



## Minutes

**Meeting:** E20 Stadium LLP Board  
**Date:** 27 July 2023  
**Location:** Hybrid: MS Teams  
**Time:** 10am-12pm

### Member Representatives Present:

Phil Mead (Chair, LLDC)  
Gurpreet Dehal (LLDC)  
Shanika Amarasekara (LLDC)  
Gerry Murphy (SELH)

### Attendees:

Lyn Garner, Chief Executive, LLDC  
Graham Gilmore, Chief Executive, LS185  
Tom Gee, Chief Financial Officer, LS185  
Peter Swordy, Director of Health, Safety and Compliance, LS185  
Darren Raczkowski, Operations Director, LS185  
Alan Skewis, Head of Capital Projects, LS185  
Gary Bell, Head of Commercial, LS185  
Nathan Homer, Chief Commercial Officer, E20 Stadium LLP  
Richard Irish, Finance Director, LLDC  
Rachel Massey, LLDC (Secretariat)

### 1. Welcome and declarations of interest.

- 1.1. The Chair welcomed members to the Board and noted apologies from David Bellamy and Milena Harris.
- 1.2. There were no new declarations of interest.

### 2. Minutes of the previous meeting

- 2.1. The Board **APPROVED** the minutes of the previous meeting held on 29 March 2023 and 12 April 2023.

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

- 3.1. The Board **NOTED** the action table. In relation to the inflationary costs action, this will be reviewed over the summer and an update will be provided at the next meeting.

### 4. Health and Safety Report

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

- 4.1.1. It was a busy summer period with a relatively small number of accidents and low number of near misses recorded. The team worked with promoters on a traffic manage system to avoid any issues around the gate and security areas. There were no major H&S issues from concerts, but some overheating issues on the Weeknd.
- 4.1.2. Members congratulated the team for their work on the summer events.
- 4.1.3. No major issues had been identified by the insurance company and positive feedback received relating to Safety and Security arrangements. **[Action: Follow up with insurance company for detailed report – Peter Swordy]**
- 4.2. The Board **NOTED** the Health and Safety Report.

## 5. CEO Report

- 5.1. Graham Gilmore presented the CEO Report to the Board. The following points were highlighted during discussion:
  - 5.1.1. **Operations:** The new pitch has been laid, ready for athletics and the field of play floodlight works completed.
  - 5.1.2. **West Ham United update:** As winners of the Europa Conference League, West Ham are now in the UEFA Europa League cup. The first Premier League fixture takes place on 20 August against Chelsea. Discussions are ongoing about the date for a friendly match in early August. Some progress had been made on the WHU outstanding debts. The non disputed debt has been cleared but the [REDACTED]
  - 5.1.3. **Summer events:** The Weeknd concerts were the Stadium’s two highest attendances. Members suggested more promotion of the attendances in the music trade press. The Burna Boy event had been categorised as high risk by the police and involved a large number of preparatory meetings with the police and a debrief meeting has been held. The team worked well to respond to dynamic changes on the day and there were limited ejections and arrests. The police will be producing a report following the concert debrief. LS185 was grateful for the helpful advice from LLDC Board member Geoff Thompson in preparing for the event. [REDACTED]  
[REDACTED] Members requested an update at their next meeting.
  - 5.1.4. **Future events:** the Sidemen charity football match sold out and the Foo Fighters have announced concerts in 2024.
  - 5.1.5. **Seat transitions:** the complex series of seat transitions has gone well.
- 5.2. The Board **NOTED** the CEO update.

## 6. Quarterly Finance Update

- 6.1. Tom Gee presented the Quarterly Finance Update to the Board:
  - 6.1.1. The key movements in the Q1 forecast included slippage on Stadium Naming Rights income, offset by upsides on utilities and positive movement on electricity consumption.

- 6.1.2. Match day costs in April were in line with budget, but May costs were higher due to additional policing and stewarding costs. [REDACTED]
- 6.1.3. The potential risks and opportunities for the 2023/24 financial year had been quantified including the risk around the number of matches, additional seating costs, and a potential upside from utilities.
- 6.2. The Board **NOTED** the E20 Group position as at 30 June 2023.
- 7. 2022/23 outturn – London Stadium 185 Limited and E20 Stadium LLP Group**
- 7.1. Tom Gee and Richard Irish presented the LS185 and E20 Group 2022/23 outturn and highlighted the following:
  - 7.1.1. LLDC published its draft 2022/23 statutory accounts on 30 June 2023 which included a summary of the E20 Group 2022/23 outturn position, which includes the onerous contract provision.
  - 7.1.2. Members commended the clarity of the tables showing the 2022/23 draft outturn comparison with 2021/22 outturn and asked for the split of E20 and LS185 and the operating loss/profit comparators for 2019 [**Action: Tom Gee; Gerry Murphy**]
- 7.2. The Board **NOTED** LS185 and E20 Group 2022/23 outturn.
- 8. E20 5 Year Plan – key items for discussion**
- 8.1. The following points were made during the discussion:
  - 8.1.1. The presentation provided an update on key items which form the basis of an updated 5 Year Plan (5YP) from 2024/25 to 2028/29 as context for strategic discussions as the plan is developed.
  - 8.1.2. Key considerations will be the objectives and success measures for the Stadium over the next five years, event mix and sequencing, market and client group intelligence to identify potential opportunities and areas for innovation, understanding which areas are profitable, and further improvements on operational performance.
  - 8.1.3. Further consideration would be given to the strategic approach [**Action: Tom Gee and Graham Gilmore**]
- 8.2. The Board **NOTED** the update.
- 9. Stadium Capital Investment and Lifecycle update**
- 9.1. Alan Skewis gave the update on the E20 Group capital investment and lifecycle projects 2023/24 and highlighted the following:
  - 9.1.1. The current forecast was slightly over budget and projects were being reviewed.
  - 9.1.2. The roof solar membrane project had been successful securing £4.7m from the GLA Green Finance Fund.
  - 9.1.3. The Armourdeck flooring will need to be replaced next year.

- 9.2. The Board **NOTED** the forecast position on the 2023/24 capital and lifecycle plan, the Q1 update and the changes to the 2024/24 capital budget.

#### **10. London Stadium Sustainability strategy update**

- 10.1. Alan Skewis gave the update on the stadium's sustainability strategy which was being developed to integrate into the wider strategy for Queen Elizabeth Olympic Park.
- 10.2. The Board **NOTED** the report.

#### **11. Sponsorship / Stadium Naming Rights Update**

- 11.1. Nathan Homer presented an update and highlighted the following:
- 11.1.1. There was positive engagement with a new Tier 1 potential partner, conversation were moving quickly and heads of terms were being developed. As with any Tier 1 sponsorship deal, there would need to be discussions with West Ham United. Members noted agile decision making may be required and Nathan Homer would set out the governance process [**Action: Nathan Homer**]
- 11.2. The Board **NOTED** the sponsorship / naming rights update.

#### **12. E20/LS185 annual review of terms of reference and scheme of delegations update**

- 12.1. Rachel Massey introduced the report and highlighted the following:
- 12.1.1. The report set out the terms of reference of the LS185 and E20 Boards approval and the proposed changes to the LS185 and E20 scheme of delegations.
- 12.1.2. The scheme of delegations had been updated to provide greater clarity in relation to specific types of activity and to address some process improvements.
- 12.2. The Board **NOTED** the update and appendices, **APPROVED** the terms of reference for LS185 Board and E20 Board and **RECOMMENDED** these to the LLDC Board for approval, and **RECOMMENDED** the updated scheme of delegations to the LLDC Board for approval.

#### **13. AOB**

- 13.1. There was no other business.

#### **14. Consent agenda items**

- 14.1. The WHU issues log was **NOTED**.

The meeting concluded at 12pm.