



Minutes

For: E20 Stadium LLP Board
Date: 10 February 2020
Location: Room Five, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ
Time: 14:30 – 17:00

Member Representatives Present:

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

In attendance:

Lyn Garner, Chief Executive, LLDC
David Bellamy, Mayor's Chief of Staff, GLA
Graham Gilmore, Chief Executive, London Stadium
Joanna Adams, Chief Commercial Officer, E20 Stadium LLP
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
Milena Harris, Head of Legal, E20 Stadium LLP
[REDACTED], LLDC
[REDACTED], Secretariat, E20

Apologies:

Mark Camley, Executive Director, Park Operations and Venues, LLDC

1. Welcome and minutes of the previous meeting

- 1.1. The Chair welcomed members to the Board and noted apologies from Mark Camley.
- 1.2. No new conflicts of interest were declared.
- 1.3. The Board approved the minutes of the previous meeting held on 4 December 2019 with no amends.

2. Actions from the previous meeting and matters arising

- 2.1. Item 9.2 is outstanding and an update to be given at the next Board meeting

3. Commercial Strategy

- 3.1. Jo Adams, E20 Chief Commercial Officer introduced herself to the Board and set out her vision and work on the Commercial Strategy via a presentation. It was highlighted

to the Board that the Commercial Strategy is QEOP Park Wide and not just focused on the London Stadium.

3.2. The following key points were highlighted to the Board throughout the presentation –

- █. █
- █ █
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3.3. The Board raised a few questions.

- █. █
- 3.3.2. David Bellamy thanked Jo Adams for the presentation. █
- █ █
- █ █

Action – █ to circulate commercial strategy presentation with the minutes to the Board.

4. Finance Update

4.1. Ash Sharma introduced the paper to the Board. The following key items were noted -

- 4.1.1. The report sets out the Q3 financial update for the 2019/2020 financial year for the London Stadium, excluding capital expenditure.
- 4.1.2. █
- 4.1.3. Only 12 West Ham matches were played during the period of April to December 2019 against the 16 that were budgeted for. Lyn Garner questioned if these can go into the “bank” of games that can be rolled over and Ash Sharma confirmed that they could. The Board were informed that the matches fall away after four years of being in the bank.
- 4.1.4. Shanika Amarasekara questioned if anything came out of the audit. Ash Sharma noted that around £400K on accruals that may impact the

management accounts, but the Finance team are working through the detail of this to see if this can be offset by system generated accruals no longer required.

- 4.1.5. The Chair noted [REDACTED] [REDACTED] Graham Gilmore noted that this is being investigated and worked on.
- 4.1.6. David Bellamy noted that the costs may need to be looked at for the last few games of the season due to the recent incidents and fan behaviour. He also questioned what process does the London Stadium have in place for barrier costs? Darren Raczkowski noted that a full tender process will be undertaken to buy all the barriers instead of hiring
- 4.1.7. The Board were informed that work is currently being carried out to reduce FM costs
- 4.1.8. David Bellamy requested that hard and soft services are separated out with more detail on what makes up the costs
- Action – Ash Sharma to split hard and soft services with more detail on what makes up the costings**
- 4.1.9. Lyn Garner noted that work has been done on reducing costs with the stewarding being bought in house and that VF services are being looked at to reduce costs.
- 4.1.10. The Chair noted that the report was useful having more figures and information but questioned where the team were with implementing a new finance system. Ash Sharma noted that a lot of work was required on the old system before the data could be transferred over to a new system. This is likely to be Q3 of 2020 at the earliest.

- 4.2. Gerry Murphy introduced the second half of item 4, E20 group quarterly financial update. It was noted that a table was missing from the paper but will be circulated post meeting.

Action – Gerry Murphy to circulate missing table from Finance paper to Board members

- 4.3. The following points were highlighted to the Board –
- 4.3.1. London Living Wage costs recharged by Delaware North through LS185 are forecast to be £871K in the year against a budget of £460K.
- 4.3.2. Some savings have been made due to restructuring and capital spend.

5. 5 Year Plan Reporting

- 5.1. [REDACTED] introduced the paper to the Board noting the following key points –
- 5.1.1. It is proposed that the 5-year plan comes back to Board for an update every quarter.
- 5.1.2. The appendices in the paper only relate to the Stadium and are not Park wide

- 5.1.3. Keith Edelman requested that the reporting captures Park wide commercial as well as Stadium to monitor the progress and status. Jo Adams noted that she was keen to present the Stadium and Park wide separately but can incorporate an update going forward.
- 5.1.4. Keith Edelman noted that the London Live Wage and wage inflation needs to be incorporated in the budgets going forward. David Bellamy agreed and noted that E20 needs to manage the risks and ensure all bases are covered going forward

6. CEO Report

- 6.1. Graham Gilmore introduced the paper to the Board highlighting the following key points –
 - 6.1.1. The paper is in a new format which has been worked on with Jo Adams, giving the Board more detail on the figures and highlighting the commercial targets.
 - 6.1.2. [REDACTED]
 - 6.1.3. The Chair questioned the filming income and Graham Gilmore noted that the Stadium is getting a lot more repeat business which is positive
 - 6.1.4. [REDACTED]
 - 6.1.5. Lyn Garner questioned why some of the partnership’s deals have not been done. Graham Gilmore noted that there has been a lack of resource, but the team is now fully operational.
 - 6.1.6. The Stadium wi-fi has just come out of testing phase and due to be signed off with 02 in the next few weeks. Figures are showing up to 15,000 connections per match.
 - 6.1.7. Gerry Murphy noted there were a few outstanding queries on GDPR.
Action – Graham Gilmore to speak to the team to follow up with Danny Budzak on GDPR queries
 - 6.1.8. Graham Gilmore noted that he was happy with the sales for Green Day and there is a potential for another act to stage share. The Board will be kept updated if anything progresses.
 - 6.1.9. [REDACTED]
 - 6.1.10. [REDACTED]
 - 6.1.11. [REDACTED]

- 6.1.12. The food and beverage figures are flash figures and do not show our [REDACTED], it shows the figures in total which gives you the spend per cap
Action – Graham Gilmore to work with his team to research and benchmark against other Stadium on their spend per cap.
- 6.1.13. Graham Gilmore noted that a cashless system was currently being worked through for kiosks and bars around the London Stadium. David Bellamy questioned if there was still the opportunity for a customer to pay cash. He was informed that there will always be a lane and an option to pay cash.
- 6.1.14. Milena Harris questioned if there was anything that drives the varying sales and was informed that there are many factors that play a part, kick off time, the weather, other activities going on beforehand, for example
- 6.2. Alan Skewis updated the Board on the progress of the new seating system. The following was highlighted –
- 6.2.1. The new seating prototype was visited by London Stadium staff, West Ham staff and E20 staff.
- 6.2.2. [REDACTED]
[REDACTED]
Action – Alan Skewis to report back to Board with all components wishing to purchase ahead of MLB
- 6.2.3. Alan Skewis informed the Board that West Ham will be receiving a document for them to sign off with all the proposals
- 6.3. The Board had a discussion regarding the effects if West Ham were relegated. The following points were highlighted –
- 6.3.1. Half of the usage fee is received
- 6.3.2. The Naming Rights evaluation does not take into consideration the chance of being relegated
Action – Alan Skewis to circulate relegation paper
Action – Ed Stearns to compose relegation lines
- 7. E20/LS185 Governance**
- 7.1. Jo Adams introduced the paper to the Board with the following points highlighted –
- 7.1.1. There needed to be clear separation between E20, LS185 Board and SMG
- 7.1.2. The levels of delegated authority needed to be such that LS185 could have more agile ways of working but still be held accountable
- 7.1.3. New terms of reference were shared with the Board with a set of delegated authorities
- 7.1.4. Shanika Amarasekara stated that the original governance structure had been set up as a transitional structure and that the new suggestion would allow the business to move forward but would still give E20 Board assurance

- 7.1.5. Keith Edelman asked that the levels of authority E20 had were not changed. Jo Adams confirmed that they had not been but in most and that some of the wording was not clear and would be changed. Jo Adams confirmed that the appointment of CEO/CCO would revert to E20 Board.

Action - Jo Adams to update and simplify the Governance table and circulate.

- 7.1.6. The Chair asked if LS185 meeting 4 times a year was necessary. It was agreed it was not necessary but that a Finance working group should meet on a regular basis so that LLDC had clear oversight on a regular basis.

8. Health and Safety

- 8.1. The Board noted that Health and Safety should always be on the top of the agenda and requested this going forward.

- 8.2. Peter Swordy introduced the paper and the following was highlighted –

- 8.2.1. Keith Edelman questioned if there were any fire risks with the cladding at the London Stadium. Peter Swordy informed the Board that the Stadium is in a good place with cladding and the fire risk assessment had just been received from the London Fire Brigade.

Action – Peter Swordy to circulate cladding report to Board

- 8.2.2. Keith Edelman questioned when the next tabletop session was, and Peter Swordy informed him that one is likely to take place at the end of April and ahead of MLB 2020.

- 8.2.3. The Chair requested a sentence in future H&S reports stating if there were any RIDDOR events, even if there were not.

- 8.2.4. Peter Swordy informed the Board several different groups are protesting West Ham on match days with a protest likely to occur on 29 February fixture against Southampton. Mark Camley has met with the protestors, but they have refused to comply with LLDC's policies and procedures.

- 8.2.5. The Board requested an update on in-house stewarding at the next Board

Action – [REDACTED] to add in-house stewarding onto the next Board agenda

9. AOB

- 9.1. The Board were informed of a new risk register being produced which will be presented at the next Board meeting

- 9.2. The Chair asked for progress with regard to contracts review. Milena Harris informed the board that the event Hire and Sponsorship contracts were being reviewed with the help of nQ legal and LS185 team.

The meeting closed at 17:00