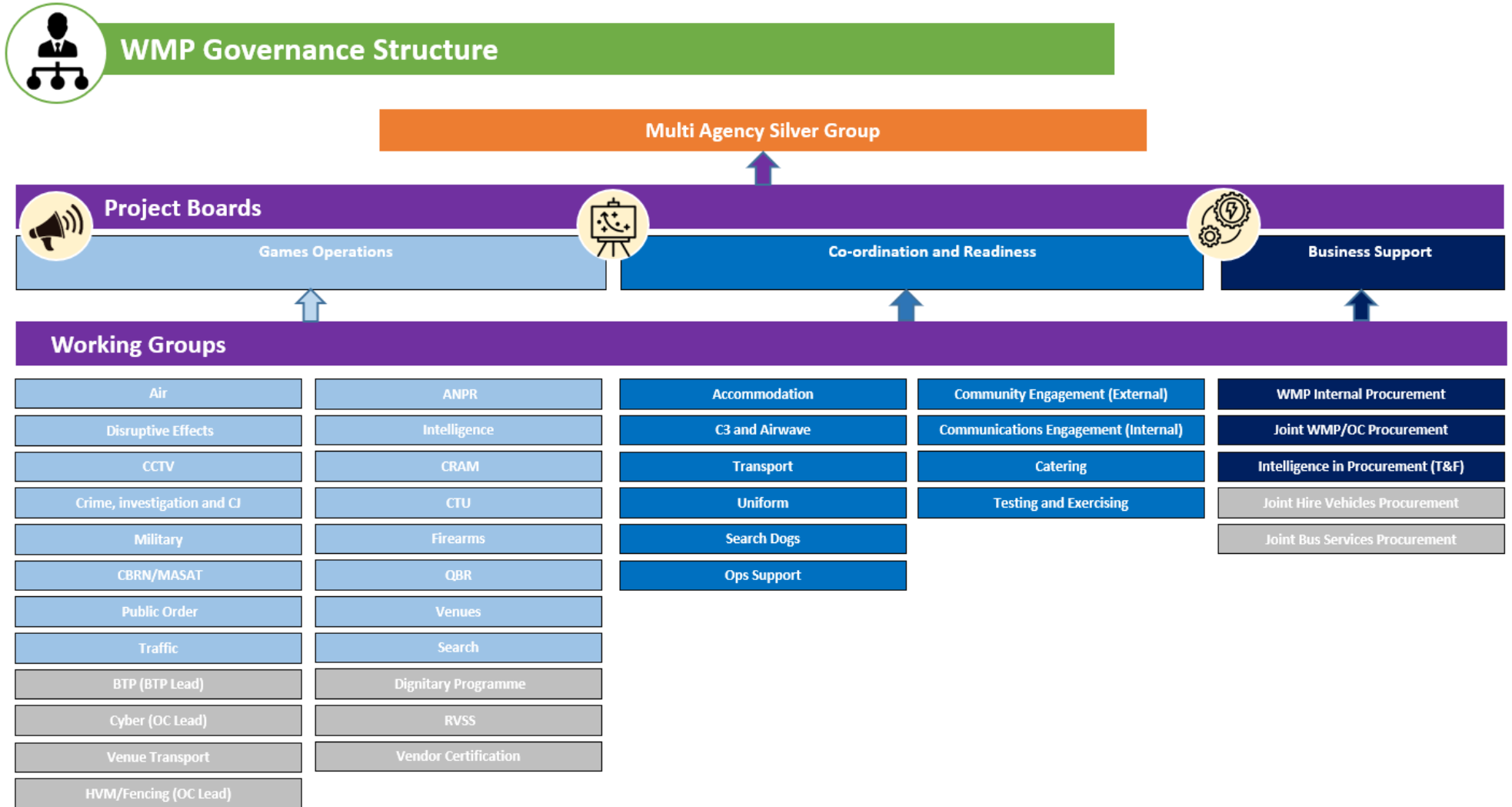


Figure 6: WMP Programme Governance



6.3 Stakeholder Management

6.3.1 Background

The purpose of WMP's Stakeholder Management was to identify and record any individual, group or organisation that can affect, be affected by, or perceive itself to be affected by the Commonwealth Games security regime.

6.3.2 Stakeholder Maps

Stakeholder Maps were developed to support the identification and engagement approach across the integrated security programme. An initial Stakeholder Map was developed in early 2018 to inform the WMP engagement plan.

A refresh of the Stakeholder Map was completed in July 2021 to re-baseline stakeholder identification, awareness and gain an understanding of the success of engagement initiatives.

6.3.3 Stakeholder Analysis

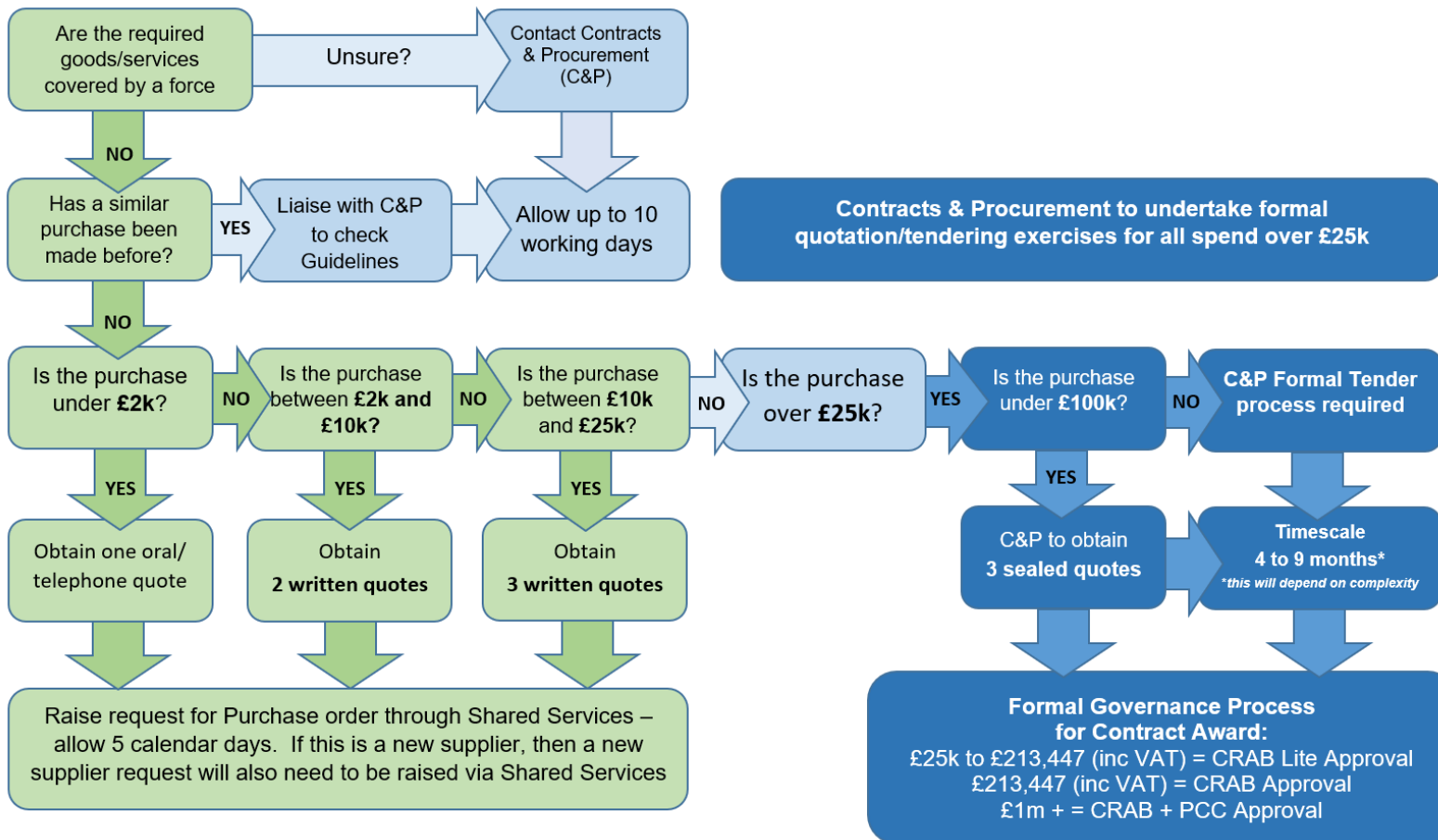
Once Stakeholders were identified and mapped, the engagement approach needed to be agreed and formalised.

The table in Appendix 10 details the engagement forums/ mechanisms that were put in place to support engagement with identified the stakeholders (both internal and external).



Appendix 1: WMP Procurement Process Flowchart

The below diagram articulates the standard process for procuring goods and services in WMP.





Appendix 2: Operation Unity Procurement List

The following table details ordered Goods / Services values at £10,000 as at 21/10/2022. Some of the figures noted are yet to be finalised and are subject to change.

Item #	Procurement Area	Procurement Item	Goods/ Services Value exc. VAT
1	Vetting and Accreditation	Vetting Services	£1,587,537.50
2	Transport	Hire Fleet	£1,173,615.00
3	Accommodation	Aston University	£638,098.08
4	Accommodation	Ryton on Dunsmore	£577,502.49
5	Catering	Aston University	£553,008.69
6	Transport	Bus Services	£549,371
7	Accommodation	Birmingham University Accommodation	£451,640.30
8	Communications	Airwave	£329,534.47
9	Catering	University of Birmingham	£291,107.00
10	Catering	Cold Feeding Packs	£263,722.26
11	Dogs	Private Explosive Dogs and Handlers	£183,411.80
12	Catering	Logistics HQ	£148,304.71
13	Accommodation	Hotels	£138,965.14
14	Catering	NEC	£128,895.25
15	Catering	Command Centre	£115,148.00
16	Accommodation	Stretton-under-Fosse Accommodation	£92,552.00
17	Transport	Fleet Insurance	£62,590.00
18	Staff Welfare Hubs	Private Contract Security	£58,718.00
19	Staff Welfare Hubs	University of Warwick (Athletes Village)	£55,145.00
20	Welfare Packs	Phone Battery Packs/ Power Banks	£50,180.00
21	Accommodation	Hotels	£50,058.22
22	Misc.	HVM Security	£46,252.00



23	Accommodation	Logistics HQ Bedrooms	£44,671.00
24	Welfare Packs	Branded Water Bottles, Metal Pens & Thermo Travel Mugs	£38,360.00
25	Catering	Alexander Stadium	£37,746.50
26	Catering	Red Line Feeding	£37,297.50
27	Logistics Warehouse	Building Works	£35,680.70
28	Accommodation	Police Observer Programme	£28,072.07
29	Welfare Packs	Branded Rucksacks, Pin Badges & Lanyards	£26,860.00
30	Dogs	Kennels - Kenilworth	£24,200.00
31	Staff Welfare Hubs	Alexander Stadium	£24,000.00
32	Accommodation	Coventry	£21,650.00
33	Parking	Aston	£21,333.33
34	Catering	Health and Safety Consultant	£20,250.00
35	Firearms	Container Armoury Rental	£19,774.29
36	Catering	Aquatics	£19,246.50
37	Transport	Vehicle Recovery	£19,000.00
38	Accommodation	Arrivals Landing Site	£18,350.00
39	Staff Welfare Hubs	Alexander Stadium	£17,580.00
40	Staff Welfare Hubs	Warwickshire	£17,106.00
41	Accommodation	Wolverhampton	£16,805.60
42	Dogs	WMP Dog Training Centre (DTC) Uplift	£15,525.00
43	Firearms	Firearms Cases	£15,488.00
44	Parking	University of Birmingham	£15,000.00
45	Catering	Emergency Cold Food Packs	£14,101.50
46	Staff Welfare Hubs	NEC	£13,477.52
47	Staff Welfare Hubs	Additional Security (Alexander Stadium)	£13,302.00
48	Firearms	Download Tubes (x20) & Stands (x10)	£12,553.60
49	Welfare Packs	Additional Rucksacks	£11,880.00
50	Catering	Water Bottles	£10,795.05

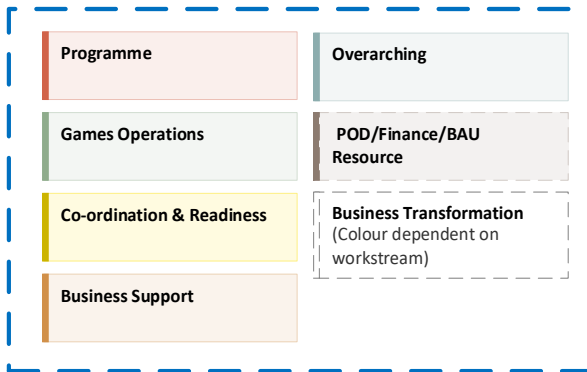


Appendix 3: Planning Team Charts

An overview of the Planning Team as at 31/05/2022 is detailed throughout this Appendix. Due to the size of the team, the overviews have been split up into the workstreams that sit under the respective Projects within the Programme.

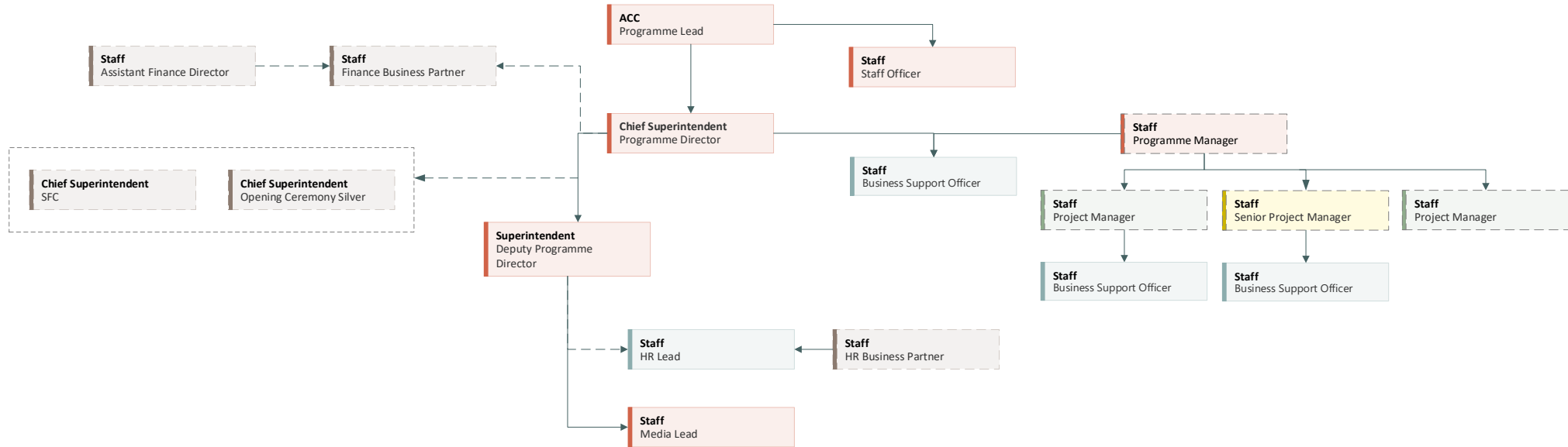
A Key for the overviews is below

Key





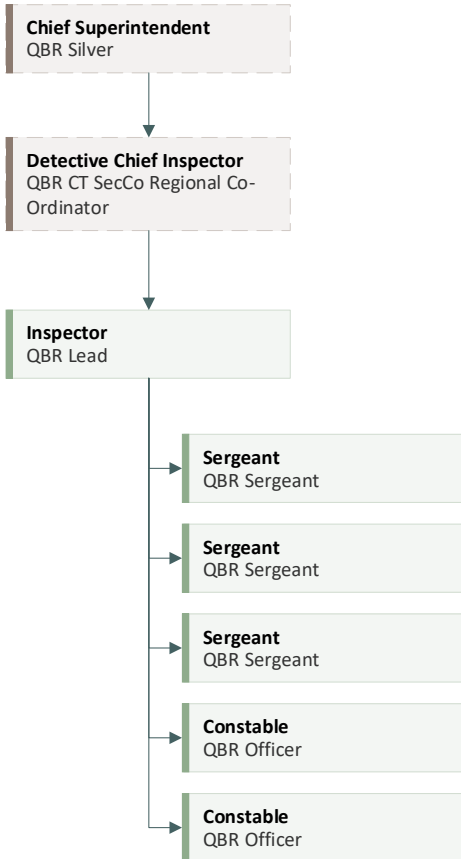
Overarching SLT and Programme Management





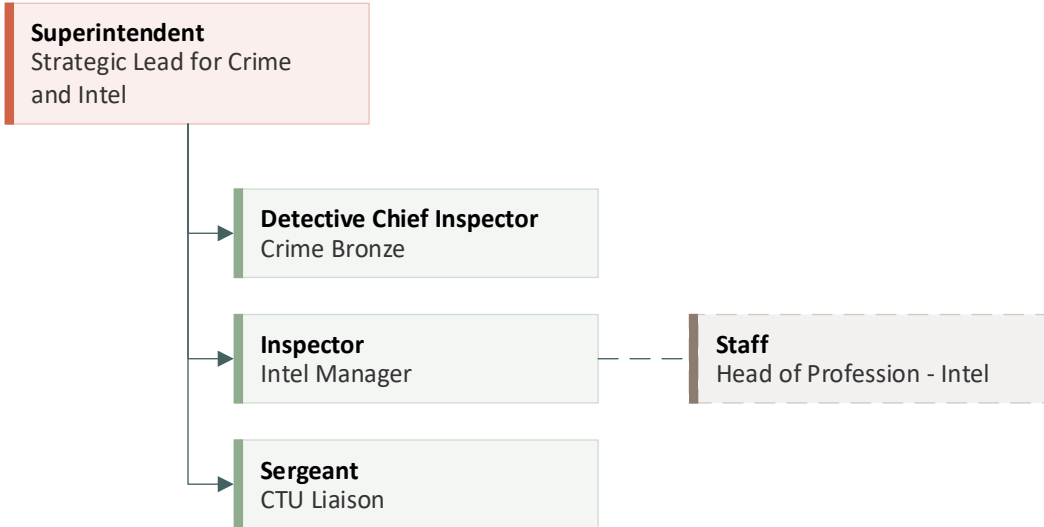
Games Operations Project

a) Queens Baton Relay Workstream



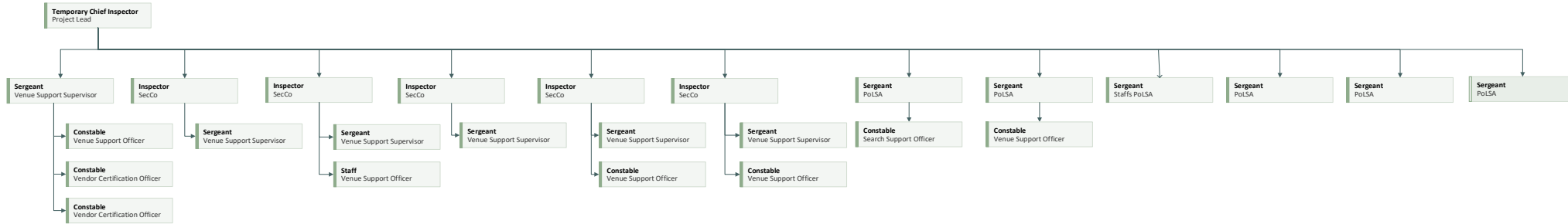


b) Crime Workstream (transitioned from a workstream to a Project in December 2021)



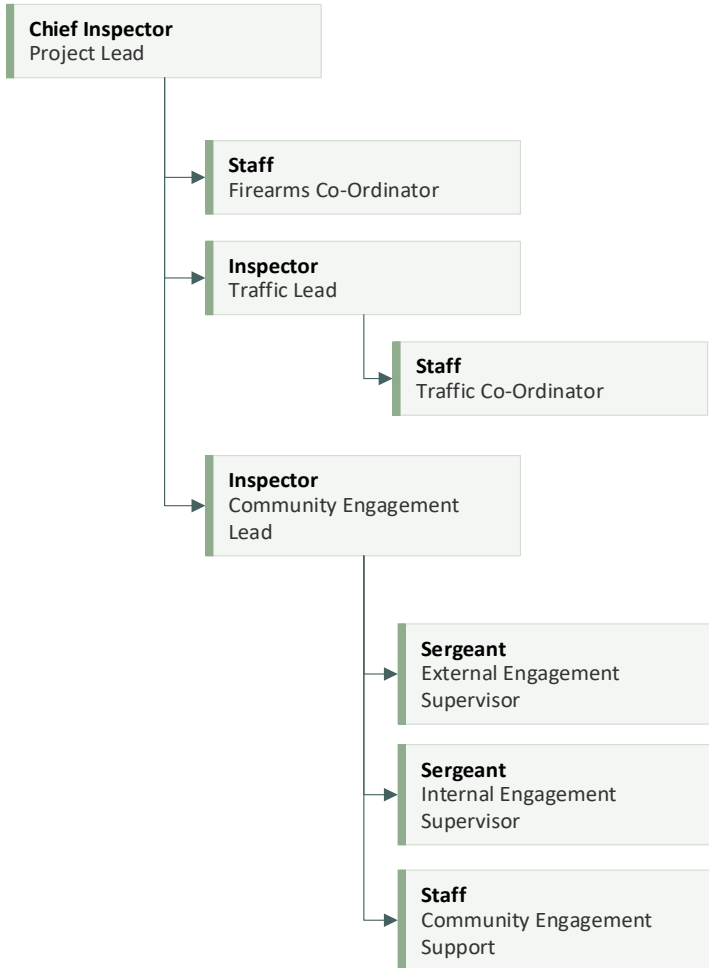


c) Search Workstream

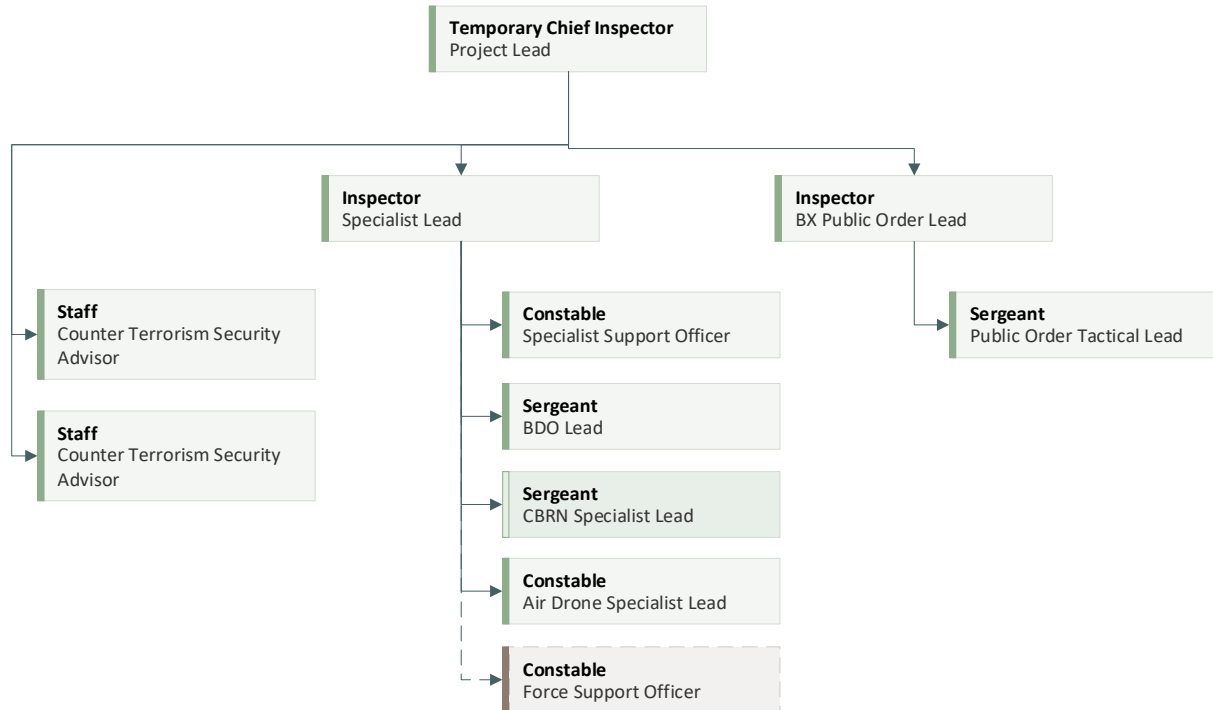




d) Firearms, Traffic & Community Engagement Workstreams

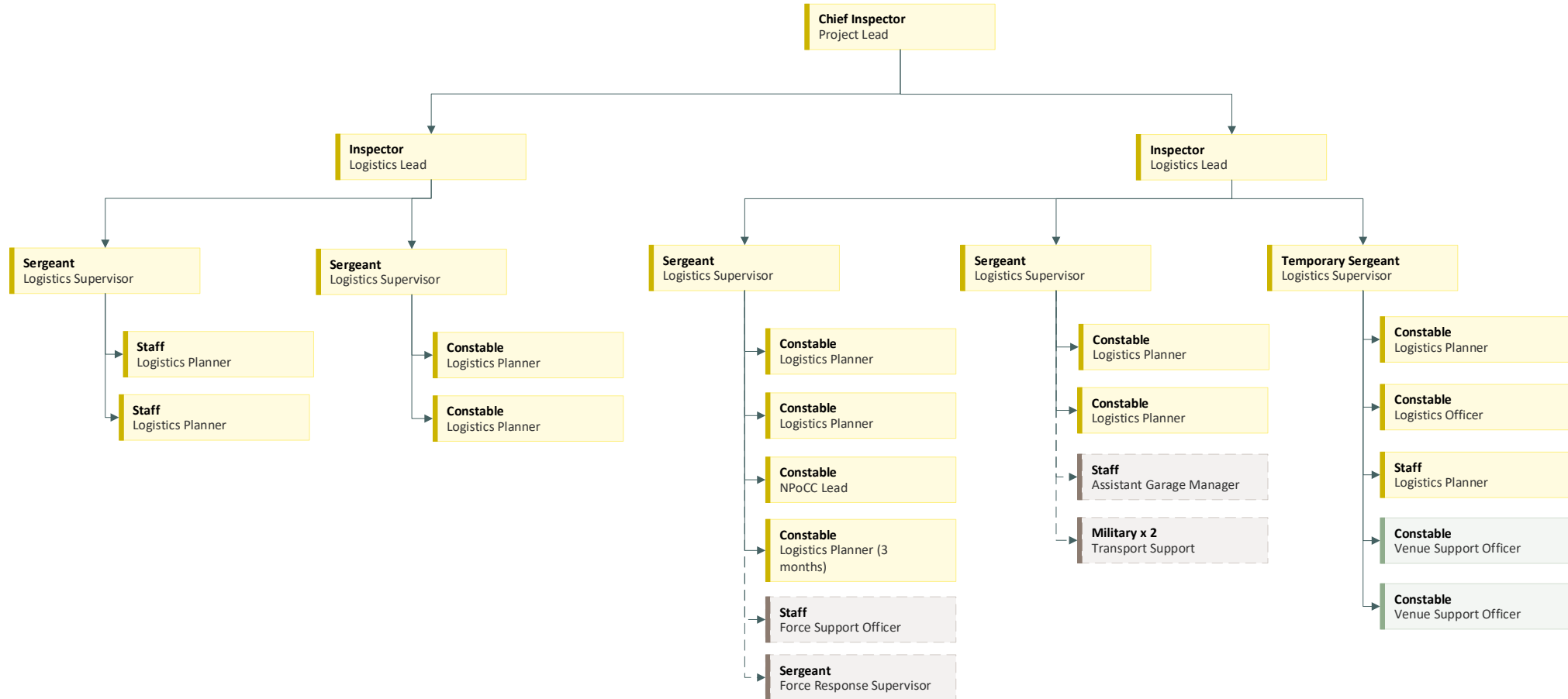


e) Police Specialism Workstreams

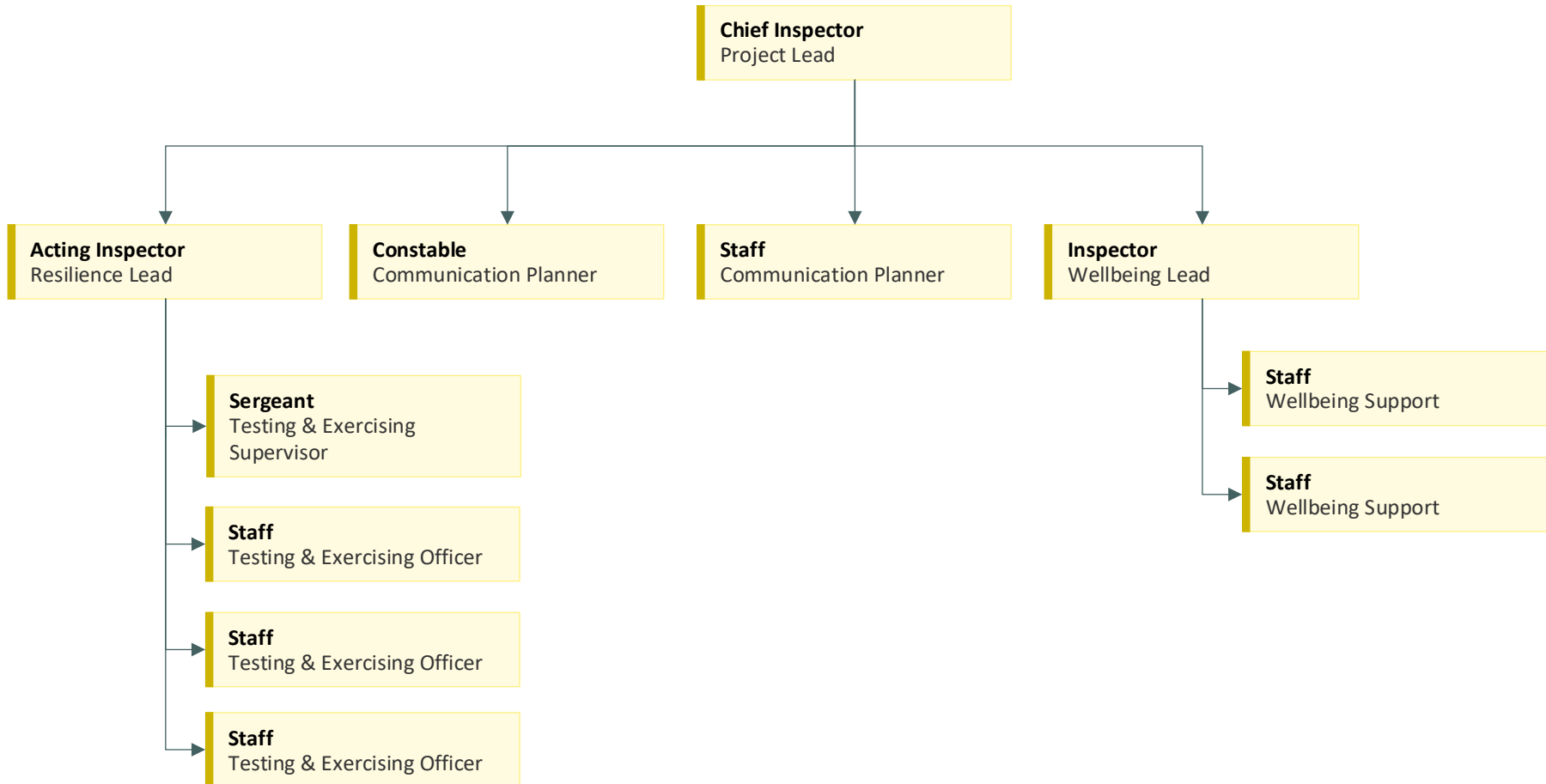




a) Logistics

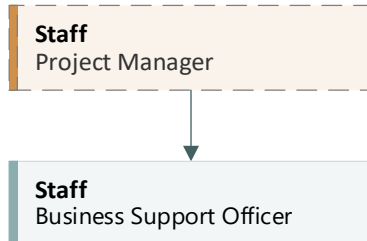


b) Testing & Exercising, Operational Comms and Wellbeing Workstreams

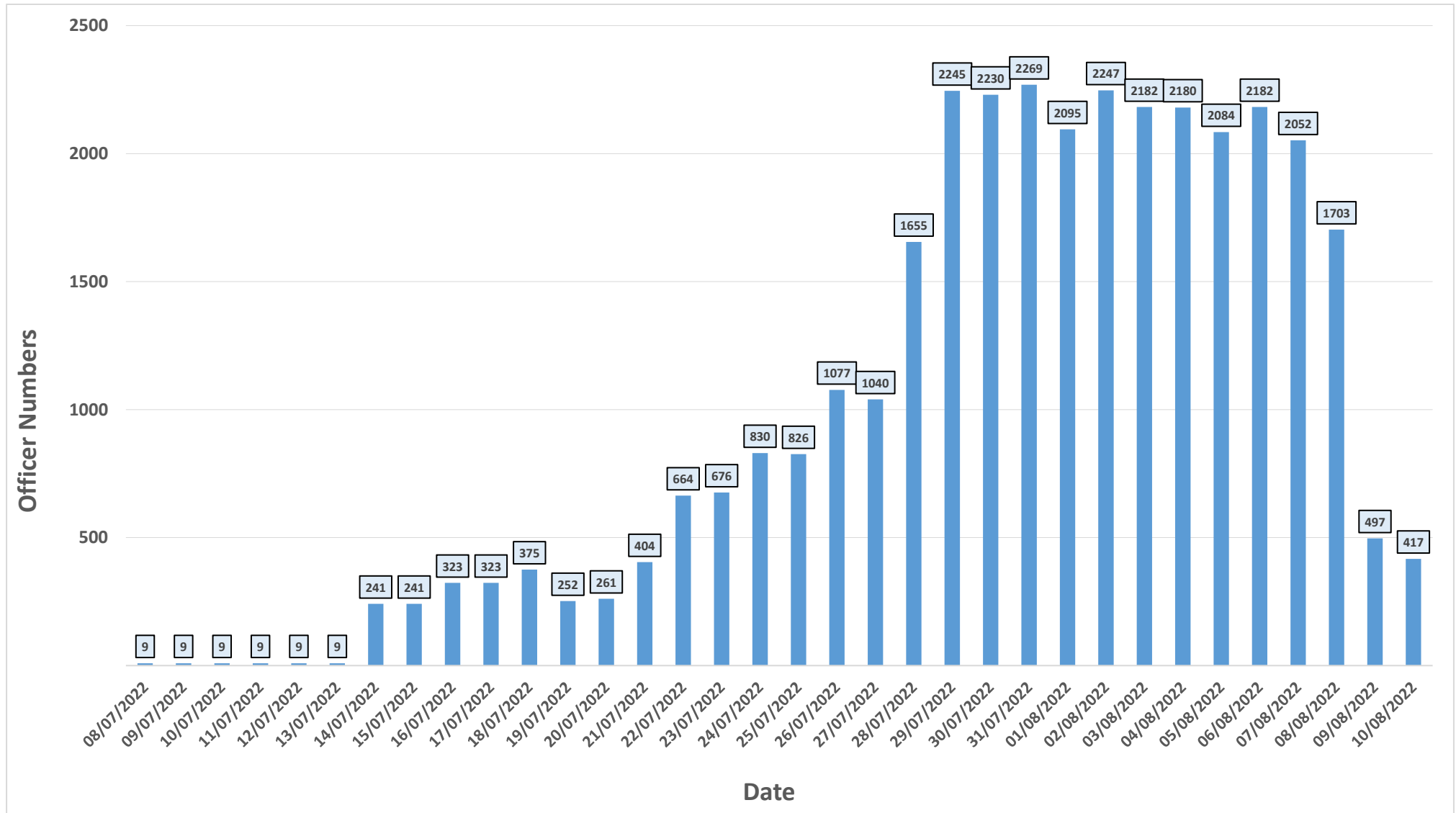


Business Support Project

Security Classification: Not protectively marked
Force/Organisation: West Midlands Police
Date Created: 08/11/2022
Implementation Date: December 2021
Review Date: Quarterly
Last Reviewed: November 2022

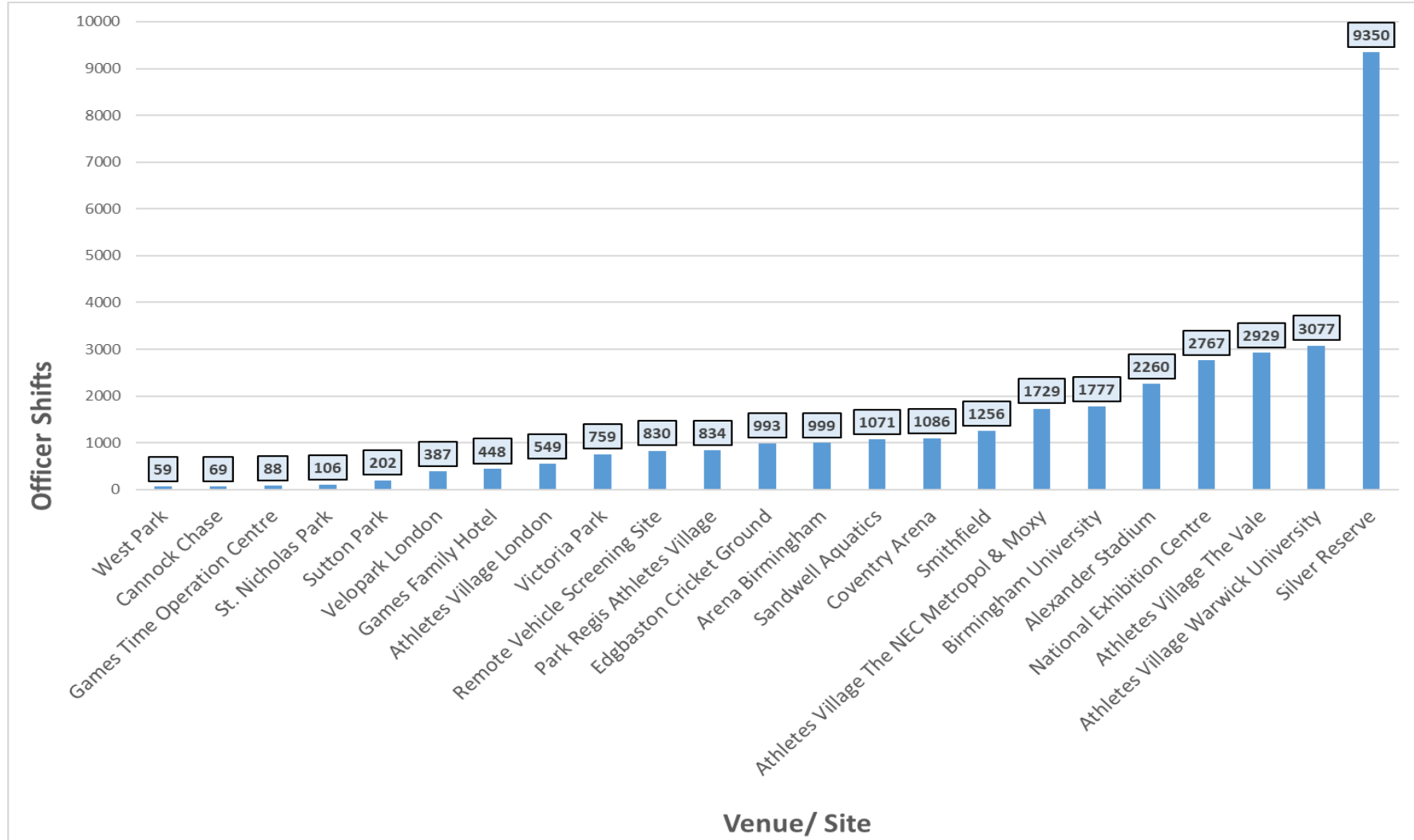


Appendix 4: Officer Numbers Per Day



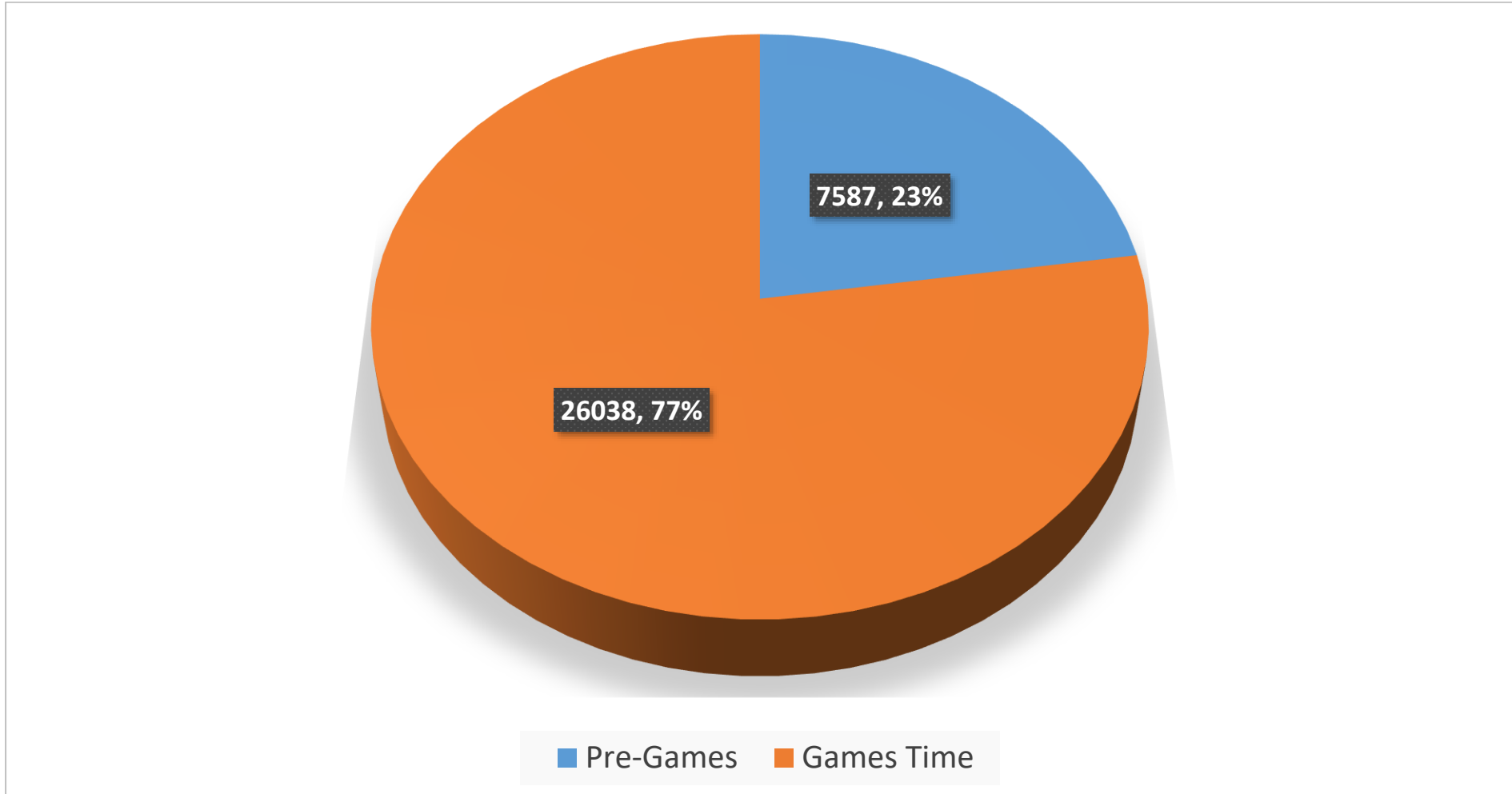


Appendix 5: Resources Per Venue (Shifts)



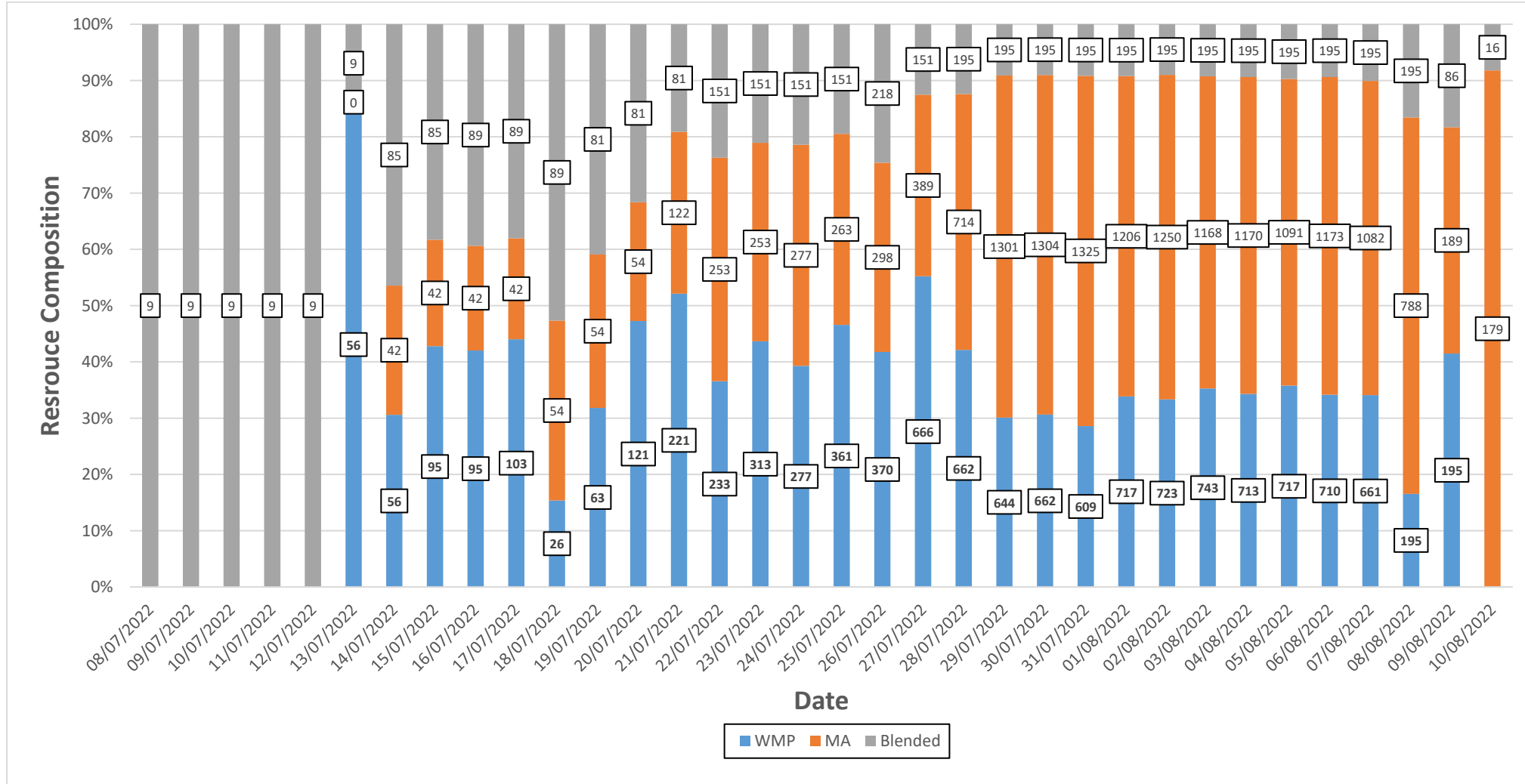


Appendix 6: Pre-Games vs. Games Time Resource Shifts



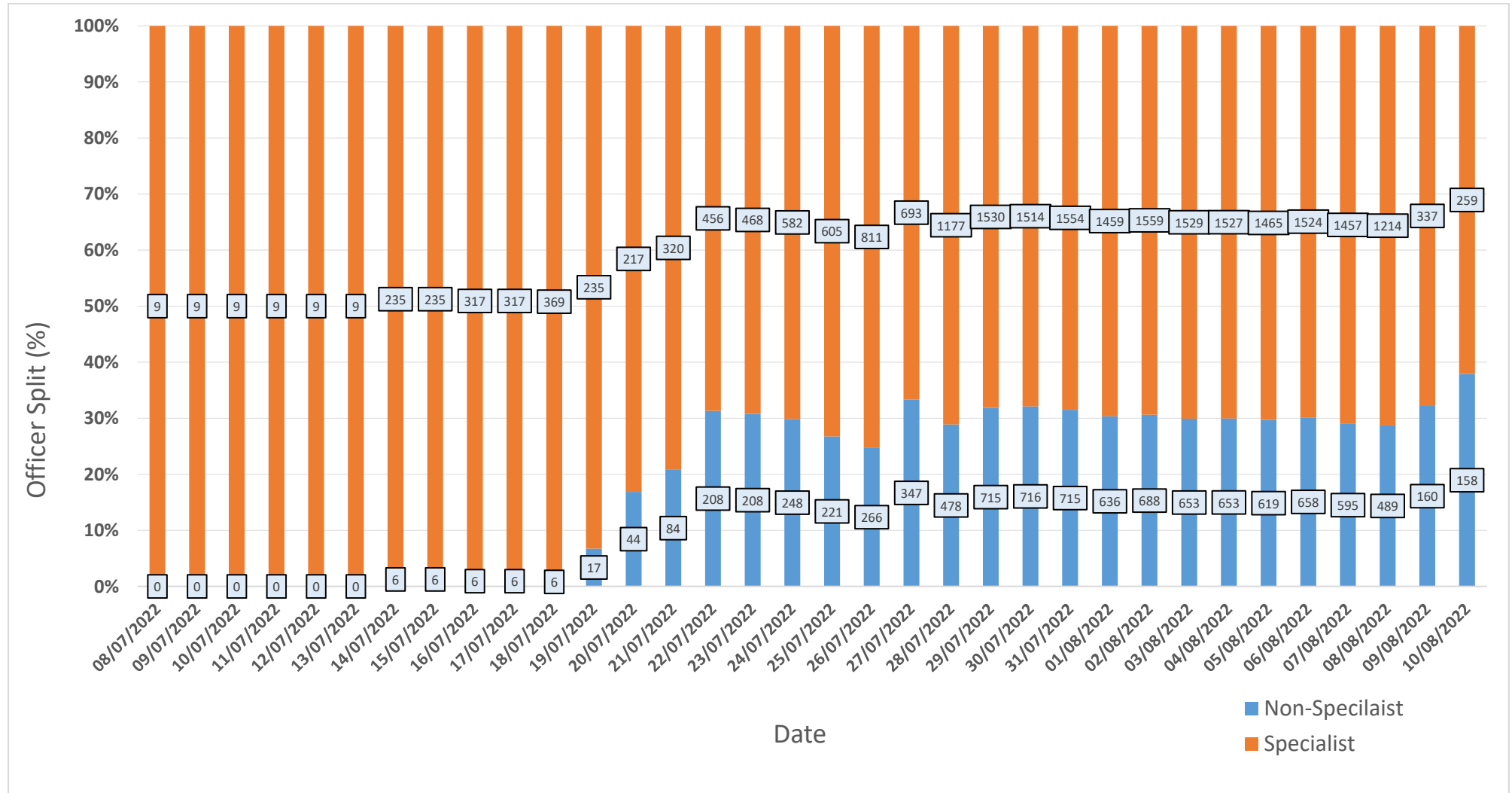


Appendix 7: Resource Split (WMP vs. Mutual Aid)





Appendix 8: Specialist vs. Non-Specialist Officer Numbers Per Day



Appendix 9: Governance Terms of Reference

This appendix details the following Terms of Reference (ToR):

- Security Assurance Board
- Multi-Agency Gold Group
- Multi-Agency Silver Group



BIRMINGHAM 2022 COMMONWEALTH GAMES

SECURITY ASSURANCE BOARD - TERMS OF REFERENCE

<p>1. Purpose</p>	<p>To ensure that there is sufficient and robust assurance of the security programme, to provide a check and challenge function to the wider programme, and to provide strategic oversight to the programme as a whole.</p>
<p>2. Accountability</p>	<p>The Security Assurance Board shall report into the Strategic Board as appropriate.</p>
<p>3. Remit</p>	<p>The remit of the Board shall include:</p> <ul style="list-style-type: none"> • Oversight of strategic risks and ensuring there are sufficient mitigations in place. Commissioning reviews/deep dives as necessary to provide reassurance that risks have been fully considered. • Identify any risks and issues to the security programme not picked up elsewhere and appropriately delegate ownership. • Ensure that the allocated security budget is sufficient, proportionate, administered appropriately and stands up to scrutiny and that value for money principles are being adhered to. • Drive the iterative budget review process. Work in partnership with Games finance governance to identify and resolve budget risks and opportunities • Consider any requests by the security programme to use budget contingency or to access extra funding and where supportive escalate to the Strategic Board, keeping finance governance informed • Provide guidance on best practice for national major event security planning • Ensure that governance structures are working effectively and commission reviews as necessary. • Ensure the appropriate alignment of organisations involved in the delivery of the programme • Ensure that security interfaces appropriately with all areas of Games governance.
<p>4. Authority</p>	<p>Security Assurance Board decisions will be made on the basis of consensus where possible. If consensus cannot be reached, then a majority of those Members present may decide on the action.</p> <p>Voting on decisions of the Security Assurance Board is reserved to members only.</p>



<p>5. Membership</p>	<p>Members of the Security Assurance Board will be executive level representatives of the following organisations:</p> <ul style="list-style-type: none"> ● Minister for Security (Chair) ● Chief Constable of the West Midlands Police ● CEO of the Organising Committee ● Director, Commonwealth Games Delivery Unit, DCMS ● CEO of Birmingham City Council ● Security Advisor, CWG Federation (advisory capacity) <p>In the event the Minister for Security is unable to Chair the Board, the Home Office Fire and Resilience Director will chair, representing the Minister's views, in his absence.</p> <p>Where a member is unable to attend, an appropriate deputy of similar seniority must attend on their behalf, with the agreement of the Chair through the Security Assurance Board Secretariat, prior to the meeting. The attendee must have the capability to make decisions on behalf of or commit their organisation to actions during the meeting.</p> <p>Members may be accompanied by subject matter experts where appropriate, however, such attendees will be in addition to and not instead of members and will have no voting rights.</p>
<p>6. Additional attendees</p>	<p>The Security Assurance Board will invite representatives from other organisations as and when requirements or specific agenda items necessitate wider involvement.</p>
<p>7. Frequency</p>	<p>Meetings shall be held quarterly.</p> <p>Additional interim meetings may be held either in person or remotely, as determined by the Chair of the Security Assurance Board.</p>
<p>8. Quorum</p>	<p>A quorum shall be four members and must include representation from the following:</p> <ol style="list-style-type: none"> a. The Home Office b. The Department for Culture, Media and Sport c. West Midlands Police d. Birmingham 2022 Organising Committee
<p>9. Agenda</p>	<p>The agenda will be developed and agreed by the Security Assurance Board Secretariat in consultation with the Members.</p>
<p>10. Secretariat</p>	<p>The Home Office shall provide the Secretariat for the Security Assurance Board. The Security Assurance Board Secretariat shall be responsible for circulating the agenda, circulating papers, recording minutes and keeping an action log.</p> <p>Member organisations should provide papers, requested information and any other required documentation in a timely fashion for circulation by the Security Assurance Board Secretariat.</p>



11. Reporting Procedures	<p>The Security Assurance Board Secretariat will ensure a consistent flow of information between the Security Assurance Board and the rest of Commonwealth Games governance and will create and deliver ad hoc reporting as required.</p> <p>Members and attendees are responsible for disseminating meeting outcomes and decisions within their respective organisations as appropriate and ensuring timely delivery of any actions which fall within their areas, within the specified deadline.</p> <p>If an action is not delivered by a specified deadline, the secretariat should be made aware prior to the next Security Assurance Board and advised how the action will be progressed.</p>
12. Financial Reporting	<p>The Security Assurance Board shall ensure that reports on Games security finances, including full lifecycle budget forecasts, and security programme progress updates are provided to the Strategic Board as requested and in line with budget review timeframes.</p>
13. Review	<p>The Terms of Reference shall be reviewed on an annual basis or as necessary. The Security Assurance Board will also be liable to change form or function in line with wider Games governance as necessary.</p>



BIRMINGHAM 2022 COMMONWEALTH GAMES

SECURITY MULTI-AGENCY GOLD GROUP - TERMS OF REFERENCE

<p>1. Purpose</p>	<p>To drive the strategic direction of the Security programme for the Games and to act as the escalation point for the Multi-Agency Silver group.</p>
<p>2. Accountability</p>	<p>The Multi-Agency Gold Group shall report into the CEOs Group as necessary and will also feed into the Security Assurance Board as appropriate.</p>
<p>3. Remit</p>	<p>The remit of the Group shall include:</p> <ul style="list-style-type: none"> • Provide strategic direction to the organisations involved in the planning and delivery of the security programme • Make necessary strategic decisions to ensure delivery is on track, to standard and within the parameters of the security strategy • Support the delivery of assurance and challenge processes commissioned by the Security Assurance Board or other areas of Games governance and provide the Assurance Board with information required to deliver its remit. • Manage the iterative budget review process, involving the necessary groups in that process • Identify, monitor, manage, and where appropriate resolve key Security Programme risks, escalating risks to CEOs Board as required.
<p>4. Authority</p>	<p>Wherever possible, decisions of the Multi-Agency Gold Group will be made on the basis of consensus amongst members. If consensus cannot be reached or if the decision requires consideration at a higher level, the relevant matters can be referred to the Security Assurance Board or escalated the CEOs group depending on the decision required.</p>
<p>5. Membership</p>	<p>Members of the Multi-Agency Gold Group will be senior level representatives of the following organisations:</p> <ul style="list-style-type: none"> • ACC for WMP (Co-Chair) • Director for Operations, OC (Co-Chair) • Director for Fire and Resilience, Home Office • Deputy Director, CWG Delivery Unit, DCMS • CWG Programme Director, Birmingham City Council • Centre for the Protection of National Infrastructure • Ministry of Defence <p>Members should be sufficiently senior that they can take decisions on behalf of their organisations yet are familiar with the strategic and tactical detail of the plans.</p> <p>Where a member is unable to attend, an appropriate deputy of similar seniority must attend on their behalf, with the agreement of the Co-Chairs prior to the meeting. The</p>



	<p>attendee in lieu must have the capability to make decisions on behalf of or commit their organisation to actions during the meeting.</p> <p>Members may be accompanied by subject matter experts where appropriate, however, such attendees will be in addition to and not instead of members and will have no voting rights, unless acting as a proxy for the member they represent.</p>
6. Additional attendees	The Multi-Agency Gold Group shall invite representatives from other organisations as and when required.
8. Frequency	<p>Meetings shall be held every two months.</p> <p>They shall be scheduled after the Multi-Agency Silver Group to enable matters to be escalated in a timely fashion and for the preparation of papers.</p>
8. Quorum	<p>A quorum shall be four members and must include representation from the following:</p> <ol style="list-style-type: none"> a. West Midlands Police b. Birmingham 2022 Organising Committee c. The Home Office d. The Department for Culture, Media and Sport
10. Agenda	The agenda will be developed and agreed by the Co-Chairs in consultation with the other Members and include any escalations from the Multi-Agency Silver Group.
10. Secretariat	<p>West Midlands Police and the Organising Committee shall provide the Secretariat for the Multi-Agency Gold Group. The Gold Secretariat shall be responsible for circulating the agenda, circulating papers, recording key outputs and keeping an action log.</p> <p>The Co-Chairs will be responsible for agenda setting and commissioning of papers. Member organisations will provide papers, requested information and any other required documentation in a timely fashion for circulation by the Gold Secretariat.</p>
12. Reporting Procedures	<p>The Gold Secretariat will ensure a consistent flow between the Multi-Agency Silver Group, Multi-Agency Gold Group, Security Assurance Board and the rest of Commonwealth Games governance.</p> <p>The Gold Secretariat will ensure standard documentation including:</p> <ul style="list-style-type: none"> • the Security Programme Dashboard • the integrated project plan • the integrated risk register <p>are updated prior to each meeting and provided to the Security Assurance Board Secretariat in advance of their quarterly meetings. Documentation may need to be modified to an appropriate strategic level to enable quick consideration and decision making on the papers alone.</p> <p>The Multi-Agency Gold Group will also ensure:</p>



	<ul style="list-style-type: none"> • Any budgetary concerns or overspends are escalated to the Security Assurance Board at the earliest opportunity, to ensure the identification of alternative resolutions. • Budget iterations are circulated to the appropriate governance fora in advance of periodic assurance or approval milestones. • Outcomes of any periodic peer reviews, deep dives or other assurance conducted into the security programme strands, and topics or areas of interest as advised by the Security Assurance Board, are communicated to the Security Assurance Board. • Timely provision of products, information and materials for the orchestration of assurance reviews by the Security Assurance Board. • Regular reporting to the CEOs Group and Strategic Board is routinely shared with the Security Assurance Board, alongside any other ad-hoc requests from these fora around safety and security. <p>Members and attendees are responsible for disseminating meeting outcomes and decisions within their respective organisations as appropriate, and ensuring timely delivery of any actions which fall within their areas.</p> <p>If an action is not delivered by a specified deadline, the Gold Secretariat should be made aware prior to the next Multi-Agency Gold Group and advised how the action will be progressed.</p>
<p>12. Financial Reporting</p>	<p>The Multi-Agency Gold Group shall ensure that reports on Games security finances, including full lifecycle budget forecasts are provided to the Games Finance Group, CEO Group and Security Assurance Board as requested and in line with budget review timeframes.</p> <p>It will also generate its own financial reporting if its monitoring and oversight activity identifies the need to do so.</p>
<p>13. Review</p>	<p>Terms of Reference shall be reviewed on an annual basis or as necessary.</p> <p>The Multi-Agency Gold Group will also be liable to change form or function in line with wider Games governance as necessary.</p>



BIRMINGHAM 2022 COMMONWEALTH GAMES

SECURITY MULTI-AGENCY SILVER GROUP - TERMS OF REFERENCE

1. Purpose	To drive the security programme providing coordination and integration of partner agencies, and ensuring progress is monitored and tracked.
2. Accountability	The Multi-Agency Silver Group is accountable to the Security Multi-Agency Gold Group.
3. Remit	<p>The remit of the group includes:</p> <ul style="list-style-type: none"> • Providing tactical coordination, direction and guidance to organisations and agencies involved in the delivery of the security programme including the security programme Working Groups. • Oversee activity, ensuring the alignment of organisations so that there is coherence and integration across the security programme. • Support the delivery of assurance and challenge processes commissioned by the Security Assurance Board or other areas of Games governance. • Support budget review processes and identify any opportunities for efficiency savings or requirements to access budget contingencies and escalate as necessary. • Identify, monitor, manage, and resolve security programme risks and issues where appropriate and escalate risks to the Gold Group as necessary.
4. Authority	Wherever possible, decisions of the Multi-Agency Silver Group will be made on the basis of consensus amongst members. If consensus cannot be reached or if the decision requires consideration at a higher level, the relevant matters will be escalated to the Multi-Agency Gold Group.
5. Membership	<p>Membership will be from the following organisations:</p> <ul style="list-style-type: none"> • Chief Superintendent, West Midlands Police (Co-Chair) • Director of Security, Organising Committee (Co-Chair) • Home Office • DCMS • Birmingham City Council • Ministry of Defence • West Midlands Fire Service • West Midlands Ambulance Service • Centre for the Protection of National Infrastructure • National Cyber Security Centre • British Transport Police <p>Members should be sufficiently senior that they can take decisions on behalf of their organisations yet are familiar with the tactical and operational detail of the plans. The</p>



	<p>Co-Chairs of the group are the WMP Programme Director and the OC Director of Security.</p> <p>Where a member is unable to attend, an appropriate deputy of similar seniority must attend on their behalf, with the agreement of the Co-Chairs prior to the meeting. The attendee in lieu must have the capability to make decisions on behalf of or commit their organisation to actions during the meeting.</p> <p>Programme specialists and relevant subject matter experts can attend in addition to members as required. They will not have voting rights.</p>
6. Additional attendees	The Multi-Agency Silver Group shall invite representatives from other organisations to attend meetings when required.
7. Frequency	<p>Meetings shall be held monthly.</p> <p>They shall be scheduled in advance of the Multi-Agency Gold Group to enable matters to be escalated in a timely fashion and for the preparation of papers.</p>
8. Quorum	<p>A quorum shall be four members and must include representation from:</p> <ul style="list-style-type: none"> a) West Midlands Police b) Birmingham 2022 Organising Committee c) Home Office d) The Department for Culture, Media and Sport
9. Agenda	The agenda will be developed and agreed by the Co-Chair in close consultation with the other Members.
10. Secretariat	<p>West Midlands Police and the Organising Committee shall provide the Secretariat for the Multi-Agency Silver Group. The Silver Secretariat shall be responsible for circulating the agenda, circulating papers, recording key outputs and keeping an action log.</p> <p>The Co-Chairs will be responsible for agenda setting and commissioning of papers. Member organisations will provide papers, requested information and any other required documentation in a timely fashion for circulation by the Silver Secretariat.</p>
11. Reporting Procedures	<p>The Silver Secretariat will ensure a consistent flow between the Multi-Agency Silver Group, the Multi-Agency Gold Group, and the rest of Commonwealth Games governance.</p> <p>Standard documentation for the Multi-Agency Silver Group will include the Security Programme Dashboard, the integrated project plan and the integrated risk register, and any other documentation necessary for considerations at a tactical level.</p> <p>Documentation provided to the Multi-Agency Gold Group, Security Assurance Board and wider CWG governance structure may need to be modified to an appropriate strategic level to enable quick consideration and decision making on the papers alone.</p> <p>The Multi-Agency Silver Group will also ensure:</p>



	<ul style="list-style-type: none"> • any budgetary concerns or overspends are escalated to the Multi-Agency Gold Group at the earliest opportunity, to ensure the identification of alternative resolutions. • Quarterly updates on the budget and budget iterations are circulated to the Multi-Agency Gold Group in advance of periodic assurance or approval milestones. • Outcomes of any periodic peer reviews, deep dives or other assurance conducted into the security programme strands, including by working groups and topics or areas of interest as advised by the Multi-Agency Gold Group, are communicated to the Multi-Agency Gold Group. • Timely provision of products, information and materials for the orchestration of scrutiny or decision making by the Multi-Agency Gold Group. • Regular reporting to the CEOs Group and Strategic Board is routinely shared with the Multi-Agency Gold Group and Security Assurance, alongside any other ad-hoc requests from these fora around safety and security. <p>Members and attendees are responsible for disseminating meeting outcomes and decisions within their respective organisations as appropriate, and ensuring timely delivery of any actions which fall within their areas.</p>
12. Financial Reporting	<p>The Multi-Agency Silver Group will review and report on finances and progress against the Games security budget as required.</p>
13. Review	<p>Terms of Reference shall be reviewed on an annual basis or as necessary.</p> <p>The Multi-Agency Silver Group will also be liable to change form or function in line with wider Games governance as necessary.</p>



Appendix 10: Stakeholder Analysis

The following table summarises the internal and external Stakeholder Analysis that was undertaken including the engagement forums/ mechanisms that were put into place to engage with them.

#	Stakeholder Identification	Stakeholder Analysis		
Stakeholder Name or Group	Influence	Interest	Engagement Approach	
A	Commonwealth Games Federation	High	High	1) Games Governance 2) Security Governance 3) CoCom 4) Security Assurance Board
B	Commonwealth Games Federation Partnerships	High	High	1) Games Governance 2) Security Governance 3) CoCom
C	Commonwealth Games Organising Committee (Security)	High	High	1) Games Governance 2) Security Governance 3) CPPG 4) Strategic Safety Management Group 5) Local Safety Advisory Groups 6) B2022 Resilience Governance
D	Commonwealth Games Delivery Unit	High	High	1) Games Governance 2) Security Governance 3) Security Assurance Programme
E	Department of Digital Culture, Media and Sport	High	High	1) Games Governance 2) Security Governance 3) CPPG 4) CGDU Internal Briefing
F	Birmingham City Council	High	High	1) Games Governance 2) Security Governance 3) Security Assurance Board 4) CPPG 5) Strategic Safety Management Group 6) Local Safety Advisory Groups 7) B2022 Resilience Governance
G	West Midlands Combined Authority	Medium	High	1) Games Governance 2) Security Governance 3) CPPG 4) Strategic Safety Management Group 5) Local Safety Advisory Groups 6) B2022 Resilience Governance
H	Transport for West Midlands	Medium	High	1) Games Governance 2) Security Governance 3) Security Traffic/Transport Working Groups 4) Joint Procurement Working Group 5) CPPG 6) Strategic Safety Management Group 7) Local Safety Advisory Groups 8) B2022 Resilience Governance
I	British Transport Police	Medium	High	1) Security Governance 2) Security BTP Working Group
J	West Midlands Fire Service	Medium	Medium	1) Games Governance 2) Security Governance



				3) Strategic Safety Management Group 4) Local Safety Advisory Groups 5) B2022 Resilience Governance
K	Regional Police Forces	Low	Low	1) Regional Board 2) Knowledge Hub
L	Other Forces	Low	Low	1) Knowledge Hub
M	National Media	Low	Medium	1) Activities delivered from the Comms and Engagement Working Group
N	Local Media	Low	Medium	1) Activities delivered from the Comms and Engagement Working Group
O	Local Business	Low	Medium	1) Activities delivered from the Community Engagement Working Group 2) Activities delivered from the Comms and Engagement Working Group
P	WMP Force Executive Team	High	High	1) CC representation at Strategic Board 2) ACC representation at CEO Board 3) Internal Gold Commander Briefings 4) Monthly CC Briefings 5) Ad Hoc FET Presentations and Briefings 6) Monthly status updates
Q	LPU Commanders/Heads of Functions	Medium	High	1) CWG representation at monthly commanders meeting 2) Ad Hoc briefings 3) Monthly Force Leadership Conference
R	Office of the Police and Crime Commissioner	Medium	High	1) Security Governance 2) Event driven briefings 3) Ad Hoc briefings as required 4) Represented at Legacy and Benefits board
S	Citizens of the West Midlands	Low	Medium	1) Activities delivered from the Community Engagement Working Group 2) Activities delivered from the Comms and Engagement Working Group 3) Social Media – WMP Twitter account and B2022 4) Active Citizens/ KIN/WMNOW
T	WMP Enabling Functions	Low	Medium	1) Internal WMP Project Boards 2) Force Leadership Conference briefings 3) Organisational Change Board Updates
U	WMP Officers	Low	Medium	1) Knowledge Hub 2) Force Messages 3) Awareness Days
V	WMP Staff	Low	Medium	1) Knowledge Hub 2) Force Messages 3) Awareness Days
W	Police Federation and Staff Unions	Medium	Medium	1) Briefings as required
X	Other Partner Agencies	Low	Medium	1) As required
Y	West Midlands Ambulance Service	Medium	Medium	1) Games Governance 2) Security Governance 3) Strategic Safety Management Group 4) Local Safety Advisory Groups 5) B2022 Resilience Governance
Z	OC Functional Areas	Low	Medium	1) CPPG



				2) Internal OC briefings 3) Games Governance
1	Home Office	High	High	1) Games Governance 2) Security Governance 3) CPPG 4) HO Internal Briefings
2	Finance Directors Group/Budget Oversight Group	High	High	1) Security representation at FDG/BOG 2) CPPG 3) Monthly financial Status Reporting 4) Ad Hoc assurance reporting
3	Strategic Board Members	High	High	1) CC Representation at Strategic Board 2) Monthly reporting through CPPG
4	Chief Executive Officers	High	High	1) ACC representation at CEO Board 2) Monthly reporting through CPPG
5	Ministry of Defence	Medium	High	1) Games Governance 2) Security Governance 3) MOD Working Group
6	Centre for the Protection of National Infrastructure	Medium	Medium	1) Security Governance 2) Representation at Venues/CRAM/ Infrastructure working Groups
7	National Centre for Cyber Security	Low	Medium	1) Security Governance 2) Representation at Cyber Working Group
8	Other Local Authorities	Low	Medium	1) Security Governance

Table 12: CWG Stakeholder Analysis