



Minutes

For: E20 Stadium LLP Board
Date: 4 December 2019
Location: Room One, LLDC, 1 Stratford Place, Montfichet Road, Stratford, London E20 1EJ
Time: 13:00 – 15:00

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
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
[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 15 October 2019.

2. Actions from the previous meeting and matters arising

- 2.1. The chair requested an update on the financial controls, the financial system and reporting.
- 2.2. Ash Sharma informed the Board that [REDACTED] starts on 5 December 2019 as a new resource to the Finance team at the London Stadium, supporting process improvements and improving the chart of accounts.
- 2.3. [REDACTED] reporting line is to Richard Irish, LLDC Finance Director but he will work with Ash and the London Stadium Finance team as "Control Projects Lead".
- 2.4. [REDACTED]

- 2.5. The Board noted that updates on the finance controls work will be taken to the Stadium Management Group regularly, including allocating responsibility to actions in the financial controls improvement plan.

Action – Richard/Ash to update the financial controls improvement plan with responsibilities for actions

- 2.6. Ash reported that the London Stadium Finance team are substantially through the audit. EY will produce a management letter for the audit. Ash reported that the audit is likely to be complete by Friday 6 December as there are only two outstanding queries. EY will sign off the accounts by Friday 13 December 2019.
- 2.7. The financial controls work will include system options, any update to systems will need to be carefully managed. Ash Sharma noted that a meeting has been arranged with Sage in the first instance to look at options. The Board expressed a wish that the system work be prioritized along with the controls, as the sooner the system is fit for purpose the better, as data is being inputted daily to the existing inappropriate system.
- 2.8. The Chair informed the board that she and Jo Adams had met with the LS185 team to review historical and current budgets. It was a constructive meeting which included discussion re areas of cost reduction as well as underlining that there were issues with the charts of accounts. It was also identified that LS185 are already working on efficiencies and cost reduction. The board should be made aware of these areas of progress going forward.
- 2.9. The Board reviewed the action table and noted the following updates –
- 2.9.1. On action 6.1.12, the company capturing data is Cisco – Jo Adams will be reviewing the data management strategy.
- 3. Introduction to Jo Adams, Chief Commercial Officer and early findings (agenda item 2)**
- 3.1. Jo Adams, E20 Chief Commercial Officer introduced herself to the Board and set out her remit to develop a commercial strategy across E20, London Stadium and the wider QEOP. Some early reflections were highlighted to the Board -
- 3.1.1. Meetings with the LLDC executive and E20 Board had taken place and working groups were now set up to develop the commercial strategy with an update going to the E20 Board in February 2020 and LLDC Board in May.
 - 3.1.2. The commercial strategy includes considering a park wide ticketing strategy and a digital data management strategy.
 - 3.1.3. The 5-year plan previously presented to Board in August will come back to the February E20 Board for final consideration – work to deliver years 2 and 3 needs to start now.
 - 3.1.4. Clarity on the financials is a real challenge.
 - 3.1.5. Conversations are taking place with different brands about the Park and the Stadium, looking at the possibilities of naming rights and associations with the venues.
 - 3.1.6. Noted the sensitivity around being public sector and the impact procurement regulations may have. Work is being done with Mike Smith,

LLDC Head of Procurement and legal advisors to ensure an agile approach to procurement consistent with the regulations.

3.2. The timings of the market engagement now were helpful given Jo's network from her previous role and alignment with the timing of the budget setting for 2020/21.

3.3. Involvement with stakeholders will be a requirement to ensure any deals can be concluded.

3.4. [REDACTED]

3.5. [REDACTED]

3.6. [REDACTED]

4. Health and Safety Report (Agenda item 3)

4.1. Peter Swordy introduced the paper to the Board. The following key items were noted

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4.1.1. The Chair questioned whether the level of detail presented was appropriate and the Board agreed to keep the report as is at present, as the documentation is produced in any event for other committees

4.1.2. [REDACTED] had started as the Health and Safety Manager with the new Safety Planner starting on the 30 December 2019. These roles will be critical to the introducing of the stewarding project.

4.1.3. Work is continuing with LLDC HR on the HR aspects of bringing the stewarding in-house.

4.1.4. The Board requested an update at the next meeting on bringing the stewarding in-house

Action – Peter Swordy to produce an update on bringing stewarding in-house at the next Board meeting

4.1.5. The last remaining items of the MOPAC report are being closed out and Venue Aware should be fully implemented by 11 December 2019.

4.1.6. The unidentified object found in the Park during construction was identified as a tube of compacted clay. A lot of work by the team took place with contingency planning meetings and daily calls and the learnings would be carried into the Business Continuity plans. Some stakeholders were concerned with the possibility of events having to be cancelled but thankfully this did not need to happen.

4.1.7. The Board noted that as of 9 December, [REDACTED] will be the Safety Officer on match days with [REDACTED] as the Deputy Safety Officer until the end of the season. London Borough of Newham were keen to enforce this timeline and handover period.

The Board NOTED the report.

5. Stadium Seating (Agenda item 4)

- 5.1. Alan Skewis introduced the paper to the Board noting the following key points –
- 5.1.1. Work is focused on the detailed designs of the new system with a sign off of prototype at the end of January. West Ham United attend a weekly meeting regarding the new seating system with the London Borough of Newham receiving regular updates. This will help to mitigate any issues/delays with sign off.
 - 5.1.2. Solutions for the voids and screening were ongoing.
 - 5.1.3. David Bellamy questioned the statement in 3.2 “The programme is tight but achievable” and noted that deadlines cannot be missed due to stakeholder relationship issues.
 - 5.1.4. Alan Skewis noted that the stands could potentially be in for MLB, but priority will be the football season timeline. If the seating can be in place for MLB, it could be a cost saving to the London Stadium.
 - 5.1.5. The Board requested the project team to report back at the pre-manufacture gateway point.
Action – Alan Skewis to report back.

The Board NOTED the report

6. Stadium Management Report (Agenda item 5)

- 6.1. Graham Gilmore introduced the paper to the Board highlighting the following key points –
- 6.1.1. The Green Day “Hella Mega Tour” in 2020 is nearly sold out of general admission with only a few comps and venue holds left. Hospitality is around 80% sold.
 - 6.1.2. For additional concerts in 2020, talks are being had with promoters, but the event schedule relies heavily on whether artists want to tour.
 - 6.1.3. AEG have been awarded Hyde Park [REDACTED]
 - 6.1.4. 2020 is proving to be a challenging year with one weekend available but the team are working hard to secure additional events.
 - 6.1.5. 2021 appears to be a busy year in the market with two big acts looking at coming to the Stadium. [REDACTED]
 - 6.1.6. The Board were taken through the MLB projections and the LS185 Chief Executive highlighted an increase in LS185’s costs for temporary S stand seating. In addition, the London Stadium will directly manage Arena this year taking the full cost risk.

- 6.1.7. [REDACTED]
- 6.1.8. David Bellamy noted that [REDACTED], Major Sports Manager has left the GLA to work for MLB.
- 6.1.9. MLB pre-sale started week commencing 25 November 2019 with general sale on 5 December 2019. MLB are ahead of pre-sale figures compared to 2019's event.
- 6.1.10. [REDACTED]
- 6.1.11. [REDACTED]
- 6.1.12. Graham Gilmore noted that MLB are still yet to announce that they will not be returning in 2021 and this is due to player agreement renegotiations, nothing else.
- 6.1.13. [REDACTED]
- Post meeting note – Milena Harris (E20 legal) reviewing*
- 6.1.14. [REDACTED]
- 6.1.15. A new Commercial Partnership Manager has started, and several positive conversations were reported.
- 6.1.16. The London Stadium is officially in the testing period for Wi-Fi. The West Ham agreement for the landing page is on hold. [REDACTED].
- 6.1.17. Around 12,500 logged onto the Wi-Fi at the Tottenham fixture with excellent dwell times and speeds. There are two more games for testing and the Wi-Fi will officially launch at the end of January 2020. Data will then be captured.
- 6.1.18. Ash Sharma took the Board through the Delaware North catering revenue share return and noted this was only for 7 months due to the financial year.

Action – Ash Sharma to update the report and add per head statistics to the Delaware North catering revenue share return figures in future reporting layout

- 6.1.19. The Board agreed nQ legal should look at the insurance provisions in LS185 standard promotor contract, Lyn Garner noted that the London Stadium shouldn't be taking insurance cost/risk if not in line with the market.

The Board NOTED the report

7. Modern Slavery Statement (Agenda item 6)

- 7.1. Gerry Murphy introduced the paper to the Board and noted that there were some updates to the Statement as presented. The Modern Slavery statement would be considered by LS185 Board for approval.

Action – ██████████ to circulate revised statement and the Board to feedback any comments or amends

8. Westfield Historical Costs (Agenda item 7)

- 8.1. In Mark Camley's absence, Gerry Murphy introduced the paper and the Board noted the report and recommendations.

9. Update on potential claim against A&O

- 9.1. The Board were informed that the paper was for background only. Advice had come through from E20's legal advisors but had not yet been considered. A paper will be taken to the LLDC Investment Committee.

- 9.2. The Board were asked to note the standstill agreement ended in February 2020.

Action – IC paper to be copied to David Bellamy.

10. AOB

- 10.1. David Bellamy noted that an assembly meeting is due to take place on 18 December 2019 and information will be required for the briefings for this meeting.

The meeting closed at 14:30

New date to be provided for next meeting