

GREATER LONDON AUTHORITY

REQUEST FOR MAYORAL DECISION – MD2780

Title: UEFA Men's EURO 2020 – Project update and approval of income

Executive Summary:

London is hosting seven matches during the postponed UEFA Men's EURO 2020 tournament (now taking place in 2021). The GLA has entered a Host City Agreement for the event that sets out the GLA's obligations.

The GLA's obligations have been adjusted in light of COVID-19 considerations. This MD seeks approval for a programme budget that has been revised accordingly, accounting also for the incurred costs before the event was postponed. It also requests a delegation to approve receipt of income on a cost recovery basis.

Separately, a review has been undertaken of the programme of activity and related costs of the Women's EURO 2022 tournament. This MD notes the intention to transfer underspend from the Men's tournament (up to the value of £3m), with this being a subject of a future MD.

Decision:

That the Mayor:

1. approves further expenditure of up to £10.133m to deliver the GLA's programme of support for the Men's rescheduled EURO 2020 tournament (with no increase to the project budget previously agreed);
2. delegates authority to the Mayoral Director for External and International Affairs and the Executive Director for Strategy & Communications, which delegation may be exercised by either one of them individually or by both of them acting jointly and without the need for a further decision form, to:
 - a. receive income from sponsorship, concessions or other contributions in relation to EURO 2020; and
 - b. reallocate budget across project areas (within the £10.133m expenditure envelope).
3. approves the movement of £375k from the Men's contingency fund to increase the staffing budget for the Women's tournament. This will take the total approved expenditure envelope on the Women's tournament to £1.475m; and
4. notes the intention that where savings can be realised on the Men's tournament these savings will be redirected to enhance the GLA's delivery of the Women's EURO 2022 tournament. This will be subject to a separate MD.

Mayor of London

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

Signature:



Date:

17/3/24

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR

Decision required – supporting report

1. Introduction and background

- 1.1. In April 2014, the previous Mayor entered into a Host City Agreement with UEFA for London to host seven Men's EURO 2020 matches, including the semi-final and final. The programme has been subject to several decisions since, most recently MD2486 in June 2019 which approved a budget of £15.4m. Appendix 1 summarises the decision history.
- 1.2. Due to the impact of COVID-19, the tournament was postponed to 11 June – 11 July 2021. London reconfirmed its status as a host city and the Mayor formally recommitted to a series of obligations through a Letter of Undertaking, countersigned by the UEFA and The FA in June 2020. The document outlined a reduced project scope and an understanding between the organisations, in the context of managing risks associated with COVID-19, that the support and advice of public agencies such as Public Health England and NHS England would be necessary to plan and deliver the event.
- 1.3. The reduction in project scope centred on removing or scaling back three deliverables in the original agreement:
- free public transport for spectators – removed;
 - Trophy Tour Bridge event – removed; and
 - public screening obligations – reduced from a requirement to show every match of the tournament to Wembley and England matches only.
- 1.4. The above has allowed savings to be made across the programme and budget reallocated across the project.
- 1.5. A portion of the project's budget (originally intended for community grants) was transferred to the London Community Response Fund as a saving, in response to the COVID-19 pandemic.
- 1.6. Over the course of the last year, significant progress has been made on the project, resulting in three procurements for the large contracts across the Fan Zones, City Activations and Mobility project areas. Work has also been continuing with major stakeholders on COVID-safe tournament scenarios, with a view to providing UEFA a final project plan in early April 2021.

Updated project budget

- 1.7. The rescope Men's EURO 2020 budget is shown below, and now totals £10.133m. Of the £15.4m budget approved by MD2486, £4.9m are costs incurred over 2018/19 and 2019/20 before the postponement of the tournament. A significant proportion of these costs relate to contractual commitments the GLA had entered into, primarily on the Fan Zones and City Activations project areas. It is also proposed that £375k of the original £15.4m is repurposed to provide staffing support for the Women's tournament (see below).

Project Area	Budget
Fan Zones	£4,849,077
City Activations	£472,444
Host City Dressing	£500,000
Last Kilometre Dressing	£248,135
Mobility (Transport)	£633,000
Free Transport (volunteers & media)	£500,000

Volunteering	£515,536
Marketing / Campaign	£34,000
Spectacular (Culture Installation)	£239,300
GLA Staffing	£851,578
Admin, Legal, Rights Protection	£150,000
Contingency	£1,139,930
Total	£10,133,000

Expenditure profile

Forecasted Profile	2020/21 (forecast)	2021/22 (budget)	Total
Men's EURO	£731,000	£9,402,000	£10,133,000

- 1.8. The Mayor is being asked to delegate authority to either the Mayoral Director for External and International Affairs or the Executive Director for Strategy and Communications, which delegation may be exercised by either one of them individually or by both of them acting jointly to reallocate budget across project areas (within the £10,133,000 expenditure envelope). This delegation would serve to enable an appropriate response to the emerging scenarios surrounding the project's scope, as the tournament draws nearer, and government guidelines are clearer. It will allow the team to shift focus to certain areas of the project we are sure are able to go ahead.
- 1.9. Given the uncertain environment within which the programme is being planned and implemented, including a number of potential scenarios for the tournament itself, officers deem £10.133m a prudent basis on which to budget. However, where savings can be realised in certain areas of the project, the aim is to reduce costs to the GLA, while fully meeting the obligations of the Host City Agreement and delivering a first-rate experience to Londoners and visitors alike. Savings are most likely to be found upon confirmation of the UK Government restrictions applicable during the tournament period. For example, a scaled-back airport dressing programme if international travel is limited; or a reduction in Fan Zone sites due to restrictions on public events or mass gatherings.

Receipt of income

- 1.10. The project is seeking to receive income purely to reduce the call on GLA funds. This will be expected in the following areas, with the approach to be clarified and income levels quantified when the final scope of the tournament have been agreed over the coming months.
- 1.11. Achievement of income is of course highly dependent on COVID-19 restrictions and guidelines in place at the time of the tournament, and plans will be informed by discussions with UEFA and public agencies such as Public Health England and NHS England.
- 1.12. There are a number of opportunities to raise income, they include the following:
- Within the Football Village and Fan Zone, UEFA sponsors or licensees who do not hold activation rights within their UEFA contracts are required to provide a fee in return for an activation space. This ground rent fee is based on rates determined by the GLA and invoiced directly by the GLA.
 - Any UEFA sponsors or licensees who are providing an activation at the Football Village or Fan Zone will be charged for any services provided. This includes power, water, security, cleaning, waste removal and plant hire. These services will be provided by the delivery partner but invoiced by the GLA directly to the UEFA sponsor/licensee.
 - UEFA sponsors and licensees may choose to finance additional marketing opportunities in the Fan Zone or Football Village (e.g. branded water refill points). These activations will be delivered by the GLA Fan Zone team and contractors on behalf of UEFA commercial partners.

- The GLA has the right to sell a percentage of screen time to additional partners for a fee.
 - Profit from food and beverage sold in the Fan Zone and Football Village. The food and beverage company will deduct their fee and percentage share and the remainder would come directly to the GLA as income.
 - Location partners hosting the Inside Out project as part of the Culture Programme will provide a financial contribution to the project either through a direct cash contribution to the GLA or as in-kind support.
- 1.13. It is incredibly difficult to estimate income from the tournament at this stage, initial estimates are that this could be in the order of £100k but this cannot be guaranteed and it could be substantially less, or more, depending on the final plans for the tournament which are of course pandemic dependent.
- 1.14. In addition to cash income, the GLA will also seek benefit in kind, such as contributions to event programming or other content, to promote and enhance the tournament and wider programme.
- 1.15. Across some project areas, sponsorship, other income and concessions (if relevant and appropriate) may be sought. All sponsorship arrangements will be in accordance with the GLA Sponsorship Policy.
- 1.16. The Mayor is being asked to delegate authority to the Mayoral Director for External and International Affairs and the Executive Director for Strategy & Communications, acting jointly or separately, to accept income, without need for further decision forms in order to be agile in accepting opportunities that may arise at short notice.

Event governance

- 1.17. In signing the Letter of Undertaking in June 2020 after the postponement of the tournament, the Event Steering Committee was reformed, made up of senior representatives from the GLA, The FA and the Department for Digital, Culture Media and Sport to oversee the project. A Project Escalation Group was also created as a forum to resolve any future changes in scope to the project or discrepancies between the major stakeholders. Both groups work to:
- identify key strategic and operational issues/opportunities associated with the event;
 - monitor project risk; and
 - oversee delivery of the GLA's obligations to UEFA.
- 1.18. The City Coordination Group combines the GLA and key agencies such as the Metropolitan Police and NHS England to safeguard the project's reputational and Health & Safety Risks. Advice taken at these meetings informs tournament planning.
- 1.19. At project level, two Project Boards have been implemented for two of the project's larger areas; Fan Zones and City Activations. These Board meetings serve to stringently monitor expenditure and ratify spend on a monthly basis.
- 1.20. In terms of governance for the GLA element of the project, the scheme of approval set out in MD2486 continues to apply. This ensures implementing activity is approved and recorded by senior officers, with all activity over £50,000 approved by the Mayoral Director for External and International Affairs or the Executive Director for Strategy and Communications in their absence.
- 1.21. In response to the COVID-19 pandemic, the COVID Working Group was implemented to assess COVID barriers to GLA planning and monitor risks to agencies and city operational coordination.

Women's EURO 2022

- 1.22. MD2279 approved a budget of £1.1m for the GLA's programme supporting the Women's EURO 2022 tournament. This MD bears on that approval in two respects:
- It seeks the Mayor's approval to reduce the expenditure envelope for the Men's tournament by £375k (taken from contingency) and to use this funding instead to enhance the staffing resource supporting the Women's EURO 2020 project (increasing the staffing budget to £425k and the overall programme budget to £1.475m). This reflects that the staffing costs were, at the point MD2279 was approved, set out in advance of detailed resourcing analysis having been undertaken. This will ensure that tournament planning can continue with adequate staffing in place.
 - The Mayor is being asked to note the intention that any underspend on the Men's tournament is transferred to the Women's tournament budget – but this would be subject to a separate MD at the appropriate time.

2. Objectives and expected outcomes

- 2.1. The objectives of the GLA's Men's EURO 2020 project remain as per MD2486, namely to:
- support the successful fulfilment of the GLA's Men's EURO 2020 obligations set out in the host city agreement; and
 - support delivery of the Mayor's Sports strategy and the GLA's major sports events framework, 'London: Home of World Class Sport'; which aim to:
 - increase economic investment into London;
 - increase international exposure of London; and
 - increase opportunities for Londoners to engage with major sports events through opportunities to attend, volunteer at, and participate in community sport activity that is linked to, the event.
- 2.2. UEFA EURO 2020 presents an opportunity to focus on London's recovery and increase international exposure for London as a major destination for world-class sport and tourism, particularly in Europe as well as increasing economic investment in London. The activity that the GLA is undertaking will encourage tourism in London both during and after the tournament, contingent on Government restrictions at the time.
- 2.3. The revised budget is designed to support the rescope project following the postponement of the tournament. As per para 1.10, the objective is to secure external income that will reduce the call on GLA budgets.

3. Equality comments

- 3.1. The GLA commissioned a report assessing the impact of the 2017 World Para Athletics Championships and IAAF World Championships. The report has been analysed against this project's requirements and a relevant lesson learned is the engagement of non-sporting organisations which is being implemented for this project. This helps to encourage people who share a relevant protected characteristic to participate in such activities in which participation is disproportionately low.
- 3.2. The GLA Major Sports Events team has consulted with Team London to ensure city-wide volunteer programmes across both tournaments eliminate discrimination, harassment and victimisation, and any other conduct prohibited by the Equality Act 2010. The Team London Ambassador programme

is open to all that apply, regardless of race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment.

- 3.3. Appropriate assistance to all Londoners and visitors will be available at the EURO Fan Zones and City Activations across both tournaments. The Team London volunteer recruitment strategy will encourage volunteers with language skills (specifically Chinese, French, Spanish, Italian and German) to join the volunteering programme. This will help to ensure that the sites will be able to offer assistance to both Londoners and visitors with whom we may have had difficulties communicating, fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 3.4. The GLA will encourage persons who share a relevant protected characteristic to participate in activities across both tournaments around London by offering a range of opportunities across sport, art and culture; particularly activities in which participation by such persons is disproportionately low. The Major Sports Events team have worked with colleagues in other GLA teams, particularly culture and communities teams, to develop plans to deliver and promote initiatives celebrating European food, music and culture, encouraging community cohesion and celebrating London's diversity during the event.
- 3.5. Planning has been shaped by 'A Tourism Vision for London' to ensure that visitors are provided with information in accessible formats to help them do more and see more in London; information is improved to help them find rewarding experiences, and visitors and Londoners alike are encouraged to explore areas beyond central London.
- 3.6. The GLA has worked with Wembley Stadium to ensure that it is an accessible venue, with a relevant and effective strategy for both projects. Wembley's Access and Inclusion Strategy was developed in consultation with statutory bodies from the initial principle that the design of the Stadium should be inclusive to all. The strategy will be used throughout the project to mark out the steps needed to be taken to meet all the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- 3.7. Previous equality comments have been reviewed, in light of the proposals contained in this decision form, and there are no new or pertinent considerations.

4. Other considerations

Key risks and issues

	Risk	Likelihood/Impact	Response & Mitigation
1	The costs associated with meeting the host city obligations rise.	Low/Medium	<p>MD2486 increased the project budget to £15.4m and satisfied the previous budgetary concerns. Since the tournament was postponed and the scope of the project was revised, the project will be delivered to the new budget as outlined in this MD and is not contingent on receipt of income.</p> <p>A detailed review of expenditure plans was undertaken in the summer of 2020 and provided confidence that the programme could be delivered to budget.</p> <p>A close working relationship has been maintained with TfL Procurement to</p>

			<p>ensure competitive procurement has driven down costs.</p> <p>A reduction in programme scope and close working with our contractors and partners to ensure the programme scope does not increase.</p> <p>Extensive investigation to find feasible income streams.</p>
2	The threat from international terrorism is increased during or prior to the tournament, therefore increasing policing costs and potentially affecting public attendance at Fan Zones and City Activations.	Medium/High	The UK Government is committed to covering the policing requirements for the event, including any rise to ensure public safety or mitigate a major incident.
3	Government COVID-19 guidance results in a cancellation of the tournament or a scaling back of its scope.	High/High	<p>While UEFA are committed to delivering the tournament and have re-stated their intent to do so, in the current climate there is a probability that the scope of delivery may change.</p> <p>Planning is underway for various scenarios, including the tournament being played 'behind closed doors' at Wembley Stadium.</p> <p>Mitigations include delaying commitments to fan zones and activation costs for as long as it is prudent to do so and exploring contractual flexibility.</p> <p>The COVID Working Group and City Coordination Group meets fortnightly to assess COVID barriers to planning and constantly assess risks to agencies and city operational coordination.</p>
4	Another wave of COVID or new COVID variant may impact on delivery of the tournament including resourcing,	High/High	The GLA is constantly monitoring Government and Public Health England's response to COVID through the fortnightly COVID Working Group. Notification of such risk will be given at these meetings. Major issues will be raised at the strategic partners group to assess the impact on the tournament and make decisions with

	cancellation and scaling of scope.		regards to the tournament's scope and/or viability.
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Conflicts of interest

- 4.1. There are no conflicts of interest to declare for any of the officers involved in the drafting or clearance of this decision form.

5. Financial comments

- 5.1. This decision requests approval for expenditure of up to £10.133m to deliver the GLA's programme of support for the Men's rescheduled EURO 2020 tournament as detailed above under section 1 of this MD.
- 5.2. This decision also seeks approval to delegate authority to the Mayoral Director for External and International Affairs and the Executive Director for Strategy & Communications, acting jointly or separately, to receive income. This is also detailed in the MD above.
- 5.3. The expenditure detailed in this MD for Men's EURO 2020 will be funded from the Men's EURO 2020-21 and 2021-22 budget. Any income received will be used to reduce the call on GLA funds.
- 5.4. The decision also seeks approval for the movement of £375k budget from the Men's EURO contingency fund to increase the staffing budget for the Women's tournament. This transfer will take the total approved expenditure envelope on the Women's tournament to £1.475m (MD2279 approved a budget of £1.1m for the Women's EURO 2022 tournament).
- 5.5. There is also the intention that, where savings can be realised on the Men's tournament, this budget will be used to enhance the GLA's the Women's EURO 2022 tournament. This will be subject to a separate MD.

6. Legal comments

- 6.1. The foregoing sections of this report indicate that the decisions requested of the Mayor fall within the statutory powers of the Authority to promote and/or to do anything which is facilitative of or conducive or incidental to social development and economic development and wealth creation within Greater London and in formulating the proposals in respect of which a decision is sought officers have complied with the Authority's related statutory duties to:
- (a) pay due regard to the principle that there should be equality of opportunity for all people;
 - (b) consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
 - (c) consult with appropriate bodies.
- 6.2. Furthermore, decisions 1 and 2 also fall within the statutory powers of the Authority under section 378 of the Greater London Authority Act 1999 (the "Act"). Under that section, the Authority has the power to do anything for the purposes of encouraging people to visit Greater London and to encourage people from outside the United Kingdom to visit the United Kingdom via Greater London. As set out at paragraph 2.2 above the hosting of EURO 2020 serves to promote London nationally and internationally as a destination to visit.
- 6.3. In taking the decisions requested of him, the Mayor must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual

orientation, religion or belief, pregnancy and maternity and gender reassignment) and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to section 3 (above) of this report.

Procurement of services

- 6.4. Officers must ensure that any external services required for the rescoped EURO 2020 be procured in accordance with the Authority's Contracts and Funding Code and with the assistance of Transport for London's commercial team. Furthermore, officers must ensure that appropriate contractual documentation be executed by both the Authority and the relevant service providers prior to the commencement of the required services.

Income from sponsorship, concessions and other contributions

- 6.5. Decision two above requests approval for the seeking and receipt of income from sponsorship, concessions and other contributions. Pursuant to section 93 of the Local Government Act 2003, the Authority has the power to charge for discretionary services. However, the officers should note that this power is subject to a duty to ensure that, taking one financial year with another, the income from the charges must not exceed the costs associated with the provision of the services. Furthermore, under section 378(9) of the Act, the Authority may receive contributions towards its expenses in carrying out its functions. Accordingly, to the extent that income is unrelated to sponsorship and concessions – for example the direct contributions from Location partners hosting the Inside Out project (as set out in paragraph 1.12 above) – that income may also be received by the Authority for the purposes of its hosting of EURO 2020.

The delegation

- 6.6. Any function exercisable by the Mayor on behalf of the Authority may also be exercised by any member of staff of the Authority albeit subject to any conditions, which the Mayor sees fit to impose. To this end, the Mayor may make the requested delegation to the Mayoral Director for External and International Affairs and the Executive Director for Strategy & Communications if he so chooses.

7. Planned delivery approach and next steps

Activity	Timeline
GLA presents final project scenarios to UEFA for review	April 2021
UEFA Euro 2020 Championship begins	11 June 2021
UEFA Euro 2020 Championship concludes	11 July 2021
Project closure	September 2021

Appendices and supporting papers:

Appendix 1 – previous decisions history

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral**Is the publication of Part 1 of this approval to be deferred? YES**

If YES, for what reason: It contains information, the publication of which would prejudice the GLA's ability to optimise its bargaining position with prospective funders and secure best value in respect of the goods and services to be procured to enable its discharge of its host city agreement obligations.

Until what date: 01 October 2021

Part 2 - Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form - NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Siobhan Geraghty has drafted this report in accordance with GLA procedures and confirms the following:

✓

Sponsoring Director:

Niran Mothada has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

Mayoral Adviser:

Leah Kreitzman has been consulted about the proposal and agrees the recommendations.

✓

Advice:

The Finance and Legal teams have commented on this proposal.

✓

Corporate Investment Board

This decision was agreed by the Corporate Investment Board on 1 March 2021.

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

D. Gane

Date

11 March 2021

CHIEF OF STAFF:

I am satisfied that this is an appropriate request to be submitted to the Mayor

Signature

D. Bellamy

Date

1 March 2021