



Minutes

For: E20 Stadium LLP Board
Date: 20 August 2019
Location: Marketing Suite, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ
Time: 13:00 – 14:55

Member Representatives Present:

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

In attendance:

Mark Camley, Executive Director, Park Operations and Venues, LLDC
Lyn Garner, Chief Executive, LLDC
Graham Gilmore, Chief Executive, London Stadium
Peter Swordy, London Stadium, Director of Health, Safety and Compliance
Ed Stearns, Director of Marketing and Communications, LLDC
[REDACTED], Senior Commercial Assurance Manager, LLDC
[REDACTED], Secretariat, E20

Apologies:

Alan Skewis, Director, E20
David Bellamy, Mayor's Chief of Staff, GLA
Darren Raczkowski, Operations Director, London Stadium
Ashish Sharma, Chief Financial Officer, London Stadium

1. Welcome and minutes of the previous meeting

- 1.1. The Chair welcomed members to the Board and noted the apologies from members.
- 1.2. The Board approved the minutes of the previous meeting held on 9 July 2019 with one amendment from David Bellamy on item 8.4.

2. Actions from the previous meeting

- 2.1. The Board reviewed the action table and the Chair requested Ashish Sharma update his actions accordingly to the Board on his return from annual leave.

Action - Determine the procurement pipeline asap to inform capacity and routes to market

Action - Set up compulsory awareness training on The Bribery Act

Action - LS185 to draft their own Modern Slavery Act Statement

3. Health and Safety Update (Agenda item 2)

3.1. Peter Swordy introduced the Health and Safety paper and asked the Board to note the report, highlighting the following key points -

- 3.1.1. A review of the Trivandi recommendations is due to take place within the next couple of weeks, an update will be provided at the next Board meeting in October
- 3.1.2. The recruitment of the Health and Safety Manager is underway with interviews taking place within the next two weeks.
- 3.1.3. [REDACTED]
- 3.1.4. A potential funding source for NVQ2 steward training has been identified through learning curve. An update will be provided at the next Board meeting.
- 3.1.5. No major incidences occurred in June or July and the transition seating from Muse to MLB to athletics and back to football was a success. A few issues occurred at the Major League Baseball but are covered on the agenda.
- 3.1.6. A better location for staff check in for events needs to be sourced.
- 3.1.7. Aware Manager has been introduced and rolled out across the London Stadium. Mostly happy with the initial set up and trial but some stewarding companies need help with the way the allocate their staff on the system.
- 3.1.8. The London Stadium hosted an insurance visit on 15 August 2019 with LLDC, insurers and underwriters. This was a successful visit with some useful guidance provided.
- 3.1.9. The Control Room project is nearing complete with one piece of glazing still to be installed.
- 3.1.10. All Panamera Cameras are now installed and working well. Body Cams have been supplied and working successfully.
- 3.1.11. The bag policy at each event is different depending on the promoter or organizer. This has caused some issues across the Summer and needs to be looked at going forward. The Chair noted that a consistent bag policy for every event should be considered to save confusion and complaints going forward. This has been implemented in other venues e.g. Wembley and Spurs
- 3.1.12. No major issues at the Bilbao fixture although West Ham noted the day before that penalties were possible, so staff shifts had to be extended at their cost. A [REDACTED] was implemented at the Manchester City fixture which worked well.
- 3.1.13. The Board requested a status column is added on the Venue Health and Safety Issues log in the main Health and Safety report (page five of this report presented at Board)

Action – Peter Swordy to add status column on the venue health and safety log in the main health and safety report

- 3.1.14. Lyn Garner informed the Board that a letter had been received from London Borough of Newham raising their concerns around the Major League Baseball event held on 29 and 30 June 2019. A response is being sent to them post the Board meeting. [REDACTED]

The Board NOTED the report.

4. Five Year Improvement Plan (Agenda item 3)

- 4.1. Lyn Garner introduced the paper to the Board. The following key items were noted to the Board –
 - 4.1.1. The five-year improvement plan is currently a work in progress and will be finalised once Jo Adams join the team.
 - 4.1.2. Part One provides background context and focuses on the way the Stadium plans to improve the bottom line; Part Two provides greater detail on activities in 2019/20 to deliver the plan and this will be monitored by the LLDC Chief Executive. An update will be presented to Board quarterly (including financial update).
 - 4.1.3. [REDACTED]
 - 4.1.4. The Chair asked why the net contribution from the Muse concert and the concerts budgeted for future years was considerably lower than in early years. She requested an explanation and breakdown
Action – Ash Sharma to circulate a breakdown and explanation of the net contribution from Muse concert vs concerts from earlier years
 - 4.1.5. [REDACTED]
 - 4.1.6. The Board raised concerns at the ongoing level of legal fees. Gerry Murphy noted this was due to new contracts, contracts being amended, and contracts being extended. It was noted that work still needs to be done reviewing LS185s standard contracts such as Promoter Hire contracts. Lyn Garner suggested that nQ legal review these The Chair agreed with the Board that once existing contracts are reviewed and standardized that legal fees would and need to decrease.
 - 4.1.7. Shanika Amarasekara questioned the assumptions around insurance. Gerry Murphy noted that the LLDC and E20 insurance programmes were now consolidated with LS185's and there was little further scope for cost

savings, however the costs would be reviewed. Gerry Murphy noted insurance costs are reviewed at the LLDC Finance and Audit Committee.

- 4.1.8. The Board requested that a standard presentation of figures is established so financial reporting is consistent from one meeting to the next.

The Board noted that the financial presentation of the Five-Year Plan needed more work. (Action Point [REDACTED]/Ash Sharma)

The Chair asked GG if he knew what made up the top line figures. He answered that this was not available to him.

Action – Ash Sharma to look at presentation of figures and agree a template for consistent reporting with Richard Irish and Gerry Murphy. The Chair offered to share templates from other venues and operators not only for use at board level but in more detailed form in order for the Executive to have a clear understanding and access to the detail behind the top line figures

Action - Ash Sharma to look at presentation of financial information in the Five-Year

- 4.1.9. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

The Board NOTED the report.

5. E20/LS185 Governance (Agenda item 4)

- 5.1. Gerry Murphy introduced the paper to the Board noting the following key points –

5.1.1. The Board approved a delegation to the LLDC CEO to approve new permanent posts in the E20 and LS185 staff structure, within the context of the Five-Year Plan.

5.1.2. The Board agreed the new proposed timetable of Board meetings and Senior Management Meetings covered under item 4 in the report.

5.1.3. Shanika Amarasekara questioned what the role of the E20 Board would be going forward. Gerry Murphy said the Board should set the strategic direction of the Group and monitor progress against achieving this.

Lyn Garner noted that with the appointment of Jo Adams, she expected commercial opportunities to be brought to the Board for discussion as well as a new commercial strategy.

5.1.4. The Chair noted that as the Board meetings will be quarterly, the quality of the papers need to be higher and financial information presented clearly.

Gerry Murphy offered to review the terms of reference for the Board. Lyn Garner pointed out that this may change depending upon the strategic

direction of E20 parkwide. The Chair suggested not spending time on this if it was to change in the near future.

Action – Gerry Murphy to review the terms of reference for the Board.

The Board approved the delegation and the revised timetable of meetings.

6.

[REDACTED]

7. Stadium Management Report (Agenda item 6)

7.1. Graham Gilmore introduced the paper to the Board highlighting the following –

- 7.1.1. The Stadium has seen a significant transformation over the summer, going from football, to concerts, to MLB, to athletics and back to football.
- 7.1.2. The MLB deal negotiated was very successful but the stadium executive will look to improve the deal for next year.
- 7.1.3. The Chair asked what the [REDACTED] “ticket sales” figure represented. GG to revert with an answer
Action – Graham Gilmore to circulate answer to ticket sales question
- 7.1.4. The Chair noted that the summer was a major success. The length of time required to put the event on means that it does impact the window for putting on other events to generate more income. Graham Gilmore noted that the key for 2020 is to have a shorter window for MLB.
- 7.1.5. The MLB was a challenging but very successful event. The first event was the third longest game in the history of MLB and the late close caused a number of issues and concerns were raised by the Borough licensing.
- 7.1.6. The heat caused a handful of medical incidents which were dealt with effectively.
- 7.1.7. The Muller Anniversary Games was a success. It was noted that discussion need to continue on get the most from the event in terms of building on the improved community offer and attracting the best possible numbers to attend.

- 7.1.8. [REDACTED].
- 7.1.9. The football season began with a few ejections at the Manchester City game due to away fans in the home end. They were removed for their own safety and security. West Ham are being pushed for their seating manifest as this has not yet been provided by the Club. The Box and GA tickets are being managed well.
- 7.1.10. The surface and pitch are in good condition but could be better. [REDACTED]
[REDACTED]
[REDACTED] An independent pitch specialist analyses the pitch before each match.
- 7.1.11. The wi-fi project is going well; a report from Buro Happold regarding weight loading on the roof was positive. Mark Camley noted that Landlord consent is required but will pick up with Graham Gilmore outside of the Board meeting.
- 7.1.12. The Stadium saw very successful seating transitions over the Summer with positive collaborative working amongst stakeholders. Gerry Murphy to speak to Ash Sharma and Alan Skewis regarding costs per stand.
Action – Gerry Murphy to circulate seat move costs.
- 7.1.13. The Community Track hosted a very successful “Stand up to Cancer” event raising over £100,000 for the charity. The Board questioned what fee was charged for the event, Graham Gilmore to report back to Board.
Action – Graham Gilmore to report back to Board the fee charged for the “Stand up to Cancer” event.
- 7.1.14. The calendar for 2020 is looking positive with MLB and two possibly three concerts.
- 7.1.15. [REDACTED]
[REDACTED]
[REDACTED] Gary Bell to progress.
- 7.1.16. The Board noted some comments around the risk register –
- 7.1.16.1. Ongoing issue with losing money at every West Ham fixture – need to add reputational damage as well
Action - Ed Stearns to send his comment on the risk register to Alan Skewis.
- 7.1.16.2. Relationship with West Ham to be added to the risk register.
Action – The Chair to send [REDACTED] and Alan Skewis David Bellamy’s comments on the risk register
Action – The Board to email [REDACTED] amends to the risk register
Action – Ed Stearns to email Alan Skewis comments on the risk register

8. AOB (Agenda item 7)

- 8.1. The Board had a lengthy discussion around the A&O claim and requested Gowlings to present to Board [REDACTED].

Action – Gerry Murphy to circulate previous advice on the A&O claim.

Action – Gerry Murphy to arrange for Gowlings to present [REDACTED] to the Board.

The meeting closed at 14:55

The next meeting will be held on 15 October 2019.

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