



## Minutes

**Meeting:** E20 Stadium LLP Board  
**Date:** 30 November 2021  
**Location:** Marketing Suite (LLDC Offices) & Microsoft Teams  
**Time:** 11:00-13:00

### Member Representatives Present:

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

### Attendees:

Graham Gilmore, Chief Executive, London Stadium  
Darren Raczkowski, Operations Director, London Stadium  
Peter Swordy, Director of Health, Safety and Compliance, London Stadium  
Ashish Sharma, Chief Financial Officer, London Stadium  
Alan Skewis, Head of Capital Projects, London Stadium  
Gary Bell, Head of Commercial, London Stadium  
Mark Camley, Executive Director, Park Operations and Venues, LLDC  
Ed Stearns, Director of Marketing and Communications, LLDC  
Nathan Homer, Chief Commercial Officer, E20 Stadium LLP  
Richard Irish, Director of Finance, LLDC  
David Bellamy, Mayor's Chief of Staff, GLA  
Lyn Garner, Chief Executive, LLDC  
Tom Gee, Financial Controller, LLDC  
Gurpreet Dehal, future E20 Board member  
Phil Mead, future E20 Board member  
[REDACTED] Commercial Officer, LLDC (Secretariat)

### Apologies: Shanika Amarasekara

#### 1. Welcome and minutes of the previous meeting

- 1.1. The Chair welcomed members to the Board and introduced Phil Mead and Gurpreet Dehal, who will be joining the E20 Board as official members in early 2022. The Board noted the apologies of Shanika Amarasekara.
- 1.2. The Board **APPROVED** the minutes of the previous meeting held on 27 July 2021.

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

- 2.1. The Chair noted that any actions since the last meeting had been closed or would be addressed at this meeting.

2.2. The Board **NOTED** the action table.

### 3. Health and Safety Report

3.1. Peter Swordy presented the Health and Safety report to the Board highlighted the following:

- 3.1.1. Covid-safe measures continue to be in place at the Stadium along with health declarations as well as wearing of masks for staff on event days due to increased numbers onsite.
- 3.1.2. Accident statistics continue to be relatively low. Phil Mead noted that it would be useful to see a trend analysis and breakdown at the next meeting in February 2022. **[Action: Peter Swordy]**
- 3.1.3. Recruitment of stewards had been challenging during the lockdown and post-lockdown period. As a result of the pandemic, many had left the industry or did not renew their SIA license (a cost of £210 with renewal required every 3 years). The industry had been losing older, more experienced individuals and instead many younger individuals were available for the roles, with their skills and experience still developing. Peter assured the Board that this is being managed safely for in-house and agency staff with onsite assessments and induction processes which are no different to any other Premier League stadium. Many of the stewards and security staff working are contracted at other venues.

3.2. The Board **NOTED** the Health and Safety Report.

### 4. CEO Report / Covid-19 Update

4.1. Graham Gilmore presented the CEO Report to the Board and highlighted the following:

- 4.1.1. **Covid-19:** The LS185 team had returned to the office full time, and are encouraged to take lateral flow tests each Monday, Wednesday and Friday. 4 fully vaccinated members of staff had contracted the virus during the period and had completed their isolations as required with no further transmission within the team.
- 4.1.2. **Operations:** The Stadium had reopened to full capacity in August which had proved challenging for stewarding and Delaware North, with the hospitality industry having been greatly impacted by the pandemic. There were several successes to note including Stadium Island events: WingFest (10k capacity), I am TeamGB (5k) and the Halal Food Festival (10k). The LED Lights installation was successful and had been well received by visitors.
- 4.1.3. **Pitch:** There has been some challenges with the playing surface from many factors, most notably; numerous games, excessive training and an infestation of nematodes. Following discussions with external experts, the decision was made to fully restitch the pitch prior to the busy winter football period in order to provide a fit and proper pitch for West Ham games as per the concession agreement.

4.1.4. **West Ham:**

[REDACTED]  
[REDACTED] Graham had circulated footage of fan behavior within the Stadium at WHU matches. The footage was a mixture of racist abuse, unprovoked fighting in crowds and pitch invasions amongst other poor conduct. The Board agreed it was both disappointing and concerning. The unprovoked behavior tends to happen at such a speed that the stewards are in a vulnerable position, though the response teams on site act as fast as possible. There is no obvious pattern to the behavior (i.e. home vs away fans) and it has proved incredibly challenging to mitigate. [REDACTED]

[REDACTED]  
Lyn Garner noted that it would be difficult to support an increased capacity license application if the behavior was to continue at the current level. Lyn informed the Board that she intended to write to the club to highlight the deterioration of fan behavior and will ask for specific actions from WHU to address.

4.1.5.

4.1.6.

4.1.7. **Commercial Summary:** Nathan Homer thanked LS185 for the collaborative work that had been undertaken to work together as a Park and Stadium rather than separate entities. Phil Mead asked to see a tracker on ongoing commercial (sponsorship, marketing and partnerships) conversations.  
**[Action: Gary Bell/Nathan Homer]**

4.2. The Board **NOTED** the CEO update.

## 5. Quarterly Finance Update

5.1. Ashish Sharma presented the Quarterly Finance Update to the Board and noted the key highlights as at 30 September 2021 (Quarter 2):

5.1.1. The forecast had worsened by c£1m since the last report, as summarized in appendix 3. The most impactful change had been the additional stewarding costs, whereas other areas are “one-offs” such as barrier hire (which is now in procurement) and being unable to capitalize on the international football break due to Covid.

5.1.2. [REDACTED]

5.2. The Board **NOTED** the Quarterly Finance Update.

## 6. 2022/23 E20 Group Budget

6.1. Richard Irish and Ashish Sharma presented the Draft E20 Group 2022/23 Budget to the Board. The summary at point 23 of the report sets out an overall loss of £23.4m, which had been included in the LLDC budget submission to the GLA in November 2021.

6.2. [REDACTED]

6.3. Lyn Garner noted that there had been very late notice of additional budget pressures Stewarding, SNR and reduced commercial income had been captured in conversations with City Hall as part of the budget process. However, other factors such as lower concert expectations were not accounted for in the Corporation’s budget submission which will be under scrutiny at the London Assembly week commencing 6 December 2021. The Board agreed that an achievable expected budget outturn should be presented including further work on mitigations against the risks. It was agreed that the budget would be revised to include mitigations and represented at the next meeting on 4 February 2022. **[Action: Richard Irish/Ashish Sharma]**.

6.4. The Board **NOTED** the Draft E20 Group Budget 2022/23 and agreed to review an updated budget at the next meeting on 4 February 2022, subject to amendments as detailed in point 6.3 of these minutes.

## 7. Stadium Capital Investment and Lifecycle 2021/22 – Quarterly Update

7.1. Alan Skewis gave an update on the E20 Group capital projects and lifecycle investment at the end of Quarter 2 and made the following highlights:

- 7.1.1. The West Stand Replacement went to the Investment Committee in November 2021 where option 3 was agreed. [REDACTED]
- 7.1.2. Several major projects including the fire main and back of house lighting had been procured and work had started on site since the last update.
- 7.2. Gerry Murphy noted the Deed of Settlement with London Borough of Newham in relation to receipts from Rick Roberts Way would be settled as part of the land swap between LBN and LLDC on RRW. The £1.6m payment due when RRW is developed (being £0.9m in 2021) was originally intended to fund E20 lifecycle costs. Gerry noted that the E20 capital budget, funded by LLDC borrowings included substantially in excess of this sum (at c£3m pa) and the Board would be asked for approval to settle the Deed as part of the RRW land swap in due course. A note will be circulated to the Board for their formal approval via email outside of the meeting. **[Action: Gerry Murphy]**
- 7.3. Phil Mead noted that it would be useful to review a list of spend-to-save projects and projects that had been pushed back to 2023 onwards. The Board agreed the team should consider more opportunities to invest monies for higher returns in the future. Darren Raczkowski noted that several spend-to-save projects had been earmarked and are actively being worked on. The Board agreed savings should be captured in future reports. **[Action: Alan Skewis]**
- 7.4. Gurpreet Dehal requested to see the 20-year lifecycle plan. **[Action: Alan Skewis/Darren Raczkowski]**
- 7.5. The Board **NOTED** the quarterly Capital Investment and Lifecycle update.
- 8. E20/LS185 Annual Accounts**
- 8.1. Tom Gee presented the E20/LS185 Annual Accounts to the Board and noted that:
  - 8.1.1. The LS185 Board approved the LS185 audited 2020/21 financial statements at their Board meeting on 24 November 2021.
  - 8.1.2. Cashflow forecast and remuneration certificates had been provided and were subject to confirmation by EY.
  - 8.1.3. Subject to the Board's approval, these accounts will be submitted to Companies House and subsequently published to the LLDC website.
- 8.2. The Board **APPROVED** the E20 / LS185 Annual Accounts.
- 9. AOB**
- 9.1. There was no other business.

The meeting concluded at 12.45pm.