

**From:** [Richard Irish](#)  
**To:** [graham.gilmore@londonstadium185.com](mailto:graham.gilmore@londonstadium185.com); [Ash Sharma](#)  
**Cc:** [Nicky Dunn](#); [Lyn Garner](#); [Gerry Murphy](#)  
**Subject:** LLDC Audit Committee papers  
**Date:** 24 February 2020 16:42:01  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[LS185 2018-19 Audit results report 19.02.20 \(LS 185 Results Appendix 2\).pdf](#)  
[LS185 Management Letter 2018-19 \(LS 185 Results Appendix 3\).pdf](#)  
s.43

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Afternoon Graham/Ash,

The LLDC Audit Committee is scheduled for 5 March, which, Ash, I believe you are attending.

There are three papers going that relate to LS185:

- EY's 2018/19 audit results report – this follows the conclusion of the LS185 audit in December
- EY's 2018/19 management letter – covers their observations on LS185 financial controls, which arose from the audit (note the same content is included in the results report, above)
- Financial Processes and Controls Improvement Plan update – as we discussed last week Ash, this is an update against the report presented to the Audit Committee (and E20 Board) in November

These papers will be sent to the GLA tomorrow for publishing on Wednesday.

Appreciate the timing is tight, but if you have any significant comments, please can I have them by tomorrow morning.

I can be available for a phone call if helpful.

Nicky – for info as E20 Chair.

Thanks,

Richard

**Richard Irish**  
**Finance Director**

London Legacy Development Corporation  
Level 10  
1 Stratford Place, Montfichet Road  
London  
E20 1EJ

Direct: 0203 288 s.40  
Mobile: s.40  
Email: [richardirish@londonlegacy.co.uk](mailto:richardirish@londonlegacy.co.uk)

**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** FW: SMG - E20 Board Papers Only  
**Date:** 25 March 2020 13:45:19  
**Attachments:** [image013.png](#)  
[image014.png](#)  
[image015.png](#)  
[image016.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image010.png](#)  
[image011.png](#)  
[image012.png](#)  
[s.43](#)

Hi Richard,

Draft budget paper FYI.

Are you available to speak after 5:30pm about agreeing the E20 board paper, as that is when my last meeting should finish?

Thanks



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 [s.40](#)  
[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com) | [www.london-stadium.com](http://www.london-stadium.com)  
 Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** [s.40](#) <[s.40](#)>@londonstadium185.com>  
**Sent:** 25 March 2020 13:33  
**To:** Lyn Garner <[LynGarner@londonlegacy.co.uk](mailto:LynGarner@londonlegacy.co.uk)>; Gerry Murphy  
 <[GerryMurphy@londonlegacy.co.uk](mailto:GerryMurphy@londonlegacy.co.uk)>; [s.40](#) <[s.40](#)>@londonstadium185.com>;  
[s.40](#) <[s.40](#)>@londonstadium185.com>; Alan Skewis  
 <[AlanSkewis@e20stadium.com](mailto:AlanSkewis@e20stadium.com)>; Mark Camley <[MarkCamley@londonlegacy.co.uk](mailto:MarkCamley@londonlegacy.co.uk)>; [s.40](#)  
[s.40](#) <[s.40](#)>@londonlegacy.co.uk>; Ed Stearns  
 <[EdStearns@londonlegacy.co.uk](mailto:EdStearns@londonlegacy.co.uk)>; [s.40](#) <[s.40](#)>@londonstadium185.com>; Ash Sharma  
 <[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)>; Graham Gilmore  
 <[graham.gilmore@londonstadium185.com](mailto:graham.gilmore@londonstadium185.com)>  
**Subject:** RE: SMG - E20 Board Papers Only

An additional paper attached.

Kind regards,

[s.40](#)

[s.40](#)  
 EXECUTIVE ASSISTANT TO CEO  
 0208 [s.40](#)



s.40 [redacted]@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

**From:** s.40 [redacted]  
**Sent:** 25 March 2020 12:34  
**To:** 'Lyn Garner' <[LynGarner@londonlegacy.co.uk](mailto:LynGarner@londonlegacy.co.uk)>; Gerry Murphy <[GerryMurphy@londonlegacy.co.uk](mailto:GerryMurphy@londonlegacy.co.uk)>; s.40 [redacted] <s.40 [redacted]@londonstadium185.com>; s.40 [redacted] <s.40 [redacted]@londonstadium185.com>; 'Alan Skewis' <[AlanSkewis@e20stadium.com](mailto:AlanSkewis@e20stadium.com)>; Mark Camley <[MarkCamley@londonlegacy.co.uk](mailto:MarkCamley@londonlegacy.co.uk)>; s.40 [redacted] <s.40 [redacted]@londonlegacy.co.uk>; Ed Stearns <[EdStearns@londonlegacy.co.uk](mailto:EdStearns@londonlegacy.co.uk)>; s.40 [redacted] <s.40 [redacted]@londonstadium185.com>; Ash Sharma <[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)>; Graham Gilmore <[graham.gilmore@londonstadium185.com](mailto:graham.gilmore@londonstadium185.com)>  
**Subject:** SMG - E20 Board Papers Only

All,

Please see attached papers to go through at 2pm.

Please note, these are only draft with every day amends and updates taking place.

Kind regards,

s.40 [redacted]



s.40 [redacted]  
EXECUTIVE ASSISTANT TO CEO  
0208 s.40 [redacted]  
s.40 [redacted]@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** 2020-21 Budget Draft v1.xlsx  
**Date:** 27 March 2020 13:19:31  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

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Hi Richard,

Please find attached the excel version of the budget tables as presented at SMG on Wednesday.

I am reviewing the numbers following the SMG meeting, and there may be minor amends.

Thanks

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** LLW 2020-21 BUDGET.xlsx  
**Date:** 27 March 2020 15:40:10  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

Please find attached my calculation behind the s.43

The approach was s.43

Regarding the budget – I am now only expecting s.43

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** 2020-21 Budget Draft v2.xlsx  
**Date:** 31 March 2020 16:52:07  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

Numbers amended following our catch up this morning plus further tweaks, s.43

Speak later

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** 2020-21 Budget Draft v3.xlsx  
**Date:** 31 March 2020 20:45:07  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

Updated LS185 Budget attached, s.43

Updated cost figure s.43

Thanks

Ash



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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Cc:** [Gerry Murphy](#)  
**Subject:** LS185 2020-21 Budget Draft  
**Date:** 01 April 2020 09:19:17  
**Attachments:** [image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
[image012.png](#)  
s.43  
s.43

---

Hi Richard,

Please find attached the excel file for my numbers, it may be helpful to talk through to ensure our numbers are consistent.

Please also find attached the Board budget paper.

I need to append (appendix 3) the staff organisation chart which I am currently working on and will have ready today.

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** 2020-21 Budget COVID-19 DRAFT v4 APPENDIX.xlsx  
**Date:** 07 April 2020 17:26:59  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

s.43

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | [www.london-stadium.com](http://www.london-stadium.com)  
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**From:** Ash Sharma  
**To:** Richard Irish; s.40  
**Subject:** RE: London Stadium Procurement - URGENT Advice Required  
**Date:** 09 April 2020 17:10:57  
**Attachments:** [image015.png](#)  
[image016.png](#)  
[image017.png](#)  
[image018.png](#)  
[image019.png](#)  
[image020.png](#)  
[image021.png](#)  
[image022.png](#)  
[image023.png](#)  
[image024.png](#)  
[image026.png](#)

---

Hi Richard and s.40

Have a great long weekend!

On Tuesday, next week, it would be helpful if you could advise what letter of support could be offered s.43

Thanks

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** Ash Sharma  
**Sent:** 07 April 2020 13:27  
**To:** Richard Irish <RichardIrish@londonlegacy.co.uk>  
**Cc:** s.40 <s.40@londonlegacy.co.uk>  
**Subject:** FW: London Stadium Procurement - URGENT Advice Required

Hi Richard,

Following our earlier conversation, please find below the email I received from VFM, s.43

s.43

s.43

I have indicated to VFM that they will receive a response from our parent co by the end of this working week (Thursday).

Best regards

Ash

|



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

**From:** s.40 <s.40@vincifacilities.com>  
**Sent:** 07 April 2020 10:55  
**To:** s.40 <s.40@londonstadium185.com>; s.40 <s.40@londonstadium185.com>; Ash Sharma <ash.sharma@londonstadium185.com>  
**Cc:** s.40 <s.40@vincifacilities.com>  
**Subject:** London Stadium Procurement - URGENT Advice Required

Hi s.40, s.40, Ash,

s.43  
[Redacted]

s.43  
[Redacted]

s.43  
[Redacted]

s.43  
[Redacted]

**S.43**

I look forward to hearing back from you ASAP.

Best regards,

s.40

s.40

VINCI Facilities  
Millennium House  
Progress Way  
Denton  
MANCHESTER  
M34 2GP

**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** RE: London Stadium Procurement - URGENT Advice Required  
**Date:** 15 April 2020 17:50:44  
**Attachments:** [image015.png](#)  
[image016.png](#)  
[image017.png](#)  
[image018.png](#)  
[image019.png](#)  
[image020.png](#)  
[image021.png](#)  
[image022.png](#)  
[image023.png](#)  
[image024.png](#)  
[image026.png](#)

---

Hi Richard,



Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 **s.40**  
ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

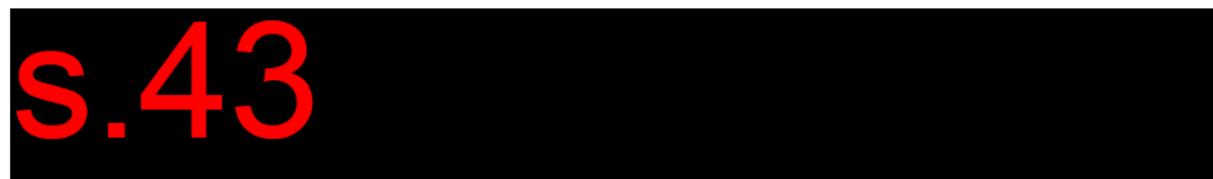
---

**From:** Ash Sharma  
**Sent:** 07 April 2020 13:27  
**To:** Richard Irish <RichardIrish@londonlegacy.co.uk>  
**Cc:** **s.40** <**s.40**@londonlegacy.co.uk>  
**Subject:** FW: London Stadium Procurement - URGENT Advice Required

Hi Richard,

Following our earlier conversation, please find below the email I received from VFM, **s.43**

**[REDACTED]**



s.43

I have indicated to VFM that they will receive a response from our parent co by the end of this working week (Thursday).

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** s.40 <s.40@vincifacilities.com>  
**Sent:** 07 April 2020 10:55  
**To:** s.40 <s.40@londonstadium185.com>; s.40 <s.40@londonstadium185.com>; Ash Sharma <ash.sharma@londonstadium185.com>  
**Cc:** s.40 <s.40@vincifacilities.com>  
**Subject:** London Stadium Procurement - URGENT Advice Required

Hi s.40, s.40, Ash,

s.43

s.43

s.43

s.43

**S.43**

I look forward to hearing back from you ASAP.

Best regards,

s.40

s.40

VINCI Facilities  
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Progress Way  
Denton  
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Mobile: s.40  
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**From:** [Richard Irish](#)  
**To:** [Ash Sharma](#)  
**Subject:** RE: Letter of support  
**Date:** 17 April 2020 15:26:09  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Ash – please see attached; I’ll call.

**Richard Irish**  
**Finance Director**  
Tel: s.40

---

**From:** Ash Sharma [<mailto:ash.sharma@londonstadium185.com>]  
**Sent:** 17 April 2020 09:33  
**To:** Richard Irish <[RichardIrish@londonlegacy.co.uk](mailto:RichardIrish@londonlegacy.co.uk)>  
**Subject:** RE: Letter of support

Thanks Richard.



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com) | [www.london-stadium.com](http://www.london-stadium.com)  
Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** Richard Irish <[RichardIrish@londonlegacy.co.uk](mailto:RichardIrish@londonlegacy.co.uk)>  
**Sent:** 17 April 2020 09:32  
**To:** Ash Sharma <[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)>  
**Subject:** RE: Letter of support

Hi Ash – I’ve got a response; am just about to go on a call until 11:00 so will be in touch after that.

Thanks,

Richard

**Richard Irish**  
**Finance Director**  
Tel: s.40

---

**From:** Ash Sharma [<mailto:ash.sharma@londonstadium185.com>]  
**Sent:** 17 April 2020 09:29

To: Richard Irish <[RichardIrish@londonlegacy.co.uk](mailto:RichardIrish@londonlegacy.co.uk)>

Subject: Letter of support

Hi Richard,

s.43

Many thanks

Ash



*Best regards,*

s.40

s.40

*VINCI Facilities*



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com) | [www.london-stadium.com](http://www.london-stadium.com)  
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**From:** [Ash Sharma](#)  
**To:** [Gerry Murphy](#); [Richard Irish](#)  
**Cc:** [s.40](#); [s.40](#); [Graham Gilmore](#)  
**Subject:** Stadium Finance System Review  
**Date:** 28 April 2020 11:01:21  
**Attachments:** [image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
[image012.png](#)  
[s.43](#)  
[s.43](#)

---

Hi Gerry and Richard,

In advance of our meeting tomorrow to review and agree the options for the stadium finance system, [s.43](#)

[Redacted]

[s.43](#)

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 [s.40](#)  
[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com) | [www.london-stadium.com](http://www.london-stadium.com)  
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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Cc:** [Gerry Murphy](#)  
**Subject:** 2020-21 Forecast COVID-19 - MAY 20 FINAL.xlsx  
**Date:** 12 May 2020 16:06:02  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

As discussed earlier, please find attached the latest LS185 C-19 Forecast as presented at this month's E20 Board meeting, along with the previous C-19 Forecast and Budget that was presented at the April Board meeting.

I am working on forecast scenarios as requested by the E20 Chair, to be presented at the June Board Meeting, please send me the E20 Excel Budget file, and I will link my forecast as discussed, and also provide you with a forecast update for LLW costs for the E20 rechargeables line.

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | [www.london-stadium.com](http://www.london-stadium.com)  
Queen Elizabeth Olympic Park, London, E20 2ST

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** FW: E20 Board - Catch up call  
**Date:** 05 June 2020 15:41:53  
**Attachments:** [image013.png](#)  
[image014.png](#)  
[image015.png](#)  
[image016.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
[image012.png](#)  
s.43  
s.43

---

Excel version, and full Board update paper attached.

Thanks



**ASH SHARMA**  
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ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** s.40 <s.40@londonstadium185.com>  
**Sent:** 02 June 2020 16:11  
**To:** Nicky Dunn <nicky@s.40>; 'Shanika.Amarasekara@s.40' <Shanika.Amarasekara@s.40>; 'shanika.amara@s.40' <shanika.amara@s.40>; Keith Edelman <keith.edelman@s.40>; 'Keith G Edelman' <keith.edelman@s.40>; Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Lyn Garner <LynGarner@londonlegacy.co.uk>; Graham Gilmore <graham.gilmore@londonstadium185.com>; David Bellamy <David.Bellamy@london.gov.uk>; s.40 <s.40@londonstadium185.com>; Ed Stearns <EdStearns@londonlegacy.co.uk>; Mark Camley <MarkCamley@londonlegacy.co.uk>; Alan Skewis <alanskewis@e20stadium.com>; Ash Sharma <ash.sharma@londonstadium185.com>; s.40 <s.40@londonstadium185.com>; s.40 <s.40@londonlegacy.co.uk>  
**Subject:** E20 Board - Catch up call

Good afternoon all,

Hope this email finds you well.

Please find attached the Covid-19 update paper ahead of the catch up call tomorrow. As the financials are quite small and hard to read on the PDF, the excel spreadsheet has also been attached.

You will also find attached a document which has been produced around behind closed doors

which will also be discussed tomorrow.

Kind regards,

s.40



s.40  
EXECUTIVE ASSISTANT TO CEO

0208 s.40  
s.40 @londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Cc:** [Graham Gilmore](#); s.40; s.40  
**Subject:** 2020-21 Forecast COVID-19 - JUN20 SCENARIOS FINAL - Cost Savings Review Update.xlsx  
**Date:** 12 June 2020 12:45:14  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

Please find attached the 20/21 cost savings review for LS185.

I will talk through the numbers on the attached workbook for our discussion at 11am.

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

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ash.sharma@londonstadium185.com | [www.london-stadium.com](http://www.london-stadium.com)  
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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** FW: 2020-21 Forecast COVID-19 - JUN20 SCENARIOS FINAL - Cost Savings Review Update.xlsx  
**Date:** 12 June 2020 12:57:57  
**Attachments:** [image013.png](#)  
[image014.png](#)  
[image015.png](#)  
[image016.png](#)  
[image017.png](#)  
[image018.png](#)  
[image019.png](#)  
[image020.png](#)  
[image021.png](#)  
[image022.png](#)  
s.43

---



**ASH SHARMA**  
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ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** Ash Sharma  
**Sent:** 12 June 2020 10:44  
**To:** Richard Irish <RichardIrish@londonlegacy.co.uk>  
**Cc:** Graham Gilmore <graham.gilmore@londonstadium185.com>; s.40  
<s.40@londonstadium185.com>; s.40  
<s.40@londonstadium185.com>  
**Subject:** 2020-21 Forecast COVID-19 - JUN20 SCENARIOS FINAL - Cost Savings Review Update.xlsx

Hi Richard,

Please find attached the 20/21 cost savings review for LS185.

I will talk through the numbers on the attached workbook for our discussion at 11am.

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

020 s.40  
ash.sharma@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

**From:** [Ash Sharma](#)  
**To:** [Lyn Garner](#); [Gerry Murphy](#); [Richard Irish](#)  
**Cc:** [Graham Gilmore](#)  
**Subject:** Latest LS185 Forecast for review meeting  
**Date:** 16 June 2020 16:43:47  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
**s.43**

---

Dear Lyn, Gerry and Richard,

Please find attached the LS185 "Cost Savings Forecast" for our review tomorrow.

The main worksheet sets out the LS185 20/21 Fin Yr Budget, against the previous June forecast (as presented at the June board update meeting) and a new "cost savings forecast".

**s.43**

Graham and I will walk through the forecast with you tomorrow and will be pleased to receive any questions that you may have at that time.

I propose that I share the attached document on-line at our meeting, so please ensure that you are using your largest available screen for the MS Teams meeting, otherwise feel free to have the attached workbook open and I will reference each cell that we discuss.

Best regards

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

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[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com) | [www.london-stadium.com](http://www.london-stadium.com)  
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**From:** [Richard Irish](#)  
**To:** s.40 [redacted]; [Ash Sharma](#)  
**Cc:** s.40 [redacted]  
**Subject:** Updated Controls Audit Committee paper  
**Date:** 24 June 2020 09:03:24  
**Attachments:** [image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43 [redacted]  
**Importance:** High

---

Thanks s.40 [redacted], I have now been through the report – see my updated version attached.

Questions:

- s.43 [redacted]

[@Ash Sharma](#) – please can you review the draft to ensure we are reflecting matters in a way that is accurate and that you are happy to endorse.

Thanks,

Richard

**Richard Irish**  
**Finance Director**  
Tel: s.40 [redacted]

---

**From:** s.40 [redacted] [mailto:s.40 [redacted]@londonstadium185.com]  
**Sent:** 23 June 2020 12:38  
**To:** Richard Irish <[RichardIrish@londonlegacy.co.uk](mailto:RichardIrish@londonlegacy.co.uk)>; Ash Sharma <[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)>  
**Subject:** RE: Updated Controls doc (that s.40 [redacted] sent!)  
**Importance:** High

Hi Richard (and Ash),

Thank you, I'm good thanks, I hope you and the family are too. How did drum masters go

yesterday (sorry I missed it!)

Please find attached., updated as of today.

Best regards,

**s.40**



**s.40**

**FINANCIAL CONTROLS PROJECT LEAD**

**s.40** @londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

---

**From:** Richard Irish <[RichardIrish@londonlegacy.co.uk](mailto:RichardIrish@londonlegacy.co.uk)>

**Sent:** 23 June 2020 11:52

**To:** **s.40** <**s.40** @londonstadium185.com>

**Cc:** Ash Sharma <[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)>

**Subject:** FW: Updated Controls doc (that **s.40** sent!)

Hi **s.40**

Hope that you are well.

Please can you provide the latest update on the controls paper we previously discussed (I know you sent me some items after our discussion on 22 May). I am pulling this into a draft report for the Audit Committee.

If you could get this through today that would be appreciated – let me know if that is an issue.

Thanks,

Richard

**Richard Irish**  
**Finance Director**

Tel: **s.40**

---

**From:** **s.40** [<mailto:s.40@londonstadium185.com>]

**Sent:** 21 May 2020 15:34

**To:** Richard Irish <[RichardIrish@londonlegacy.co.uk](mailto:RichardIrish@londonlegacy.co.uk)>

**Cc:** Ash Sharma <[ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)>

**Subject:** Updated Controls doc (that **s.40** sent!)

Hi Richard,

Please find attached showing the up to date position including whom has 'input' to each task and also responsibility.

Looking forward to catching up in the morning.

Best regards,

s.40



s.40

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s.40@londonstadium185.com | www.london-stadium.com  
Queen Elizabeth Olympic Park, London, E20 2ST

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**From:** [Richard Irish](#)  
**To:** [Ash Sharma](#)  
**Subject:** E20\_LS185 2020-21 Budget - June forecast update.xlsx  
**Date:** 02 July 2020 10:14:20  
**Attachments:** s.43

---

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**From:** [Ash Sharma](#)  
**To:** [Richard Irish](#)  
**Subject:** Item X E20 JULY 2020 Board - Financial Update DRAFT  
**Date:** 02 July 2020 17:02:21  
**Attachments:** [image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)  
[image006.png](#)  
[image007.png](#)  
[image008.png](#)  
[image009.png](#)  
[image010.png](#)  
[image011.png](#)  
s.43

---

Hi Richard,

Do you want to add the savings plan table at appendix 2?

I have two sections to finish off appendix 3 and a short update on the sensitivities but I am in a meeting for the next 30 mins.

Thanks

Ash



**ASH SHARMA**  
CHIEF FINANCIAL OFFICER

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**From:** [Richard Irish](#)  
**To:** [Ash Sharma](#)  
**Subject:** Item X E20 JULY 2020 Board - Financial Update DRAFT  
**Date:** 02 July 2020 17:58:02  
**Attachments:** s.43

---

Thanks Ash – please see attached with my additions. Please check it all hangs together.

A couple of other points:

- s.43 [REDACTED]
- s.43 [REDACTED]

Richard

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**From:** [Richard Irish](#)  
**To:** [Ash Sharma](#)  
**Subject:** Updated Finance update paper  
**Date:** 07 July 2020 09:59:19  
**Attachments:** [image001.png](#)  
[image002.png](#)  
s.43

---

Ash, as discussed.

I have also sent to Gerry – will let you know if she has any changes to my additions.

Thanks,

Richard

**Richard Irish**  
**Finance Director**

London Legacy Development Corporation  
Level 10  
1 Stratford Place, Montfichet Road  
London  
E20 1EJ

Direct: 0203 288 s.40  
Mobile: s.40  
Email: [richardirish@londonlegacy.co.uk](mailto:richardirish@londonlegacy.co.uk)



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**From:** [Richard Irish](#)  
**To:** [Gerry Murphy](#); [Ed Stearns](#); [Sarah Perry](#); [s.40](#); [Mark Camley](#); [Paul Brickell](#); [Anthony Hollingsworth](#); [ash.sharma@londonstadium185.com](mailto:ash.sharma@londonstadium185.com)  
**Subject:** RE: budget presentation  
**Date:** 08 July 2020 15:23:10  
**Attachments:** [image001.png](#)  
[s.43](#)  
**Importance:** High

---

All,

Attached are the updated budget review slides for tomorrow's Management Forum meeting.

Please can you let me know any other changes by cop today.

I will then circulate a final version to all of EMT.

Thanks,

Richard

**Richard Irish**  
**Finance Director**

Tel: [s.40](#)

---

**From:** Ed Stearns  
**Sent:** 02 July 2020 14:43  
**To:** LLDCEMT <[LLDCEMT@londonlegacy.co.uk](mailto:LLDCEMT@londonlegacy.co.uk)>  
**Subject:** budget presentation

Hi All,

Just had a quick catch up with Gerry and Richard re budget comms and specifically the session for Management Forum on July 9. Richard and Gerry will be presenting the lions share, however a reminder that each of us will be speaking to our directorate slide for no more than 5 mins each. If you need any changes to your slide please flag with Richard.

Ed

Ed Stearns  
Director of Communication, Marketing and Strategy

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PA [s.40](#) [s.40](#) [@londonlegacy.co.uk](mailto:) [s.40](#)