



Minutes

For: E20 Stadium LLP Board
Date: 15 October 2019
Location: Room Five, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ
Time: 14:00 – 16:30

Member Representatives Present:

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

In attendance:

Mark Camley, Executive Director, Park Operations and Venues, LLDC
Graham Gilmore, Chief Executive, London Stadium
Darren Raczkowski, Operations Director, London Stadium
Peter Swordy, London Stadium, Director of Health, Safety and Compliance
Ashish Sharma, Chief Financial Officer, London Stadium
Alan Skewis, Director, E20
Ed Stearns, Director of Marketing and Communications, LLDC
Richard Irish, Finance Director, LLDC
[REDACTED], Senior Commercial Assurance Manager, LLDC
[REDACTED], Secretariat, E20

Apologies:

Keith Edelman, (LLDC)
Lyn Garner, Chief Executive, LLDC
David Bellamy, Mayor's Chief of Staff, GLA

1. Welcome and minutes of the previous meeting

- 1.1. The Chair welcomed members to the Board and noted apologies.
- 1.2. No new conflicts of interest were declared.
- 1.3. The Board approved the minutes of the previous meeting held on 20 August 2019 subject to a review of the wording of 7.1.4 and 7.1.6 by Ed Stearns.

2. Actions from the previous meeting

- 2.1. The Board reviewed the action table and noted the following updates –
 - 2.1.1. Action 2.1 The Board noted that “Determine the procurement pipeline asap to inform capacity and routes to market” is still outstanding. The Board were informed that a procurement manager is currently being recruited and once they are in post, this action will be progressed. [REDACTED]

- [REDACTED]
- [REDACTED]
- 2.1.2. Action 2.1 The Board noted “LS185 to draft their own Modern Slavery Act statement” is still outstanding. The Chair suggested LS185 could adapt LLDC’s policy to suit the Stadium. Gerry Murphy was concerned that any policy put in place was implemented. Update to be given at next Board meeting.
 - 2.1.3. Action 3.1.13 is now complete
 - 2.1.4. Regarding Action 4.1.4, the Chair requested the concert analysis from 2017
 - 2.1.5. Action 7.1.12 is now complete
 - 2.1.6. Action 8.1 regarding A&O claim is complete, Gowlings have been instructed and an update will be given at the next Board

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. [REDACTED]
 - 3.1.2. A member of the public had a heart attack at the Crystal Palace fixture and was attended to by LLDC park staff, LS185 medical staff, security staff and a member of the public. They are now recovering in Hospital.
 - 3.1.3. The Board were informed that West Ham United staff flew a drone without permission in the Bowl whilst tours were taking place and the grounds staff were working. A strong email was sent to them regarding the safety issues and danger this could have caused. [REDACTED]
 - 3.1.4. Peter Swordy highlighted that the London Stadium is producing better reports of H&S issues and statuses are being updated regularly.
 - 3.1.5. Shanika Amarasekara questioned the status of [REDACTED] contract under 4.1. Peter Swordy noted that Hugh Flemington had been looking at this but has now left the organisation. Gerry Murphy to advise on Hugh’s replacement when appointed.
 - 3.1.6. The importance of the Trivandi “in progress/not started items” was queried. Peter Swordy noted that they are not high-risk items.
 - 3.1.7. An offer has been sent to the H&S manager who will hopefully start in November/December.
 - 3.1.8. All stewarding companies have now been written to explaining that the London Stadium is looking at bringing stewarding in-house. [REDACTED]
- The Board NOTED the report.

4. Seating System Tender Update (Agenda item 3a)

4.1. Alan Skewis introduced the paper to the Board. The following key items were noted to the Board –

4.1.1. After the North and South new seating system tender has been received and evaluated, the recommendation to Board is to appoint Arena.

4.1.2. This will now save around £1.2m a year on seat move costs

4.1.3. Key stakeholders have been kept up to date with the tender process and will need to be managed once they are informed who has been appointed.

4.1.4. [REDACTED]

4.1.5. The Board requested formal approval and sign off by the Board, West Ham United and the London Borough of Newham at prototype stage before the fabrication of the stands commenced. A clear paper trail with all key stakeholders would be required.

4.1.6. Alan Skewis clarified the figures in 3.3 which are based on working 24 hours a day, 7 days a week.

4.1.7. [REDACTED]

4.1.8. [REDACTED]

The Board AGREED the outcome of the procurement process to appoint Arena to deliver the North and South Stand seating system.

The Board NOTED the report.

4.2. Alan Skewis took the Board through the proposal in appendix four of the report, for implementation of an East Stand Store. The following points were highlighted –

4.2.1. Work has been carried out across the Stadium and Stadium Island to find a suitable store for the East Stand and the best option is to build a store under the East Stand. The investment pays back in four years based on savings in off-site storage costs, but 2.4 years on the basis of LLDC's opportunity cost of the existing storage area on the PML site.

4.2.2. The proposal is compliant with the new UKA agreement, [REDACTED]

4.2.3. It was noted that the East Stand Store is compliant with all other Stadium seating configurations.

4.2.4. Alan Skewis confirmed the pricing was supplied by Atkins with fees and contingency added; the works were below OJEU limits and would be tendered but not through a full OJEU process.

4.2.5. Members of the Board noted that the store price needs to be tested as [REDACTED] seems high. The design will be fire compliant and signed off by building control.

4.2.6. The Board AGREED in principle the East Stand Store, but further discussions are required with the [REDACTED] and GLA final confirmation required. The Board DELEGATED final approval to Lyn Garner

4.3. Alan Skewis noted to the Board that item 3b had already been covered in earlier discussions in the Board and no further discussion was required.

The Board NOTED the report.

5. Stadium Capital Investment and Lifecycle Update (Agenda item 4)

5.1. Alan Skewis introduced the paper to the Board noting the following key points –

5.1.1. There are currently a lot of projects going on throughout the Stadium and the main focus for the next quarter was set out in 3.5.

5.1.2. All projects are being run through compliant procurement processes with some items needing to be single sourced due to the nature of them.

5.1.3. Gerry Murphy requested a reconciliation of capital spend across current and future years for the forecast E20 outturn.

The Board NOTED the report

6. Stadium Management Report (Agenda item 5)

6.1. Graham Gilmore introduced the paper to the Board highlighting the following key points –

6.1.1. The Board were informed that the Manchester United fixture was the highest attended fixture to date with over 54,000 people in attendance.

6.1.2. The Women's fixture against Tottenham had good attendance with over 15,000 people attending.

6.1.3. The Mega Hella Tour has now sold out of general admission tickets with only a few hospitality packages left to sell. The London Stadium took 8,500 tickets for the venue pre-sale and these all sold out.

6.1.4. March 2020 is currently being looked at for hosting a football match, but this is all dependent on the qualifiers.

6.1.5. [REDACTED]

6.1.6. Wi-Fi is in a good shape with second tier rights being sold to West Ham United. It was clarified to the Board that LS185 retain all data.

6.1.7. [REDACTED]

- 6.1.8. [REDACTED]
- 6.1.9. The Utilita deal is no longer being negotiated as West Ham have signed a sponsorship deal with them. This precluded London Stadium doing a deal in this Category.
- 6.1.10. The Connected Stadium project is going well, it is currently ahead of schedule which enables a good amount of time for testing before going live. There is currently no scope for an app, just a landing page which will capture all the necessary data.
- 6.1.11. The Chair questioned who is providing the support on data capture, use thereof and GDPR compliance. Darren Raczkowski confirmed it was an external company and would report back on who this is.
- 6.1.12. The Board noted the catering figures but requested these be presented in a different format with per cap figures and comparisons against previous events and budget. This should be part of total event information reporting. The Chair confirmed that she had shared formats from other venues in relation to reporting figures with Richard Irish
- Action – Darren Raczkowski to report back to Board the company being used to capture data from the Connected Stadium project.
- 6.1.13. The pitch is getting extensive use due to pre-match training by West Ham United but is in good shape.
- 6.1.14. [REDACTED]
- 6.1.15. A planning application for 62,500 capacity has been submitted by West Ham United. The Stadium team are working collaboratively with the club to secure an appropriate permission.
- 6.1.16. Graham Gilmore noted that the Community Track is being used well and the Community Track manager, [REDACTED], is a real asset to the London Stadium team and is managing the track well.
- Action – Board members to feed any comments on the risk register to [REDACTED] (Board members requested the risk register format to be reviewed as it was illegible).

The Board NOTED the report

7. London Stadium Limited – Financial Controls (Agenda item 6)

- 7.1. Richard Irish introduced the paper to the Board highlighting the following –
- 7.1.1. [REDACTED]
- 7.1.2. Shanika Amarasekara noted that the paper was very constructive and helpful and questioned what is being aspired to achieve. Richard Irish

noted that the aspiration is to ensure financial controls at London Stadium are fit for purpose given the size of the team and business.

- 7.1.3. The Board were informed that although this report has been produced by LLDC, it is the Stadium's responsibility to manage and implement the recommendations. They would be provided with support from the LLDC Finance Team. It was proposed to recruit an additional resource to focus on this task working with the London Stadium Finance Team but reporting to Richard Irish. It was noted that this report will also be taken to the LLDC Audit Committee.
- 7.1.4. System improvements would be considered in parallel. The Chair reiterated that improved reporting was essential and a new system may well be required.
- 7.1.5. The Chair noted that in her experience in the private sector, the controls proposed were basic and expected in any company.
- 7.1.6. Graham Gilmore noted that he welcomed the report and will support and work through this with his team.
- 7.1.7. Ash Sharma seconded this and stated there has been some issues with staff on long term sick and annual leave.
- 7.1.8. The Chair noted she was aware of the pressure in the London Stadium Finance Team.
- 7.1.9. The Board were informed that going forward financial reporting is being reviewed with a view to improvement.
- 7.1.10. Shanika Amarasekara requested a "Who is responsible" column is added to the actions.
Action – Richard Irish to add a who is responsible column in the actions.
The Board NOTED the report
The Board APPROVED the recruitment of an interim resource to support the LS185 CFO in implementing the recommendations.

8. Finance Update (Agenda item 7)

- 8.1. Ash Sharma introduced the paper highlighting the following key items –
 - 8.1.1. The Board questioned if the restructure costs was an actual saving. Ash Sharma informed the Board it was.
 - 8.1.2. Ash Sharma noted that the figures take into account two quarters of actuals.
 - 8.1.3. The Chair requested concert figures from 2017 due to the significant difference in net contribution from Muse and the concerts in 2017
Action – Ash Sharma to produce concert figures from 2017 with a breakdown of income and operating costs.
 - 8.1.4. [REDACTED]

[REDACTED]

8.1.5. The Chair questioned the Vinci FM costs and Graham Gilmore noted that meetings are taking place with Vinci, targeting cost reductions.

9. AOB

9.1. The Board agreed to review the November Board date to early December.

Action – [REDACTED] to speak to Board members regarding availability in early December for E20 Board meeting.

The meeting closed at 16:30

New date to be provided for next meeting

CONFIDENTIAL