



## Minutes

**For:** E20 Stadium LLP Board  
**Date:** 15 July 2020  
**Location:** Video Conference  
**Time:** 14:00 – 17:00

### Member Representatives Present:

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

### In attendance:

Lyn Garner, Chief Executive, 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  
Richard Irish, Finance Director, LLDC  
Alan Skewis, Director, E20  
Mark Camley, Executive Director, Park Operations and Venues, LLDC  
Ed Stearns, Director of Marketing and Communications, LLDC  
Milena Harris, Head of Legal, E20 Stadium LLP  
Rachel Massey, Director of Governance, LLDC  
[REDACTED], Secretariat, LLDC

### Apologies:

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 from David Bellamy.
- 1.2. No new conflicts of interest were declared.
- 1.3. The Board **approved** the minutes of the previous meeting held on 7 April 2020 subject to three amends; a spelling mistake and two comments to be removed.

#### 2. Actions from the previous meeting and matters arising

- 2.1. For Action 6.3.2, it was noted that a relegation update was provided within the finance update.
- 2.2. The Board **agreed** to continue with regular Covid-19 Updates in action 3.4.5
- 2.3. The Board **noted** the action table.

### **3. Health and Safety Report**

- 3.1. Peter Swordy introduced the paper and noted the following:
  - 3.1.1. There were no cases of C-19 among staff or contractors during the period.
  - 3.1.2. Enhanced standards of cleaning have continued to be implemented across the Stadium along with ample sanitizing stations and comprehensive signage.
  - 3.1.3. Staff required to be in the 'red zone' continue to be tested once per week.
  - 3.1.4. There is a risk that during the Behind Closed Door (BCD) matches, some fans may attempt to access the pitch (like a recent occurrence in Barcelona), however this has been mitigated as best as possible and there were no major issues at either event.
  - 3.1.5. There were no RIDDOR reports or accidents during the period (34,000 working hours).
  - 3.1.6. A temporary Health & Safety consultant has been appointed to assist with RAMS reviews and completing several of the Trivandi recommendations. PS said recruiting in the industry during these uncertain times is challenging. A question was posed as to why two candidates were lost for this role and PS clarified that one had decided to stay with a competitor and the other had started their own consultancy.
- 3.2. The Chair thanked PS for his ongoing hard work during this period.
- 3.3. The Board **noted** the Health and Safety Report.

### **4. MOPAC Internal Audit Update**

- 4.1. Peter Swordy summarised the paper which detailed the recent MOPAC internal audit reports. He noted that the majority of actions had been completed, and the remaining are on target for completion and will be tracked within the next H&S report.
- 4.2. Gerry Murphy noted that there was a lot of reliance on the consultant in the VenueAware report and asked what the arrangements were going forward. PS confirmed that their contract had ended in mid-July and since then the work has been handed over to the Safety Planner and there is still contact with the VenueAware on-call consultant so ongoing support is still readily available.
- 4.3. The Board agreed that the point in 4.2 of the report should read "E20 Lawyer" rather than "LLDC Lawyer".
- 4.4. PS highlighted that the G4S team onsite have done excellent work during the period.
- 4.5. Mark Camley noted that a benchmark assessment between the two security teams in the Stadium and Park has taken place to assess if the rates or services were different, which could be used to push each contractor on performance.
- 4.6. The Board **noted** the MOPAC Internal Audit Update.

### **5. CEO Report / Covid-19 Update**

- 5.1. Graham Gilmore introduced the CEO Report and highlighted the following:

- 5.1.1. Commercial Income: [REDACTED]
- 5.1.2. Forecast: There was no change from the June update. GG noted that WHU have been charged to use the pitch for training prior to the BCD matches.
- 5.1.3. Partnerships & Advertising: [REDACTED]
- 5.1.4. Connected Stadium: [REDACTED]
- 5.1.5. Event Income: SJM have agreed to move the Greenday concert to June 2021.
- 5.1.6. MLB Ticketing: The Stadium's ticket allocation was processed for refund in March 2020.
- 5.1.7. [REDACTED]
- 5.1.8. [REDACTED] has joined LS185 as a Marketing & Communications Manager, leading on marketing strategy, external communications and digital channels.
- 5.2. Alan Skewis provided an update on special projects and service contracts and highlighted:
  - 5.2.1. Generally, there is good progress across all procurements. Completed procurements include: Architectural Advisory Services, Engineering Advisory Services, Event Radios, Event First Aid, GDPR and Signage. AS noted that the team is now accustomed with the process for ITTs, evaluation procedures and contracts, and will be well versed in this by September 2020.
  - 5.2.2. **ACTION: AS to circulate an updated table of services contracts.**
  - 5.2.3. Progress had been made on lowering energy consumption during lock down.
  - 5.2.4. There had been two positive results for Legionella due to reduced usage. Both locations were immediately taken out of use, cleaned and disinfected. They were retested and are now clear. An enhanced water flushing regime has been implemented to prevent this from reoccurring.
  - 5.2.5. The emergency telephone system has been upgraded.
  - 5.2.6. The leak in the WHU office is now resolved. Collaboration between LS185 and WHU has generally improved in the period.
  - 5.2.7. Maintenance work has been carried out whilst the venue is not fully occupied.
- 5.3. Ashish Sharma gave a short update on the new finance system and noted that it is in the scoping phase and on target to deliver on time (December 2020).
- 5.4. Keith Edelman noted that it was discussed and agreed at the recent LLDC Audit Committee that all suppliers on the payment run would be contacted to confirm their

bank details (an exercise to prevent fraud). ASH confirmed that the suppliers would be removed from the payment run until their responses had been received.

5.5. The Board **noted** the CEO update.

## 6. Legal Update

6.1. Milena Harris presented the Legal update:

[REDACTED]

[REDACTED]

6.1.3. **ACTION: Lyn Garner to follow up with David Bellamy on points raised.**

6.1.4. The Board **noted** the Legal Update.

6.2. MH presented a Trademarking update to the Board:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## 7. LLDC Accounts: E20 Notes

7.1. Gerry Murphy introduced the paper on the LLDC accounts, noting that the draft LLDC accounts were published on 19 June and included a note on the unaudited results the E20, LS185 and E20 Group. GM noted that the table in Appendix 1 will be updated.

7.2. The Board **noted** the report.

## 8. Quarterly Finance Update 2020/21

- 8.1. Ashish Sharma presented the Finance Update – 2020/21 forecast to the Board and noted that an updated paper (8b) on sensitivity analysis had also been circulated.
- 8.2. The Chair asked a question on behalf of David Bellamy on whether seat costs can be capitalized. Gerry Murphy noted that there is potential, given that the rationale for seat moves this year in the absence of events, supported the implementation of the new North and South stands.
- 8.3. ASH outlined the risks to the 2020/21 forecast [REDACTED]
- 8.4. ASH took the Board through paper 8b, a further sensitivity analysis on different options compared to the July forecast (which was based on BCD events until December 2020). A detailed discussion followed on potential outcomes of the following scenarios: BCD until end March 2021; soft opening from September followed by full opening from January 2021; and relegation of WHU. It was agreed that the next update should consider BCD to December 2020 and March 2021 only.
- 8.5. ASH noted the costs of the BCD matches were included in an appendix to the report.
- 8.6. Lyn Garner thanked the team for their hard work in the recent budget saving exercise.
- 8.7. The Board **noted** the LS185 forecast and savings for the financial year 2020/21 and noted the sensitivities against the forecast for the financial year 2020/21.

## 9. New Seating Project Update and Revised Timelines

- 9.1. Alan Skewis updated the Board on the delivery of the new North and South stands, which reflects a revised position reported to the Board in May.
- 9.2. AS noted that the project remains on budget and will deliver the specification agreed by all parties. There had been ongoing discussions with WHU about the void solution.
- 9.3. AS noted that a slightly revised programme has now been agreed on the timing of the transitions with C-19 secure working from 26 July to 20 August.
- 9.4. The Board **noted** the report.

## 10. Revised Capital Plan

- 10.1. Alan Skewis presented the first of the quarterly updates on the Capital Plan. The report also sought approval to proceed with the LED lighting and LED floodlighting projects and the associated budget changes
- 10.2. A lengthy discussion followed on the potential of commercial sponsorship deal being included in the floodlighting project. It was noted that this would need to be offered as part of a tender addendum.
- 10.3. The Board agreed that AS and GM would explore the procurement rationale and options for including potential sponsorship, and then delegate to Lyn Garner to make the final decision on these awards and determine if they can be deferred to a later year to further save costs, taking into account any obligations in the concession agreement and a further review of the Premier League lux report. **[Action: Gerry Murphy, Alan Skewis, Milena Harris, Graham Gilmore]**

- 10.4. AS updated on current position on the fire main system.
- 10.5. AS noted that appendix 4 and 5 set out summaries of potential projects [REDACTED]  
[REDACTED] These would need a business case progress.
- 10.6. The Board **noted** the report and **agreed** to delegate the final decision on the awards for the LED lighting and LED floodlighting contracts to Lyn Garner following consideration of the procurement and sponsorship options, timing issues and any obligations. **[Action: Lyn Garner]**

**11. AOB**

The Board agreed to hold a short update call in late August 2020 and a full Board meeting should be scheduled for the Autumn. **[Action: [REDACTED]]**

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