



## Minutes

**For:** E20 Stadium LLP Board  
**Date:** 5 March 2019  
**Location:** Room 5, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ  
**Time:**

### 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)  
Darren Raczkowski, Operations Director, London Stadium  
Thibaut Dufay, CFO, London Stadium  
Mark Camley, Executive Director of Park Operations and Venues, LLDC (Agenda item 3)  
Peter Swordy, London Stadium, Director of Health, Safety and Compliance (Agenda item)

## 1. Welcome and introductions

- 1.1. The Chair welcomed members to the Board and noted apologies from Graham Gilmore.

## 2. Minutes of the previous meeting

- 2.1. Members approved the previous minutes from the Board held on 30 January 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. Alex Williamson informed the Board that action 1.1 was covered on the 90-day plan update paper.
  - 3.1.2. Gerry Murphy noted on action 1.7 that [REDACTED] from Osbourne Clarke had provided advice on the loan agreement between LLDC and E20.

3.1.3. [REDACTED]

3.2. The Board formally agreed to remove actions from the log that are now complete.  
Action – [REDACTED] to update actions log ahead of next Board meeting (11 April)

**4. Health and Safety (Agenda item 3)**

4.1. Mark Camley and Peter Swordy joined the meeting for this agenda item.

4.2. The Chair welcomed both to the Board meeting and Mark Camley introduced the paper.

4.2.1. The Board were informed that out of 23 recommendations from Trivandi, 10 had been completed and closed out.

4.2.2. [REDACTED]

4.2.3. Mark Camley further advised the Board that he has now joined the H&S meetings with the London Stadium team as the link back to the Queen Elizabeth Olympic Park (QEOP)

4.3. Mark Camley introduced Peter Swordy as the Director of Health, Safety and Compliance.

4.3.1. Peter Swordy thanked the Board for inviting him and he proceeded to give an overview of his previous experiences.

4.3.2. [REDACTED]

4.3.3. [REDACTED]

4.3.4. [REDACTED]

4.3.5. [REDACTED]

- [REDACTED]
- 4.3.6. Peter Swordy informed the Board that these issues would be reviewed. Peter also noted that a new text line to report disorder or abuse is working well for fans to report incidents.

**Action: Peter Swordy to review the matters raised by Keith Edelman in 4.3.3, 4.3.4 and 4.3.5 and circulate ban breakdown to Board**

[REDACTED]

## **5. 0-90 Day Plan Update (Agenda item 4)**

- 5.1. Alex Williamson introduced the paper to the Board.
- 5.1.1. The Board were informed that the 0-90 day plan was a live document and is updated weekly ahead of the Stadium Management Group (SMG) meeting. The overall aim is to move SMG from transition phase to business as usual.
- 5.1.2. The Board were updated on several changes in staff and secondments taking place, including the appointment of an in-house legal resource. Gerry Murphy noted that the contract was six months fixed term.
- 5.1.3. Shanika Amarasekara asked how the in-house lawyers role integrated with the 90-day plan and what their remit would be. Alex Williamson informed the Board that their role would be to bridge the gap between E20 and LS185 and external lawyers we currently use.
- 5.1.4. Shanika Amarasekara also asked that Alex Williamson check again the 0-90 day plan to ensure it carries the appropriate workstreams for LLDC acquiring a commercial enterprise.

**Action : Alex Williamson to take informal advice from M&A experts to ensure 0-90 plan is covering all bases**

**Action: Gerry Murphy to have a conversation with TFL legal**

## **6. 2019/20 Budget – E20 and LS185 (Agenda item 5)**

- 6.1. Richard Irish introduced the paper to the Board.
- 6.1.1. The Board was taken through the financial tables incorporating within the paper.
- 6.1.2. The Chair questioned why the LS185 management fee was still being paid. Gerry Murphy responded to inform the Chair that the E20-LS185 contract was left in situ which means the management fee still applies and covers the uplift in insurance costs.
- 6.1.3. Note the headings in the tables at 3.2, 3.3, 3.6 and 4.1 should read £m's (not £000)

**Action – Gerry Murphy and Richard Irish to produce a financial update that shows the pre-acquisition forecast and a bridge to the most up to date forecast.**

**Action – Richard Irish to update the delegations in 6.1 of the paper**

6.1.4. Keith Edelman requested an updated five-year outlook on E20’s financial position.

**Action – Gerry Murphy and Richard Irish to produce a five-year outlook on E20’s financial position.**

**Action – Alex Williamson to produce a strategy of what the London Stadium wants to achieve as a business and what do we want the Stadium to be.**

6.1.5. David Bellamy questioned whether E20 had budgeted for any other extraordinary legal fees. Gerry Murphy confirmed that this was not in the budget. If any extraordinary costs were to occur, they would need to be contained within the overall budget. The most likely source of reductions would be the capital plan as these could be re-phased.

6.1.6. Alex Williamson informed the Board that he and Lyn Garner meet with Karren Brady monthly. An objective of that meeting was preventing issues escalating to legal disputes.

6.1.7. [REDACTED]

6.2. The Board approved the E20 and LS185 budgets for the financial year 2019/20.

[REDACTED]

**7. Loan Agreement between LLDC and E20 (Agenda item 6.1)**

7.1. Richard Irish introduced the paper to the Board. The Board noted the advice of Osbourne Clarke in relation to the loan agreement.

7.2. The Board approved the Loan Agreement between LLDC and E20.

**8. Finance Update (Agenda item 6.2)**

8.1. Richard Irish introduced the paper to the Board.

8.1.1. The Board approved the following payments -

<i>Supplier</i>	<i>Description</i>	<i>Value (excl VAT) £</i>
BT Conferencing	January 2019 charges	29
Cintra HR & Payroll Services	Payroll administration for March 2019	58
Consumer Consulting Co Ltd	Stadium consultant services for the three weeks from 9 March to 5 April 2019	30,532

JLT	Property damage insurance additional premium following operator acquisition	510
LLDC	Corporate Services recharge for January 2019	35,042
LLDC	Recharge of Gowling legal costs across November and up to 8 December 2018 [REDACTED]	532,645
LLDC	Atkins power supply study costs (evaluating private wire electrical displacement to the Stadium from Engie surplus electricity generated)	5,751
LLDC	MACE 2018 seating transition project management costs	25,346
LS185	Momentum – transport planning, final year of current agreement	76,150
LS185	Carbon Trust assessment of a Stadium LED lighting solution	11,288
PHD	Maintenance of seating for February 2019	25,707
[REDACTED]	[REDACTED]	[REDACTED]
Trivandi	Health and Safety review – phase 1	42,975
Woolford Consulting Ltd	Seating project management services for January 2019	11,625
<b>Sub Total</b>		<b>806,779</b>
Payroll	February 2019 staff costs (including tax and pension payments)	[REDACTED]
<b>Total</b>		<b>821,479</b>

8.1.2. The Board identified that the 2019/20 delegation would apply to only payments slipping from 2018/19

8.1.3. David Bellamy asked the Board if the FA charge dispute with West Ham was settled. Lyn Garner informed the Board that the FA fine was settled, but the injunction costs are still outstanding, but an offer had been sent to Karren Brady. No response had been received at the time of the Board.

## 9. Stadium Capital Investment and Lifecycle Plan (Agenda item 7)

9.1. Alan Skewis introduced the paper to the Board.

9.2. The Chair questioned the status of the lateral barrier trial. Darren Raczkowski informed the Chair that a prototype is being tested to inform a final decision on effectiveness as a deterrent to pitch incursions, as well as financial efficiency. An update will be provided at the next Board meeting.

9.3. The Board approved the Capital and Lifecycle investment plan and delegated to the LLDC Chief Executive of LLDC the approval for the individual projects contained within it.

9.4. The Board noted that any spend over £1M, projects not included or within the plan would come back to the Board for approval.

## 10. Connected Stadium (Agenda item 8)

10.1. Alex Williamson introduced the paper to the Board.

10.1.1. [REDACTED]

10.1.2. [REDACTED]

10.1.3. [REDACTED]

10.1.4. [REDACTED]

10.2. [REDACTED]

10.3. [REDACTED]

**Action: Alex Williamson to bring back a report on Connected Stadium.**

**11. Stadium Management Report (Agenda item 9)**

11.1. Alan Skewis introduced the paper to the Board.

11.1.1. David Bellamy raised concerns over the high level of homophobic and racial chants occurring at football grounds.

11.1.2. Darren Raczkowski reiterated that a new text line has been implemented, and has helped with incident reporting, and action being taken against those engaged in disorder including abuse.

11.1.3. [REDACTED]

11.1.4. The Board requested to see a breakdown of bans and ejections quarterly.

**Action: Darren Raczkowski and Alan Skewis to produce a breakdown of bans and ejections quarterly**

**12. 2019 Seat Transitions and New Seating System Update**

12.1. Alan Skewis introduced the paper to the Board.

[REDACTED]

12.1.2. The Board noted the report.

**13. Stadium Naming Rights**

13.1. Alex Williamson introduced the paper to the Board.

- 13.1.1. [REDACTED]
- 13.1.2. [REDACTED]
- 13.1.3. [REDACTED]
- 13.1.4. [REDACTED]
- 13.1.5. [REDACTED]
- 13.1.6. [REDACTED]
- 13.1.7. [REDACTED]

**Action – Alex Williamson to produce a timeline for naming rights**

The meeting closed at 16:20pm

Next meeting to be held on 10 April 2019