

## LS185 KPI MONTHLY MEETING

**Meeting date:** Wednesday 10<sup>th</sup> February 2016

**Time:** 15:00 – 16:00

**Venue:** LLDC Offices, Level 10, 1 Stratford Place, London, E20 1EJ

**Attendees:** Linda Lennon (LS185), Graham Gilmore (LS185), Martin Gaunt (E20 Stadium LLP), Alan Skewis (E20 Stadium LLP), [REDACTED] (LS185)

**Apologies:** Damien Stephan (LS185) and [REDACTED] (Newham)

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1. Minutes of previous meeting	
<p><i>Item 1:</i></p> <p><b>MG to close the loop on the issue relating to utilities at South Park kiosks</b></p> <p>DS had updated previous documents with changes as requested</p> <p>DS had investigated additional revenue from additional hospitality proposals and had included an update in the business plan. A proper feasibility study, as well as looking at confidence of using additional space, needs to be complete. <b>A separate discussion is to be taken forward by AS.</b></p>	<p>MG</p> <p>AS</p>
<p><i>Item 4:</i></p> <p>A separate meeting had taken place about understanding of FF&amp;E costs, but there is still disagreement about interpretation. Next steps need to be discussed. In practical terms, the furniture is ready to procure and T-minus meetings will discuss how to get it in.</p>	
<p><i>Item 5:</i></p> <p>LL gave an update on resourcing. There is some difficulty recruiting the MarComms Manager so all were encouraged to consider any candidates. LS185 are getting independent support on some project plans.</p>	
<p><i>Item 6:</i></p> <p>LL had formally asked permission from WH to release the template as they chair the meetings and own it. This has been agreed, <b>LL to send AS a template/document of actions and issues log from the Steering Group Meetings after it has been updated at the next meeting on the 11<sup>th</sup> February.</b></p>	<p>LL</p>
2. Monthly report including KPIs	
<p>LL gave background on the RFL event in November.</p> <p>[REDACTED]</p>	

<p>[REDACTED]</p>	
<p><b>DS to provide event cost reconciliation by the end of Feb/ beginning of March, as per the contract</b></p>	<p><b>DS</b></p>
<p>MG requested that section 3 of the KPI report (change request procedures/commercial discussions) are more clearly defined. There needs to be a description and route to solution rather than being left hanging. This will help the E20 Board understand the meanings. <b>LS185 will keep updated going forward.</b></p>	<p><b>LS185</b></p>
<p>LL queried the hospitalities designs for C&amp;B. DN had provided a pack of papers, but a request about when the plans were provided have not yet been answered. <b>AS will find information.</b></p>	<p><b>AS</b></p>
<p><b>Section 6 &amp; 7 should have “developed by” dates included in future.</b></p>	<p><b>LS185</b></p>
<p><b>Section 10 and 11 should have cut &amp; pasted headlines from the Business Plan as some items have moved on.</b></p>	<p><b>LS185</b></p>
<p><b>3. Business plan update</b></p>	
<p>LL gave an update on the Business Plan, which is a balance between how much detail can be supplied. The financials have been revised as they were cautious in the first version.</p>	
<p>LS185 are happy to have a separate meeting to discuss P&amp;L rather than include full detail in the Business Plan.</p>	
<p>[REDACTED]</p>	
<p>Various event offers are being discussed, with announcements wanted.</p>	
<p>LS185 understand the position on financials and will work through with Damien on his return, for inclusion in the revised Business Plan.</p>	
<p>LS185 are also looking at reducing costs.</p>	
<p><b>CM will schedule a meeting for LL, AS and MG on the 24<sup>th</sup> February, to give feedback on the revised version of the Business Plan.</b></p>	<p><b>CM</b></p>
<p>MG outlined next steps. The E20 Financial Board is meeting on 7<sup>th</sup> March, and the Business Plan will be discussed there or at the Board meeting on 30<sup>th</sup> March. A pre-session with selected Board members could be scheduled for further feedback if necessary. There will be a sign-off process rather than needing LS185 attendance at either the</p>	
<p>LL commented that she also needed to manage expectations of the LS185 Board.</p>	
<p><b>4. [REDACTED]</b></p>	
<p>[REDACTED]</p>	

<b>5. Update on Primary Users</b>	
Covered above	
<b>6. Key sub-contractor update</b>	
This has mainly been covered above.	
<b>7. AOB</b>	
None.	

**Date of next meeting:** 9<sup>th</sup> March 2016

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Wednesday 9<sup>th</sup> March 2016

**Time:** 14:30 – 16:00

**Venue:** LLDC Offices, Level 10, 1 Stratford Place, London, E20 1EJ

**Attendees:** Linda Lennon (LS185), Martin Gaunt (E20 Stadium LLP), Alan Skewis (E20 Stadium LLP), [REDACTED] (LS185)

**Apologies:** Graham Gilmore (LS185), Damien Stephan (LS185) and [REDACTED] (Newham)

1. Minutes of previous meeting	
<p><i>Item 1:</i></p> <p>MG is meeting DS with LLDC representatives next week, to bring the issue relating to utilities at South Park kiosks to a close.</p> <p>[REDACTED]</p> <p>LL sent the template/document of actions and issues log from the LS185/WHU Steering Group Meetings as part of the Business Plan. The next meeting, scheduled for 10<sup>th</sup> March, had been cancelled. LL gave an update on key issues (see Update on Primary Users below).</p> <p><i>Item 2:</i></p> <p>LS185 are having an audit being completed by Deloitte. It seems to be going fine but Damien will have preliminary views shortly and have it tied up by the end of March. <b>DS to send the full report to E20 with the annual report</b>, once it had been through LS185 Board. <b>DS and MG to have discussion on annual report format.</b></p> <p>MG had sent information in [REDACTED], but <b>AS agreed to send specific information on drawings and comments in the documents.</b> LS185 are working pragmatically with [REDACTED]</p> <p>[REDACTED]</p> <p>Actions on dashboard had been completed. LS185 are happy to look at the format and content of what is required for the E20 Board.</p> <p><i>Item 3:</i></p> <p>Business plan actions have been completed. Further update below.</p>	<p>DS</p> <p>DS/MG</p> <p>AS</p>
2. Monthly report including KPIs	
<p>LL gave an update on events. MG asked for further information on the [REDACTED] as it was likely to be raised at the E20 Board meeting. LL explained that they currently have a draft contract and an announcement is due soon once it has been signed, but there is no specific date identified as yet. The press team from the event are in touch with Matt Jackson so it shows they are linked up. [REDACTED]</p> <p>[REDACTED] There are different demographics to the AC/DC concert and an internal discussion had taken place about potential risks.</p>	

Logistically, LS185 have confirmed that there is a two week window for events to take place and no additional works can take place in that time.

MG asked about the VINCI start up tour, as mentioned in the community section, and requested for the orbital to be changed to orbit on the document.



**CM to make the changes to the dashboard** (as above and to include writing out transformation works instead of the TW abbreviation) and send to MG for issue to the E20 Board.

CM

**AS to send note to LL about the clean stadium and formal proposals to West Ham.**

AS

**3. Business plan update**

LS185 are making final changes to the Business Plan and it would then be re-submitted for E20 to take to the E20 Board. MG would then formally write to LS185 to adopt it.

It was suggested there would be merit in having a quarterly review of the Business Plan, to tie in with the quarterly finance meetings. An update on the Financials (section 7, page 32) to show how projections are changing with discussions ongoing would be beneficial and would tie in with timetables. An update on narratives on each of the areas would also be provided. The next quarterly finance meeting in April (5<sup>th</sup>) and so **LL agreed to check with Damien when Deloitte would have the final report prepared.**

LL

The session with Nicky and Katharine from the E20 Board was felt to be very useful and it was suggested that this could happen every six months.

**4. 2016 mobilisation and stadium handover**

LL explained that Mark Camley had asked for information for the LLDC Board, which follows on from LL sending the integrated plan. The integrated plan is being updated monthly until August, which will enable LL to see deadlines that are not being met and to link in with the Risk Register.

Weekly 1:1's take place with all subcontractors, with an update actions, risk and issues being discussed. Any risk/issues are then flagged and put on the corporate risk register.

T minus started have started, which sound positive but other issues are coming out separately. LS185 are challenging certain areas. VINCI Facilities attend the meetings as well, with a particular emphasis on assets commissioning.

AC/DC update – LS185 are working through contractual elements with the event promoter following the news of the postponement/cancellation of the US leg of the tour. There are currently no plans to not play the UK dates. LS185 have issued two invoices for work done so far.

MG made a general point that whilst E20 are comfortable with the processes outlined, but need to be assured that everything is on track (for Board members). It was requested that 10 – 15 key milestones (for example, licensing) are to be pulled out from the integrated plan which are to be reviewed at the KPI meetings.

LS185

Issues with noise levels for the Premises Licence have been resolved and it is to be submitted imminently. It has been worded to allow some flexibility. **AS to follow up**

AS

with Shelia to check.

[REDACTED]

LL

There was agreement to put Airwaves in as part of the transformation cost. Mark Handyside from Newham is to help with the management of this to satisfy the MET. **AS to write to LS185 to formalise.**

AS

[REDACTED]

AS/LL

AS to follow up with LS185 about LED's, as E20 are keen to do mid-tier in reasonable budget. LS185 are to procure and E20 to pay.

There is a need to involve VINCI Facilities in a discussion about operating content on the wrap (big screen) – there may be efficiencies to operating this alongside the jumbo screens inside the stadium. Chris Mankelow is to speak to Darren Raczkowski from LS185.

LLDC/LS185

5. [REDACTED]

[REDACTED]

6. Update on primary users

*West Ham:*

LL gave an update on TUPE.

Event protocol has been worked through by Nicolas, [REDACTED] & LL as E20 were mentioned throughout which LS185 cannot be obliged to sign on their behalf. [REDACTED] has taken it back to lawyers to remove E20 and is now taking advice. LS185 have made it clear they will not sign off minimum time for pitches and other issues. LS185 will take legal advice on final document, but if necessary E20 can be third signatory.

Discussions to be facilitated on COO's.

WHU are not opting for shared service model, and will have own security team, but want cleaners and out of hours. LS185 are waiting for details on how it will work.

AS is to send clause related to allowing games before August due to possible Europa League involvement, and what the governing body allows. There could be an impact on athletics.

There are still issues around [REDACTED]

**MG/AS to find out details about an App for the park.**

[REDACTED]

MG/AS

<p><i>UK Athletics:</i></p> <p>█ from LS185 has a good relationship with UKA/IAAF and █ has shared a potential structure. LS185 are happy to help with services if it can be charged back to them.</p> <p><i>Other updates:</i></p> <p>GNR and corporate relay combining.</p> <p>█</p> <p>█</p> <p>█</p>	<p><b>AS</b></p>
<p><b>7. Key subcontractor update</b></p>	
<p><i>Covered above</i></p>	
<p><b>8. Actions</b></p>	
<p><b>CM to circulate actions</b></p>	<p><b>CM</b></p>
<p><b>9. AOB</b></p>	
<p>None</p>	

**Date of next meeting:** 13<sup>th</sup> April 2016

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Wednesday 11<sup>th</sup> May 2016

**Time:** 14:30 – 16:00

**Venue:** LLDC Offices, Level 10, 1 Stratford Place, London, E20 1EJ

**Attendees:** Linda Lennon (LS185), Damien Stephan (LS185), Martin Gaunt (E20 Stadium LLP), Alan Skewis (E20 Stadium LLP), [REDACTED] (LS185), Chris Mankelow (E20 Stadium LLP) – item 4

**Apologies:** Graham Gilmore (LS185) and [REDACTED] (Newham)

1. Minutes of previous meeting	
MG to look for previous notes in lieu of minutes, as a record is needed for audit purposes.	<b>MG</b>
2. Monthly report including KPIs	
MG asked for clarification on items as follows:	
<ul style="list-style-type: none"> <li>• <i>Section 1:</i> 30 page audit document being validated and formalised. LS185 expect to share with Board later in the week or early next week. LS185 will share with E20 thereafter.</li> <li>• [REDACTED]</li> <li>• <i>Section 3:</i> change request schedule issued for discussion. 1&amp;2 – both need to sign for completeness. 3-8 done. Number 9 approved, but should be done in August time due to timings with other works in East Stand. GG had advised that there was two weeks to put up and need to agree when to place order. In place by July 2017 at the latest. WHU to put up a vinyl at their cost. Number 10 – placed order and has been signed. Need to discuss other change requests for agreement otherwise timings are impacted. AS also had trauma interview spaces fit out (new requirement of premier league and WHU request), fence on Montfichet Road (SR progressing with Newham), astro turf pitch cover (E20 likely to pay, but LS185 need to store somewhere), buffet areas (bar in Boleyn). All to consider if there is anything else on radar. This will be a standing agenda item from now on.</li> <li>• <i>Section 3:</i> [REDACTED]</li> </ul>	



<ul style="list-style-type: none"> <li>• <i>Section 5:</i> Refund of tickets for AC/DC concert was discussed. There were good reviews from Lisbon concert so hoping to resell more. [REDACTED]</li> <li>• <i>Section 6:</i> There is a meeting on 17th May between LS185, E20, LLDC and Newham to discuss jobs &amp; apprentices and community engagement. LS185 have done updated plans considering comments received, but need to recognise LS185 are not yet in control of building. LS185 are to send to E20 and they will forward in advance with context.</li> <li>• <i>Section 9 –</i> LS185 and E20 agreed that this section should show the latest projections for 2016-17, compared to the equivalent figures in the business plan. 2015-16 no longer needed to be shown. [REDACTED] Decision to update quarterly, but will include any events in monthly report as necessary.</li> <li>• <i>Section 10:</i> secondary rights – AS to send document once read.</li> <li>• <i>Section 11:</i> [REDACTED] discussions ongoing, as are other concerts and other international matches (both football and Rugby League). [REDACTED]</li> <li>• <i>Section 12:</i> next report will have first event to report so will be more detailed.</li> </ul>	
<b>3. Quarterly payment report</b>	
<p>There was a discussion on the report submitted by email. DS to update quarterly finance review with updated final revenues. Net commercial revenues then to be issued.</p> <p>[REDACTED]</p> <p>Cost for brand agency to be paid.</p>	<b>MG</b>
<b>4. Screen (wrap) procurement</b>	
<p>Three companies have been shortlisted for wrap procurement and E20 have a call with their Board on 12<sup>th</sup> May. Formal board approval is expected early next week and then need LS185 to send letter of intent and draft contract as soon as possible. Legal costs are part of procurement fee paid by E20. RFP issued to all candidates and was clear it was a LS185 procurement process as a private company. Need to mention can chose any partner wanted to protect from any claims, i.e. risk from certain company. Chris Mankelow to draft response and send from LS185 Wrap mailbox. Other candidates who not successful will be responded to by [REDACTED] who is managing process for LS185. There is a need to move quickly once decision is made and E20 are content to release funds. Company should start work on receipt of letter of intent. WHU main concern is the delivery date, but will be late August. Once selected supplier, the ongoing costs (revenue) will need to be contract changed – they will maintain but some offered training for VF.</p>	
<b>5. 2016 mobilisation and stadium handover</b>	
<p>Not discussed</p>	
<b>6. Change requests update</b>	
<p>As per above. This is to be a standing item at KPI meetings.</p>	

7. [REDACTED]	
[REDACTED]	
<b>8. Naming rights / Wi-Fi</b>	
Not discussed	
<b>9. Update on Primary Users</b>	
Not discussed	
<b>10. Key sub-contractor update</b>	
Not discussed	
<b>11. AOB</b>	
None	

***Date of next meeting: 8th June 2016***

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Wednesday 8<sup>th</sup> June 2016

**Time:** 14:30 – 16:00

**Venue:** LLDC Offices, Level 10, 1 Stratford Place, London, E20 1EJ

**Attendees:** Alan Skewis (E20 Stadium LLP), Linda Lennon (LS185), Graham Gilmore (LS185), Damien Stephan (LS185), [REDACTED] (LS185)

**Apologies:** Martin Gaunt (E20 Stadium LLP)

1. Minutes of previous meeting	
<i>All previous actions completed, or discussed below.</i>	
2. Monthly report including KPIs	
AS to look at dashboard separately and come back with any questions.	<b>AS</b>
CM to change Newham logo to be changed on future dashboards	<b>CM</b>
<p>LL gave an update on the AC/DC concert from 4<sup>th</sup> June. LL is waiting for financials to come through and will send once it has been finalised. LS185 are going through lessons learnt with stakeholders, staff and SAG. [REDACTED] has arranged a stadium SAG meeting to discuss comments received too. [REDACTED] Need to be careful of FOI – meet about it first and then send hard copy.</p> <p>LS185 have received feedback from customers and are dealing with complaints. Major area that needs urgent attention is the disabled access by bridge 4. There is a need to remove gold top up to the lift as it is affecting the mechanisms and there is a need to drop the kerb from the car park. LL has raised this with Colin Naish directly. LL is dealing with issues relating to disability complaints and is considering learning.</p> <p>LL met with [REDACTED] (LLDC) and [REDACTED] (Newham) about jobs/apprenticeship. LL is taking forward issues raised about [REDACTED] [REDACTED] will be giving support to LS185 one day a week.</p> <p>LL to speak to [REDACTED] about seriousness of event request.</p> <p>LL met with Philippa Cartwright and will meet again.</p>	
3. Wi-Fi contract	
[REDACTED]	
[REDACTED]	
[REDACTED]	

**4. Screen contract**

DS sent comments to Chris Mankelow in order to incorporate screen in the LED contract and AS confirmed they were just checking it is reflected correctly. The main concern is the rights

[REDACTED]

Timings will be discussed as everyone is trying to get something up. Works timetable will be as an appendix to the contract.

**5. WHU event Hospitality service levels**

Outstanding issues to be resolved are: [REDACTED]

[REDACTED]

Delaware North have advised that it will not be in place for the Friendly game on 7<sup>th</sup> August. The customers are clients of WHU, but how it is delivered is down to the operator.

[REDACTED]

LL to send figures on [REDACTED] from DN to AS. To be reviewed after AC/DC.

LL

**6. Europa League seating options**

Seating options for the Europa League game was raised at the Steering Group This issue is between LLDC for seats, WHU and LS185 as operators.

[REDACTED]

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

[REDACTED]

[REDACTED]

[REDACTED]

**7. Capital Improvements**

AS ran through list with [REDACTED] and Darren Raczkowski:

- Levelling surface – let Alan know if any authority problems
- Terroplast – order in next 24hr. How much artificial grass to add on top –DR to get but E20 agreement to do it. GG to consider colouring – safety issues to be considered.
- Premier league to finalise tomorrow – trauma: 40 meters from players bench at Arsenal and Wembley. Needs to be sealed properly. At stadium 50-60.
- Broadcast rooms doing & agreed.
- Fencebox agreed.
- Check not anything else to be done in additional.
- [REDACTED]

**8.**

[REDACTED]

**9. AOB**

[REDACTED]

**DS**

[REDACTED]

**DS**

Site utilities – make sure they are provided by E20. DS working on internet connectivity costs to WHU – included in definition and agreed with WHU to pay 50%.

LAN, fortress, firewall maintenance costs (clause 12.2 of schedule 2) – adjustments of maintenance costs to cover but this is not part of contract – DS to send to AS.

**DS**

LS185 queried if any savings are made on capital contributions, could they be used on capital costs? AS explained that the E20 Board need specific costs for specific items. AS needs to count back to Board and demonstrate it is for benefit of stadium. Need accountability of stadium.

**AS**

Second tier sponsorship – Alan to send paper sent to Board to LL.

AS asked LS185 to consider other opportunities such as resources that E20 can help with. E20 are open to discussions and asked LS185 to think about how they can support. LS185 recognises E20 are trying to help and appreciate the support.

SHELL event was discussed. AS is waiting for Balfour Beatty to come back on the note sent about timings and contract.

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Thursday 21<sup>st</sup> July 2016

**Time:** 15:00 – 17:00

**Venue:** LLDC Offices, Level 10, 1 Stratford Place, London, E20 1EJ

**Attendees:** Alan Skewis (E20 Stadium LLP), Martin Gaunt (E20 Stadium LLP), Linda Lennon (LS185), Graham Gilmore (LS185), [REDACTED] (LS185)

**Apologies:** Damien Stephan (LS185)

<b>1. Minutes of previous meeting</b>	
<p>CM to change the Newham logo.</p> <p>[REDACTED]</p> <p>Europa League – there is now a common place on what is being done and how the seats are moved. It is noted that the event owners (UKA) are not happy with setting up for seat moves after the event. This is to be reviewed after the event about Europa League, as long as Steve Riley is comfortable with relocating lower tier to balance numbers.</p>	<p><b>CM</b></p> <p><b>DS/MG</b></p>
<b>2. Stadium Handover</b>	
<p>Certificate received from E20, which VINCI Facilities are going through along with the WAC documents to ensure forms are matching.</p> <p>The JLAB is not treated as full certificate. A letter is expected next week for forma handover. GG raised concerns about completion of stadium, with T-Minus snag numbers expected to go down to get to a place of genuine snags. An asset survey is being done by VF and independent consultant to look at documents. It is noted that a time periods kick in. MG is interested to understand process so will discuss with GG and [REDACTED] (E20).</p>	<p><b>MG</b></p>
<b>3. KPI Dashboard</b>	
<p>LL gave an update on Heineken, which is nearly completed except two points that DS is to check. There are issues with [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

<p>[REDACTED]</p> <p>Section 3 – look and feel, and screen usage – E20/LS185 and WHU to agree rights to who can put on, when etc. Kiosks branding has been sent through by WHU and it has space on for soft drinks. LS185 are going back on the inclusion of the Betway logo.</p> <p>LS185 are having a debrief on GNR and will provide costs thereafter.</p> <p>[REDACTED]</p> <p>Shell Eco Marathon has only one potential weekend to come back in 2017. LS185 are in discussions for other events, [REDACTED]</p> <p>[REDACTED]</p> <p>Community track use was discussed and AS agreed to check the contract for timing. There is an obligation to provide the community track in September 2017 for Newham Beagles. E20 supports wanting people to do things on it once in a while, with certain exclusions such as having no use of changing room etc. It is LS185's to use from now. The charges outlined in the contract are for Beagles and other community projects only so a separate rate card should be provided. ActivePark people run the event, but it is LS185 to open up and oversee.</p>	<p><b>AS</b></p>
<p>4. [REDACTED]</p> <p>MG is collating views from LLDC and Newham, and then will come back. Initial thoughts are that text on [REDACTED] are not needed. The next step is for MG and DS to discuss together.</p>	<p><b>DS/MG</b></p>
<p><b>5. Annual Report</b></p>	
<p>MG to provide comments to LL.</p> <p>Updated on other plans are as follows:</p> <ul style="list-style-type: none"> <li>• Community engagement plan – submitted for planning condition. E20/LLDC to provide any further comments</li> <li>• Exit plan to be submitted asap</li> <li>• Jobs &amp; Apprentice Plan to be submitted by 13<sup>th</sup> August 2016</li> <li>• Business Continuity Plan to be submitted by 13<sup>th</sup> October 2016</li> <li>• Environmental Sustainability Plan to be submitted by December 2016</li> <li>• VF looking to submit a skeleton draft of the Landscape Plan for the planning condition. Chris Mankelow and [REDACTED] in contact.</li> </ul>	<p><b>MG</b></p>
<p><b>6. AOB</b></p>	
<p>Change request log:</p> <ul style="list-style-type: none"> <li>• Contract track – to get 13 through. Funds agreed, just needs signing off</li> <li>• [REDACTED]</li> </ul> <p>The learning zone will be done by the end of September at the latest, once other room moves have been completed.</p>	

[REDACTED]	
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***Date of next meeting: 10<sup>th</sup> August 2016***



**LS185 KPI MONTHLY MEETING**

**Meeting date:** Wednesday 10<sup>th</sup> August 2016

**Time:** 14:30 – 16:00

**Venue:** LLDC Offices, Level 10, 1 Stratford Place, London, E20 1EJ

**Attendees:** Alan Skewis (E20 Stadium LLP), Martin Gaunt (E20 Stadium LLP), Graham Gilmore (LS185), Damien Stephan (LS185), [REDACTED] (LS185)

**Apologies:** Linda Lennon (LS185)

1. Minutes of previous meeting	
Newham logo on Community Engagement Plan needs to be changed	CM
[REDACTED]	DS
MG to speak to [REDACTED] about asset survey.	MG
Alan emailed back on community track.	
Capacity increase costs – moved on.	
[REDACTED]	DS
Annual report comments to be sent to DS.	MG
Community engagement plan comments – main point is that it is vague and not committed to any deliverables. No confidence that things happening on the ground and resource to do it. Head of Community at LLDC, [REDACTED] Martin, rep at Newham and LS185 to meet to go through in more detail and develop how to deliver.	MG
Exit plan received.	
Jobs and apprenticeship – cost analysis to be provided this month, mark-up has changed (not 30% of LLW and discussed the changes – 21/22%) reviewing with OCS the differences in roles to respond to the concern of [REDACTED] Prepare explanation as to why costs not explained.	DS
Chris chased [REDACTED] for landscape plan. LS185 to prompt too.	CM
[REDACTED]	DS/MG

[Redacted]

**2. KPI Dashboard**

[Redacted]

Section 3 – change requests – sent over a number of signed requests to LS185 but disagreement with management fees to manage and oversee project (invoicing, preparations). E20 position that investments for stadium long term – stripped down management fees are to benefit of LS185 and E20 investments and so do not expect to charge management fee on top. LS185 are proceeding with change requests but commercially. LL and AS to discuss due to disagreement.

Section 4 – costs from 14/17 July – are they agreed with LBN? Reconciling costs and internal meeting tomorrow and meet LBN next week to discuss them.

Good catering outcomes from WHU games.

Section 5 – [Redacted]

Section 9 – [Redacted]

Section 11 Event sourcing [Redacted]

<p>Section 12 – KPIs – no comments. E20 to support LS185 concerns with pitch use after games (conditions/quality, staffing, H&amp;S issues).</p>	
<p><b>3. Feedback from West Ham matches</b></p>	
<p>Feedback more fully in formal document – [REDACTED] to send compiled information.</p> <p>Event reports – will send something but need to agree for long term an alternative as purpose of KPI report is to look at trends. E20 request reports. WHU late requests for hospitality catering was raised.</p>	<p><b>DT</b></p>
<p><b>4. [REDACTED]</b></p> <p>[REDACTED]</p>	
<p><b>5. LS185 Contract Review</b></p>	
<p>Process – dates in diary:</p> <ul style="list-style-type: none"> <li>• Next Friday to discuss excusing event relating to handover.</li> <li>• 25<sup>th</sup> Aug – MG meeting DS and LL on early information. After send through final info for 6<sup>th</sup> Sep.</li> <li>• Schedule deep dive for mid-September to go through information outside of formal board setting.</li> <li>• E20 board on 6<sup>th</sup> October where invited Linda along to report reflection of contract so far.</li> </ul> <p>[REDACTED]</p>	<p><b>MG</b></p>
<p><b>6. AOB</b></p>	
<ul style="list-style-type: none"> <li>• When in discussion with concert promoters is there is way to secure complimentary tickets for E20/stakeholders? Depends on relationship with concert promoter. In schedule 2 of contract priority for E20 to purchase tickets. Secondary to negotiations.</li> <li>• Stadium tours – soft launch, full tour on Friday. GG walked without headphones and will feedback to DN. WHU commercial interest as it goes through coffee shop. Not a bad start but could improve. MG to tour. Review from standard today.</li> <li>• Maintaining separate bank account for catering as concession agreement requirement which passed to operator agreement. [REDACTED]</li> <li>• AS congratulate on the weekend. [REDACTED]</li> </ul>	



***Date of next meeting: 14<sup>th</sup> September 2016***

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Wednesday 14<sup>th</sup> September 2016

**Time:** 14:30 – 16:00

**Venue:** London Stadium, Queen Elizabeth Olympic Park, London, E20 2ST

**Attendees:** Linda Lennon (LS185), Martin Gaunt (E20 Stadium LLP), Damien Stephan (LS185), [REDACTED] (LS185)

**Apologies:** Alan Skewis (E20 Stadium LLP), Graham Gilmore (LS185)

1. Minutes of previous meeting	
<p>Change request for [REDACTED] to be sent. LS185 have meeting with [REDACTED] (WHU) and DN about [REDACTED] functions. Clear in agreement that to be funded by E20 until October.</p> <p>[REDACTED] leading on asset survey.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>No further comments on annual report.</p> <p>Community engagement moving on.</p> <p>LLDC and Newham will write to LS185 to feedback on jobs and apprenticeship plan:</p> <ul style="list-style-type: none"> <li>• Concern on no named person driving</li> <li>• Need to see actions to increase numbers and how to fill apprenticeships</li> </ul> <p>LL confirmed there are meetings with sub-contractors to drive. Beginning to build up data so the initial report is a snapshot. [REDACTED]</p> <p>[REDACTED] LS185 are now collating data and sitting down with sub-contractors to develop certain areas.</p> <p>E20 Board meeting is dependent on deep dive meeting as to whether to present slides and in what format.</p> <p>LS185 to chase landscape plan.</p>	<p><b>DS</b></p>

<p>[REDACTED]</p>	<p>MG/AS</p>
<p>Feedback from games sent through.</p> <p>Catering bank account to be set up to have transparency with WHU.</p>	
<p><b>2. KPI Dashboard</b></p>	
<p><i>Section 1:</i></p> <ul style="list-style-type: none"> <li>[REDACTED]</li> </ul>	<p>DS</p>
<p><i>Section 2:</i></p> <ul style="list-style-type: none"> <li>[REDACTED]</li> </ul>	
<ul style="list-style-type: none"> <li>Re-submit section after updated. KPI dashboard audience to be considered as well as timetable of meetings. LS185 are to date it the date sent to E20.</li> </ul>	<p>CM/DS</p>
<p><i>Section 5:</i></p> <ul style="list-style-type: none"> <li>Event management and licensing –</li> <li>Ticketing numbers tbc due to tickets still being sold. E20 requested for the report to provide details about timeline. WHU provide daily reports to Head of Safety and Security on numbers sold and they should also provide ticket manifest 72 hours before game.</li> <li>Love Football event – referred by Ben Fletcher as one of LLDC community plans and LS185 have on site meetings with event team.</li> <li>RFL – final hire agreement under review due to other event so no commercial issue.</li> <li>Waterfront – LL had a phonecall with Anthony Hollingsworth about events on waterfront, who advised section 106 planning would prevent a parking opportunities. It is possible to sell associated parking as part of an event but this would be dependent on numbers, for example pop up ice rink or Christmas trees. E20 would support LS185 on this.</li> <li>Car parking on site is being discussed with [REDACTED] as part of shop parking. AS spoke to [REDACTED] about event days and spaces for conferences.</li> </ul>	

<p><i>Section 9:</i></p> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul> <p><i>Section 12:</i></p> <ul style="list-style-type: none"> <li>• Growlights being brought by LS185. Power costs to be recouped. Letter to be drafted after Friday.</li> <li>• Comments on 3&amp;4 with format issues</li> <li>• No comments on police incidents as no arrests made, but LS185 will update comments.</li> <li>• Update before deep dive.</li> </ul> <p><b>LS185 to revise dashboard and resubmit to E20.</b></p>	
<p><b>3. Change requests</b></p>	
<p>Screen operations are about to be installed and turned on for October. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p>MG</p>
<p><b>4. WH Matchday Operations</b></p>	
<p>Ongoing discussions taking place.</p>	
<p><b>5. LS185 Contract review</b></p>	
<p>LS185 are re-formatting the review and will submit to E20. This will include long term projections and looking at the bigger picture.</p>	
<p><b>6. AOB</b></p>	
<p>[REDACTED]</p> <p>Issues with jumbo screen equipment and content.</p>	

*Date of next meeting: December 2016*





E20 have asked Chris Allison to review egress as prior plans in place are now not suitable

LS185 have a new Marketing and Communication Manager, [REDACTED] in place.

The ticketing system is working now so customers can purchase tickets through the London Stadium website. [REDACTED]

*Section 2:*

The Voids meeting has taken place, with conflicting views on the way forward. LS185 will continue to steward and monitor area, with the additional signage up.

Policing falls to LS185 at present. LL agreed with [REDACTED] that this will be dealt with on a match by match basis, which will be an event cost for LS185. A meeting is to be set up to discuss previous costs, look at previous evidence and see what has happened since.

[REDACTED]

[REDACTED]

MG

LL

*Section 3:*

[REDACTED]

*Section 4:*

Damages to be recharged where can.

MG/DS

*Section 5:*

LL outlined current status of concerts in 2017.

*Section 7:*

To be sent through as was missing from final report.

*Section 9*

As per Septembers deep dive meeting

MG to come back with a way forward to pay LS185 once he has looked at history.

*Section 10:*

MG gave an update on East Stand movements. LS185 asked for the pitch seeding to be given consideration too.

MG

*Section 11:*

Conversations are ongoing with [REDACTED] as the venue is in a pool of venues so will go into a tender process. There is a meeting also with WHU

<p>to discuss process.</p> <p><i>Section 12:</i> MG to look at this and send any queries. Since the KPI dashboard was submitted, LS185 have been made aware of software issue with floodlights.</p>	<p><b>MG</b></p>
<p><b>3. Change requests</b></p>	
<p>As per separate spreadsheet circulated by MG.</p>	
<p><b>4. AOB</b></p>	
<p>A separate meeting for LS185, E20 and LLDC to discuss South Park Lawn implications. This can take place with Nicolas in Linda's absence, with Graham as support. E20 outlined that site investigations are needed to prepare for developments. LS185 reminded that this impacts on revenue for E20 as well as LS185 business plan. The licenses are in Steve Riley's name.</p> <p>Positive news on concerts have been [REDACTED] [REDACTED] This is still live and there is keen interest but media coverage needs to be kept positive.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<p><b>LS185/E20</b></p> <p><b>MG</b></p>

**Date of next meeting:** 16<sup>th</sup> December 2016

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Friday 16<sup>th</sup> December 2016

**Time:** 14:30 – 16:00

**Venue:** London Stadium

**Attendees:** Martin Gaunt (E20 Stadium LLP), Damien Stephan (LS185), [REDACTED] (LS185)

**Apologies:** Alan Skewis (E20 Stadium LLP), Linda Lennon (LS185), Graham Gilmore (LS185)

1. Minutes of previous meeting	
[REDACTED]	
[REDACTED]	<b>MG/DS</b>
<p>Reporting: E20 are happy to slim down obligations and LS185 are to propose how to report to E20. For the January quarterly finance review, it makes sense to have a quarterly review and KPI at same time. There is a need to keep the KPI as a monthly report.</p>	<b>LS185</b>
<p>Digital screen: meeting on Tuesday 20<sup>th</sup> December.</p>	
[REDACTED]	
[REDACTED]	
<p>Additional costs: [REDACTED]</p>	<b>DS</b>
<p>East stand: no final decision made on position for summer 2017.</p>	
<p>Previous dashboard: MG had no queries with section 12 of the October/November dashboard.</p>	
<p>South Park meeting has happened. [REDACTED]</p>	<b>DS</b>
[REDACTED]	

<b>2. KPI Dashboard</b>	
<p>Section 2:</p> <ul style="list-style-type: none"> <li>[REDACTED]</li> </ul> <p>Section 4:</p> <ul style="list-style-type: none"> <li>DS clarified that the disabled seats for concerts are supposed to be on the East side so as the stand will be kept forward, there is a need to move these to the North Stand, displacing area at the scoreboard bar.</li> </ul> <p>Section 6:</p> <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul> <p>Section 9:</p> <ul style="list-style-type: none"> <li>Financials will be updated for January session</li> <li>[REDACTED]</li> </ul> <p>Section 12:</p> <ul style="list-style-type: none"> <li>MG asked if the costs for the damage to the summer seat cover which are noted as being charged back to transformation had been raised to them. This will be included in handover meeting on Tuesday. DS to brief DR to explain what and how much, what issue it has caused etc before the meeting.</li> <li>Operational contract change – momentum chasing to enter into contract with LS185 as not work anymore for E20. Cannot enter into contract if not sure contract change agreed. MG to ask Chris Mankelow to pick up with DS.</li> </ul>	<p>DS</p> <p>MG</p>
<b>3. Change requests</b>	
As per separate spreadsheet circulated by MG.	
<b>4. Jobs and Apprenticeship Report</b>	
The quarterly report has been sent to LLDC and Newham. No comments have come back so far, but MG will forward any queries.	<b>MG</b>
A letter was sent following actions of contract review about accreditation system and this is now being discussed with two different solutions, both of which can record information of staff to help this process (i.e. post code and age) and to collect data.	
MG agreed to get agreement on apprentice pay. .	<b>MG</b>
<b>5. AOB</b>	
[REDACTED]	
MG fed through that the LLDC events team are not getting advance notice from LS185 on events going on in stadium on non-match days, which could cause impact on other things going on in the park, gas main issue for example. There is a need to co-ordinate events/issues on both sides so a fortnightly list of events (start and finish	

times, plus attendee numbers) would be useful. LS185 to call Peter Tudor to discuss.

**CM**

***Date of next meeting:*** 13<sup>th</sup> January 2016

**LS185 KPI MONTHLY MEETING**

**Meeting date:** Friday 13<sup>th</sup> January 2017

**Time:** 11:00 – 12:00

**Venue:** E20 Offices

**Attendees:** Alan Skewis (E20 Stadium LLP), Martin Gaunt (E20 Stadium LLP), Linda Lennon (LS185), Graham Gilmore (LS185), Damien Stephan (LS185), [REDACTED] (LS185)

**Apologies:** None

1. Minutes of previous meeting	
Previous minutes read and agreed.	
2. KPI Dashboard	
MG asked how hospitality sales were going. LS185 will get a better understanding after MT meeting with Keith Prowse next week.	
Funfair on Waterfront – same as last year and returning this year in February half term and Easter.	
[REDACTED]	
[REDACTED]	DS/MG
New finance figures to be inserted.	DS
[REDACTED]	CM
New Dashboard to be circulated.	CM
KPI's increasingly applying.	
3. Change requests	
Some agreed between [REDACTED] and Damien, and is being processed for payment. Screen agreed and DS to draft. MG drafted one for utilities.	DS/MG
4. AOB	
[REDACTED] E20 confirmed that they will be supportive anything that helps on a cost saving for ingress & egress, or that is safe. Should also pursue at egress meeting.	

**Date of next meeting:** 8<sup>th</sup> February 2017