



## **MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE**

### **Held as a Hybrid Meeting on Wednesday 09 March 2022 at 6.00 pm**

PRESENT: Councillor Mashari (Chair), Kansagra, Choudhary, Hylton, Johnson, Long and Miller

MEMBERS IN ATTENDANCE REMOTELY: Councillor Hassan

Also Present: Councillors M Butt, McLennan (in remote capacity), Knight (in remote capacity), Krupa Sheth, and Tatler.

#### **1. Apologies for absence and clarification of alternate members**

Apologies for absence were received from:

- Councillors Conneely, Kabir and Shah.

#### **2. Declarations of interests**

None.

#### **3. Deputations (if any)**

A deputation was received from Philip Grant, pertaining to Item 9 on the agenda (Poverty Commission Update)

#### **4. Minutes of the previous meeting**

It was **RESOLVED** that the minutes of the previous meeting held on XXX be approved as an accurate record

#### **5. Matters arising (if any)**

None.

#### **6. Casey Review**

A presentation from the Football Association (FA) was presented by Tom Legg (Head of External Operations, FA) and Chris Bryant (Head of Tournament Delivery, FA). The presentation covered the process of the independent review of events at the Euro 2020 Final, which had been done by Baroness Casey. It was highlighted that the review had involved interviews with numerous stakeholders representing all key delivery partners, analysis of substantial documentation and CCTV footage, a survey of ticket holders, and independent reports from experts and academics across the field. The presentation detailed that the review had made 4 recommendations in relation to FA governance, including changes to the categorisation of matches of a certain scale, a review of stewarding, a national campaign regarding attitudes and

supporter behaviour, and the strengthening of penalties for disorder. Those recommendations would involve the FA working closely with the government and police, supporting the Sports Grounds Safety Authority (SGSA) with the review of stewarding, working with the Premier League, English Football League and 'Kick It Out' on behavioural change campaigning, and developing a proposal for legislative and football banning order changes. Two recommendations for Wembley operational matters were made to strengthen plans for safety ahead of events and matches of significance.

The Committee agreed that work had already been done to prevent similar occurrences in the future, however, they had concerns in relation to the absence of a risk assessment, detailed in chapter 4 of the review. Members recollected their personal experience of the day of the Final, noting that people had gathered from very early morning with what they felt was a small police presence. Carolyn Downs (Chief Executive, Brent Council) confirmed that the chapter related entirely to the police risk assessment. Jim Brockway (Metropolitan Police) advised that the internal police review of the events of the Final was still underway and therefore he was unable to comment fully. He highlighted that various risk assessments took place by the police, and the operation regarding police resourcing was very extensive throughout the Final. The resourcing had been based on different parts of Central London not limited to Wembley, away from the operation, as that was where police intelligence would have indicated the best use of assets to be at that time. The Committee requested for the outcome of the internal police review of events to be shared with them when finalised.

Continuing to discuss the police response to events on the Final, the Committee highlighted the number of people who were able to bring alcohol and other substances into the area, which had a Public Space Protection Order (PSPO) in place prohibiting the consumption of alcohol in public spaces. Carolyn Downs advised that this was a matter for the British Transport Police (BTP) as well as the Metropolitan Police, as people had been able to bring alcohol on to the tubes. There had been a small police presence in Wembley from 10am, and the main shift, which had included heightened resource, began at 3pm, although the situation had escalated by then. Alcohol had also been brought in by people on scooters, mopeds, and motorbikes by delivery drivers, with many different ways of bringing alcohol in which had never been experienced to the same extent before. It became difficult for the police to then move people on as there were no fan zones to move them to, and pubs and restaurants were closed due to Covid-19. It was highlighted that a very specific set of events had led to the situation, and therefore actions had been taken by all partners following the learning from those issues. For example, the police had been present from an early stage to set the tone for the Carabao Cup Final, and it was made clear that anyone carrying alcohol in the area would have it confiscated. On top of that there had been 2 successful fan zones that police and civilian enforcement officers could move fans into legitimately.

Continuing to discuss the issue of fans bringing alcohol to Wembley, the Committee asked about the licensing arrangements that had been in place during the Final. Chris Whyte (Operational Director for Environment, Brent Council) highlighted that, since the Final, Brent Council had undertaken an urgent review of licensing arrangements around the Stadium. The Council had engaged over 60 off-licences in the area to understand the lessons learned from the Final and secure agreement to curtail the

sale of alcohol on event days almost entirely. No conditions to licensing had been broken during the Final and the only change had been to the General Safety Licence around the management of Covid-19 regulations at the time.

In relation to ticketless fans, the Committee queried how they could be managed in the future to deter them from coming to Wembley. Chris Bryant advised that when ticketless fans had arrived at Wembley Stadium for the Final they had nowhere to go, as there had been no fan zones in greater London due to Covid-19. The events of the Final had brought to light that Wembley was more of a destination for big events than it had been perceived previously, and therefore stronger communications were needed to the public, through all available channels, to advise people they should not come to Wembley Stadium if they did not have a ticket. The FA recognised that in events of significance this might happen again and therefore a strong communications piece was needed from all partners, including TfL, to discourage fans attending. This in conjunction with fan zones across greater London would limit the number of ticketless fans in Wembley on major event days. In relation to a fan being able to buy a ticket at 5:30pm, the Committee were advised that this was a very unique situation that would not happen again. The ticket purchase would have been made online as no ticket offices were open on the day, and the issue had been where capacity was made available in the event at very late notice.

The Committee highlighted that the match had finished late and queried whether there were plans to review the start and finish times of matches and events in the future. Chris Bryant advised that, in the initial Terms of Reference for the review, start times had not been considered something that would be included. He advised that in organising major events, there was not much flexibility on when kick off time was. The FA would always raise the issue, question it and push for earlier times where possible. Wembley Stadium often delivered big events late at night, and it was not possible for the FA to rule out 8pm kick off times for major finals in the future, but FA representatives agreed they needed to find a way to safely deliver events at those kick off times. They fully appreciated the challenges that came with later kick off times, not just for local residents but for fans also, and it was a broad and common issue in sporting. These were mega events with worldwide appeal and the ability to host came with the requirement to meet certain broadcast times, which funded these events and operations. He felt that to refuse events at the Stadium based off their start time would be a detriment to Wembley Stadium's ability to host big events in the future. However, they were always willing to make representations where appropriate. Carolyn Downs agreed that, where necessary, partners would push back against certain times. For example, the Stadium had been asked to host a West Ham vs Tottenham game at 8pm on a New Year's Eve on the same night as the firework display and less TfL staff on the tubes. The SAG had advised that there were issues with that time and did successfully push back on that despite broadcasting issues, as it had not been possible to deliver safely.

The Committee referred to a section of the review which detailed a Wembley Stadium Advisory Group meeting dated 18 March 2021, which mentioned the challenge of bags being brought in to the stadium, and queried what the challenge was. Tom Legg advised that the stadium had a clear bag policy, with bags larger than an A4 sheet of paper not permitted. There was an external bag team to ensure anyone walking up to the Stadium concourse was prohibited if they had a larger bag, and a bag drop facility

was provided so that anyone with a ticket had the opportunity to use that bag hold and re-present themselves at the external concourse to gain access to the venue.

The review had also detailed an incident where a steward would not let a warrant officer through, and the Committee queried what the issue was and whether this had an impact on communications. Tom Legg advised that the external team were briefed to only allow people with a valid match day ticket in to the entrance of the Stadium, with a separate process for police officers to enter via staff entrances. This was a very detailed process which had been worked through with the Match Day Commander and a series of detailed briefing meetings ahead of each match day. The incident of the police officer trying to gain access to the venue would have been resolved by the Match Day Commander, with a process followed to enable access to the right entrance. In relation to the comments regarding a breakdown of communication, the Committee heard that the process around how the police were communicated with had been debated and some updates to the process had been made as a result. Some of the observations in the review related to matches that occurred during the Autumn period, and the FA felt the process they had agreed with the police and Match Commander Team was very effective and aligned. He added that the Stadium Control Room was jointly located with the Police Control Room, and the Safety Officer had a very close working relationship, minute by minute, with the Match Day Commander.

Drawing the discussion to a close, the Chair asked what the key areas of learning the key partners would be taking forward from the review were. Chris White stated that the Council agreed with the Baroness Casey Review including its outcomes and recommendations, and were fully committed to working with partners in a very determined way to implement the solutions. He felt that one of the contributing factors to the issues on the Final day had been the casual street drinking in advance of the game, and the opportunity for people to drink in that way had now ceased and the supply had been stopped. As a local authority, Brent was determined to undertake the licensing change needed to prevent the retail of alcohol for street drinking on event days and the enforcement of that. He highlighted that the positive outcome witnessed at the Carabao Cup Final showed that this could be reasonably achieved through the deployment of a number of Council teams. Tom Legg advised that the FA also agreed with the recommendations from the review. The removal of fan zones had a significant impact on operations running well on the day, which was compounded by the reduced capacity in licensed premises and the late kick off. The FA were pleased with the revised arrangements that had been agreed for future events and had been impressed with partners support and ability to deliver the new arrangements for the Carabao Cup Final. He highlighted that they now had a new platform to build on, refine and improve as they went through the next few years at the Stadium.

The Chair thanked those present for their responses during the discussion, and invited the Committee to make information requests and recommendations.

The Committee made the following information requests:

- i) For the Resources and Public Realm Scrutiny Committee to receive a copy of the Internal Police Review into events at Wembley Stadium during the Euros 2020 Final when available, and for that review to be made available publicly, if appropriate.

- ii) To receive assurance from FA colleagues that they will continue to make representations in regard to kick off times of matches.
- iii) To receive further information from the relevant partners on how the consumption of illegal substances will be dealt with on event days.
- iv) To receive information on what the new category of match will look like for significant high profile matches when it has been proposed.
- v) To receive an update on any proposed changes to licensing policy as a result of the review, and what that will mean for the different categories of matches.

The following recommendations were made:

- i) To suggest that the British Transport Police conduct their own internal review of events if they are not already involved in the internal review currently underway by the Metropolitan Police. For the Resources and Public Realm Scrutiny Committee to receive the outcome of that review, if conducted.
- ii) To suggest that the partnership group review ticket office closure times both online and in-person.
- iii) To encourage partners to investigate the mobile phone mast system to ensure that it is robust and capable before moving to 100% e-ticketing for events.
- iv) To encourage a review of CCTV coverage by the relevant partners considering the changes in the area, to ensure it is adequate.
- v) To request a mutual commitment to provide fan zones and spaces where ticketless fans can go.
- vi) To propose that all partners have an overall risk assessment as well as their individual risk assessments, with 1 partner assigned to supervise all the various risk assessments for the partners.

## 7. Topical Issue - TFL Funding

Councillor Shama Tatler (Lead Member for Regeneration, Property and Planning) introduced the item, presenting the Committee with an update on the Council's TFL Funding settlement. It was noted that TFL were in a difficult situation in regards to

Funding, which prevented Brent from pursuing improvement to Highways and Infrastructure to the extent that the Council would like to.

Alan Lunt (Strategic Director) then spoke to the Committee, and summarised the Funding issues facing TFL. The Committee were updated that historically TFL had provided around £3 million to supplement infrastructure projects from the Council, to augment the Council's own Funding of £3.5m. Due to the Covid-19 pandemic, it was made clear that this amount would significantly reduced, and the current priority for TFL was to produce a balanced budget by April 2023. Despite this budget shortfall, it was highlighted that Brent had been able to make improvements to Brent's unclassified roads network, using Council funding. The impact of TFL's Funding position would be most prominently felt in the maintenance of A-Roads within the Borough. Currently, there was uncertainty as to what the TFL Funding settlement would look like in the future. It was also clarified that any funding provided by TFL in the future would be focused on providing sustainable transport solutions for residents.

The Committee was then invited to raise questions on the information provided, which focussed on a number of key areas, as highlighted below:

- It was asked how the resistance to sustainable travel would be affected by the extension of the Ultra-Low Emission Zone (ULEZ) within Brent. It was clarified that conversations were ongoing with the Mayor of London's Office to ensure that residents who required use of a car, such as those with a disability, would receive mitigations.
- On the issue of the Kensal Corridor and Wembley Hill schemes, it was asked if further information could be provided around these schemes and whether they were still planned to go ahead. It was clarified that further information regarding the schemes could be provided outside of the meeting, and whilst there was no guarantee that these projects would go ahead, any funding received from TFL would be prioritised for these projects.
- Regarding planned road works, it was asked if there was currently a backlog, and it was answered that there were currently no delays to planned work.
- Further to this, it was asked whether reserves or CIL funding were ever used to address road resurfacing; it was confirmed that the Council and TFL Funding were the main sources of funding for road resurfacing, in addition to the revenue budget.
- In response to a query on resurfacing of Church Road in Church End, it was clarified that this issue was planned to be addressed in the next couple of years.
- In terms of prioritisation of road works, it was asked if residents were able to see where their roads stood in terms of prioritisation, and it was confirmed that whilst this data existed, there was an opportunity for this to be made more readily available to residents.

- In future, it was highlighted that TFL Funding may be dependent on certain criteria and initiatives, and that the Council would have to be mindful of this when seeking Funding.

#### Information Requests

- i) Further information regarding the Wembley Hill and Kensal Corridor schemes to be provided to the Committee.
- ii) Data on road improvement schemes in the borough to be published on the Council's website in future.
- iii) Data for residents on estimates and average amount of time for roads to be resurfaced in the borough to be provided to the Committee.

#### 8. Updates on the Brent Council workforce strategy and flexible working update

Councillor Margaret McLennan (Deputy Leader, Lead Member for Resources and Children's Safeguarding, Early Help and Social Care) and Martin Williams (Head of Human Resources) introduced this update to the Committee.

It was highlighted that the workforce strategy was seeking to be closely aligned to the Council's Borough Plan, as well as ensuring that it was digitally flexible across the Council as a whole. Succession planning was also highlighted as a key priority for the Council, which fed into data on the structure and workforce of the Council, ensuring that staff were in the correct positions at the correct time, as well as ensuring recruitment reflected this ethos as well. Workforce development from within the Council was also noted as being a priority area. As a result of the Covid-19 pandemic, this had also necessitated addressing the flexible working policy, which had been implemented successfully. The Council had also built foundations for younger workers through initiatives such as apprenticeship schemes, which reflected the priorities within the Borough Plan.

The Committee were also updated that a Digital Transformation Plan had recently been approved by Cabinet, and this would also tie into the Council's workforce strategy. The Council's strategy had been externally audited by PWC, and there were positive comments as to how the Council had been able to work flexibly in response to the Covid-19 pandemic.

The Committee was then invited to raise questions on the information provided, which focussed on a number of key areas, as highlighted below:

- It was confirmed that the four key priorities from the 2020 workforce strategy had been achieved, and it was agreed that a document could be provided to the Committee outside of the meeting to outline this in more detail.
- In relation to staff surveys, it was confirmed that these were completed bi-annually, and were run by the Transformation Team within the Council. These were also supplemented by the Council's 'Forward Together' sessions, as well as weekly video updates from the Chief Executive.
- It was asked whether the workforce prioritised academic qualifications ahead of work experience; it was clarified that there was no official weighting, but that for specific occupations professional qualifications were required. It was stressed that development of employees within the organisation was something that was prioritised.
- The issue of Agency workers was raised, and it was noted that agency workers were being reduced in the Council, but in some sectors vacancies were necessarily covered by Agency staff.
- It was asked what the impact of the recently passed budget had been on the workforce strategy; it was responded that due to the ethos and culture of the Council this would not have an adverse effect.

The Committee made the following Information requests

- i) Further information on the four priorities of the previous workforce strategy to be shared with the Committee.
- ii) Results of the most recent staff survey to be shared with the Committee.

## 9. Poverty Commission Update

Councillor Eleanor Southwood (Lead Member for Housing & Welfare Reform) introduced the item. The Committee received a deputation from Philip Grant, and due to the poor audio quality during Mr Grant's deputation, the Committee confirmed that Mr Grant would receive a written response to the issues raised in the deputation.

Moving forward to speak to the report, the Committee were thanked for their active and persistent interest in ensuring the recommendations arising out of Lord Best's Poverty Commission report were implemented. The Council House building programme was cited as moving forward, with all homes being ring-fenced as being at affordable levels of rent. Work on addressing issues in the private rental sector was also highlighted as a priority, with the cost of housing far outstripping wages within the borough. To this end, it was considered vital for high quality jobs to be provided in the borough. When residents experienced housing poverty issues, the

Council supported these individuals and families to help ensure this did not happen again.

The Committee was then invited to raise questions on the information provided, which focussed on a number of key areas, as highlighted below:

- Whilst the report had referenced outputs, it was asked if the impact of poverty at a borough and ward level could be measured in order to measure outcomes of policies to reduce poverty in the borough. The quality of borough wide data was cited as being an issue in obtaining these outcomes. The Council's Resident Support Fund was noted as being an effective way of obtaining data on reasons why residents were applying for grants, providing a holistic view of reasons residents were in poverty.
- Going forward, it was agreed that data on poverty from different sources could be more effectively presented to the Committee. The Committee were also notified that Brent, alongside six other London boroughs, were currently developing a framework by which to measure poverty. Locally within Brent Hubs, work was also ongoing to ascertain poverty at a more granular level.
- The issue of fuel poverty was raised, and it was asked how this data was collected. It was clarified that this was collated at both a regional and national level.

As a result of time constraints on the meeting, it was agreed that the Lead Member for Housing and Welfare Reform and Officers would respond to the Committee's remaining questions in writing.

#### 10. Progress Report

The Committee noted this item, as well as noting the fulfilment of all Information Requests in the Municipal Year.

#### 11. The Forward Plan of Key Decisions

The Committee noted the Forward Plan of Key Decisions.

#### 12. Any other urgent business

The Committee thanked Councillor Roxanne Mashari for her 12 years of service as Chair of the Resources and Public Realm Scrutiny Committee, and wished her the best in her future endeavours.

The meeting closed at 9.24 pm

Councillor R. Mashari