



**Community and Wellbeing Scrutiny
Committee**
19 January 2026

**Report from the Corporate Director
of Neighbourhoods and
Regeneration**

**Leader – Councillor Muhammed
Butt**

Emergency Planning and update on Casey Review

Wards Affected:	All
Key or Non-Key Decision:	Non-key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
List of Appendices:	None
Background Papers:	None
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1.0 Executive Summary

- 1.1 This report provides scrutiny members with an update on the Council's emergency planning, licensing enforcement and multi-agency coordination in relation to major events at Wembley Stadium. It follows the scrutiny work undertaken in 2021 after the UEFA Euro 2020 Final and the subsequent Casey Review.
- 1.2 The report sets out the progress made in implementing the review's recommendations, the current governance and operational arrangements now in place, and how risks are managed as the number and scale of events at Wembley Stadium increase. It also highlights areas where further work is underway to strengthen assurance, particularly around corporate emergency response arrangements and recovery planning.

2.0 Recommendation(s)

- 2.1 That the Committee notes the progress made since 2021 in strengthening event governance, emergency planning and enforcement arrangements, and the steps taken to embed learning from the Casey Review.
- 2.2 That the Committee notes the areas identified for further development, including continued work to strengthen Corporate Gold and Silver understanding of the Council's operational role at Wembley Stadium and the planned programme of joint briefings and exercises.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

- 1.1.1. The arrangements described in this report support Borough Plan priorities relating to safer communities, effective partnership working and the delivery of visible, well-managed public realm services.
- 1.1.2. For scrutiny purposes, the report demonstrates how the Council has moved from a predominantly reactive response in 2021 to a more structured, risk-based and strategically coordinated model for managing major events, with clearer accountability and stronger partnership governance.

3.2 Background

1.3.1. Post Casey Review

- 1.3.1.1. The scrutiny review undertaken in 2021, following serious disorder at the UEFA Euro 2020 Final, identified significant weaknesses in crowd management, alcohol control, emergency preparedness and multi-agency governance. The Casey Review provided a clear set of recommendations aimed at preventing a recurrence.
- 1.3.1.2. Since then, the Council has worked with the FA, Metropolitan Police, emergency services and other partners to embed those recommendations. This has included the introduction of a sterile Zone Ex, enhanced PSPO enforcement, clearer command and control arrangements, improved licensing controls and more robust planning, briefing and debriefing processes.

1.3.2. Best In Class

- 1.3.2.1. Best In Class (BIC) is a framework put in place in 2018 to assist in a joined-up approach between Brent Council, Quintain and the FA in relation Wembley Stadium event days. Regular meetings are held to discuss emerging issues and outstanding matters, ensuring that decisions are made collaboratively. However, during an event day, the

responsibility and accountability are shared amongst partners. Although there may only be one overall decision maker, the other stakeholders have oversight of those decisions.

1.3.3. General Internal & External Partnerships

1.3.3.1. *WSAG*

The Wembley Safety Advisory Group meets as and when necessary and includes all relevant stakeholders. The primary focus of this group is event safety.

1.3.3.2. *Brent Debrief*

Debriefs are an important part to the Wembley Stadium operation as it addresses issues, helps improve future events and ensures compliance. It also guarantees accountability, improves efficiency, and strengthens collaboration.

1.3.3.3. These debriefs include internal Brent Council staff and take place after every event, usually lasting for an hour. It includes management from Highways, Public Safety, Licensing & Trading Standards, Neighbourhood Management, Parking and Enforcement. The meeting assesses the success of the event and identifying what could be improved for future events. It also allows for collective feedback in preparation for the Zone Ex meeting.

1.3.3.4. *Zone Ex*

Zone Ex meetings include stakeholders involved in Wembley Stadium events and take place bi-monthly, usually lasting an hour. It includes all Brent Council departments mentioned above and in addition the FA, Wembley Park, Quintain, British Transport Police (BTP) and Met Police. With links to transport services such as TFL and Chiltern Railway and contractors such as Six Degrees, Event People and Veolia, the meetings make for a well-rounded, encompassed collaboration between all.

1.3.3.5. As per the Brent debrief it assesses the success of each event and identifies improvements. The meeting also provides updates on future events with discussions taking place surrounding these.

1.3.3.6. *WSTOG*

The Wembley Stadium Transport Operations Group (WSTOG) meet monthly to discuss anything related to transport and travel to and from Wembley Stadium. It is chaired by the FA and Brent Highways team and includes Brent Council, the Met Police, Transport Providers, BTP and Quintain.

1.3.3.7. *Wembley Partners*

This group meet as and when required and includes Quintain, Brent, and the FA and includes discussions surrounding event safety and operational approach including the level of risk and resources needed.

1.3.3.8. *HVM Working Group*

This group meet quarterly to discuss Hostile Vehicle Mitigation (HVM) in particularly liability for gaps on the Wembley Park Estate. It is chaired by the Counter Terrorism Police and includes Brent's Public Safety and Highways teams, Quintain and the FA.

1.3.3.9. *Wembley Business Partners*

This group meets monthly and consists of the major businesses in the area. Discussions include issues that may affect the Wembley Park Estate and provides updates on work being undertaken.

1.3.4. Event Structure

- 1.3.4.1. An event operations structure has been created with clear levels of responsibility and reporting lines for staff working events. It includes five tiers of responsibility ranging from officer level to Safety Advisory Group Lead.

1.3.5. Determining the risk level

- 1.3.5.1. There are three levels of risk determined for each event, namely the event itself, staffing levels, parking and lastly the supply of alcohol.
- 1.3.5.2. The level of resource required for each event is based on pre-agreed risk tiers for each event which are based on the likely risk of traffic, pedestrians, undesirable or antisocial behaviour, criminal activity linked to certain event types and demand due to number of attendees or the event profile. Criteria that are considered when determining risk include event type (trophy, friendly, international, club, etc.), reputation of attendees, audience profile (for boxing, wrestling, concerts, etc.), total attendance, event or team history, current intelligence, method of travel and origin of travel.
- 1.3.5.3. The Council resource required for each tier includes the various roles required to deliver an appropriate command and control structure for event day operations and the typical minimum number of officers required to fill each position on event days is determined according to such risk.
- 1.3.5.4. To control the levels of anti-social behaviour and disorder associated with particular events, work was carried out with the off licences and supermarkets to include two risk levels: Low and High. Similar to determining the risk level for events, the risk level for the consumption of alcohol looks at the same factors but focusses mainly on the event profile and intelligence provided by the Police and event promoters. Previous behaviour by attendees at other venues can also contribute to a decision on risk level.
- 1.3.5.5. Further work was carried out with on-licences such as pubs, bars, and restaurants to ensure they have measures in place to offset ASB and

disorder. This includes Premises Licence conditions such as, an increased number of SIA security, no off supply of alcohol, polycarbonate or other appropriate vessels, the prohibition of live games shown in Wembley Stadium, provision of risk assessments including capacity, etc.

1.3.6. Public Spaces Protection Order (PSPO)

- 1.3.6.1. The Council's PSPO amongst other things, regulates street drinking. The communication for the PSPO includes signage placed on the public highway and in parks. The council is also currently in communication with all premises responsible for the supply of alcohol and works closely with them to ensure that at high-risk events, the supply of alcohol is limited to local residents. This communication also includes the risk rating of each event, giving businesses the opportunity to put measures in place where necessary
- 1.3.6.2. The PSPO also regulates other anti-social behaviour such as urination, the use of flares, littering, spitting and street trading. The PSPO is currently being reviewed and will be updated from February 2026.

1.3.7. Documentation

- 1.3.7.1. Various documents ensure each event is planned and co-ordinated across all relevant stakeholders. This includes but is not limited to Brent Council's Operational Plan, a Parking Event Plan and an Event Specific External Footprint Management Plan (ESFMP). It ensures a smooth operation, enhances safety and improves the overall experience for attendees, residents and businesses in the surrounding area.

1.3.8. Communication

- 1.3.8.1. Meetings with relevant football clubs take place prior to each event, who in turn advise fans of what is expected of them when they attend Wembley. This strengthens the communication with event day ticket holders. These meetings bring together football clubs, Brent Council, the FA, the Met Police, Dedicated Football Officers (DFOs), and other key stakeholders, including fan and disability groups and facilitate two-way communication, allowing Brent, the Met Police, and the FA to outline their expectations for attendees. This information can then be shared with ticketholders via email or published on the club's website.
- 1.3.8.2. In addition to this a webpage has been created to cascade information related to fan behaviour including prohibited street drinking, the lighting of flares and urination. This webpage is placed on the club's website in addition to the clubs messaging.
- 1.3.8.3. A webpage has also been created to communicate with local on and off licences. This webpage provides the risk rating and guidance on ensuring a safe and well managed establishment.

- 1.3.8.4. The FA provide a Community Factsheet which includes details of each event, such as key event details and road closures.
- 1.3.8.5. A quarterly meeting is held at the Wembley Stadium for Resident Associations that live in the Wembley Park footprint. These meetings allow the Stadium to update residents on future events and any plans that may affect the community. The residents are also given an opportunity to bring forward any issues which the Stadium then address in the moment or at an agreed future date.
- 1.3.8.6. The 'Love Football Protect the Game' campaign was activated around matches towards the end of the 2023/24 season and the campaign then relaunched for the 2024/25 season. This initiative looks at reminding fans of enhanced measures and tough sanctions in place to help keep matchday environments safe for all. By changing fan behaviour, negative impact on the local community is reduced.

1.3.9. Pre-event Walkabouts

- 1.3.9.1. Conducting a pre-event walkabout is essential to ensure the safety, accessibility and smooth operation of the event. It allows stakeholders to identify and address potential risks ahead of the event day. To deliver a safe and successful event, stakeholders go over any final issues that have either been missed or since their last check, require further measures.
- 1.3.9.2. The walkabout is usually carried out the day before an event or alternatively as close to the event as possible to ensure all issues are identified and is attended by the Public Safety officer and Neighbourhood Manager from Brent Council, the FA and Quintain.
- 1.3.9.3. The walkabout includes but is not limited to, access to the Stadium, safety and security measures, crowd management, traffic and transport management, licensed street traders and merchandise units, signage and wayfinding, emergency services and access and toilets.

1.3.10. Briefings

- 1.3.10.1. Briefings are essential to ensure all teams are aligned and working towards the same goals. It allows for last minute updates to be communicated, including intelligence or risks to the area. It also provides an opportunity to go over key messages and logistics that may otherwise have been overlooked in documentation such as the Operational Plan. Briefings include Officer Safety and Command briefings held by the Stadium and the Enforcement and Highways briefing held by Brent Council.

1.3.11. Zone Ex Control Centre (ZECC)

1.3.11.1. The Zone Ex Control Room (ZECC) was formed in 2023 in response to a need to create a joined-up approach between all stakeholders. Facilitating one location where all major stakeholders are offers several advantages including but limited to real-time decision making, reduced miscommunication, an integrated response, ability to share information more readily.

1.3.12. CCTV Provision

1.3.12.1. The ZECC contains access to various CCTV systems with visibility across the Wembley Park Estate. It includes cameras owned and managed by the FA, Quintain and Brent Council. It assists in preventing bottlenecks and helps to manage crowd density, allows for the detection of suspicious behaviour and an efficient response to incidents and emergencies.

1.3.13. Event Day Cleansing, Bins & Toilets

1.3.13.1. Event day cleansing is carried out by Brent's contractor, Veolia, as a shared cost paid for extension of their usual contract. This includes pre-event, during-event, and post-event cleanup of the Wembley Park area and surrounding access points to Wembley Stadium. Veolia operates proactively to keep the area clean and free from obstructions, as well as reactively in response to requests from the ZECC.

1.3.13.2. On event days, 1100-litre bins are used as part of the FA's Best In Class (BIC) operation to enforce the 'no consumption of alcohol' provision under the PSPO. Attendees are required to surrender both open and closed alcohol containers into these bins once within the Wembley Park footprint. In addition to alcohol containers, the bins also serve to collect other common items such as sandwich wrappers and coffee cups, helping to keep the area clean and free from litter.

1.3.13.3. As part of the Best In Class (BIC) initiative, the FA ensures the provision of toilets across the estate. This provision is essential in minimising disruption to residents and local businesses. It not only prevents attendees from publicly urinating, which could be off-putting for some, but also helps maintain hygiene, keeping the area clean and free from unpleasant odours. The availability of toilets enhances convenience for attendees and visitors, and in the case of a team split, it helps prevent fans from mixing while searching for facilities. Overall, providing adequate toilet facilities significantly improves the atmosphere, making the area more welcoming.

1.3.14. Fan Zones

1.3.15. In response to Baroness Casey's recommendation to establish an alcohol-free zone, Wembley Stadium has introduced dedicated fan zones for attendees. The existing on-licence venues can accommodate up to 10,000 customers. However, with a stadium capacity of 90,000,

additional provisions have been made to ease pressure on these venues. The East Village can accommodate an additional 2,500 customers, while the West Village provides space for a further 1,500.

1.3.16. Emergency Planning

- 1.3.16.1. Corporate Gold and Silver are now more fully incorporated into Wembley Stadium event arrangements. Their details are included within event Operational Plans and, on event days, they are in direct contact with the Event Management team via a dedicated WhatsApp group.
- 1.3.16.2. This change followed a multi-agency exercise held in January 2024, which highlighted the need to align the Council's emergency response arrangements more closely with the management of major events. Improved communication has already resulted in quicker activation of emergency response arrangements for a small number of incidents within the event footprint that were not directly related to the event itself, with issues escalated to the on-call resilience advisor before emergency services made contact.
- 1.3.16.3. There is further work to do to ensure that Corporate Gold and Silver fully understand the Council's operational role in delivering events at Wembley Stadium. To address this, a joint briefing with Emergency Planning and Resilience has been scheduled for January 2026, and opportunities for Gold and Silver officers to shadow the events team will be offered.
- 1.3.16.4. Risk assessments are provided for those officers working on event days including Safe Systems of Work (SSOW) to ensure work activities are carried out safely, reducing the risk of accidents and injuries.
- 1.3.16.5. In addition to this, all officers regardless of level are required to undertake ACT and SCan training. These government training initiatives are designed to help individuals and businesses recognise and respond to potential terrorist threats.
- 1.3.16.6. Event day working currently operates the 'Run, Hide, Tell' guidance to help respond to a terrorist or active shooter incident. It provides clear, simple instructions to maximise personal safety in such high-risk situations.

1.3.17. Wider Impact

All areas beyond the Zone Ex area (i.e. the area immediately surrounding Wembley Stadium) are being taken into consideration during routine event day planning and event activities delivered on the day. This includes areas such as Wembley Park, Wembley Central and even Kilburn where we officers have been made aware that there may be a high number of visitors and therefore potential fan related ASB issues. The council's PSPO, CCTV Control Room and relationship with

our partners such as the Metropolitan Police now extends across the whole borough in order to address the wider event day impact on the area by assisting us in monitoring and managing event related ASB as it occurs in the outlying areas as well.

4.0 Stakeholder and ward member consultation and engagement

- 4.1 The Council operates a well-established multi-agency framework to support event planning and delivery, including WSAG, Zone Ex meetings, WSTOG and Best in Class arrangements. These forums provide assurance around risk management, accountability and escalation.
- 4.2 Ward members are engaged through briefings and responses to enquiries, while residents and businesses are engaged through community factsheets, resident meetings and targeted communications undertaken by the FA. Feedback is considered as part of post-event debriefs and informs ongoing improvements, which is of particular relevance given the increased number of events.

5.0 Financial Considerations

- 5.1 Event operations are largely delivered by the FA. However, the increase in event numbers presents a continuing pressure on staffing and contractor capacity. This is kept under review to ensure that arrangements remain sustainable.

6.0 Legal Considerations

- 6.1 The Council's role is underpinned by statutory duties relating to licensing, highways, public safety and enforcement. Clear governance arrangements, documented Operational Plans and defined decision-making responsibilities provide assurance that legal obligations are met while supporting effective partnership working.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

- 7.1 Scrutiny members should note that event planning takes account of the Public Sector Equality Duty, including accessibility, crowd safety and the protection of vulnerable groups. Engagement with disability groups, residents and community representatives supports inclusive planning and risk mitigation.

8.0 Climate Change and Environmental Considerations

- 8.1 Environmental impacts, including waste, cleansing and transport disruption, are actively managed through coordinated operational planning. Contractors and partners play a key role in minimising environmental impact and maintaining the public realm during and after events.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 Event delivery relies on trained and authorised officers, supported by contractors. Staffing, rotas and welfare arrangements are managed to ensure resilience, compliance with working time regulations and officer safety during high-intensity operations.

10.1 Communication Considerations

- 10.1 Clear communication is central to risk management. The inclusion of Corporate Gold and Silver within event-day communication channels has strengthened escalation routes and situational awareness. Post-event debriefs provide an opportunity for scrutiny-relevant learning and assurance.

Report sign off:

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