

E20 Stadium LLP – Minutes of the Board Meeting 21 January 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 21 January 2015

Time: 10:30am through 12:25pm

Location: LLDC Marketing Suite, Level 10, 1 Stratford Place, Montfichet Road, E20 1EJ

Member Representatives Present:

David Edmonds (LLDC and Chair), David Gregson (LLDC), Lester Hudson (NLI), Sir Robin Wales (NLI), Nicky Dunn (LLDC)

Ex-officio Members Present:

David Goldstone (LLDC), and Kim Bromley-Derry (LBN) ex-officio members.

Also Present:

Gerry Murphy (LLDCC), Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith (LLDC), [REDACTED] (LLDC), [REDACTED] (LBN), [REDACTED] (NLI)

Apologies: None

1) Welcome and Apologies:

The Chair opened the meeting at 10:30am. There were no apologies to be noted.

2) Declarations of Interest

There were no declarations of Interest.

3) Review of Minutes and Matters Arising:

The minutes were agreed as an accurate record of the meeting held on 11 December 2014.

4) Stadium Update Report

The Board discussed the updates in the report. The Board **NOTED** that agreement had been reached with IMG on the terms of the termination of their contract to deliver a naming rights partner for the Stadium, Aquatics Centre and Copper Box Arena. IMG will be paid a one-off fee to cover the costs incurred from appointment to termination, and will retain some rights over [REDACTED] and [REDACTED] who they believe remain interested in the naming rights offer.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

The Board also **NOTED** that the negotiation of commercial terms with Group M to act as its agent in the sale of the Stadium Naming Rights and Brian Jokat to act as the client on behalf of E20 had been concluded.

- The Board agreed to **NOTE** the workstream updates.
- The Board **NOTED** that the commercial aspects of the contract with VINCI had been finalised and will be **AGREED** by the Chief Executives in consultation with VINCI.
- The Board **CONCLUDED** that the Chief Executives would explore alternative funding options and mechanisms for the video screens, and the Board agreed to **APPROVE** the proposed procurement strategy for the Stadium video screens.

5) E20 Members Agreement

Following the decision at the Board meeting on 10 October 2014 relating to the South Park and Stadium Island, officers have drafted a revised members agreement. This report provides the E20 Stadium LLP Board (“the Board” or E20) with information on changes to the E20 Members Agreement. The changes reflect:

- 1.1.1. Newham’s £5m investment of capital in return for the extension of the E20 remit to include southern area of the QEOP
- 1.1.2. The process for agreeing use of £14.2m available to E20
- 1.1.3. Potential financial contributions into E20 from NLI and LLDC to meet cashflow or VINCI contract obligations

The Board **AGREED** and **NOTED**:

- progress on the revisions to the E20 Members Agreement;
- to receive a revised business plan, to incorporate a cash flow forecast for E20 for the period up to 31 March 2018, which will be prepared and presented to the LLP Board at its March 2015 meeting;
- the proposal in the revised Members Agreement that if at any time before 31 March 2018, contributions or working capital is required by E20, NLI and LLDC will provide additional capital up to £6m shared between them in the ratio 65:35 LLDC:NLI;

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

6) Stadium Plus Operator

On 29 October 2014 the LLP Board approved the appointment of the Vinci consortium and delegated to the Chief Executives of London Legacy Development Corporation and London Borough of Newham (the "**Chief Executives**") to finalise the contract.

A summary of the key features, E20's payment obligations and risks implicit in the proposed contract between LLDC, E20 and London Stadium 185 Limited ("**Operator**") (being a wholly owned subsidiary of Vinci Concessions SAS) ("**Operator Agreement**") was appended.

Copies of the drafts of:

- a) the Operator Agreement; and
- b) the parent company guarantee to be entered into by Vinci Concessions SAS for the benefit of LLDC and E20

are submitted for consideration ("**Transaction Documents**").

The LLP Board **NOTED** that the Operator Agreement includes:

- a) a requirement for E20 to execute a variation to the Community Track Headlease to allow the granting of an underlease to the Operator, and an underlease relating to the Stadium Island and an underlease relating to the Community Track each in favour of the Operator, each in agreed form ("**Property Documents**") at a future date (and subject to the terms of the Operator Agreement);
- b) A requirement in the Operator Agreement for E20 to enter into certain ancillary documents such as the collateral warranty relating to the transformation works from Balfour Beatty Group Limited ("**Ancillary Documents**").

The Board **HEREBY**:

APPROVED the entering into of each of:

- the Transaction Documents
- the Property Documents and Ancillary Documents as required by the Transaction Documents with or without any further non material amendments

and **AUTHORISED**:

- The Chief Executives to sign on behalf of E20 the Transaction

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Documents;

- The Chief Executives to sign on behalf of E20 the Property Documents and Ancillary Documents as required by the Transaction Documents (and where required executing them as a deed)
- The Executive Director Stadium of LLDC to sign any notices, certificates and other documents required or to be given in connection with the Transaction Documents or the Property Documents or the Ancillary Documents and to do all such acts and things as may be required in order to give effect to the purposes of this approval.

6) Changes to the Authorised Signatories of the Partnerships Bank account

The Board considered this report that seeks a resolution to update the current Partnership banking arrangements which are out of date. Currently no payment can be made from the Partnership bank account

The Board **RESOLVED** to:

- **Revoke with immediate effect the appointment of the following persons as authorised signatories of the bank account of the Partnership being:**
 - **Paul Hilton (LLDC Interim Finance Director) – left December 2012**
 - **Jonathan Dutton (LLDC Executive Director of Finance) – left October 2014;**
- **The appointment of the persons named below to be added as authorised signatories of the bank account of the Partnership with immediate effect:**
 - **██████████ (LLDC Business partner)**
 - **Richard Irish (LLDC Financial Controller)**
 - **Geraldine Murphy (LLDC Executive Director of Finance)**

7) E20 Stadium LLP Purchase Order Approval – Pre-concession works contracts

The Board considered this paper which seeks approval from the E20 Stadium LLP Board (“the Board”) for a purchase order to be raised in respect of pre-concession works procured and delivered by London Legacy Development Corporation (“LLDC”) on behalf of E20 Stadium LLP (“E20”).

The Board **APPROVED** the purchase order for the pre-concession works of £8,323,310.92 in relation with the financial year 2013-14.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

8) AOB

The Board noted that this would be the last meeting attended by [REDACTED]. The Chair thanked [REDACTED] for his hard work and contribution to the Stadium Project, and wished him well on behalf of the Board in his new career.

There being no further business to conduct the meeting closed at 12:05pm.

.....
Signed (Chairman)

.....
Date

CONFIDENTIAL

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 11 March 2015

Time: 2:35 pm – 16:30pm

Location: Newham Dockside, Room W4:06/07, 4th Floor West Wing,
E16 2QU

Member Representatives Present:

David Edmonds (LLDC and Chair), David Gregson (LLDC), Lester Hudson (NLI), Sir Robin Wales (NLI), Nicky Dunn (LLDC)

Ex-officio Members Present:

David Goldstone (LLDC), and Kim Bromley-Derry (LBN) ex-officio members.

Also Present:

Gerry Murphy (LLDCC), Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith (LLDC), Martin Gaunt (LLDC), [REDACTED] (LLDC), Brian Jokat (LLDC), [REDACTED] (LBN), [REDACTED] (E20 Secretariat)

Apologies: None

1) Welcome and Apologies:

The Chair opened the meeting at 14:35hrs. There were no apologies to be noted.

2) Declarations of Interest

There were no declarations of interest.

3) Review of Minutes and Matters Arising:

The minutes were agreed as an accurate record of the meeting held on 21 January 2015.

4) Stadium Update Report

E20 Director David Thomson introduced the paper and thanked the Board for the opportunity to manage the business of E20 LLP going forward for 2015. The Board **NOTED** that the resourcing of E20 had been included in the business plan and would be brought forward to the next Board meeting. The Board further **NOTED** and welcomed Martin Gaunt from the Treasury to LLDC who would be working on E20 Governance and Finance matters as well as the Business Case

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

for the Digital Wrap which would be brought to the next Board meeting.

The Board noted the opportunity presented by the imminent confirmation of “summer events” in the park being publicised, for a good news announcement to me made in conjunction with a press release on the re-launch of the search for a naming rights partner.

- **AGREED** to invite VINCI to the next Board meeting with a 10 minute presentation with provision for a Q&A session to follow
- **NOTED** the work stream updates.
- **APPROVED** the principles of the revised seating bowl design and the approach to void areas as per Section 9 of the report.
- **AGREED** the revisions to the E20 Members Agreement
- **NOTED** discussions are progressing with NLI/LBN about formalising arrangements for officer time spent on behalf of E20

5) Naming Rights Update

Brian Jokat, recently appointed naming rights consultant presented the report which provided the E20 Stadium LLP Board with an update on the status of the Naming Rights procurement for the Olympic Stadium and its Association with the QEOP. In addition, the sales process required the “green light” on several new “branding offers” that were desirable to include in the offer to assist in the value proposition.

The Board agreed to:

to **NOTE** the update and **APPROVED** the offerings requested, including but not limited to (subject to a thorough understanding of responsible authority jurisdiction for permissions where required) are gained to include:

- joint logo placement under or beside the QEOP logo on most every area
- park flags
- park totems
- park wide way finding
- Welcome to Newham signs
- City Airport ad boards via Newham Council allotment
- Escalators around the estate
- underground station branding Stratford (black/yellow signs)/train maps (London wide) and verbal announcement on arrival in trains
- bus station
- outdoor digital ad boards (1- on high street Stratford, 2- North Park location next to multi-level car park)

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

6) Stadium Hospitality Fit-out Contractor Award

Following completion of the procurement process for the appointment of the Stadium hospitality fit-out works contractor, approval is sought to award contract to Portview Fit-out Limited in accordance with the recommendation of the Tender Evaluation Report and Award Recommendation.

The Board **APPROVED** the appointment of Portview Fit-Out Limited to deliver the Stadium Hospitality Fit-out works.

7) Business Plan Update

Gerry Murphy presented this report which provided the Board with an update on the E20 business plan following the appointment of the Stadium Plus operator, and the 2015/16 Budget. It was noted In relation to the life cycle of the asset that it is incumbent on the Board to retain the Stadium as a premium

The Board **NOTED**

- progress on updating the E20 business plan and the 2015/16 budget.
- the establishment of, and the first meeting scheduled for 14 April 2015, of the E20 Finance and Audit Committee and its particular role (among others to be agreed in the drafted Terms of Reference) in scrutinising the revised budget before coming back to Board.

8) E20 Stadium LLP Purchase Order Approval

This paper sought approval from the E20 Stadium LLP Board (“the Board”) for purchase orders to be raised for the procurement of pre-concession works contracts and support services provided by London Legacy Development Corporation (“LLDC”) and by London Borough of Newham (“LBN”) during the financial years 2013-14 and 2014-15.

The Board **APPROVED:**

- The purchase orders detailed in the report for the pre-concession works contracts, services provided by LLDC and LBN in relation to the pre-concession works in the financial years 2013-14 and 2014-15
- The purchase orders detailed in the report in relation to operational costs for services provided by LLDC and LBN in the financial years 2013-14 and 2014-15

9) Stadium Transformation Update

The report provided an update on the transformation works and progress to programme.

The Board agreed to **NOTE** the update.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

10) E20 Scheme of Delegations and Deed of Variation

The Board agreed to take this item as a formal paper.

A Scheme of Delegations for E20 was agreed by the Board December 2013. This included a delegation “to the Chief Executive of LLDC (with the authority to sub-delegate) and to any Director of NLI the approval of any procurement, spend or commercial transactions relating to revenue expenditure within approved budgets and the Business Plan up to £150,000”.

E20 now has an Interim Director in post and the Director should have delegated authority to approve revenue expenditure. The addition of the Director of E20 to the delegation for revenue expenditure, alongside the Chief Executive of LLDC and any NLI Director was **AGREED** by the Board.

The Board **NOTED** that further changes to the Scheme of Delegations would be necessary in due course as E20’s governance and staffing becomes more established. Any further changes will be brought to future Board meetings.

.....
Signed (Chairman) Date

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 23 April 2015

Time: 09:00am – 11:15hrs

Location: LLDC Marketing Suite, Level 10, 1 Stratford Place, Montfitchet Road, E20

Member Representatives Present:

David Edmonds (LLDC and Chair), David Gregson (LLDC), Lester Hudson (NLI), Sir Robin Wales (NLI), Nicky Dunn (LLDC)

Ex-officio Members Present:

David Goldstone (LLDC), and Kim Bromley-Derry (LBN) ex-officio members.

Also Present:

David Thomson (E20 Director), Gerry Murphy (LLDCC), Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith (LLDC), Martin Gaunt (LLDC), Brian Jokat (LLDC), [REDACTED] (E20 Secretariat)

Apologies: None

1) Welcome and Apologies:

The Chair opened the meeting at 09:00hrs. There were no apologies to be noted.

2) Declarations of Interest

There were no declarations of interest.

3) Review of Minutes and Matters Arising:

The minutes were agreed as an accurate record of the meeting held on 11 March 2015.

4) Stadium Update

David Thomson, Interim E20 Director presented this report which provides an update on progress to date based on the 4 key objectives agreed as required deliverables for the appointment and the additional items absorbed as part of the role scope and other relevant matters that include:

E20 Stadium LLP – Minutes of the Board Meeting 23 April 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Governance – The governance structure has been finalised and will remain as is during transformation through to when the stadium is operational. The governance arrangements have recently been audited by Moore Stephens on behalf of LLDC received a “green-amber” rating with good progress noted against the governance recommendations made by Moore Stephens.

The Board **NOTED** two areas for improvement indicated in Moore Stephens’ review:

- The need for E20 – via the Operator – to establish a disaster recovery and business continuity plan - This will form part of E20’s mobilisation and readiness work with Vinci.

The establishment of a management framework setting out how E20 will manage and monitor the activities of the operator - this work is underway as part of the readiness and assurance programme.

Resources - The Board noted current resourcing arrangements for E20, with an update to be brought to the meeting on 17 June 2015.

- Greg Smith - Assistant Director
- Martin Gaunt - E20 Financial Advisor
- Consultation with LLDC HR to advertise the Administrator role

Operator – The Board noted that Vinci have now rebranded the company appointed to operate the Stadium as London Stadium 185, hereafter known as LS185.

The Board agreed to:

- the E20 Director articulating to the relevant authorities, the position of E20 regarding the issue of Airwave use for the 2 year transformation period.
- NOTE** the work stream updates and progress to date on securing a naming rights partner.
- APPROVE** the Terms of Reference for the Finance and Audit Committee and **NOTED** their being amended following consideration to reflect a three-times per year meeting schedule (April, July, and autumn).
- APPROVE** the revised scheme of delegations to grant the E20 Director delegated authorities in line with those that apply for the LLDC Chief Executive and NLI Directors. The Board **NOTED** that the Finance and Audit Committee had considered and approved these delegations.
- APPROVE** the summary of E20 governance
- APPROVE** the principle of leasing the WCs which service the West Ham United (WHU) Boardroom Lounge to the Club.

5) Business Plan Update

The Chair agreed to withdraw this item and defer to the next meeting on 17 June 2015, to allow for narratives to be inserted and further work to be completed following consideration of this report at the E20 Finance and Audit committee.

LLDC members noted a degree of urgency required in agreeing a business plan in order that the LLDC accounts reflected an E20 valuation agreed by members.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

6) Stadium Wrap

The Board considered the Stadium Wrap Business case, which presented 4 options. This business case recommends option 3 as set out in the revised E20 Members Agreement (NPV that shows a return over a maximum of 10 years), subject to the demonstration of a positive net present value.

The Board noted that WHU are willing to contribute to the wrap, the nature of that contribution will be determined. The E20 Interim Director advised the Board that he is in the process of collating a suite of issues to discuss with WHU, the wrap being one of those issues. David Goldstone is also working with LLDC planners on wrap issues.

Further Board approval will be sought once these actions have been progressed and a firm NPV has been established. This approval is expected to be sought in October 2015, with a composite set of decisions, and will be prior to any contracts for works being entered into.

The Board **APPROVED:**

- Initiation of design and procurement, the Planning process, and construct of a mock-up of the design. In approving this decision the Board **NOTED** that in total this could incur costs up to £475,000, jointly funded by LLDC (65%) and NLI (35%) from a £14.286m provision for additional stadium works, and that the costs could not be recovered in the event that the project is not progressed further.
- negotiations to be commenced with West Ham on their potential contribution to the wrap.
- negotiations to be commenced with [REDACTED] on costs, specification and sponsorship.

7) VINCI Presentation

The Board welcomed VINCI for a presentation and update on mobilisation and Stadium Team management changes.

8) Additional Item – Temporary Stadium wrap – 2015 Events

The Board considered an additional report which assessed 3 options for the LLDC, E20 and LBN to agree a position on the 2015 stadium banner wraps. The options are based on consultation with each organisation, as well as ER2015. The recommendation is based primarily on the funding only being made available from LBN.

The Board noted that this is a temporary arrangement and will have no impact a wider Stadium objective of securing a permanent digital wrap.

All partners **AGREED** that LBN move forward with a mix of Newham London, QEOP and ER2015 host City branding **SUBJECT TO:**

- LBN confirming funding to meet all costs and arrangements with ER2015 to deliver the option (to be led by Alan Skewis (LBN) who will update the

E20 Stadium LLP – Minutes of the Board Meeting 23 April 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Board).

- Final Banner design to be signed off by E20, LLDC and ER2015

There being no further business for the Board to conduct, the Chair confirmed the next meeting date as 17 June 2015, and the meeting concluded at 10:55am

.....
Signed (Chairman)

.....
Date

CONFIDENTIAL

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 2 June 2015

Time: 15:45hrs 16:26hrs

Location: Telephone Conference Call

Member Representatives Present:

David Edmonds (LLDC and Chair), Lester Hudson (NLI)

Ex-officio Members Present:

David Goldstone (LLDC), and Kim Bromley-Derry (LBN) **ex-officio members.**

Also Present:

David Thomson (E20) Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith (LLDC), Martin Gaunt (LLDC), [REDACTED] (E20 Secretariat)

Apologies: David Gregson (LLDC), Sir Robin Wales (NLI), Nicky Dunn (LLDC), Gerry Murphy (LLDC)

1) Welcome and Apologies:

The Chair opened the meeting at 15:45hrs. Apologies were noted from David Gregson, Nicky Dunn and Sir Robin Wales.

2) Declarations of Interest

There were no declarations of interest.

3) Review of Minutes and Matters Arising:

The minutes of the meeting held on 23 April 2015 will be agreed at the next physical Board meeting on 17 June 2015.

4) Business Plan to be Agreed

The Chair and Board noted the comments received from David Gregson and Nicky Dunn sent to the Board prior to the meeting.

Martin Gaunt introduced the paper and the associated update circulated which provides clarification on the working capital. Significant work has been completed on the Business Plan since the meeting on 23 April 2015, and the Board considered the final proposed plan which was noted as ambitious and

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

challenging to deliver.

The Board **NOTED** the current independent valuers valuation of the stadium at £42 million. It was clarified that this valuation was based on the assumptions in the current business plan considered by the Board. It has been subsequently confirmed that the £42m valuation was based on an earlier version of the business plan and the valuation of the Stadium based on the approved business plan is £40m.

The Board **NOTED** the main changes to the plan which are:

- Increase in gross naming rights income per annum from [REDACTED], but partially offset by brand activation costs. This is justified by the initial Board approval for the stadium wrap (23 April), and the uplift that is expected to generate.
- New income stream (£500k per annum) from the sale of secondary sponsorship on the wrap.
- Increased net payment from the operator, assuming improved event income and greater efficiencies on event costs. NB- These assumptions are significantly more ambitious than those currently assumed by the operator itself.
- The provision for West Ham to spend one season in every five outside the Premier League has been stripped out of the Plan but remains a risk.
- Reduced staffing costs in steady state (almost halved from the previous version of the business plan), consistent with the Interim Director's staffing proposal.
- Reduced overheads, notably insurance, following further analysis of requirements.
- NLI £2.1m grant now shown as income to E20
- **NOTED** a projected surplus for E20 LLP over 10 years

The Board also **NOTED** that the assumptions in this business plan are not reflected in LS185's business plan; the Board recognised the need to challenge LS185 to be more ambitious with their business plan.

Both Shareholders confirmed to the Board that they are satisfied with the working capital clarification and the assumptions in the Business Plan.

The Board agreed to the Stadium Project Manager, responding to those comments received from absent Board Members in detail following the discussions held at this meeting.

There being no further discussion on the item, the Board **AGREED** and **ADOPTED** the Business Plan and the 2015/16 Budget.

4.0 AOB

The Board agreed to discuss media scrutiny with respective Communication teams at LLDC and LBN to prepare press responses in case of any enquiries.

There being no further business to be discussed, the Chair closed the meeting at 16:26 hrs.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

.....
Signed (Chairman)

.....
Date

CONFIDENTIAL

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 17 June 2015

Time: 15:00hrs - 16:04hrs

Location: Room 6, LLDC Offices, Level 10, 1 Stratford Place, Montfichet Road, E20

Member Representatives Present:

David Edmonds (LLDC and Chair), Lester Hudson (NLI), David Gregson (LLDC), Sir Robin Wales (NLI), Nicky Dunn (LLDC),

Ex-officio Members Present:

David Goldstone (LLDC), and Kim Bromley-Derry (LBN) ex-officio members.

Also Present:

David Thomson (E20) Alan Skewis (LBN), Colin Naish (remote dial in) (LLDC), Greg Smith (E20), Martin Gaunt (E20), [REDACTED] (E20 Secretariat), Gerry Murphy (LLDC)

Apologies: Kim Bromley-Derry

1) Welcome and Apologies:

The Chair opened the meeting at 15:00hrs. Apologies for lateness were noted from Alan Skewis, Robin Wales and Lester Hudson.

2) Declarations of Interest

Non-prejudicial

David Edmonds - Appointed Vice – Chair of LLDC

Gerry Murphy – Appointed as Trustee to the Foundation for Future London

3) Review of Minutes and Matters Arising:

The minutes of the meetings held on 23 April 2015 were agreed subject to;

David Thomson recorded as present for the meeting on 23 April 2015
Noting that under item 6, four options were considered and not three.

The Decision Under Additional Item 8 – Temporary Stadium Wrap – 2015 Events be amended to read:

E20 Stadium LLP – Minutes of the Board Meeting 17 June 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

All partners **AGREED** that LBN move forward with a mix of Newham London, **QEOP** and ER2015 host City branding **SUBJECT TO:**

- LBN confirming funding to meet all costs and arrangements with ER2015 to deliver the option (to be led by Alan Skewis (LBN) who will update the Board).
- Final Banner design to be signed off by E20, LLDC and ER2015

The minutes of the meeting on 2 June were agreed subject to the decision being amended to read:

The Board **NOTED** the current independent valuers valuation of the stadium at £42 million. It was clarified that this valuation was based on the assumptions in the current business plan considered by the Board. It has been subsequently confirmed that the £42m valuation was based on an earlier version of the business plan and the valuation of the Stadium based on the approved business plan is £40m.

4.0 Stadium Update (combined with Item 5 – Transformation Update)

E20 Director David Thomson presented an update report to the Board.

The Board noted that a candidate had been identified and selected for the E20 PA/Administrator role at the close of the recruitment process. David Thomson wished to record his thanks to Sally Hopper and the HR Team at LLDC for their assistance in the recruitment process. Board approval is sought to make an offer of employment to the preferred candidate.

The Board **AGREED** to an offer of employment being made to the preferred candidate with an approved salary of £33,000.00.

The Board **NOTED** Greg Smith's secondment is now agreed until 31 October 2016 and the same extended term is close to agreement with the Treasury for Martin Gaunt. The appointment of the PA/Administrator by month end completes the team structure to year end.

Operator

The Board heard that significant progress has been made on operational readiness and LS 185 now has a fully resourced mobilisation team (circa 18 permanent and temporary staff) in place and is providing E20 with weekly updates on all operational readiness work streams, risks and issues. A review of potential additional office space within the Stadium has been undertaken and a plan for dedicated LS185 offices is progressing. E20 hope to secure some space alongside. The cycle of regular contract-focused meetings with LS185 has commenced, including monthly KPI review meetings.

The Board were made aware of a shortfall in the power required by the operator to meet their kitchen and kiosk fitout designs against that provided for in the transformation design, and that to overcome this a temporary overlay power solution is being implemented for the 2015 events at a cost of c£800k. The actual power usage would be recorded and used to inform any permanent improvements required, which the Board **NOTED**.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

The Board **NOTED** that E20 did not have provision in the agreed business plan to meet 'gaps' and any allocation of the £14.2m funds held would need to meet the financial return criteria included in the E20 Members Agreement.

The contract with ESP, formerly Group M has now been signed. The initial teaser has gone out to 20 potential partners. A media launch with ESP and E20 is proposed. Brian has met with [REDACTED] at LBN to discuss potential extras that could be added to the naming rights package.

E20 are aiming to have secured the naming rights heads of terms by October 2015.

The Board **NOTED** the challenging naming rights valuation in the business plan which is [REDACTED], and agreed to receive updates at future meetings accordingly.

Having considered the reports in their entirety, the Board

- i. **AGREED** to WHU's request subject to technical specification being agreed, for two of the 10 person boxes to have the permanent wall between them replaced by temporary structure so a single 20 person box can be formed for WHUFC matches. LS 185 are content;
- ii. noted the proposed treatment of the voids, and **AGREED** that should WHU wish to see a mock up of the proposed treatment, they should bear the financial cost.
- iii. **NOTED** that the Wrap design, procurement and pre-application meetings are underway with PPDT. E20 are to present to the Quality Review Panel on 11th June. The Board **AGREED** that the procurement strategy should be signed off by the LLDC and Newham Chief Executives, and then circulated to the Board.

5.0 AOB

Greg Smith advised the Board that LS 185 have ordered switches to the value of £395k to enable the video boards etc. to be integrated into the network. The Board noted that there is a scope gap in how these switches will be paid for and expect an update at the next Board meeting.

Alan Skewis noted that Newham were not convinced that this is a cost that E20 should meet. The starting principle for any discussion should be that LLDC deliver an operable stadium, and operational enhancements are paid for by LS 185.

There being no further business to be discussed, the Chair acknowledged the great work and efforts of all involved in the transformation of the stadium and closed the meeting at 16:31hrs.

E20 Stadium LLP – Minutes of the Board Meeting 17 June 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Signed (Chairman)

Date

CONFIDENTIAL

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 28 July 2015

Time: 16:45 – 18:35hrs

Location: Room 5, LLDC Offices, Level 10, 1 Stratford Place, Montfichet Road, E20

Member Representatives Present:

David Edmonds (LLDC and Chair), Lester Hudson (NLI), David Gregson (LLDC), Sir Robin Wales (NLI), Nicky Dunn (LLDC),

Ex-officio Members Present:

David Goldstone (LLDC), and Kim Bromley-Derry (LBN) **ex-officio members.**

Also Present:

David Thomson (E20) Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith (E20), Martin Gaunt (E20), Brian Jokat (E20), [REDACTED] (E20 Secretariat), Gerry Murphy (LLDC), [REDACTED] (Item 4 only)

Apologies: None

1) Welcome and Apologies

The Chair opened the meeting at 16:45hrs.

2) Declarations of Interest

There were no new declarations of interest.

3) Review of Minutes and Matters Arising

The minutes of the meetings held on 23 April 2015 were agreed subject to;

The Board noting that E20 are aiming to have secured naming rights **heads of terms** (not deal) by October 2015.

E20 Stadium LLP – Minutes of the Board Meeting 28 July 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

4) Naming Rights Update

David Thomson introduced [REDACTED] from ESP Properties, and invited his presentation to the Board on the progress in the securing of a naming rights partner for the Stadium. [REDACTED] attendance at the meeting today is to confirm the approach that was agreed with the Board following discussions on 12 December 2014, and to update the Board on the conversations ongoing with targets.

Following introductions, [REDACTED] acknowledged that there had been a delay in the start of the process due to the rebranding of Group M/WPP to ESP Properties– a sports facing marketing agency. The contract signing was concluded in May 2015. ESP had outlined their “modus operandi” to the Board in December 2014, and the Board agreed to appoint ESP following those discussions.

[REDACTED] assured the Board that at the point of launch of this rebranded Agency, E20 LLP was their first client, and Martin Sorrell is as keen as E20 LLP and it’s Members are to conclude a successful deal.

ESP have access to existing client relationships and are therefore able to facilitate a higher level and quality of discussions. There are currently, 4 months into the process, 43 strong targets (some of those not existing clients) on the list who are engaged in discussions. The timetable and target is still to have a naming rights partner secured by August 2016.

Challenges being faced by ESP for the Board to note included:

- Naming rights is not an established marketing platform in the UK. Part of the process is education potential partners.
- The importance of the wrap – the wrap is different to other signage options. Most brands don’t need exposure but the wrap provides activation.
- The Stadium “brand” and what it stands for is not clearly articulated
- The [REDACTED] and some targets have been approached before – some have been turned off by multiple pitches.
- The IMG message was perceived as being confused – ESP are not confused it is being made clear to targets what the offer is.
- Despite being an iconic stadium in an iconic city – the stadium is 4 years old.
- The market is a buyers market not a sellers market.
- Digital inventory not currently connected to the stadium. WHU can generate enough content to drive the digital element.
- Association with West Ham has upsides and downsides – especially where the target does not want to be associated with only one premier league team.

Positives and opportunities to note:

- VINCI/LS185 are committed to delivering a connected stadium.
- Small number of quality targets with a small number of quality meetings and a visit to the site as part of the process.
- The Stadium is seen as a well prized opportunity and is a recognized global icon (currently undergoing tech transformation).
- A venue with excellent networking opportunities.
- Excellent transport links - recognised
- Category based opportunities
- Multi sport and multi event calendar
- Markets on target list and engaged include Insurance, IT and Payments.

E20 Stadium LLP – Minutes of the Board Meeting 28 July 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

- Positive imperative to have best in class services for stadium users.
- Digital wrap is a unique offer for a potential naming rights deal.

██████████ stated that there is a deal to be done, and intelligent conversations with targets are ongoing. The Board noted that there are 200 targets in the extended list of possible partners, but the current 43 engaged are suggested by intelligence to be good marks and targets for the opportunity. ESP are hopeful of a shortlist in 4 months time.

5) E20 Update

David Thomson presented this report, providing the E20 Stadium LLP Board with an update on LS185 mobilisation and operations to date, the governance, finance and staffing of E20. The report also covers the 2015 event delivery, future event planning, a stakeholder update and from this month, consideration towards future objectives.

David referred to the correspondence from WHU in relation to their proposed contribution to the Wrap and treatment of voids. It was noted that the wrap business case is commercial, and that the offer from WHU was insufficient to meet E20's business parameter. A letter to WHU should be sent to reflect this view.

The Board also considered the proposed changes to E20 Stadium LLP's Scheme of Delegations in order to give the Director of E20 further delegated authorities. The scheme has been considered and recommended for approval by the E20 Finance and Audit Committee.

Decisions

The Board:

- AGREED** to **NOTE** the work stream updates.
- REJECTED** the WHU design change request set out paragraph 8.6. and confirmed the current scheme, approved at the March E20 LLP Board (with some very minor amendments). The decision in March 2015 agreed the original configuration with WHU paying for the seat colours to be changed.
- NOTED** that E20 has sought confirmation from LS185 on the extent to which the Operator and its subcontractors are paying the London Living Wage (LLW; currently £9.15 per hour). The Board further **NOTED** that E20 is continuing to work through this issue with LS185 in order to reach an acceptable and pragmatic solution, and **AGREED** to receive an update report at the next Board meeting.
- NOTED** the issues that were currently being addressed by relevant planning authorities regarding the 1966 World Cup Statue. E20 cannot assume the statue at Barking Road will be relocated.

The Board **AGREED** to adopt the amended Scheme of Delegation which now includes a further revision to the scheme of delegations to give the E20 Director authority to sign contracts that are within the funding provision agreed in the business plan.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

6) Events Update

Included in Agenda item 5 – E20 Update

7) Transformation Update

Colin Naish presented the report, advising that following the Great Newham London Run and Diamond League athletics the stadium had returned construction mode in preparation for the Rugby World Cup.

Colin alerted the Board to current issues with ALTO (namely 700 seats remaining uninstalled for the recent Diamond League Athletics event) and concerns regarding their commitment to deliver their contractual responsibilities on schedule. Colin stated that the situation was challenging but it will be achieved. Contingency issues will be imposed on Alto to ensure that the contracted works are delivered on time and mitigation for failure is being included in ongoing discussions with the contractor. David Goldstone added his concerns and demanded that additional resources are implemented by ALTO.

The Board noted the out of scope works; and that the LLDC has also undertaken works on behalf of E20 to provide temporary power overlay for the kitchens and certain concession units for the summer events. The power usage during the summer events will be monitored and recorded during the events in order to inform the need for any permanent power upgrade following the Rugby World Cup and before West Ham move into the Stadium in May 2016.

The Board agreed to:

- **NOTE** the update on transformation
- **NOTE** the ongoing issues with Alto and the measures being implemented to address those issues

8) Funding Responsibility for emerging costs

This report highlighted to the Board that a number of requirements have emerged that neither LLDC – as the organisation responsible for stadium transformation – or LS185, have accepted responsibility for.

The Board noted that due to the importance and urgency of providing these requirements in order to safely and successfully stage 2015 events, the relevant parties – E20, LLDC and LS185 – have pragmatically agreed that essential works should proceed, with responsibility for funding to be resolved in due course.

The Board **AGREED** to:

- i. **NOTE** the essential stadium works that are proceeding, as detailed in Appendix 1 to the report, and the potential liability for E20 if agreement cannot be reached that LLDC or LS185 should fund;

E20 Stadium LLP – Minutes of the Board Meeting 28 July 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

- ii. **APPROVE**, subject to Newham Legacy Investments Ltd and LLDC Investment Committee approval, that a contingency fund of £200k be held by E20, to be used to meet small but urgent requirements. The contingency is proposed to be funded from the £14.2m held for additional stadium works.

9) E20 Accounts

Gerry Murphy presented the accounts which had been considered by the E20 Finance and Audit Committee in great detail. It was highlighted that the allocation of loss in relation to transformation works will be allocated at the end of works.

Lester Hudson observed that with valuation at £40m, there is a possibility that the valuation in 2016 will be lower. He added that it is crucial that the key focus must be on money making activities.

The Board **NOTED**:

- the naming rights having a significant impact on the valuation.
- the yield has been amended from 4% to 6%.
- the discount rate is a subjective rate of values
- the higher discount rate was used by the new valuer because of uncertainty around stadium events.
- Regular updates are expected on LS185 performance
- the focus on Ls185 event calendar through E20 for 2016
- LS185 are engaging fully with E20 regarding concert capacity

The Board agreed that the stadium value is based on the business case; the valuation based on a business plan for 10 years, and that the stadium itself has no value, but the value lies in the business.

The Board **AGREED** to:

- **ADOPT** the 2014/15 financial statements.
- **APPROVE** the proposed allocation of the loss for the year

10) Stadium Wrap Update

The Board noted the report and updates contained therein – namely that the potential capital cost of the wrap is not yet finalised, and is dependent on the final specification established during the planning process. In light of the unique nature of the project, and the challenges faced so far – notably through the planning process – the initial feasibility budget for the project of £475,000 is insufficient.

E20 now anticipates requiring a maximum budget of £600,000 to reach the decision point in the autumn. Now that the scope of works is much more tightly defined, and fees have been agreed in principle, E20 has a much greater degree of confidence in funding required than it did at the business case stage. E20 will continue to aim to drive down costs and minimise expenditure.

E20 Stadium LLP – Minutes of the Board Meeting 28 July 2015

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

The Board **NOTED** the update on the stadium wrap project and **APPROVED** an increase in the initial investment in the project, permitting expenditure up to £600,000, **SUBJECT TO** NLI and LLDC internal approvals.

11)LS185 Contract Management Strategy

Martin Gaunt presented the report which detailed at Appendix 1, a strategy detailing E20's approach to managing the LS185 contract in an efficient and effective manner. E20 will use the contract to drive strong operator performance, in order to maximise the potential of the stadium and the revenue it generates.

The Board agreed to **NOTE** and endorse the strategy (in principle) for managing the LS185 contract. The Board delegated the implementation and resourcing of the strategy to the Chief Executives of LBN and LLDC in consultation with Martin Gaunt.

12)Quarterly Update of Financial Position against the Business Plan

At E20 Members request, a report will be produced on a quarterly basis, to indicate and describe the latest forecasts against the projections made in the business plan. The Board are asked to consider the first of these quarterly updates, reflecting the position as at the quarter ended 30 June 2015.

The Board agreed to **NOTE** the financial position set out in the quarterly update report and **APPROVED** the format of the reports to be presented to the Board.

13)AOB

The Chair, on behalf of LLDC, LBN and E20 commended all involved in the delivery of the successful events so far at the stadium (Great Newham London Run and Diamond League Athletics) , with special thanks to Colin Naish and Greg Smith for delivering, despite the pressures and strains, a dramatic and successful weekend.

There being no further business to discuss, the Chair closed the meeting at 1835hrs.

.....
Signed (Chairman) Date

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP

Date: 10 September 2015

Time: 14:30 – 16:25 hrs

Location: Newham Dockside, Room W406/07, 1000 Dockside Road,
London, E16 2QU

Member Representatives Present:

David Edmonds (LLDC and Chair), Lester Hudson (NLI), David Gregson (LLDC), Nicky Dunn (LLDC),

Ex-officio Members Present:

David Goldstone (LLDC) and Kim Bromley-Derry (LBN)

Also Present:

David Thomson (E20) Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith (E20), Martin Gaunt (E20), Brian Jokat (E20), [REDACTED] (E20 Secretariat), Gerry Murphy (LLDC), [REDACTED] (E20 Secretariat), Linda Lennon (LS185 – Item 4 only), Graham Gilmore (LS185 – Item 4 only)

Apologies: Sir Robin Wales (NLI)

1) Welcome and Apologies

The Chair opened the meeting at 14:30hrs.

2) Declarations of Interest

The Chair has taken up a new position as Chairman of Phone Pay Plus, the UK's independent regulator of premium rate services. There is currently no conflict of interest but this may need to be reviewed if there are discussions surrounding the Connected Stadium.

3) Review of Minutes and Matters Arising

The minutes of the meetings held on 28th July 2015 were agreed subject to;

The Board noted Nicky Dunns email and the previous meeting minutes have been updated.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

4) Introduction to London Stadium 185 (LS185) – Linda Lennon and Graham Gilmore

David Thomson introduced Linda Lennon CEO and Graham Gilmore COO of LS185, and invited them to provide the Board with information on their backgrounds and invited questions from the Board, key points to note below:

Challenges being faced by LS185 for the Board to note include:

- Ensuring that the final stadium specification provides LS185 with maximum flexibility to exploit the asset
- Relationships with stakeholders
- “Look and feel” of the Stadium

Key objectives for LS185’s first year include:

- Establishing the organisation structure and mobilising for events
- Making sure LS185 establish a strong and appropriate relationship with West Ham, including commercial aspects
- Establishing event protocols, working alongside West Ham
- Delivering against KPI’s, e.g. Health & Safety and licensing

Other key points to note:

- Dates have been penciled in with promoters and proposed commercial terms have been sent back to agents.
- Revenue from the Diamond League was higher than initially expected mainly due to better than forecast catering revenues.
- The Board wanted a clearer idea of what the structure of LS185 will look like when fully established.

The Chair thanked both Linda Lennon and Graham Gilmore for their attendance and they left the meeting after this Agenda item.

The Board:

- I. **AGREED** that the LS185 organisational chart, and decision making protocols, should be issued to the Board.

5) E20 and Events Update

David Thomson presented this report, providing the E20 Stadium LLP Board with an update from the Interim Director and E20 team on various work streams. The report also covered 2015 event delivery and future event planning.

Verbal updates to the paper included:

David referred to 3.2, and the press coverage which states the FA would be open to the idea of a Wembley ground share for Chelsea and Tottenham. David followed up with [REDACTED], who confirmed that the Stadium is one of four potential options alongside Wembley, Twickenham and one unnamed stadium. Although the story is in the press, the Board agreed not to discuss this with the media.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

██████████ PA and Team Administrator, was introduced to the Board and the Board were invited to send any feedback they had on the new Board Packs to ██████████.

A follow up meeting with LS185 to discuss disputed costs has been scheduled for 6th October; London Living Wage will also be discussed at this meeting.

Wrap mock up viewing sessions have now taken place with positive feedback and the business case will be presented at the next Board Meeting on 6th October (consideration will be subject to ongoing work to acquire planning permission and to conclude the procurement process to establish the capital cost) and the procurement tender has been launched.

Further to discussions that had taken place at the LLDC Investment Committee and the NLI Board, with regards to the Wrap contribution from West Ham, David Goldstone advised the Board as follows:

- Initial conversations about prospective proposals and offers have taken place, but none of them were in sufficient detail to be concluded and no firm detailed offer has been made or accepted.
- There hasn't been as much progress on Naming Rights as we would have hoped by now and therefore we are unable to know what a prospective Naming Rights partner would want, or not want in relation to the wrap, and therefore what the impact of a deal with West Ham United may be on a naming rights partner.
- Therefore we cannot commit to a commercial transaction with West Ham United on the wrap ahead of greater clarity on a Naming Rights partner.
- We should however proceed to consider the business case for the wrap, as planned, this autumn and are positively encouraged with the design and development work to date, and are therefore very hopeful that we will have a business case that can be approved. It should be the E20 Board's firm intention, subject to Planning, to proceed with the wrap.
- E20 will keep pushing as hard as possible to get a naming rights deal as soon as possible.
- Assuming a positive decision on the business case, and progress on a Naming Rights deal, we plan to go back to West Ham to discuss the opportunity for them to buy time on the wrap ahead of the start of the 2016/17 season.
- We will commit to West Ham United that we won't unreasonably exploit our commercial position on the wrap when we go back – i.e. we will offer reasonable commercial terms.

Kim Bromley-Derry advised that Newham were committed to supporting the installation of the digital wrap.

The only update to the paper with regards to Naming Rights was that the Final Deck is due to be issued by ESP w/c 14th September.

Construction for the School is due to start after West Ham move into the stadium. The Board agreed that any issues such as egress or noise levels should be resolved prior to the DFE becoming a more interested party.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

The Board:

- II. **NOTED** the various work streams.
- III. **AGREED** the approach articulated by David Goldstone above with respect to the wrap contribution from West Ham, and that the wrap business case should be considered at the 6th October board.
- IV. **AGREED** that David Thomson, with input from Kim Bromley-Derry and David Goldstone, will draft a letter to West Ham setting out the current position on the wrap.
- V. **AGREED** in relation to the construction of the School, any issues such as egress or noise levels should be resolved prior to the DFE becoming a more interested party

6) West Ham Verbal Update

The West Ham contribution to the voids has been accepted. In short this involves West Ham, LLDC and NLI each contributing £200,000 to the Void Solution. If more money is needed, up to another £100,000 contribution may be made by each party. A letter confirming this has been sent to West Ham, but as at the Board Meeting there had been no response.

West Ham and LS185 have signed a letter of intention relating to the Connected Stadium project. E20 Stadium LLP want further clarification before agreeing to sign. A Connected Stadium workshop has been arranged for the 21st September and E20 Stadium LLP will update at the next Board meeting.

West Ham have submitted a proposed Planning Application to E20 for the installation of the club name in channel lettering on the compression truss.

The Board:

- I. **NOTED** the West Ham Update and **AGREED** to consider further advice on the Connected Stadium and compression truss channel lettering at the next meeting.

7) Transformation Update

Colin Naish presented the report. Verbal updates to the paper included:

The stadium has been handed over to England Rugby 2015 for their exclusive use for the Rugby World Cup.

Installation of the mid-tier seats will be finished by Thursday 17th September.

The Board discussed the challenges in achieving the aspiration for seven day track/pitch seating mode transition time and noted the following;

- There are a large number of components required in order to move the seats and an adequate process for achieving the seven day turnaround has yet to be established.
- There may be a trade-off between leaving enough time to install the new Mondo track in spring 2016, and using that period to trial the seating transition.
- It would be easier if there was a storage facility on site that could be used; David Thomson agreed to look into this.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

- There is a 13 day period in 2016 between Athletics and the first West Ham friendly match for the track/pitch transition to take place
- Overall it was agreed that this is a more challenging process than first anticipated. It could theoretically be done in 7 days but necessary resources and efficient systems would need to be in place.

ER2015 are currently fitting out the hospitality areas and West Ham will start their fit out in January.

Balfour Beatty are addressing roof leaks. Works have been undertaken and leaks are now significantly less. All work will be completed by May. If there are any queries it was agreed to state 'works are in progress and will be completed next year'.

The Board:

- I. **NOTED** challenges overcome to date on the installation of the retractable seating system; and thanked Mace for their time on this so far and **AGREED** that Colin will provide an update on this at the November Board.
- II. **NOTED** the concerns on achieving the seven day retractable seating transition time between track mode and pitch-mode and agreed to review this as an entirely separate matter from the overall transition programme. The outcomes of this review will be presented to the Board at a future meeting.

8) AOB

The Chair, on behalf of LLDC, LBN and E20 commended all involved in the delivery of the successful Barbarians test event.

ER2015 have requested a further 11,000 seats to be made available should England reach the Bronze final. It was agreed that the discussion should go through the Operator but that if feasible then the Board fully support this.

There being no further business to discuss, the Chair closed the meeting at 1635hrs.

.....
Signed (Chairman) Date

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP Board

Date: 6 October 2015

Time: 14:30 – 16:00

Location: Marketing Suite, LLDC Offices, Level 10, 1 Stratford Place,
Montfichet Road, London, E20 1EJ

Member Representatives Present:

David Edmonds (LLDC and Chair), Sir Robin Wales (NLI), Lester Hudson (NLI),
David Gregson (LLDC), Nicky Dunn (LLDC),

Ex-officio Members Present:

David Goldstone (LLDC) and Kim Bromley-Derry (LBN)

Also Present:

David Thomson (E20) Alan Skewis (LBN), Colin Naish (LLDC), Greg Smith
(E20), Martin Gaunt (E20), Brian Jokat (E20), [REDACTED] (E20 Secretariat),

Apologies: Gerry Murphy (LLDC)

1) Welcome and Apologies

The Chair opened the meeting at 14:40hrs.

2) Declarations of Interest

The Chair has taken up the position of Chairman of the London Legacy
Development Corporation.

- I. The board **NOTED** that they had no objections to David Edmonds continuing to Chair the E20 Stadium LLP Board and are happy for him to continue in this role.

As noted in AOB, David Gregson is now Chair of the Investment Committee.

3) Review of Minutes and Matters Arising

The minutes of the meetings held on 10th September 2015 were approved subject to the following amendment at Section 5, Action point V; “in relation to the construction of the School, any issues such as egress or noise levels should be resolved prior to the DFE becoming a more interested party”.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

4) E20 and Events Update

David Thomson presented this report, providing the E20 Stadium LLP Board with an update from the Interim Director and E20 team on various work streams. The report also covered 2015 event delivery and future event planning.

Verbal updates to the paper included:

- **3.2** An outline groundshare proposal (prepared by LS185) has been issued to Chelsea, and the response has been positive. [REDACTED] has suggested a follow up meeting (to be scheduled week commencing 19th October 2015) and is attending the South Africa v USA Rugby World Cup match as a guest of LS185 / E20 Stadium LLP on the 7th October. LS185 will continue to lead this negotiation process with E20 in attendance.
- The Freedom of Information request regarding the West Ham Concession Agreement has been a focus over recent days and David Goldstone provided an update. LLDC have decided to appeal the ruling to release a full unredacted copy of the agreement, as releasing a full document could impact upon future commercial deals. The appeal process will take between 4-6 months and a decision has been made to re-release the agreement with further (less commercially sensitive) sections being unredacted.
 - Post Board meeting a further copy of the concession agreement has been uploaded onto the LLDC website.
- **3.5** A positive meeting was held with London Borough of Newham and relevant stakeholders relating to CCTV provision and MPS Airwaves coverage at the Stadium. Currently the needs for 2016 when in football mode are being reviewed. The review of MPS airwaves has been positive, there is a good level of airwave coverage however the MPS are pushing for more coverage in certain areas (i.e. the hospitality suites).
- **3.7** There was no transformation update paper at this month's Board; works are on hold as the venue is under the exclusive use of ER2015. Colin Naish provided a verbal update on the current situation with the retractable seating contractor, a joint venture between Alto and Sapa. Alto has gone into administration and LLDC are currently seeking legal advice as to the position to take with sub-contractors. Due to the retractable seating system installation being incomplete, there is a programme conflict between the planned Balfour Beatty residual scope to complete the pitch and install a new Mondo athletics track for end of May 2016, Sapa now needing to complete their seating installation, correct defects and demonstrate the seven day transition also by end of May 2016, all to enable summer events to be held with the seating in track-mode, with a transition to pitch mode for the beginning of August ready for WHUFC's first game. There is a separate meeting scheduled to go through the programming of works needed and the summer events schedule.
- **5** The final Deck has been received and has been circulated to the LLDC communications team for feedback.
 - Brian Jokat circulated an update paper from ESP outlining key statistics and top prospective partners; the most advanced of which being [REDACTED].
 - Boris Johnson is meeting with [REDACTED] in Tokyo w/c 12th October; ESP is providing the Mayor with information regarding the Stadium for his meeting.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

- There has been concern expressed at the Investment Committee as to the progress of naming rights and it has been suggested that the CEO's of Newham and LLDC should meet direct with potential partners.
- **6. Verbal updates to the Stakeholder section as follows;**
 - England Rugby 2015 has been very pleased with the smooth running of the events.
 - The Rugby fanzone has been successful on match days in the Park, but has had low attendance on other days. LS185 are currently looking into financials and a decision will be made as to whether it should be closed early.
 - Sir Robin Wales expressed concerns at the marketing of the UKA'S Diamond League events, and is concerned that the Stadium will not be full for those events in future. The Board discussed the merits of condensing the event days down to 2 days. E20 will feed all Board thoughts into LS185 to inform their discussions with event owners.
 - There is a lot of potential to derive legacy benefits from the upcoming Rugby Football League (RFL) event. RFL are looking to increase the popularity of these events across London and will be holding a fanzone in the Park for the 7th November event.

The Chair, on behalf of LLDC, LBN and E20 commended all involved in the delivery of a successful Rugby World Cup event so far.

The Board:

- I. **NOTED** the various work streams.
- II. **AGREED** to increase the level of direct engagement with potential naming rights partners.
- III. **AGREED** that David Goldstone and Kim Bromley Derry should discuss the marketing of the 2016 events with Niels de Vos when they see him at the imminent World Athletics Board meeting.
- IV. **AGREED** that Kim Bromley Derry and David Goldstone should follow up on the Rugby Football League opportunities.

5) Stadium Wrap Cover Paper and Business Case

David Thomson, on behalf of LLDC, LBN and E20 thanked Martin Gaunt for his work in getting the Wrap to this stage.

The Chair noted that the Stadium Wrap Business Case had already been considered in detail at both the NLI Board and LLDC Investment Committee. The following key points were made:

- LLDC support the delivery of the full wrap, and have concerns about the implications of the partial wrap and phased approach suggested by NLI. Up to this point, planning and procurement has been on the basis of a full wrap and if this was to change there would be implications on delivering the project in the timeframe previously agreed.
- LLDC and E20 are of the view that a partial wrap would be less desirable to a Naming Rights Partner and/or potential sponsors.
- NLI are committed to the wrap and want to see it go ahead, although they

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

have concerns regarding its affordability and its ability to meet the 10 year NPV test. On that basis it was proposing a smaller wrap with a capital cost of £8.5m

- The Newham contribution to the £14.286m budget for additional stadium works is capped at £5m. The LLDC contribution to the £14.286m budget for additional stadium works is capped at £9.286m. E20 should seek to deliver all additional works to the Stadium, including the wrap, within this budget. The Board noted that if the wrap costs the full forecast price, MLB-enabling works were pursued, and disputed costs with LS185 were resolved unfavorably, this would result in an overspend of funding available.
- LS185 disputed costs are still unknown. E20 and LS185 are meeting on 3rd November with a view to resolving these matters.
- The £12.7m capital cost of the wrap needs to be reduced to make it more affordable.
- A final decision on the wrap will be made in mid-November when the procurement process has been concluded (by which time planning permission is also expected to have been granted).

The Board:

- I. **AGREED** their commitment to deliver a digital wrap;
- II. **AGREED** that a partial or phased approach to the wrap would not be pursued at this stage;
- III. **NOTED** that a maximum of £14.286m is currently available for all of the additional works needed for the stadium;
- IV. **AGREED** that the capital cost of the wrap needs to be reduced to make it more affordable.
- V. **AGREED** that David Goldstone and Kim Bromley-Derry had delegated authority to take the final decision on go-ahead for the wrap, in light of the latest information on its affordability. Kim Bromley Derry would need to have agreement from NLI Directors before he could give the go ahead.
- VI. **NOTED** that the London Borough of Newham may be prepared to buy equity in E20 from LLDC, and it was **AGREED** that this conversation should be followed up in parallel with the Wrap funding discussions.

6) AOB

The Board Noted that David Gregson is now Chair of the Investment Committee.

There being no further business to discuss, the Chair closed the meeting at 15:50 hrs.

.....
Signed (Chairman) Date

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

Minutes

For: E20 Stadium LLP Board

Date: 18 November 2015

Time: 10.30 – 12.30hrs

Location: Room W406/07, Newham Dockside, 1000 Dockside Road,
London, E16 2QU

Member Representatives Expected:

David Edmonds (LLDC and Chair), David Gregson (LLDC), Nicky Dunn (LLDC), Sir Robin Wales (NLI), Lester Hudson (NLI)

(Ex-Officio Members) David Goldstone (LLDC), Kim Bromley-Derry (NLI)

Also Expected:

David Thomson (E20 Director), Alan Skewis (LBN), Colin Naish (LLDC), Gerry Murphy (LLDC), Greg Smith (E20), Martin Gaunt (E20), Brian Jokat (E20), Katharine Deas (NLI), [REDACTED] (E20 Secretariat), [REDACTED] (ESP – Item 4 only)

Apologies: n/a

1) Welcome and Apologies

The Chair opened the meeting at 14:30hrs and welcomed Katharine Deas (NLI) to the meeting.

There were no apologies.

2) Declarations of Interest

David Goldstone has been appointed on the Boards of London 2017 Limited and London Championships Limited.

3) Review of Minutes and Matters Arising

The minutes of the meetings held on 6th October 2015 were approved subject to the following amendments;

Page 2, 3.2 (second bullet point); *the appeal process will take between 4-6 months and a decision has been made to re-release the agreement with further (less commercially sensitive) sections being unredacted.*

Page 4, Stadium Wrap – NLI clarified their position with updates to the minutes of the October Board as follows:

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

- NLI are committed to the wrap and want to see it go ahead, although they have concerns regarding its affordability and its ability to meet the 10 year NPV test. On that basis it was proposing a smaller wrap with a capital cost of £8.5m
- AGREED their commitment to deliver a digital wrap;
- AGREED that a partial or phased approach to the wrap would not be pursued at this stage;

4) Naming Rights Update

Brian Jokat presented his section from the E20 Update Paper on Naming Rights and the main points to note are as follows;

- I. There are two potential Naming Rights opportunities; Tech Mahindra and [REDACTED], of which Tech Mahindra is the most advanced and is at presentation stage. Kim Bromley-Derry has a meeting scheduled with Mahindra for Friday 20th November to discuss all potential opportunities across Newham and the Park.
- II. An overview of Mahindra Group was given to the Board, Mahindra want to be known as one of the top 50 global brands and it was noted that any final decision will be made in India, not in the UK.
- III. It was noted that Mahindra are also in discussions [REDACTED]
[REDACTED]
- IV. It was noted that since the last minutes, [REDACTED] are now not on the 'live' list of targets.

[REDACTED] from ESP attended the meeting and gave a verbal update to the Board, including a forward look and the current status; the main points to note as follows;

- I. [REDACTED] presented a summary document which outlined the journey so far at Q2 and Q3, and then looked at next steps for Q4.
- II. Following the visit to Japan that the Mayor and David Goldstone made last month, Japan and China have moved to the top of the priority list.
- III. ESP is currently in live discussions with 6 Japanese companies.
- IV. At the end of Q4 ESP hope to be in advanced discussions with two different partners and hope to have two to negotiate with.
- V. [REDACTED] expanded on the Tech Mahindra plan and gave an overview of their business. Tech Mahindra are working a naming rights opportunity into their business plan and ESP hope to have an opportunity to present to Tech Mahindra in India before Christmas.
- VI. [REDACTED] informed the Board that there are also core discussions going on with [REDACTED], [REDACTED], [REDACTED] and [REDACTED].
- VII. [REDACTED] stated that he did not feel having a digital wrap was paramount to a naming rights deal being done and stated that it didn't add value to any potential deal. [REDACTED] stated it would be better to tell a naming rights partner what they can have rather than letting them choose anything that they want.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

The Board raised the following points;

- I. The Board wanted the community element to be explored more as this is a key selling point for the Naming Rights Partner.
- II. Kim Bromley-Derry has been liaising with Tech Mahindra regarding the Indian Community and what events/opportunities can be created.
- III. The Board wanted to make sure that the Stadium is seen as attractive to potential Naming Rights Partners, e.g the tech/audio elements, are they on par/better than comparative stadiums.

5) E20 and Events Update

David Thomson presented this report, providing the E20 Stadium LLP Board with an update from the Interim Director and E20 team on various work streams. The report also covered 2015 event delivery and future event planning.

The paper was taken as read. Updates as follows;

Quarterly Financial Update Paper

- There have been minor improvements to the in year forecast for E20's income and expenditure, the net forecast for 2015/2016 is a deficit of £3.155m. The net commercial revenues generated by the operator are TBC and it Martin is currently working with LS185 to align their business plan with E20's.
- LS185 will be attending January Board to present a first look at their Business Plan.
- It was noted that potentially there may be another £1m of costs which would make the deficit £3m in total. The Board expressed their concern at operating costs and their desire to cut these costs back.
- Kim Bromley-Derry expressed concerns regarding the stadium valuation. It was agreed Gerry would report back to the Board in this in January.

Voids

- Greg presented his paper on the potential voids solutions and discussed the funding options.
- I. The Board **AGREED** that LLDC/Newham would revisit their funding for the voids.

MLB

- MLB has been handed over to LS185 and is now with them to progress the plans with MLB. The Board noted that they would like to see a monthly update from LS185 as to current plans/events, Martin advised that he will issue the LS185 monthly KPI spreadsheet to them.
- II. The Board **AGREED** they would like to see a monthly LS185 dashboard at each E20 Board

The Board noted that [REDACTED]

The Board noted the great success so far of the stadium and thanked all those involved.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

6) Digital Wrap and use of available funding

Martin introduced the Digital Wrap and use of available funding paper and highlighted the main challenges:

- The full wrap is unaffordable at £12m due to there being £13.5m available for remaining stadium works. It could be delivered but this would be a risk due to uncertainty on other potential costs.
- There is still uncertainty surrounding disputed costs.
- West Ham no longer support the wrap and are unconvinced about its effectiveness during daylight hours. A meeting has been arranged between [REDACTED] and West Ham to allay some of their concerns, but it remains unlikely West Ham will support the delivery of the wrap.

Martin introduced the Stadium Dressing Options Paper and summarised the available options, verbal update as follows;

- The Board highlighted that depending on the option chosen E20 may be in dispute with West Ham as they may not agree on the same option. Deferral of any option would lead to a break down in communications with West Ham.
- The Board noted that if a Naming Rights partner is found, concerns regarding costs will be aligned. The Board suggested exploring other options while running the wrap work in parallel at the same time.
- Noted that any new options will need planning and the time frame for completing this is getting shorter.

The Board:

- I. **NOTED** the digital update paper
- II. **AGREED** to explore alternatives to the digital wrap
- III. **AGREED** that Alan Skewis will lead the feasibility work on the stadium dressing options and work in conjunction with various stakeholders to come up with the best solution.
- IV. **AGREED** not to spend any further money on the full digital wrap
- V. **AGREED** not to bring this back to the Board until a decision is needed.

7) Transformation Update - Retractable Seating

Colin Naish presented the transformation – Retractable seating update, and updates to the paper include;

- The second phase of the work commences on 24th November with 6 months left to the agreed completion date of the 27th May 2016.
- Challenges relate to the removal and replacement of the track which can only be completed in good weather.
- Unplanned challenges include seat works not completed in the summer by Alto, now in Administration, and time constraints related to events being held in the stadium.
- Currently there is an 11 day transition window post Diamond League and pre West Ham's first game in the stadium.
- Colin informed the Board that Sapa have committed to completing the outstanding works.

The Board:

- I. **NOTED** the Transformation paper.

Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

8) 2017 World Athletics

David Goldstone has been appointed on the Boards of London 2017 Limited and London Championships Limited. There will be challenges ahead due to differing views between the two bodies and UK Athletics.

The Board enquired after the LS185 monthly dashboard. MG advised the Board that these will be routinely distributed with the E20 Board papers.

II. The Board noted the above.

9) AOB

Disputed Costs

Martin introduced the disputed costs paper and outlined the current position; the next stage is to hold an escalation meeting. The Board noted they would like to go ahead with the next meeting before involving lawyers and incurring any costs. It was noted that ground share discussions are ongoing and LS185 are leading these talks.

Sir Robin Wales noted that the submission of so many late papers before the Board needs to be looked at as members haven't had a chance to read through options.

.....
Signed (Chairman) Date