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**DRUMSHEDS APPLICATION MERIDIAN WATER 4-6B ORBITAL  
BUSINESS PARK 5 ARGON ROAD EDMONTON LONDON N18 3BW**

**LONDON BOROUGH OF ENFIELD LICENSING SUB-COMMITTEE**

**HEARING 9 JULY 2019**

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**WITNESS STATEMENT OF  
MR ALEXANDER THORPE**

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I, Mr Alexander Thorpe, of Lilywhite House, 782 High Road, Tottenham, London N17 0BX state as follows:

1. I am employed as Senior Business Development Manager for Tottenham Hotspur Football & Athletic Co Ltd ("THFC"), a role which I have held since November 2016.
2. I make this witness statement in support of the relevant representation made by THFC against the issue of a new Premises Licence pursuant to the above licensing application ("Drumsheds' application").
3. I have read the statement made by Mr Richard Serra (Head of Planning at THFC) and Mr Tim Spencer (of Tim Spencer & Co) and confirm that the comments made therein concerning the fact that Stadium Event days – meaning a day when the Stadium "Bowl" will in use for a large capacity crowd (under a General Safety Certificate or Special Safety Certificate) - be they football matches; other sports; music concerts or other Events) are (and must remain) a "moveable feast" as many factors which determine when an Event will actually take place at the Stadium are actually outside the direct control of THFC (as already explained in Richard and Tim's statements).

4. As Senior Business Development Manager, my role and responsibilities are diverse but they essentially involve developing and managing relationships and partnerships with key third parties (e.g. partners, promoters, venues, agencies, suppliers) as well as coordinating and managing the commercial delivery and exploitation of the Stadium as a venue (e.g. with Partnerships, Retail, Marketing, Communications, Content). Part and parcel of my role is therefore to be involved in negotiations leading to the use of the Stadium on non-match days for example for music concerts and other entertainment events in the Bowl.
5. In view of the investment made in the Stadium, my "brief" is to maximise the use of the Stadium in accordance with its planning permission – which provides for major "Bowl" Events on 16 occasions over and above football match-days. This planned use does not only benefit THFC/the Stadium but delivers a wider range of ancillary benefits for the wider community and its stakeholders, not least in bringing and sustaining jobs in the area (estimated at 3,700 FTE across Enfield, Haringey and Waltham Forest) and raising the profile of the area, increasing its attraction to business and residents alike.
6. I recently attending the Licensing Committee Hearing in relation to the Applicant's first application relating to the Drumsheds' site, for the Field Day Festival over a weekend in June 2019. Discussions took place during the morning (outside of the actual Committee Hearing) and as explained in the course of those discussions, in view of the expected Events Calendar for 2019/2020 at the Stadium, we anticipated that there would be very few weekends outside the Football Season 2019/2020, when a Stadium Event would not be taking place.
7. The position concerning how football fixtures can 'move' in the Events Calendar has already been fully explained by Richard Serra and Tim Spencer in their statements. In terms of Events outside of the football season (e.g. music concerts) – again the position can be very fluid for a number of reasons (not necessarily within THFC's control) – until a final date is determined nearer to the particular proposed date.
8. However, due to the way in which the Summer Season events are provisionally booked into the various dates in THFC's Calendar (particularly over weekends in late May through to July) – I can confirm that there is a strong likelihood that major Events will be taking place at the Stadium over all weekends between late May and early July 2020. Even if there is not absolute certainty at this point (in terms of a concluded contract), so far in

advance of next Summer, what event will be taking place and whether it will be on a particular Saturday/Sunday or possibly a week day. This is because we run a "hold" system, as is common practice for any major venue. In simple terms, this is a reservation system based on a first come first served basis, with different Events being in first; second or even third "hold". If the first Event does not proceed to final contract stage; the second hold or third hold will take its place. Currently for every weekend between 22 May 2020 and early July, we have major Events in the Calendar either contracted or on "hold" (with at least a "second hold") in reserve. In several instances, we even have three or four parties interested in a given date. This high level of interest this far in advance of next summer is further evidence of the likelihood that the venue will be operating major Events across all weekends previously mentioned, and in line with our planning permission.

9. It was because of the above, that THFC could only "offer" 11 and 12 July 2020 to the Applicant as weekend dates in the Summer season of 2020 as being free from Events at the Stadium (as during that weekend the Stadium's pitch is likely to be being reseeded ready for start of the 2020/2021 football season).
10. In term of the Applicant's current "Events" Application for Drumsheds - for a Premises Licence covering daily use on occasions for up to 10,000 people - THFC's representation of 12 April 2019 still holds good and is arguably even more relevant (as the potential for a negative impact on the public transport system is much greater with Drumsheds' planned daily use). THFC has very serious concerns relating to all four Licensing Objectives – particularly if the Applicant ("Drumsheds") is permitted by the Licensing Authority (through the issue of a new licence), to operate when large scale Events (including large capacity music concerts and football matches) will already be in operation at the Stadium and Mr Serra and Mr Spencer elaborate in their statements on the specifics concerns relation to the public transport system.
11. Whilst Mr Serra and Mr Spencer focus in their statements on the potential for serious public nuisance/public safety issues arising on match days at the Stadium if Drumsheds is permitted to hold large scale licensed events at the same time – exactly the same considerations will apply in relation to when non-football Stadium Event days take place at the Stadium e.g. music concerts during the Summer Season.

12. I have seen a copy of the Drumsheds' proposed Events Calendar for 2019/20; 2020/21 (which is also attached to this statement at Appendix 1) and 2021/2022 and note that for May to July 2020, they are suggesting that they would have 2 events which would involve audiences/attendees of up to 10,000 and 2 further events at which some 7,500 people would attend. In 2021/2022, the numbers are increased – with 3 events involving more than 10,000, and 2 involving 7,500. What the Calendar fails to address (and in my view what the Applicant has consistently failed to address) is that these people could not be accommodated on the nearby public transport links which are in use by those who are attending Events, which are already licensed to take place, at the Stadium.
13. It should be noted that my comments in paragraph 12 relate to the Summer Season. Looking at the Drumsheds' Calendar – it is easy to note that they are proposing in totality 36 occasions in 2020/2021 when they would be inviting crowds of 7500 or more to their venue; and in 2021/2022, 42 occasions when large crowds would be involved. To provide this information without any credible supporting evidence as to how such crowds travelling to and from Drumsheds could be accommodated on a public transport system which is likely (on many occasions) to be virtually fully occupied with massive crowds going to and from a Stadium Event, is blatantly inadequate and cannot reasonably be considered to be consistent with the promotion of the Licensing Objectives.
14. Furthermore, the ambition of the venue is also to support the delivery of major Events for the benefit of London as a whole. One such example of this is our successful bid to win the right to host the biggest club Rugby Union weekend in Europe, the EPCR Champions and Challenge Cup Final 2021. Our bid, with the support of The Mayor of London's office, successfully won in face of opposition from other major cities within Europe. This example is particularly relevant, as it will involve a coordinated approach across stakeholders from the private and public sector to deliver not just an event, but two major Rugby matches as well as a week of activity across the city to support the events' legacy. It will bring a whole new audience to the local area, and will require a detailed transport strategy given the new audience and probability that all teams will not be based in London. The current Drumsheds' calendar proposes two major events in May 2021 but without further details of these proposed events and the supporting plans, I would be highly concerned that these could negatively impact the ability of the local area to deliver and therefore benefit from

such a high profile Event (the 2017 edition delivered an estimated economic impact of €49 million to its local host economy).

**Statement of truth**

I believe that the facts stated in this witness statement are true.



A handwritten signature in black ink, appearing to read 'Alexander Thorpe', is written over a horizontal dotted line.

**Alexander Thorpe**

27 June 2019

The Drumsheds 2019/20

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
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Show	Timing	Capacity (Total)
Club Shows (Daytime)	1200 - 2300	10,000
Club Shows (Evening)	1700 - 0400	10,000
Live Shows	1900 - 2300	7,500
Brand & Corporate	0800 - 2000	<2000
Filming	0800 - 2000	<100

0	0	0	0	0	0	0	1	2	2	1	2	2	10
0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	1	1	1	0	1	2	6
0	0	0	0	0	0	2	2	4	4	0	0	4	18
0	0	0	2	2	2	2	3	3	3	3	3	0	21
0	0	0	2	2	2	4	7	10	10	4	6	8	63

The Drumsheds 2020/21

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
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Show	Timing	Capacity (Total)
Club Shows (Daytime)	1200 - 2300	10,000
Club Shows (Evening)	1700 - 0400	10,000
Live Shows	1900 - 2300	7,500
Brand & Corporate	0800 - 2000	<2000
Filming	0800 - 2000	<100

2	2	0	0	0	0	1	2	2	2	1	2	2	18
0	0	0	0	0	0	0	1	1	1	0	0	1	4
1	1	1	0	0	0	2	2	2	2	1	2	2	16
0	0	0	0	0	0	2	2	4	4	0	0	4	16
0	0	0	3	3	3	3	3	3	3	3	3	0	24
3	3	1	3	3	3	8	10	12	12	6	7	9	76

The Drumsheds 2021/22

	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
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Show	Timing	Capacity (Total)
Club Shows (Daytime)	1200 - 2300	10,000
Club Shows (Evening)	1700 - 0400	10,000
Live Shows	1900 - 2300	7,500
Brand corporate	0800 - 2000	<2000
Filming	0800 - 2000	<100

2	2	0	0	0	0	1	2	3	3	1	2	2	18
1	1	0	0	0	0	0	1	1	1	0	0	1	6
1	1	1	0	0	0	2	2	3	3	0	2	3	18
0	0	0	0	0	0	2	2	4	4	0	0	4	18
0	0	0	3	3	3	3	3	3	3	3	3	0	24
4	4	1	3	3	3	8	10	14	14	4	7	10	82

Event category

The Drumsheeds 2019/20

Show	Timing	Capacity (Total)
Club Shows (Daytime)	1200 - 2300	10,000
Club Shows (Evening)	1700 - 0400	10,000
Live Shows	1900 - 2300	7,500
Brand & Corporate	0800 - 2000	<2000
Filming	0800 - 2000	<100

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Club Shows (Daytime)	0	0	0	0	0	0	0	0	0	1	2	2
Club Shows (Evening)	0	0	0	0	0	0	0	0	0	0	0	0
Live Shows	0	0	0	0	0	0	1	1	1	0	1	2
Brand & Corporate	0	0	0	0	0	2	2	4	4	0	0	4
Filming	0	0	0	0	2	2	2	3	3	3	3	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>6</b>	<b>8</b>
												<b>53</b>

The Drumsheeds 2020/21

Show	Timing	Capacity (Total)
Club Shows (Daytime)	1200 - 2300	10,000
Club Shows (Evening)	1700 - 0400	10,000
Live Shows	1900 - 2300	7,500
Brand & Corporate	0800 - 2000	<2000
Filming	0800 - 2000	<100

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Club Shows (Daytime)	2	2	0	0	0	0	1	2	2	1	2	2
Club Shows (Evening)	0	0	0	0	0	0	0	0	1	1	0	0
Live Shows	1	1	1	0	0	2	2	2	2	1	2	2
Brand & Corporate	0	0	0	0	0	2	2	4	4	0	0	4
Filming	0	0	0	3	3	3	3	3	3	3	3	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>5</b>	<b>7</b>	<b>9</b>
												<b>76</b>

The Drumsheeds 2021/22

Show	Timing	Capacity (Total)
Club Shows (Daytime)	1200 - 2300	10,000
Club Shows (Evening)	1700 - 0400	10,000
Live Shows	1900 - 2300	7,500
Brand corporate	0800 - 2000	<2000
Filming	0800 - 2000	<100

	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Club Shows (Daytime)	2	2	0	0	0	1	2	3	3	1	2	2
Club Shows (Evening)	1	1	0	0	0	0	1	1	1	0	0	1
Live Shows	1	1	1	0	0	2	2	3	3	0	2	3
Brand corporate	0	0	0	0	0	2	2	4	4	0	0	4
Filming	0	0	0	3	3	3	3	3	3	3	3	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>14</b>	<b>14</b>	<b>4</b>	<b>7</b>	<b>10</b>
												<b>82</b>

(a)  
(b)  
(c)  
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(a)  
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(a)  
(b)  
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(d)  
(e)