



Minutes

For: E20 Stadium LLP Board
Date: 30 January 2019
Location: Room 6, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ
Time: 9.30am – 12.10pm

Members Representatives Present:

Nicky Dunn (Chair), Keith Edelman, (LLDC), Shanika Amarasekara (LLDC), Gerry Murphy (SELH).

In attendance:

Alan Skewis, Director, E20
Lyn Garner, Chief Executive, LLDC
David Bellamy, Mayor's Chief of Staff, GLA
Alex Williamson, Consultant, E20
Richard Irish, Finance Director, LLDC
Ed Stearns, Director of Communication, Marketing and Strategy (LLDC)
Graham Gilmore, CEO, London Stadium (From agenda item 6)
Darren Raczkowski, Operations Director, London Stadium (From agenda item 6)
Thibaut Dufay, CFO, London Stadium (From agenda item 6)
Mark Camley, Executive Director of Park Operations and Venues, LLDC

1. Welcome and introductions

1.1. The Chair welcomed members to the Board and noted no apologies

2. Minutes of the previous meeting

2.1. Members approved the previous minutes from the 11 December and 27 November 2018 meetings with no amendments.

2.2. The Chair thanked Lyn Garner, Gerry Murphy, Alex Williamson and other members of the team for their work on completing the transaction with Vinci.

3. Actions from previous meeting

3.1. The Chair requested any comments or updates from the action log.

3.1.1. [REDACTED]

3.1.2. [REDACTED]

3.1.3. On action 18.4, Board were informed that eight Stadium/WHU bans occurred as a result of the 31 October incidents at the West Ham v Spurs match. Alan was asked to bring back to the Board an analysis of WHU bans vs other clubs.

4. LS185 transaction update (agenda item 3)

4.1. Alex Williamson informed the Board that the transaction with Vinci was now complete.

4.1.1. A Stadium Management Group (SMG) has now been set up which occurs weekly with senior members from LLDC, E20 and London Stadium. Lyn Garner, Gerry Murphy and Mark Camley will sit on the Stadium Management Group meeting.

4.1.2. Keith Edelman stated that any operator, whether it be E20 or a third party running the Stadium long term, needs to understand how a Stadium works for football Nicky Dunn agreed but also added that they also need to understand how a mixed-use venue operates alongside running football matches. The Board agreed with these statements.

4.1.3. An initial 90-day plan has been agreed and is being implemented. It will drive rapid integration of the teams, a more efficient operation and an environment better able to exploit the stadium's commercial opportunities.

4.1.4. Shanika Amarasekara requested confirmation that the Executive had looked at the 90 day workstreams to ensure all the correct headings had been covered to include any changes required due to a public-sector company purchasing a private company. Alex Williamson assured the Board of the team's experience in acquisitions. However, further review could be undertaken.

Action: Alex Williamson to review the 90 day headings for completeness.

4.1.5. The Board requested an update on the 90-day plan to be brought to the next Board meeting in March.

Action – [REDACTED] to add 90-day plan update to the 5 March Board agenda.

5. Health & Safety (H&S, agenda item 4.1)

5.1. Mark Camley introduced the H&S paper to the Board and informed them of the work Trivandi have been undertaking.

5.1.1. [REDACTED]

5.1.2. Lyn Garner requested a written breakdown and understanding of the roles and escalation procedures for stadium events.

Action – Mark Camley to provide Lyn Garner with a summary of roles and escalation procedures on event days.

5.1.3. The Board noted good progress, and that they needed to be assured on H&S issues. The Board required comfort that H&S issues are being addressed and worked

through in a timely fashion. An update must be provided at every Board meeting going forward.

5.1.4.

[REDACTED]

Action – Mark Camley to provide an update on Trivandi work at the next meeting.

5.1.5. After a lengthy discussion, the Board noted the report, and confirmed H&S should be a standing item at the top of the agenda.

Action – Danielle Thomas to include H&S as a standing agenda item.

6. MOPAC (agenda item 4.2)

6.1. Alan Skewis introduced the MOPAC update paper to Board.

6.1.1. The Board noted the report, and that another tranche of information was to be received on 31 January 2019. [REDACTED]

6.1.2. Governance and Delegations (agenda item 4.3)

6.2. Alex Williamson introduced the paper to Board, asking Board to note the proposals. The overview included how delegations will work within the next 90 days.

6.2.1. The Board noted the overview, and agreed that a review of delegations and authorities should take place after the initial 90-day period.

6.2.2. Gerry Murphy informed the Board that LS185's budget and accounting process currently run on a calendar year end. By the end of March 2019, they will adjust to the LLDC year end (end March) meaning that LS185 will run a 15-month accounting period to 31 March 2019. The LLDC finance team will work closely with London Stadium on accounting and budgeting for the new 2019/20 financial year-end. and delegations and authorities will be updated at this point and represented to Board.

6.2.3. Shanika Amarasekara questioned why all the approvals come to Board for approval. Gerry Murphy explained it was an appropriate measure taken by the E20 Board at a time of financial uncertainty. Gerry Murphy explained that the proposal for 2019/20 was that E230 Board would approve a full year budget and that delegation within that budget be given to the LLDC Chief Executive – quarterly reviews of progress against budget would be brought to the E20 Board. This would streamline the process.

6.2.4. David Ballamy confirmed that the Mayor would approve a one year budget for 2019/20 for LLDC with a three year look ahead in March. A letter of financial support may be requested from LLDC to E20/London Stadium.

6.2.5.

[REDACTED]

6.2.6. The five-year plan was discussed briefly and it was proposed to revisit the plan following the post transaction work and bring a revised five-year plan back to Board.

Action – [REDACTED] to send the E20 Board minutes to [REDACTED] (Osbourne Clarke)

Action – Gerry Murphy to review appropriate Osborne Clark support needed in future.

7. Readiness Report (agenda item 4.4)

7.1. The Board noted the report.

8. Finance Update (agenda item 5)

8.1. Richard Irish introduced the forecast update to Board.

8.1.1. Shanika Amarasekara requested that restructuring costs and legal costs are separated out when reporting figures.

Action –RI to separate restructuring costs and legal costs in future reports.

8.1.2. [REDACTED]

8.1.3. [REDACTED]

8.1.4. The Legal fees are currently £0.8m more than budget, due largely to the excess seating capacity case with West Ham.

8.1.5. [REDACTED]

8.1.6. [REDACTED]

Action – Lyn Garner to meet with A&O on the potential Concession Agreement claim.

8.1.7. The Board agreed the following payments in item 5.1 –

<i>Supplier</i>	<i>Description</i>	<i>Value £ (excl VAT)</i>
BT Conferencing	December 2018 charges	78
Cintra HR & Payroll Services	Payroll administration for January and February 2019	116

Consumer Consulting Co Ltd	Stadium consultant services for the three weeks from 11 February to 8 March 2019	30,532
KSS Design Group Ltd	Development of North and South stands	21,830
NQ Legal	Legal work on, connected stadium LS185/O2 agreement.	7,500
LLDC	Estate Charge for 2018 (Jan to Dec)	339,133
LLDC	Corporate Services recharge for December 2018	35,042
LLDC	Gowling legal cost for December 2018 [REDACTED]	352,746
LLDC	Atkins power supply study costs (evaluating private wire electrical displacement to the Stadium from Engie surplus electricity generated)	163
LLDC	MACE 2018 seating transition project management costs	8,754
LS185	Draught Beer expert site appraisal	25,875
PHD	Maintenance of seating for December 2018 and January 2019	51,414
[REDACTED]	[REDACTED]	[REDACTED]
Sub Total		918,631
Payroll	February 2019 staff costs (including tax and pension payments)	[REDACTED]
Total		933,331

Capital Expenditure.

LLDC	Recharge of Transformation costs from Atkins on seating defects warranty	26,712
Sub Total	Transformation costs	26,712
LLDC	CCTV installation phase 1 costs	5,902
Sub Total	Capital costs	5,092
Total		31,804

Graham Gilmore, Darren Raczkowski and Thibaut Dufay from London Stadium joined the meeting at this point.

The Chair welcomed them to the Board meeting and expressed optimism in having a joint approach and moving forward as one team.

9. Stadium Capital Projects Approvals, VenueAware and Draught Beer (agenda items 6, 6.1 and 6.2)

- 9.1. Alan Skewis introduced the Board paper to members, who were asked to consider the 11 project recommendations.
 - 9.1.1. VenueAware (agenda item 6.1): The Board concluded that London Stadium needed to check what license fee other clubs paid, and try to negotiate this fee down. It was noted that this may be in return for a 5-7-year contract.
 - 9.1.2. [REDACTED]
 - 9.1.3. The Board approved the capital investment of [REDACTED] to implement the VenueAware electronic steward accreditation system, subject to the LLDC Chief Executive being satisfied with the license fee terms and efficiencies resulting from improvements in the operations.
- 9.2. Safety control room: The Board noted and agreed that the safety control room needed to be Green Guide compliant. The Chair questioned if West Ham would have to contribute if the capacity increased. Alan Skewis confirmed the need to expand the space was not directly related to, and pre-dated the 60,000 capacity. Therefore, WHU were not liable.
 - 9.2.1. The Board approved the investment of up to [REDACTED] to improve the safety control room and the delegation to the LLDC Chief Executive to consider a further pitch facing extension after a period of monitoring.
- 9.3. [REDACTED]
 - 9.3.1. [REDACTED]
 - 9.3.2. [REDACTED]
- 9.4. Hammer cage for the Community Track: The Board confirmed the need for a robust structure as the space was used as a school play area during the day.
 - 9.4.1. The Board approved the purchase of up to £30,000 for the hammer cage.
- 9.5. Lower tier barrier implementation: The Board questioned the effectiveness, and why the lateral barriers were being tested in the London Stadium. Alan Skewis noted that lateral barriers were used at Wembley, and that the post Burnley and Spurs recommendations had identified they could act as a deterrent for pitch invaders, and save on steward costs. However, a trial was to test the concept and effectiveness before spending further funds to cover 381m around the stadium. The c.30m trial area would be in blocks 113 and 114.
 - 9.5.1. Lyn Garner requested an evaluation of the spend to save case for the barriers before the trial commenced.

Action – Alan Skewis to provide Lyn Garner a breakdown of potential spend to save on lateral barriers.

9.5.2. The Chair requested Graham Gilmore speaks to Wembley to see if they would recommend them. She also noted that Wembley's ex Head of security had taken out a patent on their system

Action – Graham Gilmore to speak to Wembley regarding lateral barriers.

9.5.3. The Board approved a delegation to Lyn Garner to make a decision on the [REDACTED] lateral barriers trial.

9.6. Purchase of bridge marquees: [REDACTED]

9.6.1. The Board approved up to [REDACTED] to purchase bridge marquees.

9.6.2. Masguard Barriers. The Board approved the purchase of barriers up to [REDACTED]

9.6.3. Lighting Project: The Board delegated [REDACTED] on the lighting project currently being undertaken at the London Stadium to Lyn Garner.

9.7. Two items were brought to the Board for approval under lifecycle plan.

9.7.1. Second irrigation pump: The Board approved the spend of up to £11,000 towards the installation of this item.

9.7.2. Replacement Lighting ballast units: The London Stadium team explained that the drive for this spend is to ensure the required lighting is in place for MLB. They also explained that LED lights cannot be used as the whole system would need to be changed. This may come forward as part of an integrated lighting project.

9.7.3. The Board approved the spend of up to [REDACTED] towards new ballast units.

9.8. Gerry Murphy noted that an efficient but robust procurement process needed to be run for capital spend, and that LLDC may provide resources to assist the Stadium team to achieve this.

9.9. Alan Skewis introduced the paper to Board on draught beer [REDACTED]

9.9.1. The Board approved the extension of the budget from [REDACTED] to [REDACTED] to implement permanent draught beer in the Londoner Lounges.

Action – Alan Skewis to instruct draught beer works with London Stadium team.

10. Seating Transition (agenda item 7)

10.1. Alan Skewis introduced the seating transition paper to the Board.

10.1.1. The Board noted the proposal to agree a fixed price with PHD for the 2019 transitions. The Board asked if agreeing a fixed price with PHD eliminates the risk for E20. It was noted that it transferred some, but not all, risk.

- 10.1.2. [REDACTED]
- 10.1.3. [REDACTED]
- 10.1.4. [REDACTED]
- 10.1.5. [REDACTED]

11. Director/Operational Update (agenda item 8)

- 11.1. Graham Gilmore introduced himself and the London Stadium team to the Board and gave an overview of what the London Stadium has successfully achieved to date, and what the challenges have been.
 - 11.1.1. The key factor that Graham Gilmore focused on was Health and Safety at the Stadium and emphasised that this would always be the main priority.
 - 11.1.2. Graham Gilmore expressed excitement about the 2019 events programme; how working as one team will make these events a greater success; especially collaborating with Mark Camley and his team on wider park events.
 - 11.1.3. David Bellamy welcomed Graham Gilmore and his team to the “family” on behalf of the Mayor of London, and noted how MLB will create a great economic buzz for London. He also underlined the requirement for robust Health and Safety

12. UKA (agenda item 9)

- 12.1. Lyn Garner informed the Board that Richard Bowker has stepped down as Chairman from UKA and an interim Chair will be implemented.
 - 12.1.1. [REDACTED]

13. AOB

- 13.1. Alex Williamson asked David Bellamy about the likely Mayor’s narrative following E20’s acquisition of LS185.
 - 13.1.1. David Bellamy emphasised that the key short-term messages would be about the efficiencies and cost savings as well as the commercial improvements. Going forward importance would also be given to use the economic value to London and showing the Mayor that the Board is moving the stadium in the right direction.
 - 13.1.2. The Board agreed to bring this back to Board and discuss in more detail.

The Board meeting closed at 12:10pm.

The next Board meeting is 5 March 2019

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