

E20 Stadium LLP – Minutes of the Board Meeting 1 June 2017

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: 01 June 2017

Time: 7:30- 08.05 hours

Location: By teleconference

Member Representatives Present:

Nicky Dunn (Chair), Keith Edelman (LLDC), Katharine Deas(NLI), Lester Hudson(NLI)

Also Present:

[REDACTED] (LBN), [REDACTED] (Secretariat), Gerry Murphy (LLDC)
[REDACTED] Martin Gaun
(E20)

Apologies:

Alan Skewis (E20), Kim Bromley-Derry (LBN), [REDACTED] (E20),
David Goldstone (LLDC), David Gregson (LLDC)

1) Minutes of Previous Meeting held on 25 May 2017


The minutes of the previous meeting were approved as a correct record of the meeting subject to the following change: -

- Timing of meeting to be updated to show start time of 12:00.

2) Matters Arising/ Action List

- Members reviewed the action log and noted the following: -
 - o [REDACTED]

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.

- 
- [Redacted]
 - 4.2- It was agreed that Alan Skewis should write to members on seating now and not wait until the 27th of June.
 - AOB1- It was noted that the report on security arrangements should in the first instance focus on the upcoming concerts.
 - **Action-**Martin Gaunt to send a note round with regards to security arrangements for the concerts.
 - Draft timetable for agreeing Q2 funding. The key issue was that Members had met with regards the funding and there was now a deadline date to agree funding for quarter 2, which was June 20th.

3) Financial Update

- **Cash flow-** Martin Gaunt reported that there had not been major changes since the version the previous week. The cash balance forecast at the end of the current week was noted as £6.5m. Martin Gaunt explained the only notable change in the forecast cash requirement was the reprofiling of the payments to PHD.
- **Working Capital-** It was confirmed that the working capital invoices had been issued to members for June. Members confirmed that the payments had been signed-off and approved so this should be paid imminently.
- Martin Gaunt confirmed that the date E20 would run out of the £17.5m committed funds, remained forecast as the week commencing 18th of September 2017.

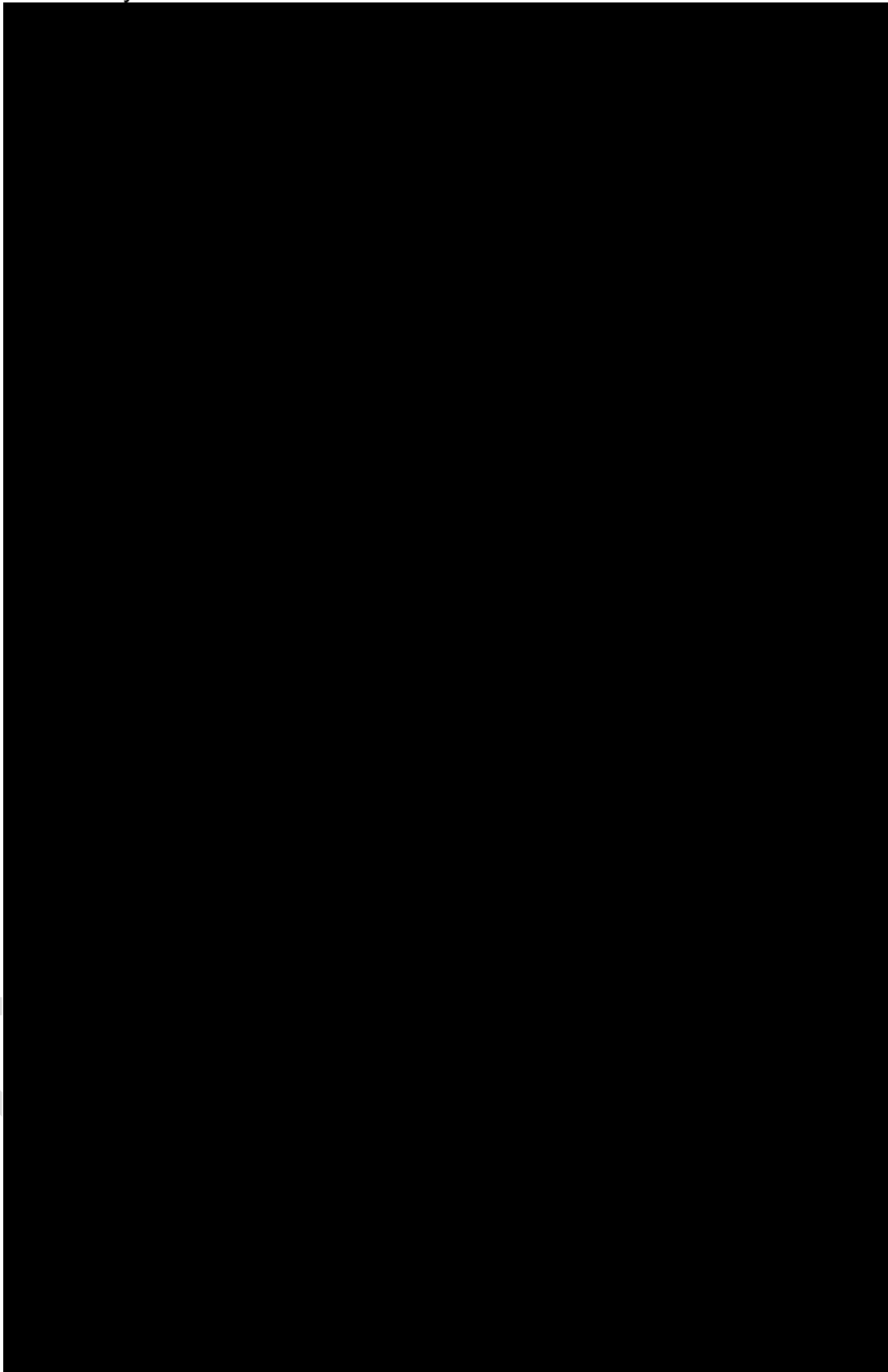
Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

- **Payments for approval-** The following payments were presented for approval: -
 - [REDACTED]
 - [REDACTED]
 - Electricity bill, the outstanding amount for April. This was approved by the Board.
 - Cintra payment for payroll administration – This was also approved by the Board.
 - Payments to M&H Civils and PHD, to be funded by LLDC under Transformation, were also approved.
- **Business Rates-** The Board noted the update. GeraldEve were confirmed as the right consultants to be working with E20 on this matter.
- **Naming Rights inventory-** This was noted by the Board and the opportunities that had arisen to generate income. Ian Bright and [REDACTED] were thanked for achieving a good outcome.
- **London Living wage-** It was agreed that the London Living Wage matter should be added to the main Board agenda and not added to an update on the teleconference call. Martin Gaunt should circulate the draft response to the letter, and then, if there were no comments, issue it.

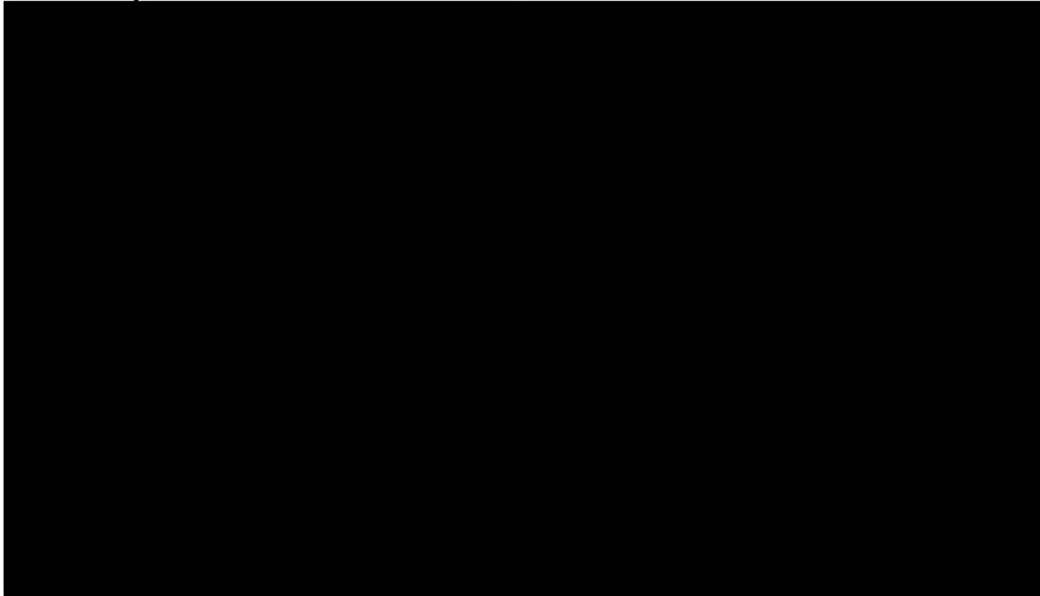
4)

[REDACTED]

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.



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.



Actions

- LLDC and NLI to provide a prompt reply to the Board Members on the funding and use of the stadium.

- [Redacted]

6) AOB

- Katharine Deas noted that a settlement with Sapa was now close, potentially in the region of £2m. An update note should be sent to the Board.

Action- It was agreed that Colin Naish should present a note to the Board.

7) The meeting was closed at 8:05hours.

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: 08 June 2017

Time: 7:30am - 07.50am hours

Location: By teleconference

Member Representatives Present:

Nicky Dunn (Chair), Katharine Deas(NLI), Lester Hudson(NLI), Andrew Ireland (NLI), David Gregson (LLDC)

Also Present:

David Goldstone (LLDC), Gerry Murphy (LLDC) [REDACTED]
[REDACTED] Martin Gaunt (E20); Alan Skewis (E20), [REDACTED] (E20), [REDACTED] (LBN)

Apologies:

Keith Edelman (LLDC), [REDACTED] (LBN), Kim Bromley-Derry (LBN), [REDACTED] (E20)

1) Introductions and Apologies

- The Chair welcomed Andrew Ireland and confirmed that Andrew was now one the two NLI representatives on the E20 Board, replacing Lester Hudson.

2) Minutes of Previous Meeting held on 1 June 2017

- The minutes of the previous meeting were approved as a correct record of the meeting subject to the following change: -
 - All references to "Stratford Shopping Centre" to be changed to refer to "Westfield Stratford". With the aged creditor schedule also be changed.

3) Matters Arising/ Action List

- Members reviewed the action log and noted the following: -
[REDACTED]

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 a meeting was taking place between Sapa and the E20 negotiating team (Colin Naish and Katharine Deas; Gerry Murphy is on holiday) on Friday 9 June 2017. It was reported that there was an opportunity to close out the settlement. LLDC and NLI representatives agreed that it was sensible to settle at a figure of £1m-£2m. The settlement would include appropriate provision on warranties as well as safeguarding supply of missing and future parts.
- It was **AGREED** that the negotiating team had authority to commit to agree a sum in the range of £1m-£2m; and to agree heads of terms that will then be reflected in a legally binding agreement

Action: Note to the Board on the settlement with Sapa (27 June), reflecting Board approval to agree heads of terms and settle at £1m-£2m. The report will include details of the Sapa requirement to supply parts in future.

4) Financial Update

- Cash flow- Martin Gaunt reported that there had not been major changes since the version the previous week. The cash balance forecast at the end of the current week was noted as £6.88m (after receipt of the Designated Members payments detailed below).
- Working Capital- It was confirmed that the working capital invoices had been paid by the Designated Members for June 2017.
- Martin Gaunt confirmed that the date E20 would run out of the £17.5m committed funds, remained forecast as the week commencing 18th of September 2017.
- Martin Gaunt referenced the limited trade creditors as shown in the aged creditor schedule. It was requested by David Gregson that future aged trade creditor profiles show the trend over time in respect of aged creditors.
- The following payments were approved: -
Working Capital (funded by LLDC and 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.

- Gas bill payable to Corona (£56+VAT)
- Payment to Aerofilm for additional beams required to deliver the East Stand airskates improvement works (£816).
- Payment to HMRC for income tax and National Insurance in respect of May payroll (£9382).

Transformation (funded by LLDC)

- Payments to M&H Civils (£27k+VAT) for follow on seating works that fall within the scope of Transformation.

- [REDACTED]

Action: The aged creditor document within the finance paper would show the change in creditor profile over time to be included in the Finance Update papers that forms part of each board pack.

- 5)
- [REDACTED]

Action: [REDACTED]

- 6)
- [REDACTED]
 - [REDACTED]
 - [REDACTED]

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.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

Action:

- [REDACTED]

7) AOB

- None

8) The meeting was closed at 7.50am hours.

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: 15 June 2017

Time: 7:30am - 08.10am hours

Location: By teleconference

Member Representatives Present:

Nicky Dunn (Chair), Katharine Deas (NLI), Andrew Ireland (NLI), David Gregson (LLDC), Keith Edelman (LLDC)

Also Present:

David Goldstone (LLDC), Gerry Murphy (LLDC), [REDACTED]
[REDACTED] Martin Gaunt (E20); Alan Skewis
(E20), [REDACTED] (E20), [REDACTED] (LBN), [REDACTED]
(E20)

Apologies:

Kim Bromley-Derry (LBN)

1) Introductions and Apologies

- The Chair noted Kim Bromley-Derry's apology

2) Minutes of Previous Meeting held on 8 June 2017

- The minutes of the previous meeting were approved as a correct record of the meeting.

3) Matters Arising/ Action List

- Members reviewed the action log and noted the following: -
 - Work is ongoing with seating configurations.
 - The Chair thanked everyone involved in the settlement on the Saga contract.

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.

- [REDACTED]
- Members are keen to finalise letters relating to Q2 funding. [REDACTED] confirmed that NLI's letter is in draft format and will pick up with LLDC on a call at 9am on 15 June. It was asked whether certain elected members at Newham are aware of the details of E20's current predicament, and in particular the position faced by E20 Board Members. Both [REDACTED] and Katharine Deas confirmed that the certain elected members at Newham are fully aware.
 - David Goldstone informed members that he met with Ed Warner and Richard Bowker, (the incoming and exiting chairs) and the meeting went as well as could be expected.

4) Financial Update

- Cash flow- Martin Gaunt reported that there had not been major changes since the version the previous week. He confirmed that the forecast working capital requirement for July is £3.145m (£2.045m from LLDC, £1.101m from NLI).
- Martin Gaunt confirmed that the forecast date E20 would run out of the £17.5m committed funds, remained forecast as the week commencing 18th September 2017.
- [REDACTED]
- The following payments were approved: -
 - Working Capital (funded by LLDC and NLI)*
 - Payment to Aerofilm (£118k)
 - Payment to PHD (£2m+VAT). A further £284k to PHD was not approved and is subject to further consideration.
 - Payment to Momentum (£3k+VAT)
 - Payments to Total Gas & Power [REDACTED]
 - Transformation (funded by LLDC)*
 - Payment to Aerofilm (£72k)
 - Payment to Portview (£12k+VAT)
- The following payment was not approved –

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.

- Working capital: Payment to Aerofilm (£31k)

Action: [REDACTED] to provide further justification to Board in relation to Aerofilm's standby presence during the Transition 1 works (which relates to the £31k payment).

- [REDACTED]

Action: [REDACTED] will look into this and confirm options to the Board.

- 5)
- [REDACTED]

- 6)
- [REDACTED]

General position

- The forecast cash balance at around 16 June 2017 is £6.946m.
- Approved funding from LLDC and NLI (see clause 3.7 of the Financial Update) means that adequate working capital is in place until at least September 2017, subject to members confirming this funding commitment.
- The forecast working capital commitment for July 2017 shows a slight increase to £3.145m (£2.045m from LLDC and £1.101m from NLI) with this being invoiced later in June 2017.

- [REDACTED]

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.

-

Funding confirmation request and related advice

-

-

-

-

-

-

-

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.

- [REDACTED]
- [REDACTED]

Overall position

- [REDACTED]
- [REDACTED]

Action:

- [REDACTED]

7) AOB

- The Chair noted that the weekly Board calls will continue until further notice but discussions are being held on the frequency of the meeting.
- The Chair also noted that letters continue to be sent and received from Baroness Brady. It was requested for an update to be given at the full Board on 27 June 2017 on West Ham issues.
- The Chair finally noted that a meeting was held between herself and the LS185 Chair. It was requested for an update to be given at the full Board on 27 June 2017 on LS185 issues.

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) The meeting was closed at 08.10am hours.

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 Board

Date: 22 June 2017

Time: 7:30am - 08.20am hours

Location: By teleconference

Member Representatives Present:

Nicky Dunn (Chair), Katharine Deas (NLI), Andrew Ireland (NLI), Keith Edelman (LLDC)

Also Present:

David Goldstone (LLDC), Gerry Murphy (LLDC), [REDACTED]
[REDACTED] Martin Gaunt (E20); Alan Skewis
(E20), [REDACTED] (E20), [REDACTED] (LBN), [REDACTED]
(E20)

Apologies:

Kim Bromley-Derry (LBN), David Gregson (LLDC)

1) Introductions and Apologies

- The Chair noted Kim Bromley-Derry and David Gregson's apologies

2) Minutes of Previous Meeting held on 15 June 2017

- The minutes of the previous meeting were approved as a correct record of the meeting with the following change –
 - Under section 3, bullet 5, correct spelling of "Falker" to "Bowker" and reference to roles of "Exiting and incoming Chairs of UK Athletics"

3) Matters Arising/ Action List

- Members reviewed the action log and noted all points. The following was noted 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.

- LLDC Members stated that Newham had diverted from the agreed process for resolving seating during the 12 June 2017 mediation, preferring to focus on wider ownership issues. They noted that this was not helpful in respect of the funding decisions to be taken, and had made the E20 Board Members position more difficult.
- Katharine Deas claimed that the process, while different to that envisaged, would get E20 to a stronger position in the long term, as it would not just cover Q2 funding, but provide direction for longer term funding and ownership. Katharine Deas also commented that it needs to be acknowledged that there are some political challenges that need to be overcome and that material efforts are being made to progress the matter.
- Correspondence to agree issues was being exchanged by Newham and GLA, including a letter on the 21st June 2017.
- It was noted that both LLDC and NLI members understand the timescale for resolution of the issues, and the implications of not doing so.
- A response to E20 was imminent, and would be in place before the 27 June 2017.

4) Financial Update

- Martin Gaunt reported that there had not been major changes to the cash flow since the version the previous week. He confirmed that the forecast working capital requirement for July is £3.196m (£2.078m from LLDC, £1.119m from NLI).
- Martin Gaunt noted that on current forecasts, E20 would exceed the total current commitment of both Members' of £17.5m, in w/c 18 September 2017.
- Martin Gaunt also noted that there are some major payments that will be made before the end of June that would reduce E20's bank balance.
- Members questioned if the rates paid to Aerofilm staff are those set out in the contract. [REDACTED] confirmed they were and informed members that during transition 2 of the seat move, use of the contractor's time will be limited to minimise costs.

- [REDACTED]

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.

- Members asked whether E20's insurance benefitted from buying gains with LLDC/GLA insurance. Gerry Murphy confirmed that this was being looked into but at present it is not beneficial to do so. E20 places its own insurance, but through the LLDC/TfL shared service.
- The following payments were approved: -

Working Capital (funded by LLDC and NLI)

- Payment to Aerofilm (£31k).
- Payment to PHD (£284k+VAT) – additional to the £2m approved the previous week.
- Payments to JLT, E20's insurance broker [REDACTED] and [REDACTED]
- Payment to [REDACTED]
- BT teleconferencing fees of £242+VAT
- Corona gas bill of £53+VAT.
- Payment to Cintra (£65+VAT).
- E20 staff payroll for June of £15k.

Transformation (funded by LLDC)

- Payment to Spadeoak (£56k+VAT).

5) [REDACTED]

- [REDACTED]
- [REDACTED]

6) [REDACTED]

[REDACTED]

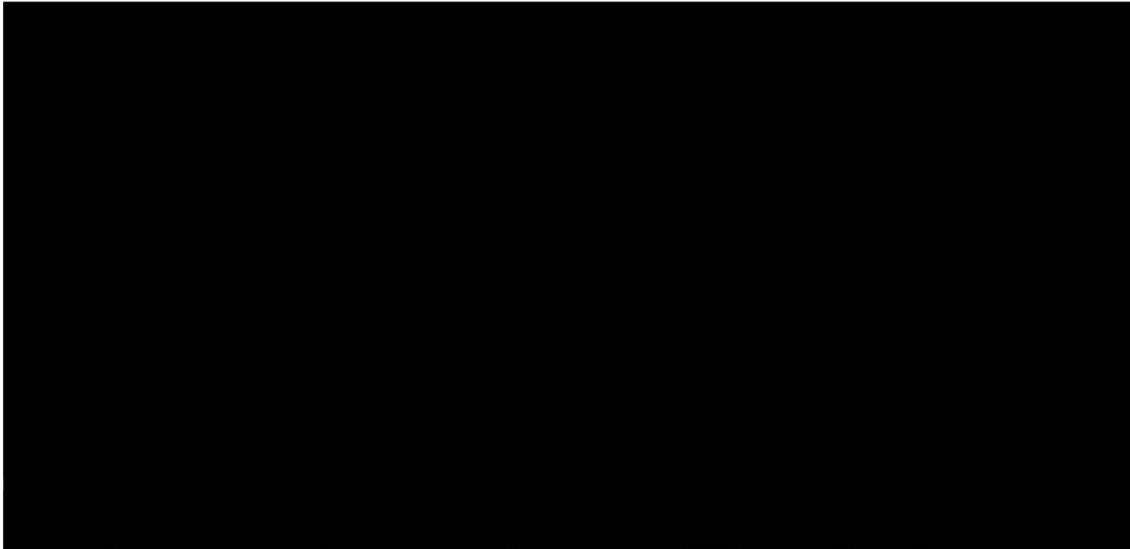
- [REDACTED]

- [illegible]

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

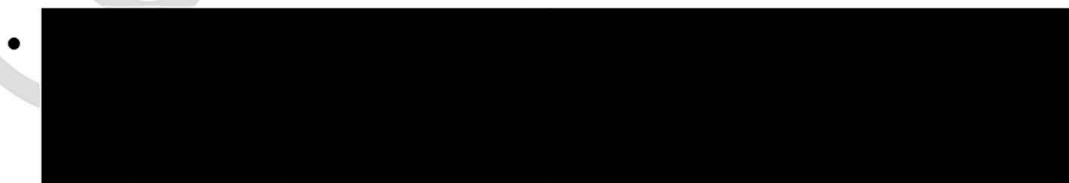
-
-
-
-
-
-
-
-
-

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.



7) Revised 2018 seat configuration

- Alan Skewis took members through the paper and the two options that are set out for members to consider. It was noted that the figures in the paper are estimates.



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

- Keith Edelman requested for all Board papers to be sent out in one PDF

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 Board

Date: 27 June 2017

Time: 10:00am – 12:05pm

Location: LLDC Offices, Marketing Suite

Member Representatives Present:

Nicky Dunn (Chair), Katharine Deas (NLI), Andrew Ireland (NLI), Keith Edelman (LLDC), David Gregson (LLDC)

Also Present:

Kim Bromley-Derry, [REDACTED] (All LBN), Gerry Murphy, Ben Fletcher, Ian Bright (All LLDC), Alan Skewis, Martin Gaunt, [REDACTED] (All E20), [REDACTED]

Apologies:

David Goldstone (LLDC)

Introductions and Apologies

- The Chair noted David Goldstone's apology, Keith Edelman and Katharine Deas joined by phone

1) Minutes of Previous Meeting held on 22 June 2017

- The minutes of the previous meeting were approved as a correct record of the meeting with the exception that it was agreed that the record of Keith Edelman's comments with regard to his disappointment with the LBN's changing position on funding in recent weeks was not strong enough. KE to provide amended text and minutes amended accordingly

-

2) Matters Arising/ Action List

- Members reviewed the action log and noted all points.

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.

3) Strategic direction of Stadium

a. Members position

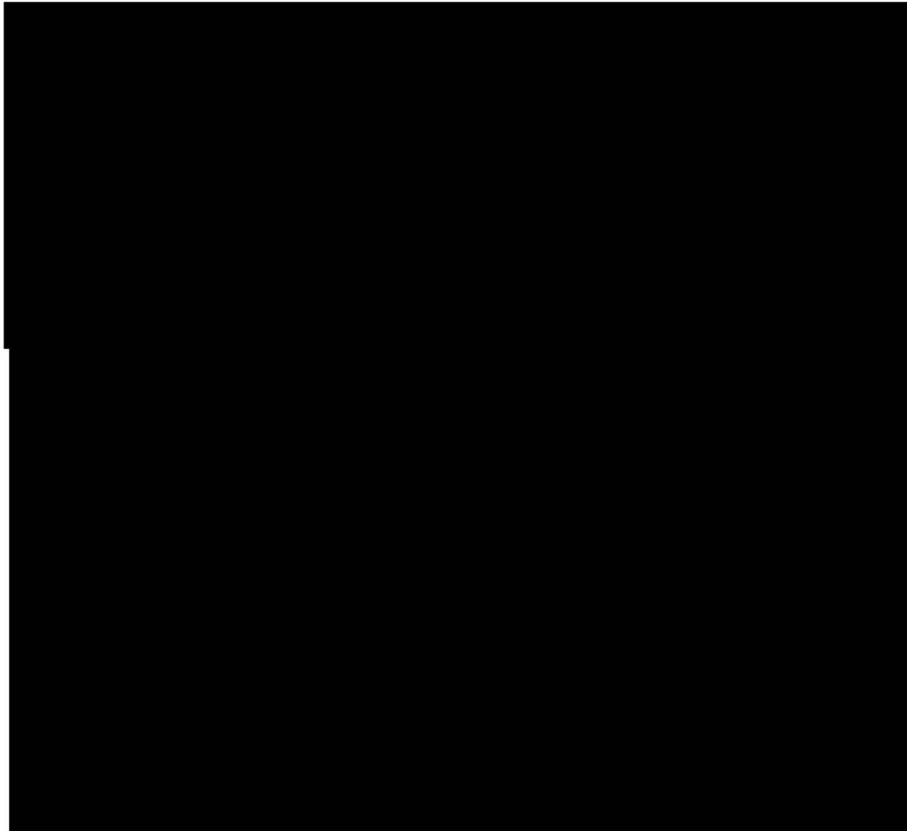
- Nicky Dunn referred to continued dialogue between LLDC/NLI (and their funders) relating to the funding of E20
- Reference was made to a statement circulated by Gerry Murphy of LLDC dated [26] June 2017 (as annexed to these minutes) to the Board Members from LLDC and NLI about funding (including the provision of a loan from LLDC to E20), payment of creditor claims of E20 and the use of the stadium. Board Members confirmed receipt of the statement.

-

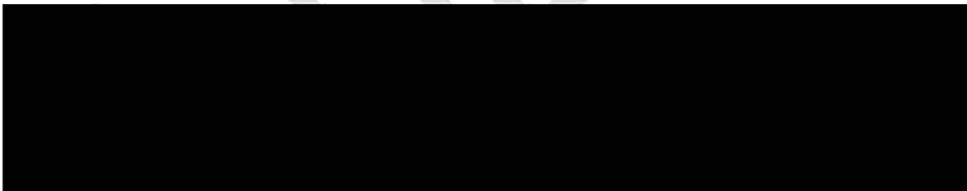
- It was also noted that LLDC are seeking funding for Q2 that requires approval from the GLA. This will mean that a payment is expected of the forthcoming working capital invoice for June 2017 during the week commencing 10 July. Clarification of funding for the rest of the 2017/18 financial year of E20 is to be provided by members by 8 September 2017.

-

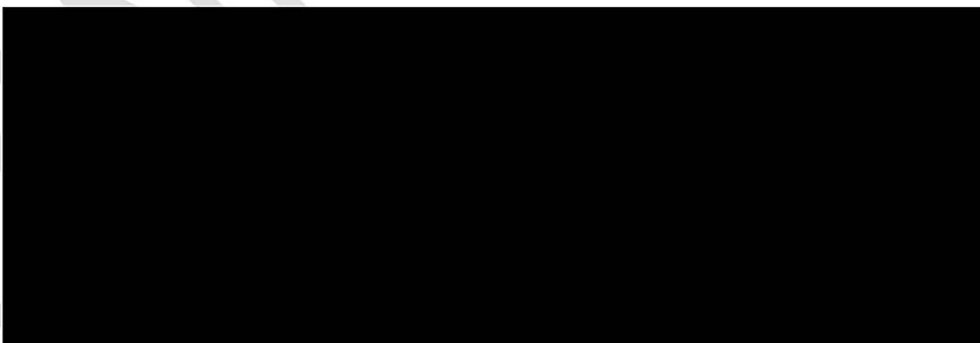
Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.



-



-

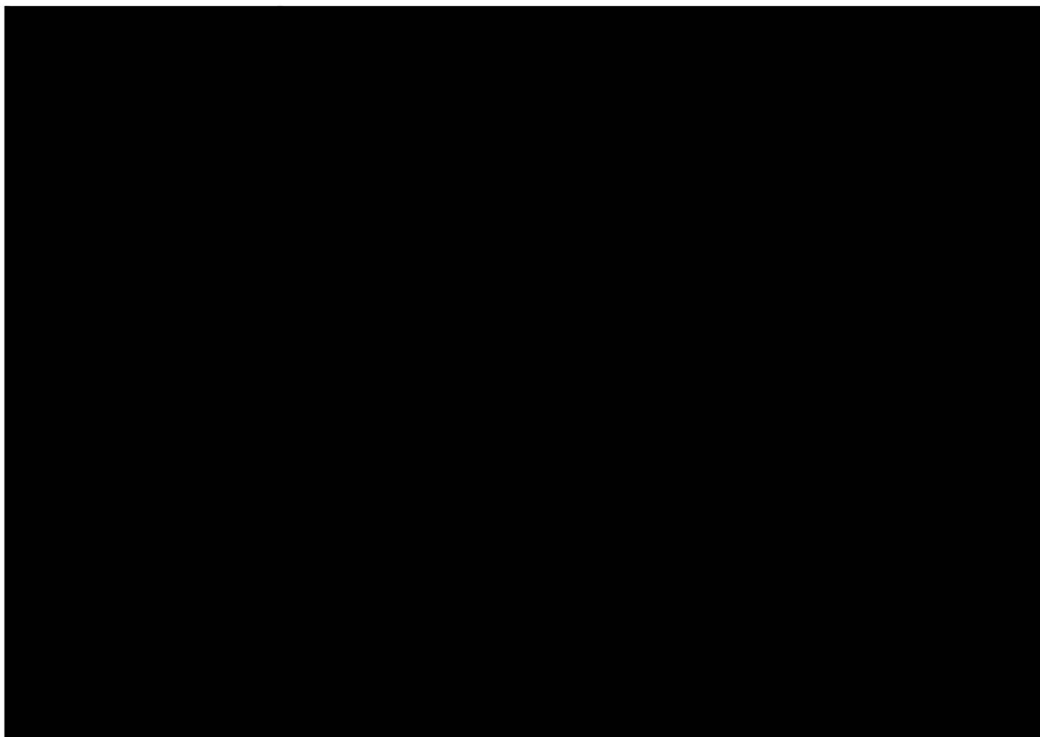


- The Board thanked LLDC and in particular, Gerry Murphy for all the work undertaken on the funding issues.
- Keith Edelman reiterated concerns expressed at previous board meetings regarding the approach of Newham in moving their position in the context of a struggling entity that has created risk for the Board 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.

- **Action Members to finalise loan agreement**

- [REDACTED]



4) 2017 Stadium Seating Update

- Members noted the report presented by Alan Skewis, highlighting transition one was successful and transition two has begun.
- The Board **APPROVED** the same delegated authority level applied in transitions 1 for transitions 2 and 3.
- Members noted that the £600K GLA contribution in appendix 1 is not confirmed and should be marked as a risk.

Action – Gerry Murphy to confirm funding with GLA [GM subsequently confirmed this was unlikely to materialize and should be reconsidered in the Forecast]

5) 2018 Stadium Seating Update

- Members noted the report with the following points noted by members –
 - LS185 have not been forthcoming with giving assurances on concert bookings for 2018 It was agreed that it was

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.

reasonable for LS185 not to commit until they are sure.

However it is expected that they will confirm approximately 6.

- The seating manifest for the reduced Athletics layout is being developed

- [REDACTED]

- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

6) London Living Wage and Local Employment

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.

- Martin Gaunt introduced the paper to the members noting that not all staff at the London Stadium earns London Living Wage.
- Kim Bromley-Derry noted that LBN's first priority is local people employment then paying London Living Wage.

Action - Martin Gaunt to instruct LS185 to carry out an impact assessment of implementing London Living Wage to all staff and sub-contractors at the Stadium.

- Members raised questions and concerns about whether LS185 were trying to employ local people and how they were trying to achieve this.
- It was noted that if E20 adopts London Living Wage for all staff at the stadium it is likely E20 will need to pay the additional cost of implementing London Living Wage, estimated at [REDACTED] per year, however E20 to ensure that the LS185 change in stewarding strategy (fewer, more highly paid stewards) be taken into account

7) LS185 Issues

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Action - Ian Bright to update Members' regularly on Health and Safety actions from LS185

8) West Ham Issues

The Board noted the report giving a breakdown of all ongoing issues and disputes with WHU

- Alan Skewis requested 2 commitments from Members to make improvements on match day costs.
- Members questioned where the funds would come from. The initial proposal would be from LS185.
- The Board **AGREED**
 - Up to £118,000 commitment to deliver a spend to save measure that will reduce event days cost by £4,000 per

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.

match. This is to be spent on purchase of currently hired barriers used to segregate stadium spectators on the concourse and podium. The initial capital outlay will be repaid within 30 events (c.1 year) and then create an ongoing saving.

- Up to £221,000 commitment to deliver improvements to Montfichet Road, that will reduce match days cost by £7,000 per match. The initial capital outlay repaid within 31 events (c.1 year) and then create an ongoing saving.
- Gerry Murphy and [REDACTED] could have delegated authority to approve the commitment and funding source on behalf of the members.

Action - Martin Gaunt to update discretionary fund and circulate to the Board.

Action - Martin Gaunt to circulate draft milestones document to the Board.

9) E20 Director Update

- Members noted the report with no decisions required.

Action - Alan Skewis to chase LS185 on 2017 concert figures and revenue

Action - Board members to feed back any comments or views in relation to the concerts.

Action - Ben Fletcher to send feedback from the concerts to Alan Skewis which was received via the customer service email address.


10) Financial Update

- Martin Gaunt introduced the Finance paper to the Board.
- It was noted that a further payment to PHD may be required in July but this is not assumed in the cash flow as only received information just before the Board meeting.
- The Board requested for schedule A, members funding summary, to reflect the outcome of the E20 Members Statement.
- The following payments were approved –
 - Payment to Total Gas & Power [REDACTED]
 - Payment to KPMG (£4550+VAT);
 - Payments to JLT totaling [REDACTED]

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.



12) AOB

- 
- Andrew Ireland asked if the Board are holding themselves to account on the timeframe to appoint a Chief Restructuring Officer and was assured this matter was being expedited



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: 20 July 2017

Time: 07:30am – 07:40am

Location: Conference call

Member Representatives Present:

Nicky Dunn (Chair), Katharine Deas (NLI), Andrew Ireland (NLI), Keith Edelman (LLDC), David Gregson (LLDC)

Also Present:

[REDACTED] (LBN), Gerry Murphy (LLDC), Alan Skewis, Martin Gaunt, [REDACTED]
[REDACTED]

Apologies:

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

1) Loan Agreement between LLDC and E20

- Gerry Murphy referred to the recent activity concerning a Loan Agreement (as annexed to this minute) between LLDC and E20 that has been approved by LLDC and NLI (with involvement from their solicitors) plus been approved by [REDACTED]
[REDACTED]
- Gerry Murphy referred to the board note circulated by Martin Gaunt that provides details on the Loan Agreement and agreed to deal with any queries. It was noted by Gerry Murphy that the Loan Agreement is in line with the Members Agreement [REDACTED]
[REDACTED]
- There were no questions from the Board 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.

- Nicky Dunn thanked Gerry Murphy and [REDACTED] for progressing the Loan Agreement.
- Keith Edelman thanked the approach taken by the Mayor of London and being very helpful in providing finance.

- [REDACTED]

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: 25 July 2017

Time: 10:00am – 12:00pm

Location: LLDC Offices, Marketing Suite

Member Representatives Present:

Nicky Dunn (Chair), Katharine Deas (NLI), Andrew Ireland (NLI), David Gregson (LLDC)

Also Present:

[REDACTED], [REDACTED] (All LBN), Gerry Murphy, David Goldstone, Ian Bright (All LLDC), Alan Skewis, Martin Gaunt, Alan Fort [REDACTED] (All E20)

Apologies:

Keith Edelman (LLDC), Kim Bromley-Derry (LBN)

Introductions and Apologies

- The Chair noted Keith Edelman and Kim Bromley Derry's apologies, with [REDACTED] attending in Kim's absence.
1. Minutes of meeting held on 27 June 2017
 - The members noted the minutes from the 27 June Board meeting with the following amends and comments to be made:
 - Dates to be more precise under item 5 (2018 Stadium Seating Update);
 - Re-circulate minutes with Keith Edelman's comments;
 - Actions to be numbered in both minutes and action log;
 - Egress to be an ongoing action and update on a regular basis.
 2. Actions arising from previous meetings

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.

- Members reviewed the action log and noted all points.
- GM advised that the £600k contribution from GLA had not been confirmed and E20 should not rely on it in their forecasts.

- [REDACTED]

3. Director Update

- Members noted the report presented by Alan Skewis highlighting the World ParaAthletics had been very successful. Attendance figures were well below stadium capacity, but high compared to previous Para Athletics Championships.
- [REDACTED]
- Egress arrangements will change for the IAAF World Championships.
- David Goldstone, Alan Skewis, Tony Clements, Katharine Deas and Nicky Dunn met with Karren Brady before the Board meeting. It was noted that she was expressing her frustration with how matters between E20 and WHU are being worked through and, in her view, not progressing. Nicky Dunn reported that she had informed Karren that E20 is currently looking at the future of the Stadium which will take some time to work through. Nevertheless, decisions on discrete items were being made to support a long term relationship with WHU but consistent with the long term financial sustainability of the partnership – though not necessarily to the satisfaction of West Ham. Specific discussion was around the pitch surround. E20 to review.
- Nicky Dunn introduced Alan Fort to the Board, with Alan expressing his gratitude to be joining E20 and assisting with the restructuring of the business.

- [REDACTED]

- [REDACTED]

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.

a. Update on relocatable seat moves in 2017. 2018 and 2019

- Members noted the report presented by Alan Skewis highlighting the following:
 - Transition 2 on the seat moves finished 5 days ahead of schedule and currently on budget.
 - Transition 3 starts once the IAAF World Championships finish (13 August)
 - No concerts have been booked to date but there is a high level of confidence this will happen over the next couple of weeks.
 - LS185 have carried out some works and believe they can get a concert capacity of between 70,000 and 75,000.

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.

- A credible venue can be achieved for Athletics with the West stand forward.
- David Goldstone questioned whether there was something E20 could do to LS185 to push them to confirm concerts and get them booked in. It was noted that LS185 are doing what they can and that E20 are confident that the projected 1.8 mil would be achieved.
- The Board agreed the following:
 - Agree to £25,840 of expenditure to dismantle the redundant Sapa components prior to T3. This will be drawn from the contingency.
 - b. Relocatable seating options study update
- Members noted the report, including that no more consultancy work is being commissioned on seating options at this stage. E20 first need to work through what modes and layout the seats need to be in.
- [REDACTED] noted that August and September should be spent working through the configurations and presenting costed options to GLA/LLDC and LBN

Action 4b1 – Alan Skewis to redo the table for annual seat move costs, presenting an analysis of return on capital employed.

- It was noted by members that the removal of the first 7 rows needs to be more economical as this currently costs around £700K.
- More work with design team consultants may need to be carried out at a later date, and as LBN have funded this they will look to recover some costs from the GLA.

5.

a. LS185 Overview

- Members noted the report with Ian Bright updating members on the following:
 - Fire risk assessments had been received.
 - LS185 have confirmed they are the duty holder of water risk assessments.
 - [REDACTED]
 - No major change or progress to the commercial log but there is a meeting being held on Thursday 27 July 2017 to consider the historic “disputed costs”.

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.

- [REDACTED]
 - The Board approved a spend of £8K to BWA for a lifecycle review.
 - Martin Gaunt noted to members that a change request on London Living Wage was issued to LS185. This is covered in the non-compliance letter.
 - [REDACTED]
- b. Securing a more efficient ingress and egress
- The Board noted the report, approving the following:
 - Agree that E20 should “step in” to sign the license with Westfield and then require LS185 to manage the Northern Ticket Hall as part of the LS185 scope.
 - Agree that it should pursue the development of event day access from Montfichet Road into Stratford station as an appropriate measure to alleviate issues with the Northern Ticket Hall and negate the need for use of the Town Centre Link Bridge by football supporters. [REDACTED]
 - Alan Skewis noted that at present, E20 are currently over the target percentage for car mode share. As a result of this, LLDC can fine E20 if the threshold is not met.
6. Quarterly Financial Update
- The Board noted the report. Martin Gaunt stated that the loan agreement between LLDC and E20 has been signed and the July working capital funding had been received from LLDC.
 - It was noted that the members statement confirmed that the approach to funding for the rest of the 2017/18 financial year, will be resolved between the members, by 8 September
 - At present, E20 forecasts a deficit of between £24m and £28m in 2017-18.
 - Martin Gaunt noted [REDACTED]
 - The Board agreed to delegate authority to Gerry Murphy and [REDACTED] for approval of payments outside of Board

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.

within existing forecasts. These can also be discussed at the Stadium Executive Group meetings every Monday morning.

- Martin Gaunt noted that LS185 currently haven't paid the outstanding 2016 net commercial revenue of £94k. Martin will be raising this with LS185 at a meeting he has scheduled for Thursday 27 July 2017.
- The following payments were approved by the Board –
 - Payment to LS185 for fixed costs for the period 1 April to 30 June 2017 (£1.242m+VAT).
 - Total Gas & Power electricity bill for June [REDACTED]
 - Corona gas bill (£45+VAT).
 - Payment to LS185 to pass through the latest usage fee already received from West Ham (£625k+VAT).
 - [REDACTED]
 - Payment to West Ham for use of the Executive Box for the 2017-18 season, or alternative hospitality tickets below this value (£105k+VAT).
 - Payments to PHD of £239k+VAT, £974k+VAT and £936k+VAT.
 - BT Conferencing fees (£396+VAT).
 - Payment to HMRC for PAYE and NIC (£9k).
 - Staff payroll for August (£15k).
 - Transformation payment to PHD (£44k+VAT)

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: 22 August 2017

Time: 10:00am – 12:10pm

Location: Newham Dockside, WG.06

Member Representatives Present:

Nicky Dunn (Chair), Andrew Ireland (NLI), Keith Edelman (LLDC)

Also Present:

[REDACTED], Kim Bromley-Derry (All LBN), Gerry Murphy, David Goldstone, Tim Langdon (All LLDC), Alan Skewis, Martin Gaunt, Alan Fort, [REDACTED] (All E20)

Apologies:

Katharine Deas (NLI), David Gregson (LLDC), Ian Bright (LLDC)

Introductions and Apologies

- The Chair noted Katharine Deas, David Gregson and Ian Bright's apologies and noted Tim Langdon's attendance in replacement of Ian Bright.

1. Minutes of meeting held on 25 July 2017

- The members agreed the minutes from the 25 July Board.

Action 1.1 – [REDACTED] to circulate previous minutes

Action 1.2 – E20 to send papers earlier to the Board

2. Actions arising from previous meeting

- Members noted the actions.

- [REDACTED]

3. Outline 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.

Alan Fort introduced the outline plan to the Board noting the following –

- The focus at present is looking at the contracts E20 currently have, what the vision of the Stadium is and where do we want to get to.
- [REDACTED] from LBN is working with LS185 to draw better information from them.
- Looking at the short term, the current ownership structure is inefficient and will hamper a restructuring. There should be one party taking ownership of the Stadium. LLDC has the liabilities. David Goldstone asked for “custodianship” to be clarified. Alan Fort confirmed that this was the owner of the liabilities, managing the operator and responsibility of the vision going forward.
- Members representatives from NLI and LLDC noted that:
 - E20 is a joint venture and should continue to be managed as such
 - we shouldn't recreate lots of levels in the system
- Kim Bromley-Derry noted that the long term ownership is to be resolved by the GLA, LLDC and LBN outside of the Board, and that the Mayor of London and the Mayor of Newham have arranged to meet to discuss the funding of the Stadium. Members stressed that the need for the respective politicians to make a decision on ownership and funding.
- Keith Edelman noted that he does not agree with the last page of Alan Fort's paper (Role of Newham), as the Stadium needs to be integrated with Park events and activities. [REDACTED]
- Alan Fort explained to members that E20 has written to West Ham in relation to the branding rights in the Stadium.
- [REDACTED]
- It was suggested that a meeting with the owners of West Ham should be held, but only once E20 ownership has been resolved.
- Alan Fort noted that weekly meetings have now been set up with LS185 along with meetings with Vinci to discuss what is working well and what items need to change.

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.

- Alan Skewis informed [REDACTED]

- The Board **NOTED** the report

4. London 2017

Alan Skewis introduced the paper and members noted the report. The following points were highlighted –

- Revenues were below what LS185 had proposed in their draft business plan forecast.
- The Stadium looked fantastic with over 800,000 people attending over both championships.
- David Goldstone noted that the championships were a major success and wanted to thank the E20 team for their efforts.
- Alan Fort requested we get weekly P&L accounts from LS185.
- KBD noted that E20 need to understand LS185 event costs much better.

Action 4.1 – E20 to get final figures from London 2017 and LS185

Action 4.2 – Alan Fort to request weekly P&L accounts from LS185

5. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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.

○ [REDACTED]

1.1. **AGREED** that the E20 Chair and E20 Director could:

- 1.1.1. agree any finance workarounds or parts that increase resilience for upcoming events.
- 1.1.2. provide resources to provide investigation reports between the end of the Championships and the date of the Board.

1.2. **AGREED** that there are likely to be requests for investment in:

- 1.2.1. a back-up system
- 1.2.2. lifecycle funds to address the issues with the fire alarm and PA system.

6. 2018 Events

Alan Skewis introduced the report and asked members to note the following.

[REDACTED]

- The current Diamond League date of 28/29 July conflicted with seat move timelines and possible WHU Europa league dates. It was noted that:

○ [REDACTED]

○ [REDACTED]

- Members rose why E20 is leading this, when LS185 should be managing the calendar. Alan Skewis clarified that LS185 are meant to manage the events calendar and highlight clashes and resolve them at the events calendar meeting. [REDACTED]
- If the situation was not resolved it was suggested that Linda Lennon should attend the next Board and explain the situation on the event calendar and concert bookings.

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 report

Action 6.1 – E20 to find out when concerts for 2017 were booked and confirmed.

7. Relocatable Seating Update

Alan Skewis introduced the Update report and an additional “Relocatable Seating System – Residual Risks” report .

Members noted:

- Seat transition 2 was completed ahead of schedule and transition 3 is also ahead of schedule.
- Costings and review of the budget will be completed after transition 3 is complete.
- The Board requested that:
 - all seat move solutions documents have a column explaining how many days each move takes.
 - a full report and update at the 26 September Board

- [REDACTED]

The Board:

- **NOTED** the reports
- **APPROVED** £10,000 commitment of SAPA parts.
- **DID NOT AGREE** approval of up to £50,000 for a feasibility study. Clarification was sought on how essential the work was, and whether PHD should be providing information about improvements at no additional cost.

Action 7.1 – [REDACTED] to ensure all seating documents outlining future solutions have a column explaining how many days each move takes.

Action 7.2 – Full report and update at the 26 September Board

The Board **NOTED** The Relocatable Seating System – Residual Risks paper.

8. London Living Wage (LLW)

Martin Gaunt introduced the report highlighting:

- According to LS185, to implement London Living Wage would cost E20 [REDACTED] per annum before mitigations.

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.

- Martin Gaunt met with LS185 on 21 August and was informed that 8 permanent cleaners from Vinci FM are currently not paid LLW. He requested that the Board support the decision that as a responsible employer Vinci should be paying the 8 cleaners LLW (in line with E20's interpretation of the contractual requirement). The Board agreed.
- NLI representatives noted that LBN pay LLW to direct contractors but do not insist on subcontractors not contractually obliged to. Stadium work was not as attractive financially or provided as much certainty as retail jobs for Newham residents.

The Board **NOTED** the report

Action 8.1 – Martin Gaunt to produce a table of pros and cons of LLW and report at next Board

9. Director Update

Alan Skewis introduced the report, which covered issues not on the rest of the agenda. Nicky Dunn requested for the financial figure to be removed on additional capacity in future reports.

The Board **NOTED** the report, including the LS185 Health & Safety report annexed.

10. Finance Update

Martin Gaunt introduced the paper, highlighting that on current forecasts:

- £7.158m is the required amount of funding for Q2 (1 July – 30 September) from LLDC.
- The full loan agreement of £10.8m from LLDC would be used up by week commencing 23 October 2017.

The Board requested an update on all legal disputes and court proceedings to be presented at next Board

- The Board **APPROVED** the following payments –
 - Payment to PHD for seating costs (£1.077m+VAT).
 - Payment to LS185 for July-Sept fixed costs (£1.25m+VAT).
 - Payment to HMRC for PAYE and National Insurance Contributions (£9k).
 - August staff payroll and travel expenses (£19k).
 - Payment to Callfort Ltd for the E20 restructuring consultant costs for the period 17 July – 13 August (£41k+VAT).

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.

- Payment to LLDC as a recharge of Gowlings legal costs (£55k+VAT).
- Total Gas & Power electricity bill for July [REDACTED]
- Corona gas bill (£45+VAT).
- Payment to Castle Water for the water supply to the Stadium for the period 2 December 2016 – 2 August 2017 (55k+VAT).
- Payment to JLT for the outstanding 2017-18 insurance premiums [REDACTED]
- Payment to KPMG for ad hoc tax advice (£2k+VAT).
- Payment to BWA for consultancy work in support of E20's review of Stadium Facility Management costs (£29k+VAT).
- [REDACTED]
- BT Conferencing fees (£102+VAT).
- The following commitments were **APPROVED** by the Board –
 - Up to £50k to purchase/provide athletics equipment required for the community track.
 - [REDACTED]
 - Potential track cover ("pitch surround") cost of £30k.
 - Further BWA asset survey work, priced at £4k.
- Action 10.1 – Alan Skewis to produce a report on all legal disputes and court proceedings

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: 26 September 2017

Time: 10:00am – 12:10pm

Location: LLDC Offices, Marketing Suite

Member Representatives Present:

Nicky Dunn (Chair), Andrew Ireland (NLI), Keith Edelman, David Gregson (All LLDC)

Also Present:

[REDACTED], Kim Bromley-Derry (All LBN), Gerry Murphy, David Goldstone, Ian Bright, [REDACTED] (All LLDC), Alan Skewis, [REDACTED], Alan Fort, [REDACTED] (All E20), [REDACTED]

Apologies:

Katharine Deas (NLI), Martin Gaunt (E20), [REDACTED] (LBN)

INTRODUCTIONS AND APOLOGIES

- The Chair noted Katharine Deas, [REDACTED] and Martin Gaunt's apologies. The Chair also welcomed [REDACTED] to the meeting.

1. MINUTES OF MEETING HELD ON 22 AUGUST 2017

- David Goldstone noted some slight amends to the minutes which were given to the Secretariat.

- [REDACTED]

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.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Action 1.1 - Gerry Murphy to review delegations of the Board

Action 1.2 - Alan Fort to produce a list of all rights in the Stadium which are either managed by E20 or LS185 along with their potential value which would be circulated to board members. All sales of rights would be approved by E20 Board unless otherwise decided.

Action 1.3 – [REDACTED] to recirculate minutes with amends made.

2. ACTIONS ARISING FROM PREVIOUS MEETING

- The Board noted the update on the actions.

3. UPDATE PLAN

- Alan Fort updated members on the work being done on restructuring the E20 Stadium business.
- UKA verbally confirmed the Diamond League date for 2018 is the 21/22 July. It was noted that but this has not been updated on the IAAF calendar.

Action 3.1 – Alan Skewis to write to Niels de Vos confirming this was the date agreed at the events calendar meeting

- [REDACTED]

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.

- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

Action 3.2 – [REDACTED]

Action 3.3 – Martin Gaunt [REDACTED]

Members **NOTED** the report

4. SUMMARY OF E20 LEGAL PROCEEDINGS

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.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Members **NOTED** the report

5. 2017/2018 FOOTBALL STADIUM BRANDING

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

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.

Members **NOTED** the report

6. E20-LS185 COMMERCIAL MATTERS OUTSTANDING

- Ian Bright highlighted the main issues

- [REDACTED]

Members:

- **NOTED** the report

7. LONDON LIVING WAGE

- Members considered the issues of additional costs to the business and the duty to be consistent with the public policy of London's Mayor. It was recognised that the extra costs could make the stadium less competitive if passed on to promoters etc unless other venues followed a similar policy. Members noted that when Chelsea FC implemented London Living Wage, it took 3 years to do so.
- It was also noted that implementation of the LLW would take time as it would involve difficult changes to sub-contractor terms with their employees. Keith Edelman noted that E20 should not rule out sub contractors seeking compensation for any increases to LLW at other stadia they operate , but these requests should be resisted..
- Having considered the issues, the Board **APPROVED** the following recommendations:
 - E20 should take immediate steps to implement payment of LLW to all permanent staff at the stadium
 - E20 and LS185 should work towards payment of LLW to all temporary staff at the stadium

Action 7.1 – Alan Skewis to come back to the Board with implications of implementing London Living Wage.

8. EVENT BOOKINGS

- Alan Skewis highlighted that:

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.

- London will not bid to host the 2019 IPC Championships.
- The Diamond League date for 2018 was confirmed by Niels de Vos as 21/22 July in the events calendar meeting held on 21 September 2017. The date was yet to be changed on the IAAF schedule.
- Members **NOTED** the report.

Action 8.1 – Alan Skewis to write to UKA to confirm date change.

9. SEATING UPDATE

- Alan Skewis introduced the report.

Action 9.1 - Alan Skewis [REDACTED] to provide a full report of transition 3 of the seat moves at October Board.

- It was noted that the 2017 seat moves are likely to come in slightly under the agreed maximum budget.

- [REDACTED]

- [REDACTED]

- Members:

- **NOTED** progress on T3 and planning for 2018 seat moves.
- **APPROVED** work on [REDACTED]

Action 9.2 – Alan Skewis to produce monthly reports which are presented to Board on [REDACTED]

Action 9.3 - Kim Bromley-Derry to revisit the contamination report which shows the risk on Stadium Island

10. E20 DIRECTOR UPDATE

- Alan Skewis noted that the Tottenham Game which was a category C+ fixture was successful with no major issues.

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 bridge security checks worked well.
- The new egress route is yet to be implemented as LS185 are yet to confirm and agree their management plan with Westfield.
- The slow progress was frustrating, and E20 should write to LS185 to express concerns over the speed of implementation. However the option for E20 to “step in” should not be considered yet.
- Alan Skewis noted that there has been no significant health and safety issues at the Stadium, but that LS185 have been challenged on whether they are capturing all of the details.
- Members **NOTED** the report.

Action 10.1 - Alan Skewis to follow up with LS185 on the event management plan for the Northern Ticket Hall

Action 10.2 – Alan Fort to get a more detailed health and safety report from LS185 and present at the next Board meeting.

11. FINANCE UPDATE

- Alan Skewis introduced the paper.
- David Goldstone requested a summary of what transformation costs are outstanding should be included in the next report.
- David Gregson noted that he is reluctant to pay 2.2.8 (Payment to Total Gas and Power [REDACTED] as some of the costs need to be recovered from LS185 for hosting London 2017. Gerry Murphy noted that the utilities bills need to be paid as this is a payment to the supplier. Recovery was from LS185.
- Members wanted to reiterate that the business rates are currently being deferred but will need to be paid.
- David Gregson requested a balance sheet at every Board meeting, and at least an update on the creditor position each week.

Action 11.1 - David Goldstone to speak to Colin Naish about what transformation costs are outstanding.

Action 11.2 - Gerry Murphy to follow up with Martin Gaunt about producing a balance sheet

Action 11.3 – Alan Skewis to identify what utilities payment had been recovered from London 2017 by LS185 and paid to E20

- The Board **APPROVED** the following payments –

Working capital (currently funded from a loan from LLDC)

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.

- Payments to PHD totalling £4.298m+VAT.
- Payment to Momentum (£3k+VAT).
- Payment to Aerofilm (£1200).
- Payment to LS185 for temporary wifi (£170k+VAT).
- Payment to LS185 for the purchase of athletics equipment required for the Community Track (£57k+VAT).
- Payment to HMRC for PAYE and NIC (£9k), and September staff payroll (£12k).
- Payment to Callfort Ltd (£35k+VAT).
- Payment to Total Gas & Power [REDACTED]
- Payment to Corona (£46+VAT).
- Payment to Castle Water (£8k+VAT).
- Payments to JLT for insurance ([REDACTED]) and broker fees [REDACTED]
- Payment to KPMG (£5k+VAT).
- Payment to [REDACTED]
- Payment for BT Conferencing (£68+VAT).
- Payments to Cintra for payroll administration (totalling £198+VAT).

Transformation (funded by LLDC)

- Payment to PHD for seating follow on works (£97k+VAT).
- Payment to LS185 for CCTV upgrade (£16k+VAT).
- Payment to LS185 for the Airwaves police and security information system (£410k+VAT).

Discretionary fund (funded 65% by LLDC, 35% by NLI)

- Several payments to LS185 totalling £289k+VAT under authorised contract changes (typically “spend to save” measures or minor scope gaps).

ITEMS 11A: LOAN EXTENSION

- Gerry Murphy noted the additional paper sent to Board, 2017/18 working capital – funding update.
- The Board **APPROVED** the extension of the existing loan agreement

12. AOB

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 questions relating to the Moore Stephens review. Members noted that more information had been requested in the past couple of weeks.

Action 12.1 – Nicky Dunn to write to the Mayor of London requesting to see the Moore Stephens report before it is released into the public domain

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 Board

Date: 24 October 2017

Time: 09:00 – 10:30

Location: LLDC Offices, Marketing Suite

Member Representatives Present:

Nicky Dunn (Chair), Andrew Ireland, Katharine Deas (All NLI), Keith Edelman, David Gregson (All LLDC),

Also Present:

[REDACTED] (LBN), Gerry Murphy, David Goldstone, [REDACTED]
[REDACTED] (All LLDC), Martin Gaunt, Alan Fort, [REDACTED] (All
E20)

Apologies:

Alan Skewis (E20), Ian Bright (LLDC), Kim Bromley-Derry, [REDACTED]
[REDACTED] (All LBN)

INTRODUCTIONS AND APOLOGIES

- The Chair noted Alan Skewis, Ian Bright, Kim Bromley-Derry and [REDACTED] apologies.

1. MINUTES OF MEETING HELD ON 26 SEPTEMBER 2017

- The minutes tabled at the meeting were approved by the Board.
- [REDACTED]

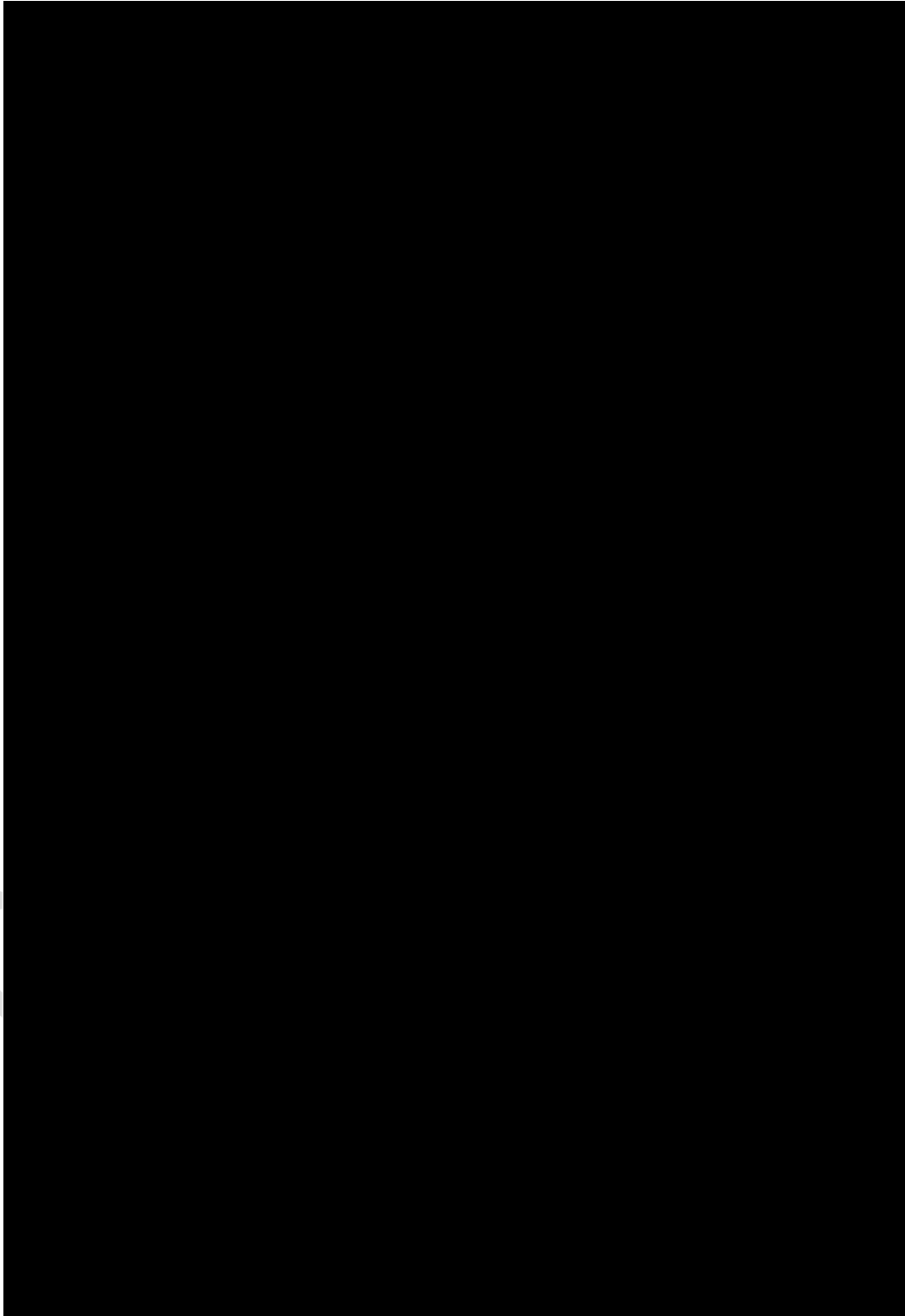
2. ACTIONS ARISING FROM PREVIOUS MEETING

- The Board noted the update on the actions.

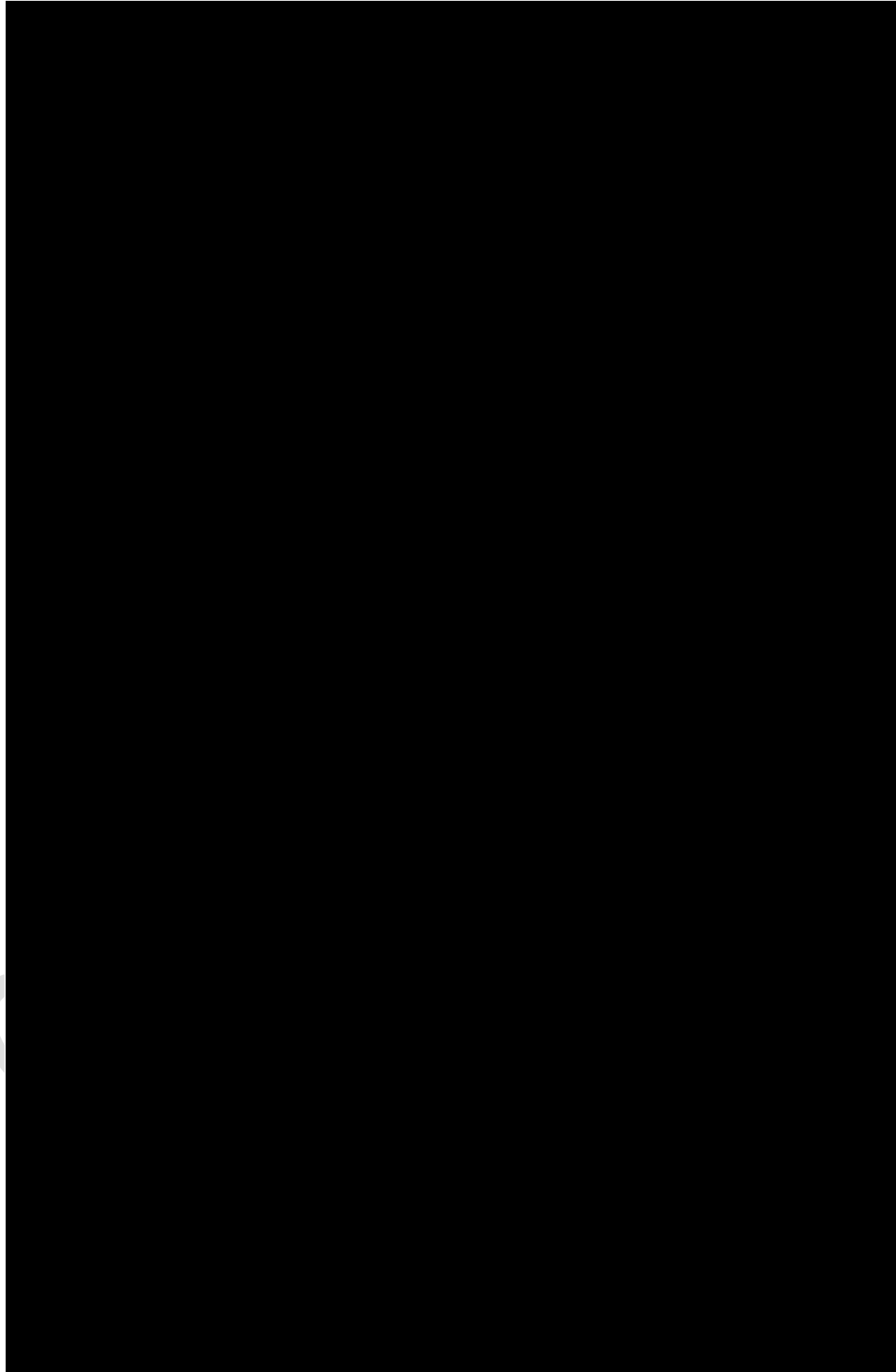
Exempt Information: These minutes are exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000 in that they contain commercially confidential information.

3. UPDATE PLAN/CONTINGENCY PLAN

- Members **NOTED** the report



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.



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-LS185 COMMERCIAL MATTERS

- Members noted the report.
- Tim Langdon noted there has been long detailed discussion with LS185 over the last 6 months regarding delay/disruption claim.

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
- [REDACTED]

Action 4.1 – Tim Langdon to produce a full report of lifecycle which is to be presented at 28 November Board.

5. 2017 SEATING UPDATE / SEATING COMPOUND

- Members noted the report.
- [REDACTED] noted that the [REDACTED] cannot be absorbed in the 2017 seating budget so is looking at the 2017 and 2018 budget combined to ensure this stays within the [REDACTED] overall budget.
- The Board requested for [REDACTED]
- [REDACTED]
- [REDACTED]
- Members noted that Atkins still carry out safety checks on the seats and stands.

Action 5.1 – Gerry Murphy to check the warranty position with Atkins

[REDACTED]

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.

- David Goldstone noted that the concept design works needs to be separate and clear on the costing for the seat transitions. The two items should remain separate.
- [REDACTED] introduced a paper on “Seating Compound”
- Board agreed and noted the good outcome with regard to the seating compound.

6. COMMUNITY PLANS AND COMMUNITY TRACK

- Members noted the report
- [REDACTED] noted that the West Ham community plan only briefly references tickets and the LBN was actually in receipt of community tickets per match so need the plan should be updated to reflect the current position,. It was also noted that the West Ham plan did not reference local employment.

7. E20 DIRECTOR UPDATE

- Members noted the report.
- Keith Edelman did not agree with the executive box should be used for stakeholders. [REDACTED]
[REDACTED]

Action 7.1 – Alan Fort [REDACTED]
[REDACTED]

[REDACTED]

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.

ITEM 7 APPENDIX 2 – LEGAL SPEND ON ADDITIONAL CAPACITY LITIGATION WITH WEST HAM

- The Board noted and endorsed the report.

- Keith Edelman noted [REDACTED]

- Gerry Murphy noted [REDACTED]

Action 7.2 – [REDACTED]

8. FINANCE UPDATE

- Members noted the report.
- David Gregson requested a comparison over time in the aged creditors section.

Action 8.1 – Martin Gaunt to add this aged creditor analysis to future iterations

- The following payments were **APPROVED**
 - Payment to HMRC for PAYE and NIC (£9k), and October staff payroll (£12k).
 - Payments to PHD totaling up to £879k+VAT, broken down as follows:
 - A. the last main tranche of Transition 3 costs (up to £738k);
 - B. securing of the compound for October (up to £30k);
 - C. the removal of all compound items either to the stadium or disposal (up to £50k);
 - D. [REDACTED] and [REDACTED]
 - E. [REDACTED]
 - The actual cost of all these items (except the fixed maintenance charge) is still to be fully verified, but under the terms of the contract, a payment of no more than the £879k amount will be due prior to the November Board date. 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.

total is within the current forecast of total seating costs (£11.766m in 2017-18).

- [REDACTED]
- Payment to Westfield for crowd flow management for the 2017 Diamond League [REDACTED]. This is recovered in full from LS185.
- Payments to LS185 for their Oct-Dec quarter fixed costs (£1.501m), plus the pass through of the West Ham quarterly usage fee (£647k). E20 is content to make these payments, now that LS185 has provided signed 2016 accounts, and paid E20 the interim 2017 net commercial revenues.
- Payment for BT Conferencing (£55+VAT).
- Payment to Corona for the stadium gas bill (£46+VAT).
- Payment to Total Gas & Power for the electricity bill for September [REDACTED]. Note that E20 is recovering a total of [REDACTED] from London 2017 as their contribution to utilities costs over the duration of the championships. LS185 took on responsibility for paying utilities bills for consumption from 1 October onwards.
- Payment to BL Acoustics for an audit of the stadium PAVA system (£1595+VAT).
- Payments to Cintra for payroll administration (£62+VAT).
- Payment to Callfort Ltd for the E20 restructuring consultant costs for the period 4 September – 15 October (£64k+VAT). This payment, and the previous payments approved by the Board, is subject to the contract being signed by LLDC and NLI signatories (expected 24 October).
- Payment to BWA for consultancy work relating to the VINCI FM claim (£4k+VAT).
- Payment to LB Newham for [REDACTED] services in the period 15 February 2016 – 31 August 2017, in accordance with the part-time secondment agreement between E20 and LBN (£75k+VAT).
- Several payments to LLDC for services and recharges dating back many months (totaling £1.44m+VAT). These are detailed in Annex F, and include member services, recharge of legal fees, recharge of Engie heating bills, recharge of CSM Live clean stadium costs for London 2017, recharge of Mace seating project management costs, and the license fee for the storage of seats at Pudding Mill Lane though to end September 2017. [REDACTED]

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.

[REDACTED]
[REDACTED]
[REDACTED] A handful of other recharges to LLDC are not yet proposed for payment, as E20 is not yet satisfied that these represent E20 costs (as detailed in Annex F, invoices in dispute).

- Payments to LB Newham for business rates, totaling £1.148m. In addition to the initial payment made earlier this month, this will bring E20 back up to date on payment of its business rates.

Transformation (funded by LLDC)

- Payment to Sapa for the supply of higher strength gate hinges to the relocatable seating system (£15k+VAT).
- Payments to LLDC for Transformation recharges, including staff costs, Mace fees, and other services contracted via LLDC (totaling £229k+VAT) [REDACTED]
[REDACTED]

9. AOB

- Nicky Dunn noted the Health and Safety report with no significant updates
- The Board noted their outstanding thanks to Martin Gaunt for all his help and support to the Board and E20. They wished him the very best of luck in his new job.

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: 28 November 2017

Time: 10:00 – 11:00

Location: LLDC Offices, Marketing Suite

Member Representatives Present:

Nicky Dunn (Chair), Andrew Ireland, Katharine Deas (all NLI), Keith Edelman, David Gregson, David Goldstone (ex-officio), (all LLDC),

Also Present:

[REDACTED] (LBN), Richard Irish, Gerry Murphy, Ian Bright, (all LLDC), Martin Gaunt, Alan Fort, Alan Skewis, (all E20), [REDACTED]
[REDACTED]

Apologies:

Kim Bromley-Derry (ex-officio) (LBN)

1. MINUTES OF MEETING HELD ON 24 OCTOBER 2017

- [REDACTED]

2. ACTIONS ARISING FROM PREVIOUS MEETING

- Re-issue with the following amends
- 3.3 Ongoing
- 3.4 Provisional date set in December 2017 for review, subject to report being received
- 5.1 Atkins warranty in progress with Colin Naish and substantially agreed and will be fully resolved ahead of 2018 seat moves. Gerry

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.

Murphy reported that the LLDC risk team had analysed the risks and while the previous warranty for £10m for each and every event would not be matched (Atkins are offering £3m each and every) the market would be unlikely to offer a better position without prohibitive cost. In addition, Atkins had the advantage of being very familiar with the system.

- 7.1. Noted that the Hospitality Box is being used to support business needs, for example, promoters are attending the Chelsea game. Keith Edelman raised the need to maximize revenue from the Box.

Action for Alan Skewis to advise attendees at December games to be circulated with revenue details.

- 7.2 Under Review

3. E20 Accounts

- Richard Irish introduced the report, and noted:
 - Following comments from members, two changes to the annual report and financial statements” circulated
 -“reasonable expectation (based on the condition’s described at Note 1.10)” on page 2
 -“with immediate effect on or shortly after” on page 10.
 - One title above paragraph 5.1.9 should read “Post Balance Sheet Event Notes”
- It was reported that Ernst & Young (as auditors) would normally attend the Audit and Finance meeting preceding the Board whose accounts were tabled for approval, however timing precluded this and they have confirmed they have agreed the amendments, disclosures and letter of representation.

- [REDACTED]
 - [REDACTED]
 - [REDACTED]

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.

- [REDACTED];
 - [REDACTED];
 - [REDACTED]
 - [REDACTED]
- The Members also considered that the retirement of NLI will result in a simplified ownership structure which will assist with the restructuring and decision-making process.
 - It was particularly noted that the accounts are clear around uncertainty over funding to ensure that readers of the accounts are in no doubt about the financial position. [REDACTED]
[REDACTED]
 - It was noted that the Assembly had called for a copy of the accounts and these would be provided.
 - The Board Members offered thanks for the work on preparing the accounts to the LLDC and NLI teams and in particular to Richard Irish.
 - Members AGREED to adopt the 2016/17 financial statements and for the accounts to be filed with Companies House by the deadline of 31 December 2017.

4. Payments and Commitments

- Martin Gaunt introduced the report.
- David Goldstone and Alan Skewis clarified the current position on the Northern Ticket Hall, [REDACTED]
[REDACTED]
- The Board NOTED the report.
- The Board APPROVED the payments detailed in section 4 of the report.

5. Director Update

- The report was NOTED
- David Goldstone noted that LLDC's Health and Safety advisor had conducted a review of LS185's Health and Safety arrangements

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.

and noted LS185 were doing good but they were not communicating incidents effectively.

6. Future Ownership of E20

- The minutes relating to this item were circulated and agreed between members prior to execution of relevant documents and are attached as agreed as appendix 1.

7. AOB

- Keith Edelman on behalf of the LLDC Board Members recorded his thanks to the NLI Board Members for their service to the partnership and noted that the Board looked forward to continuing to work with Newham on delivery of community benefits and as host borough to the Stadium.
- Keith also thanked the executive teams from both Members who have worked through the challenging issues around resolving the membership in a professional manner ahead of the decisions made today.
- The Chair offered thanks and best wishes to Martin Gaunt and David Goldstone, as this was their last E20 meeting before moving on to new roles.

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: 19 December 2017

Time: 11:00 – 12:00

Location: Conference call

Member Representatives Present:

Nicky Dunn (Chair), Keith Edelman, David Gregson, Gerry Murphy

Also Present:

Richard Irish, Tim Langdon (all LLDC), Alan Fort, Alan Skewis, [REDACTED]
[REDACTED] (all E20), [REDACTED] [REDACTED]

Apologies:

Ian Bright (LLDC), [REDACTED] (LLDC)

1. Minutes of meeting held on 28 November 2017

- Members noted the minutes with the following amends:
 - Gerry Murphy noted there were a number of typos and formatting changes.
 - [REDACTED] to restructure the minutes to separate out the minutes relating to the future of E20 ownership (item 6) previously approved by LLDC and NLI. NLI retirement minute to be separated from main document and have as a stand-alone minute.

2. Actions arising from previous meeting

Action 2.1 – Alan Skewis to circulate names of attendees who used the Executive Box at recent West Ham matches.

Action 2.2 – [REDACTED] to reformat minutes

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.

3. Governance Update

- Gerry Murphy gave the following update -
- Following NLI's retirement from the partnership, effective on 30 November 2017, LLDC had set up a new subsidiary, Stratford East London Holdings Limited (SELHL) and executed a revised members agreement with LLDC retaining 99% of the partnership, SELHL 1%, SELHL had one Director, the Chief Executive of LLDC (currently Gerry Murphy);
- SELHL has no voting rights to E20 and is not a funder.
- Members have agreed to the reconstitution of a E20 Board with membership reflecting LLDC's representation on the previous Board.
- Gerry Murphy noted that an update will be given on governance under the new arrangements early in 2018.
- Board noted the suspension of a separate Audit and Risk committee pending revised governance arrangements in Q1 2018/19.

Action 3.1 – Gerry Murphy to provide a governance update in early 2018.

4. Director Update

- Members noted the report, including the risk assessment and health and safety appendices.
- [REDACTED]
- [REDACTED]
- Alan Skewis noted:
 - the new egress plan should be in place for the 20 January fixture as Safety Advisory Group has agreed a process, plans are nearly approved and a desk top has been scheduled;
 - [REDACTED]
- Members noted the proposals for two permanent gangways to achieve a concert capacity of 80,000. Members questioned the business case and asked for further information including confirmation of concerts in 2018.

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.

Action 4.1 – Alan Skewis to circulate a business case for the permanent gangways investment.

Action 4.2 – Richard Irish to check if London Borough of Newham have made their contribution to the learning zone facilities.



Action 4.3 – Gerry Murphy to consider the audit and risk committee when considering governance.

Action 4.4 – Alan Skewis to confirm implementation of NTH arrangements in January 2018.

5. Lifecycle Report and Defect Rectification update

The paper was deferred. Members indicated a preference not to delegate a lifecycle budget to the executive. The Executive should bring back proposals for lifecycle as and when. Defect rectifications should be borne by the transformation budget.

6. Stadium Utilities

- 
- 
- The Board approved the recommendation to appoint the expert and proceed with quick wins where a strong business case was evident

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. Finance Update

- Keith Edelman left the conference call having agreed the payment/approvals.
- Members raised concerns as to why E20 had to pay for replacement hinges as they believed this would be a seating defect. Members were informed that the SAPA contract had been settled so E20 were liable for the cost.
- David Gregson requested a time series for creditors be provided.

Action 8.1 – Richard Irish to produce a time series for creditors for next Board meeting.

- Richard Irish noted the E20 payroll was omitted from the paper but requested approval for payment.
- David Gregson raised the question of whether there are any doubts on the rebate rates from LBN. Richard Irish confirmed that there were no doubts, just uncertainty of timing.

Action 8.2– Richard Irish to follow up with [REDACTED] confirming outstanding payments from LBN.

Action 8.3 – Richard Irish to produce cash requirements for quarter one in 2018 for the next Board meeting.

- Members approved the following payments:

Supplier	Description	Value (excl VAT) £
BT Conferencing	Calls and charges for 1 Nov to 30 Nov	130
Callfort Ltd	Restructuring consultant costs and expenses w/e 26 Nov, 3 Dec and 10 Dec	31,556
Ernst & Young LLP	Additional fee in relation to increased scope in 2016/17 statutory audit	19,000
London Stadium 185 Ltd	Work to resolve issues with PAVA (Stadium public address system)	1,000
Momentum Transport Consultancy	Modelling crowd flow in the Stratford station northern ticket hall	2,000
[REDACTED]		
PHD Modular Access Ltd	Certified works for relocatable seating maintenance during November. Aligns with contract and is due before end of Dec.	[REDACTED]

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.

PHD Modular Access Ltd	Replacement of hinges on the crowd 'breakout' gates on the front row of seats - <i>invoice to be received w/c 18 Dec</i>	6,000
E20 Payroll		16,045

9. 2017/2018 Working Capital – Funding Update

- Members noted the report.
- Members approved the proposed arrangements for the funding of E20 working capital in Q4 2017/18 by the extension of the existing loan agreement.

10. AOB

- Alan Skewis noted that the next Board meeting is on 23 January. The main items will be the seating concept design work
- David Gregson requested a timeline to be produced of milestones that are upcoming.

Action 10.1 – Alan Fort and Gerry Murphy to produce a timeline for Board

Action 10.2 – [REDACTED] to schedule a conference call for Gerry Murphy and Alan Fort to update Board on timelines.