



## Minutes

**For:** E20 Stadium LLP Board  
**Date:** 10 April 2019  
**Location:** Room 3, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ  
**Time:** 0900 - 1145

### 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  
Graham Gilmore, Chief Executive, London Stadium  
Ed Stearns, Director of Communication, Marketing and Strategy (LLDC)  
Thibaut Dufay, CFO, London Stadium  
Peter Swordy, London Stadium, Director of Health, Safety and Compliance (Agenda item 3)

## 1. Welcome and introductions

1.1. The Chair welcomed members to the Board and noted apologies from Darren Raczkowski, Alex Williamson, Mark Camley and Richard Irish.

## 2. Minutes of the previous meeting

2.1. Members approved the previous minutes from the Board held on 5 March with no amends or comments.

## 3. Actions from previous meeting

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

3.1.1. On action 1.5, the Board requested a full update from Alex Williamson at the next meeting

3.1.2. On action 1.6, Gerry Murphy confirmed an update will be given at the next Board meeting

3.2. The Board requested an update on the injunction costs with West Ham. It was confirmed that the cost hearing would be in the next couple of weeks. Gerry Murphy to update members of the cost hearing.

3.3. The Board queried the status of the UKA contract and were informed that the draft contract is with UKA for comment but there has been no correspondence back for a

couple of weeks. The Board agreed for Lyn Garner to email UKA if nothing comes back within the next week.

- 3.4. Item 12 (E20/LLDC lease) was covered under actions. Gerry Murphy informed the Board that the LLDC undertaking (as part of their agreement to changes in the access agreement) to UKA required that the lease between LLDC and E20 give LLDC the ability to step in if required. Any necessary changes would be made. Proposed changes to the lease would be circulated to members.

Action – Gerry Murphy to update members on the cost hearing.

Action – Proposed changes to the lease will be circulated to members.

#### 4.

##### **0-90-day plan update (Agenda item 4)**

- 4.1. Alan Skewis introduced the paper to the Board informing them that the 90-day plan was progressing well and the majority of items are on track. The Board noted that some initial tasks were ambitious in 90 days, but they are still being worked through.
- 4.2. David Bellamy raised the question if there were any major concerns or issues to date. Graham Gilmore informed David Bellamy that there were no major concerns and the migration of the two companies seems to have been seamless and working well together which is positive.

#### 5. **Stadium Management Report (Agenda item 5)**

- 5.1. Alan Skewis introduced the paper to the Board.
- 5.2. Nicky Dunn requested that one consolidated report is issued in future rather than a cover report and appended management report.
- 5.3. Graham Gilmore introduced appendix one to the Board highlighting that no FA charge was issued for the pitch incursion at the Huddersfield Game on 16 March 2019. The pitch runner himself was charged and given a football ban for 3 years.
- 5.4. The Board were informed that the Saracens vs Harlequins match was a success, but that Saracens are going to Tottenham from 2020. Graham Gilmore updated the Board with conversations with other rugby clubs about playing at the London Stadium.
- 5.5. Graham Gilmore informed the Board that 36 hours after the Saracens match, West Ham had an independent pitch inspector come in and assess the pitch. They gave a score of 4 out of 5 which is a great achievement and means there should not be WHU concerns over pitch quality after rugby events.
- 5.6. The Board questioned whether the provisional costs for the rugby events would decrease. Thibaut Dufay noted that they are likely to go down slightly but not by a significant amount. The Board questioned why they were so high and requested Thibaut Dufay to provide a breakdown of the costs.
- 5.7. Nicky Dunn requested per capita is added to the finances in the management report with regard to F&B revenue.

- 5.8. The Board requested a full update of Stadium Naming Rights at the next Board meeting and for Alex Williamson to produce a timeline and a strategic look across the whole stadium piece including a Digital Strategy.
- 5.9. Nicky Dunn requested that when referring to signage the term “Digital Assets” is not used as these days this term does not refer to signage. They should be referred to as digital signage/LED signage or similar.
- 5.10. [REDACTED]
- 5.11. David Bellamy raised his concerns that no event was booked in for the bank holiday weekend in May.
- 5.12. [REDACTED]
- 5.13. Lyn Garner noted to the Board that with filling certain weekends, artists need to be touring at that time and are not elsewhere at festivals which makes it a little more challenging.
- 5.14. Nicky Dunn made the observation to Board that the London Stadium is more of a “standing” venue because of the size and width of the field of play. This will attract a certain type of artist.
- 5.15. Graham Gilmore informed the Board that the “cup trial” went well. David Bellamy noted the importance of good work like this on sustainability and environmental issues.
- 5.16. Nicky Dunn highlighted the commercial partnerships figure and was informed that this was already in the budget [REDACTED]. The London Stadium team need to come back with a new target.
- 5.17. [REDACTED]
- 5.18. Keith Edelman raised an issue on the risk register in relation [REDACTED]. The Board agreed to keep this risk on the register.
- 5.19. Keith Edelman noted that the risk register should be printed on A3 and papers should be coming out earlier to the Board.
- 5.20. In Alan Skewis’ report, item 7.4.4, the [REDACTED]

Action – Thibaut Dufay to provide a breakdown of match day costs for both football and rugby

Action – Per capita to be added to the F&B finances in the management report

Action – Alex Williamson to provide a Stadium Naming Rights timeline at next Board

Action – Nicky Dunn to send Graham Gilmore sustainability contact from Netball World Cup

[REDACTED]

Action – [REDACTED] to print risk register on A3 and get Board papers circulated 5 working days in advance of Board meetings.

Action – London Stadium to come back with a new Commercial Partnerships Target

**6. Claret and Hugh Survey (Agenda item 6)**

- 6.1. Ed Stearns introduced the paper to Board.
- 6.2. The Board were informed that 4358 responses from the survey Claret and Hugh carried out. Overall, the results were more positive than last year.
- 6.3. Graham Gilmore informed the Board that Visit England also wrote a report and although unfortunately the report has not been received, verbal feedback was very positive and complimentary.

**7. Connected Stadium (Agenda item 8)**

7.1. Gerry Murphy introduced the paper to the Board informing them that Alex Williamson had drafted with input from Gerry Murphy and Hugh Flemington.

7.2. [REDACTED]

7.3. [REDACTED]

7.4. [REDACTED]

7.5. [REDACTED]

7.6. [REDACTED]

7.7. [REDACTED]

Action - [REDACTED]

Action – [REDACTED]

Action – [REDACTED]

**8. E20 Cost of Living Increase (Agenda item 9)**

- 8.1. The Board asked [REDACTED] and Alan Skewis to leave the room for this agenda item as they are employed by E20.
- 8.2. The Board agreed to match the cost of living increase with LLDC.
- 9. Health and Safety Update (Agenda item 3)**
- 9.1. The Board welcomed Peter Swordy into the meeting.
- 9.2. Peter Swordy introduced the paper to the Board.
- 9.3. Peter Swordy informed the Board that Trivandi have provided recommendations, mainly around processes. Lyn Garner noted to the Board that items which are highest risk and are urgent need should be prioritised.
- 9.4. Peter Swordy agreed, noting that the London Stadium team will review the report and assess the actual risks, and how these can be mitigated.
- 9.5. Graham Gilmore informed the Board that a meeting has been arranged with Trivandi in the next couple of weeks and an update will be taken to the next E20 Board.
- 9.6. Nicky Dunn noted that all documentation must be up to date.
- 9.7. In response to a question from Nicky Dunn on the TORO report Alan Skewis informed the Board that a review of this report recommendations had been undertaken. Most has been completed, but any remaining issues would be combined into one list of recommendations covering (TORO, Trivandi, MOPAC).
- 9.8. Peter Swordy informed the Board that the CSP contract has now been signed which was still showing as outstanding on the report provided to Board.
- 9.9. Peter Swordy took the Board through the H&S report. The Board were also informed that London Borough of Newham had undertaken their review of documents, and all was passed with no comments or concerns.
- 9.10. Gerry Murphy questioned when the LED lighting proposal would be ready. Alan Skewis informed the Board that the Carbon Trust are currently carrying out some work on this with soft market testing and an update will be brought to Board in the next couple of months. The Board considered the lighting project should be prioritised.
- 9.11. Shanika Amarasekara raised concerns about the Fire Doors and Dampers as this has been an issue for some time. Peter Swordy informed the Board that it was more of an issue because staff are knocking into the doors with catering trolleys but remedial works are being carried out. It was noted that this issue is an overhang from transformation.
- 9.12. Alan Skewis informed the Board that since the report was written, all the fire damper work has been complete, and the fire doors are just over 30% complete. The Board raised the question if Fire Marshals could be reduced once all this work has been complete. Peter Swordy informed the Board that some could be reduced but not many as they serve other purposes within the Stadium.
- 9.13. David Bellamy made an observation that future papers should be revised to reflect more of a combined E20-LS185 approach. It was also requested that the Stadium incident summary categories should be grouped to enable easier analysis and identification of priority areas of focus.
- 9.14. Keith Edelman asked the London Stadium to come back with information about people who are banned then buying another ticket. [REDACTED]

[REDACTED]  
[REDACTED]

9.15. The Board noted the Health and Safety update.

Action – Stadium incident summary categories should be grouped in the report.

**10. High Level 5-year view of financial performance (Agenda item 10)**

10.1. Thibaut Dufay introduced the paper to the Board.

10.1.1. The Board were informed that the plan was realistic and had avoided taking an over optimistic approach.

10.1.2. Work is being done on operational improvements which include the new seating system.

[REDACTED]  
[REDACTED]

10.1.4. Keith Edelman requested a breakdown of what “overheads” consisted of.

10.1.5. Shanika Amarasekara requested a breakdown of what “restructuring costs” consisted of

10.1.6. Lyn Garner requested a more detailed review of the proposal be undertaken at SMG.

10.2. The Board noted based on an original assessment that was carried out pre-Olympics that the cost of doing nothing with the London Stadium and hosting no events would still make a loss between £10m-£12m per annum.

10.3. Nicky Dunn requested that the Stadium team look at ticketing options

Action – Breakdown of overhead costs (TD)

Action – Breakdown of restructuring costs (TD)

Action – Table detail at SMG (TD)

**11. A&O Update (Agenda item 11)**

11.1. Gerry Murphy introduced the paper to the Board.

11.2. [REDACTED]  
[REDACTED]  
[REDACTED]

Action – [REDACTED]

**12. Catering Review (Agenda item 7)**

12.1. The Board welcomed David Russell from Russell Partnership to the Board.

12.2. This presentation informed the Board of recent work undertaken on the catering offer in the Stadium and [REDACTED]  
[REDACTED]

The meeting closed at 11:45am

Next meeting to be held on 29 May 2019

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