



## Minutes

**Meeting:** E20 Stadium LLP Board  
**Date:** 27 July 2022  
**Location:** Hybrid: London Stadium Offices & Zoom  
**Time:** 14:00-16:00

### Member Representatives Present:

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

### Attendees:

Lyn Garner, Chief Executive, LLDC  
Graham Gilmore, Chief Executive, London Stadium  
Darren Raczkowski, Operations Director, London Stadium  
Tom Gee, Chief Financial Officer, London Stadium  
[REDACTED], Health & Safety Manager, London Stadium  
[REDACTED], Safety Officer, London Stadium  
Alan Skewis, Head of Capital Projects, London Stadium  
Gary Bell, Head of Commercial, London Stadium  
Ed Stearns, Director of Marketing and Communications, LLDC  
Nathan Homer, Chief Commercial Officer, E20 Stadium LLP  
Richard Irish, Director of Finance, LLDC  
Milena Harris, Head of Legal, E20 Stadium LLP  
Rachel Massey, Director of Governance, LLDC (Secretariat)

### Apologies:

Shanika Amarasekara (LLDC)  
Peter Swordy, Director of Health, Safety and Compliance, London Stadium  
David Bellamy, Mayor's Chief of Staff, GLA  
Mark Camley, Executive Director, Park Operations and Venues, LLDC

## 1. Welcome and minutes of the previous meeting

- 1.1. The Chair welcomed members to the Board and noted apologies from Shanika Amarasekara, David Bellamy and Mark Camley.
- 1.2. The Board **APPROVED** the minutes of the previous meeting held on 30 March 2022.

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

- 2.1. The Chair noted the open action would be covered under item 5.

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

### 3. Health and Safety Report

3.1. [REDACTED] presented the Health and Safety report to the Board and highlighted the following:

- 3.1.1. The first phase of the seating transition took place from 16-25 May and phase 2 had commenced. Induction for contractors had worked well with 400 contractors inducted for the two phases.
- 3.1.2. In relation to the incidence with the flame pyro effect during a Fall Out Boy performance, Members asked if there was a way of sharing lessons learnt with the industry. [REDACTED] noted that this was done informally as there wasn't an equivalent to the Arenas Association for stadia. The Chair offered to facilitate an introduction to the Arenas Association.
- 3.1.3. Reporting of increased spontaneous disorder at football leagues across the country continues. Members asked for a comparison against other clubs. [REDACTED] noted that the Premier League is gathering benchmarking information. The table at 3.4 presented police statistics.
- 3.1.4. Members highlighted a number of references to fire in the report. [REDACTED] noted that many of these were classed as near misses and therefore are being addressed before becoming an incident.

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. The following points were highlighted during discussion:

- 4.1.1. **Operations:** The Stadium senior team worked collaboratively with LLDC to procure a single security contract for Park and Stadium. G4S, who were LS185's security supplier, have won the contract. The contract includes more KPIs and monthly meetings with the supplier.
- 4.1.2. **WHU:** The 2021/22 Season concluded in Q4. The new season will begin with the 62,500 increased capacity. All Premier League K rules have now been approved and [REDACTED] of expenditure was required to meet the rules. [REDACTED]
- 4.1.3. **Summer concerts:** 6 major events took place across 21 days in June 2022, and it was a successful season despite the Foo Fighters cancellation. There were long queues for retail merchandise at the Red Hot Chili Peppers event. This was due to the Stadium's new retail partner IVS familiarising themselves with the venue and to the late arrival of merchandise on the day of the event. [REDACTED]. LS185 are meeting with IVS to discuss areas of improvements. LS185 would look at whether more space could be provided for the control room. The Chair commended the team for a successful summer events season.

4.1.4. **Future events:** Work is progressing on securing concerts for summer 2023, and the team are hoping to make the first announcement in September. The GLA has asked London Stadium to submit a bid as part of the UEFA Euros 2028 bid by mid August. Preparing a bid will require considerable work. Gary Bell has prepared a note on the bidding process [REDACTED]. It was agreed that this would be sent to the GLA.

4.1.5. **Commercial update:** Gary Bell noted that the [REDACTED] Members suggested that officers look having a dedicated contracts manager role to maximise revenue from various areas. **[Action: Gary Bell/Graham Gilmore to consider as part of broader commercial resourcing plan].**

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

## 5. Quarterly Finance Update

5.1. Tom Gee presented the Quarterly Finance Update to the Board:

5.1.1. Overall, there was a forecast £6.8m deficit to budget which included increased utility costs, a delay to Stadium Naming Rights income and increase match day costs. This had been partially offset by over performance in the summer concert season and a reduction on E20 overheads.

5.1.2. Risks outside of the forecast included increased match day costs as a result of WHU progressing in cup competitions, [REDACTED].

5.1.3. Members suggested having an increased commercial focus on making incremental improvements to maximising match day income and reducing match day costs.

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

## 6. E20 Year End Accounts

6.1. Richard Irish introduced the report which presented the outturn and a summary of the draft financial statements for E20 and LS185. LLDC's draft accounts are due to be published on 29 July.

6.2. The Board **NOTED** the 2021/22 E20 and LS185 outturn in the draft LLDC accounts and **NOTED** how the E20 Group outturn compares with the 2020/21 quarter 3 forecast and outturn.

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

7.1. Alan Skewis gave an update on the E20 Group capital investment and lifecycle projects at the end of quarter 1 and highlighted the following:

- 7.1.1. The Premier League K rules will be a pressure on budgets and further information will be provided for the next meeting.
  - 7.1.2. Arena have re-installed the north and south stands. ESG's installation of the west stand was due to finish on 29 July, but is now expected to complete on 3 August ahead of the first match on 7 August. Building control were comfortable with the progress made and the club did not raise any issues on their recent site tour. Around 2,500 extra tickets have been provisionally allocated to fans, these need to be signed off by the licensing authority before they can be issued. There had been [REDACTED] saving from the west stand project.
  - 7.1.3. Work had started on a carbon plan to inform next year's budget. **[Action: include a presentation on the carbon saving plan at a future meeting.]**
  - 7.1.4. David Bellamy had suggested applying for GLA Green Bond Funding for some of the carbon saving projects. **[Action: Richard Irish and Alan Skewis to discuss applying for GLA Green Bond funding with LLDC's Head of Sustainability.]**
  - 7.1.5. E20 was successful in four out of its six applications to LLDC's Carbon Offset Fund.
- 7.2. The Board **NOTED** the quarterly Capital Investment and Lifecycle update.

## 8. Sponsorship / Stadium Naming Rights Update

- 8.1. Nathan Homer updated on the following:
  - 8.1.1. The CRM system was now live. [REDACTED].
  - 8.1.2. The Smart Park lunch event on 22 July had been successful.
  - 8.1.3. The sales tracker is in place and an increasing number of brands have been visiting the Park. The current live tracker was shared with the meeting.
- 8.2. The Board **NOTED** the sponsorship / naming rights update.

## 9. AOB

- 9.1. On the WHU issues log, [REDACTED]
- 9.2. There was no other business.

The meeting concluded at 4pm.