



E20 Stadium LLP – Board Meeting 28.02.17

Exempt Information: This Agenda is exempt from disclosure pursuant to Section 43 of the Freedom of Information Act 2000, in that it contains commercially confidential information.

Meeting: E20 Stadium LLP
Date: 28.02.17
Time: 10:00 – 12:00
Meeting Venue: LLDC Offices – Marketing Suite

Member Representatives Expected: Nicky Dunn (Chair), Keith Edelman (LLDC), Lester Hudson (NLI), Katharine Deas (NLI) David Gregson (LLDC)

Ex-Officio Members: David Goldstone (LLDC)

Also Expected: Alan Skewis, s.40 (All E20); s.40 (NLI); Gerry Murphy (LLDC), Chris Allison (for item 2)

Apologies: Kim Bromley-Derry (NLI), Martin Gaunt (E20)

Agenda:

1. Minutes of meeting held on 31 January
2. Stadium safety and egress
3. Director Update
4. Naming Rights
5. Relocatable Seating System
6. LS185 Business Plan
 - a. E20 Overview
 - b. LS185 Business Plan
7. AOB

Dial-in numbers

United Kingdom Freefone: s.31

United Kingdom Primary: s.31

Chairperson passcode: s.31 then #

Participant passcode: s.31 then #

Item: 2
Subject: Safety and Security in and around the London Stadium
Meeting date: 28 February 2017
Report to: E20 Stadium LLP Board
Report of: Alan Skewis, based on work by E20 Safety Consultant (Chris Allison)

1. SUMMARY

- 1.1. This report provides the Board with an overview of safety and security inside and outside the stadium. Chris Allison is attending the meeting to answer questions from the Board.
- 1.2. The report is provided to inform the monthly E20 Board review of safety and security matters, including its attitude to increasing capacity above 57,000 for football matches.
- 1.3. The report reflects significant improvement on all 18 recommendations for safety and security inside the stadium. However, it reflects a significant number of ingress / egress issues that remain unresolved.

2. RECOMMENDATIONS

- 2.1. **NOTE** the Report
- 2.2. **AGREE** that the capacity for football matches should remain at 57,000. It would be premature to increase capacity based on the current position on stadium and egress issues, and the next game being against Chelsea on the evening of the 6 March.
- 2.3. **AGREE** that E20 should contribute to egress cost where it is legally has to (i.e. where it has to manage people across the Westfield estate), but not for Westfield restricting access to stadium event users, or managing their shopping centre on event days.

3. FOOTBALL MATCH DAY OPERATIONS INSIDE THE STADIUM

- 3.1. Since the challenges faced at the start of the season, significant work has been done by all parties to resolve the problems and to create a match day experience that is safe and secure.
- 3.2. Appendix 1 sets out progress on the recommendations of the review in October 2016, the vast majority of which have been completed (Chris Allison rates 14 Green and 4 Amber).
- 3.3. The major area of ongoing work relates to the whole system of resourcing the stewarding operation which still needs significant work. It should also be recognised that the overall number of stewards that are now required has significantly increased because of a range of factors, including the behaviour of some of the spectators, security matters and the wide egress footprint that LS185 are responsible for
- 3.2. There is strong evidence of far greater partnership working between West Ham and LS185 at the tactical level and the barriers to the pre-deployment of police inside the stadium have been overcome. Some of the challenges at the strategic level are best shown by a tweet from Karren Brady. In it, she indicated that once the stadium gets an increase in capacity, she would allow spectators who had been moved because of

their behaviour to return to their original seats in what is now a seat kill area. This would be a retrograde step and LS185 are well aware of the challenge this would create.

- 3.3. While there has been no major crowd trouble inside the stadium since the Chelsea match, it is important to ensure that the stewarding and the evidence gathering operations continue in their current form to target unacceptable behaviour which is still sadly occurring. While this is only perpetrated by a minority of supporters, any repeat of the disorderly scenes will result in significant media coverage, much of it replaying the problems from the start of the season. This is not lost on the LS185/West Ham/Police partnership who are jointly working to try to prevent such incidents.

4. EGRESS PLAN

Legal / Planning Position

- 4.1. E20 has an obligation to work with the legal and planning parameters. The section 2009 s106 agreement for Westfield requires them to allow access for the general public to have access on foot at all times across defined Public Access Routes, which comprises the town centre link bridge, steps and area immediately adjoining the northern ticket hall which link to the TCLB, the Street (not including the Cow and Jamie's passage/routes) and the ground floor of the Mall up to the point where it links through to the International station.
- 4.2. Under the terms of the s.106, the Public Access Routes can be subject to Permitted Closures, which means the temporary closure of these routes for reasons of public safety, maintenance and construction activity. Westfield is obligated to seek the prior approval of the Council where it intends to temporarily close these routes. The s.106 is silent on who decides or what constitutes public safety reasons or interests. Stadium events over 20,000 are argued to be such a case. Alan this is not in the s.106 so it would be helpful to explain this 20,000 trigger.
- 4.3. This means that E20/LS185 and Westfield have to work together where stadium event goes cross their estate.
- 4.4. The plans to date have minimised where stadium event goes cross the Westfield estate to reflect this, but an egress plan is currently unavoidable without crossing Westfield land at the Northern Ticket Hall or Stratford International Station.
- 4.5. It is proposed that E20 contribute where it is legally has to (where it has to manage people across the Westfield estate), but not for Westfield blocking access to stadium event users, or managing their shopping centre on event days.

Current Egress Plan

- 4.6. It is accepted by all partners that the current egress plan is over-complicated, resource intensive and the fact that it is run from two separate command centres has the potential to build in risk.
- 4.7. The current plan for football sees access to the Westfield estate being blocked near the Cow and near Jamie's Italian, meaning that most spectators wishing to enter Stratford Regional Station on egress are fed into Montfichet Road.
- 4.8. Those on the north side of Montfichet are fed into the Northern Ticket Hall (NTH), while those on the south side are fed up the "Forever 21" steps and over the Town Centre Link Bridge.
- 4.9. LS185 are responsible for the egress operation from the stadium to the kerb line at the Westfield premises and now run this from a command centre **s.31** where all partners, including a Westfield liaison officer, are present.

- 4.10. Westfield are responsible for the management of spectators on their property and run their operation from a dedicated egress control room inside their Management Centre.
- 4.11. The current arrangements are estimated by Westfield to cost £30,000 - £40,000 per event. E20 have been clear with Westfield that E20 will not pay for cost relating to their management of the estate. A figure of £15,000 payment has been agreed as an interim E20 contribution to date, but on the clear understanding that this is a short term arrangement for the initial football matches. E20 believe that now is the time to review the financial contribution and arrangements options above.

Future Egress Plan Options

- 4.12. Considerable work has been done with LS185, Westfield and TfL to develop a new less complicated and less costly plan. Agreement in principle was obtained for a plan which would see all football spectators from both sides of Montfichet Road being fed into the NTH while Westfield customers were diverted up the Forever 21 steps and over the TCLB.
- 4.13. All parties agreed to work on detailed plans but this became derailed by a requirement from Westfield that LS185 sign a legal agreement to operate on their property and take out additional insurances.
- 4.14. E20 believe managing spectators over the c.10 metre part of the route between Montfichet Road and the Northern Ticket Hall is a reasonable request of LS185. LS185 have, with some justification, resisted taking on wider additional responsibilities in relation the implementation of contingency plans and would increase the risk to them in the event of an incident.
- 4.15. After seeking legal advice, LS185 have declined to sign such an agreement but have agreed to deliver football spectators to the NTH or TCLB in any configuration that is required.
- 4.16. Following LS185's decision, an email was sent to all parties setting out what are now believed to be the three possible options. These are illustrated in the slides on Appendix 2:-
 - 4.16.1. **Option 1:** The new plan, as has been discussed, is put into operation. LS185 would manage the football spectators to the kerb line as they currently do and then Westfield would manage the supporters as they make their way over Westfield property into the NTH. This plan would also see all Westfield customers who leave the lower ground floor doors during mass egress being directed up the Forever 21 steps and over the TCLB. To enable this to occur, a new barrier plan would be put in place in the NTH. In the event that the NTH closes, football spectators would be encouraged to go to the east as per the current dispersal plan. A decision on whether any are allowed over the TCLB would be a matter for Westfield who would want to have in place the appropriate resource either to prevent them from doing so or to allow them to do so but under control.
 - 4.16.2. **Option 2:** An alternative could be that LS185 combine the two queues of football supporters further back from the NTH on Montfichet Road, placing them all in the east bound carriageway. They would then arrive at the NTH as they currently do and the existing barrier configuration could be used, although all Westfield customers should go up the Forever 21 steps and over the TCLB as per the new proposed plan at option 1. This would prevent the problem of the lower ground floor of Westfield becoming too crowded when the NTH gets congested. In the event that the NTH closes, football spectators would be encouraged to go to the east as per the current dispersal plan. A decision on whether any are allowed over the TCLB would be a matter for Westfield who

would want to have in place the appropriate resource either to prevent them from doing so or to allow them to do so but under control.

- 4.16.3. **Option 3:** The existing plan continues to be used and costs are driven out wherever possible.
- 4.17. Westfield has been asked to consider their position and at the time of writing this report, they are still doing so.
- 4.18. The approximate costs of each option are set out in the attached plans. This clearly shows that there is an overall cost saving for E20, especially in moving to option 2.
- 4.19. For the medium term, work is continuing with TfL on the feasibility of alternative entrances to Stratford Regional Station in an effort to reduce the demand at the NTH and TCLB. The two that appear the easiest are:
 - 4.19.1. to open an entrance at Gibbins Road which is off Carpenters Road (see slide in Appendix 2)
 - 4.19.2. to create an entrance on Montfichet Road opposite 1 Stratford Place by placing a flat bridge over an unused siding so allowing access to the platform and the eastern tunnel below (see slide in Appendix 2)
- 4.20. Because of the scale of the regeneration in the area, it is clear that fundamental improvements will be required at Stratford Regional Station to cope with the passenger numbers on both event and non-event days. This has also been discussed with TfL and work looking at longer term options is underway.

5. NON FOOTBALL EVENTS

- 5.1. Sections 3 and 4 of this report focus on the football events, which present the greatest challenge in terms of spectator behaviour, volumes of visits and conflicts with shoppers due to the timing of ingress and egress.
- 5.2. The starting point for the stakeholders for any non-football event over 20,000 spectators has been to replicate the football plan. This would be unnecessary in most cases.
- 5.3. It is important for LS185, Westfield, and LBN Licencing to recognise that other events will require different arrangements. In particular:
 - 5.3.1. The vast majority of the 16 ParaAthletics Championships days will attract under 20,000 compliant spectators to week day daytime sessions. Some sessions could be below 10,000 spectators. The arrangements for these should be much reduced, or indeed potentially operate without special arrangements in place
 - 5.3.2. While over 50,000 spectators per session, the compliant nature of the IAAF Athletics Championships should reduce the level of stewarding
 - 5.3.3. Egress from the 4 concerts is after 10.30pm, so the interaction with shoppers will be minimal. Concert ingress, however, is at peak commuter time (5pm-7pm), so will create similar issues to an evening football event

Appendices:

- 1. Update on Recommendations from October 2017 Stadium Safety Review
- 2. Slides showing Options and their Associated Costs

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E20 Board Meeting 28 February 2017
Item 2, Appendix 2:
Egress Slide Option and Associated Costs

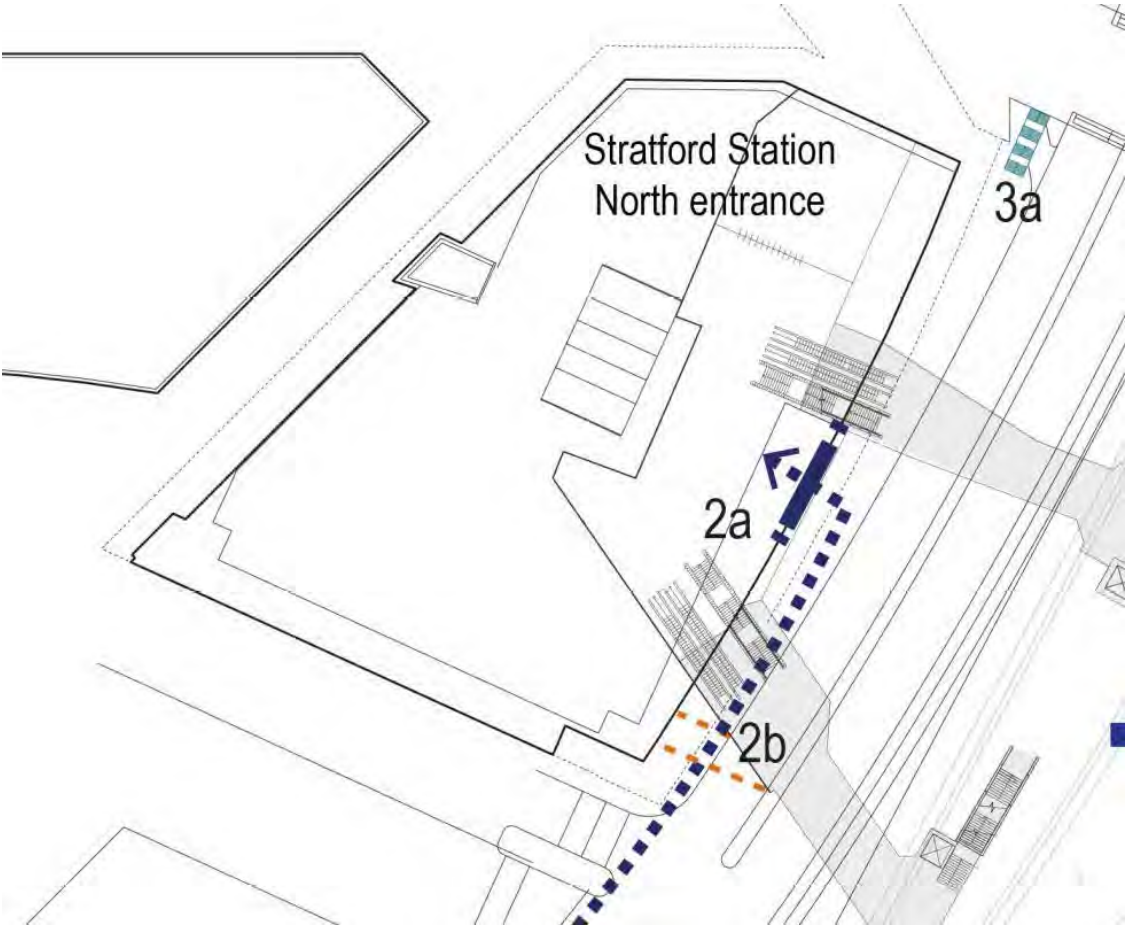
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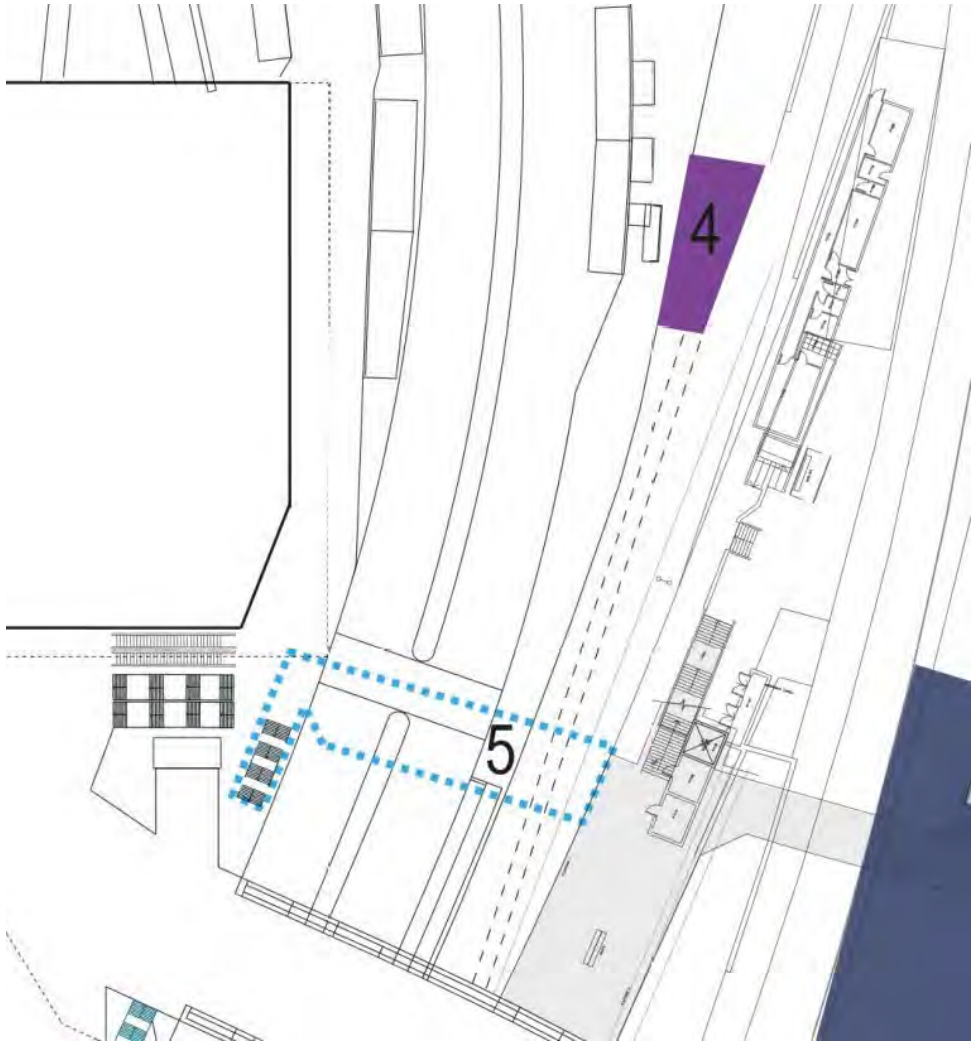
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Extra Entrance off Montfichet Road avoiding Northern Ticket Hall



Extra Entrance by Covering Overground track at Platform 12b



Subject: E20 Director Update

Meeting date: 28.2.17

Agenda Item: 3

Report to: E20 Stadium LLP Board

Report of: Alan Skewis, Director of E20 Stadium LLP

1. SUMMARY

- 1.1. This report provides the E20 Stadium LLP Board (“the Board” or E20) with an update from the Director and E20 team on various work streams. It does not replicate information contained in other papers on the agenda.
- 1.2. The venue is in a run of three months of successful events without major incident. Looking ahead, the upcoming fixture against Chelsea, Spurs and Liverpool will generate challenges, and Board papers recommend remaining at 57,000 capacity for now.
- 1.3. The number of risks, disputes and unresolved issues remains a concern. The position with Vodafone is the most significant change since the last meeting.

2. RECOMMENDATIONS

- 2.1. The Board is invited to:
 - 2.1.1. **NOTE** the report
 - 2.1.2. Note the position on the discretionary fund, and **AGREE** to delegate up to £80,000 of spend to be approved by NLI and LLDC representatives for Power and data for the East Stand digital LEDs

3. HEALTH AND SAFETY REPORTING

- 3.1. A health and safety summary report by LS185 is attached in Annex 1. This report will be provided to all future E20 board meetings. There are no RIDDOR incidences reported in January and 21 medical incidences, 20 of which are minor. The major incidence is the cardiac arrest at the Manchester United match. There are no accidents or incidences reported on non-match days throughout the month.

4. E20 KPIs

- 4.1. E20 proposes to establish and track progress against Key Performance Indicators. These are outlined at annex 2. They define the key targets E20 needs to meet if it is achieve its financial and broader community objectives – it will focus attention on the most important areas. The KPIs can be adjusted based on any Board feedback, and will be finalised in the upcoming E20 Business Plan. E20 will then report on progress in this format at each Board meeting.
- 4.2. The first ten E20 KPIs all depend to a considerable degree upon the performance of LS185. This highlights the obvious importance of the Operator to E20’s success. To note that these E20 KPIs are in addition to, and complement, the existing LS185 KPIs which were established in the Operator Agreement. The existing LS185 KPIs tend to be more operational – and less commercial – in focus. As well as retaining

their existing KPIs, LS185 will be asked to submit information to assess performance against E20's KPIs.

5. RISKS

5.1. The risk register has been updated. A summary of the risks is set out below.

6. RISKS ARISING FROM STADIUM DEFECTS AND ASSET SURVEYS (RED)

6.1. There has been improved progress on the identification and resolution of stadium defects by Balfour Beatty. Fortnightly progress review meetings are being held with LLDC, Mace and Balfour Beatty to drive closeout of all the remaining defects.

Date	Defects Raised	Closed	Disputed	Under Review	Ready to Inspect	Open
11-01-17	307	209	20	5	40	33
18-01-17	307	209	20	5	46	27
25-01-17	308	221	30	0	33	24
10-02-17	311	234	22	0	35	20

6.2. The most event critical items remain:

6.2.1. Stadium Lighting/Floodlighting – LS185 have submitted a report on lighting/floodlighting control system defects, which included their assessment that there was a significant risk of losing an event if the defect and system deficiencies were not addressed. The defect remains open, but CP Northern (Balfour Beatty sub-contractor) are actively engaged in addressing the issues highlighted.

6.2.2. Public Address System (PAVA) – E20 have approved rectification works to reoccurring critical faults that appear on the system. The costs are to be recovered from Balfour Beatty if it is evident the critical faults arise as a result of a defect. It is hoped that this will close out the defect. The system will remain vulnerable to failure, as it relies on a single system. LS185 have been asked to provide options to improve resilience to the PAVA system by March 2017. These would need to compete for any remaining E20 discretionary funding.

6.3. Permissions have been given to LS185 to address future event critical defects that may arise.

6.4. At the January 2017 board a recommendation to agree the principle of agreeing an excusing event / supplemental agreement with LS185 for the period July 2016 to April 2017 was noted. The legal form of the agreement, and financial amount contained within it are being discussed, with E20 resisting LS185 attempts to widen the excusing events to include deficiencies in the stadium rather than late delivery and major defects from the transformation works.

6.5. The documents will be presented to NLI **s.40** and LLDC (Gerry Murphy) nominees for approval in due course.

6.6. The financial impact could be as much as £800,000. An agreed amount of this will be sought from Balfour Beatty. The balance cannot meet an NPV test it cannot be drawn from the E20 Discretionary fund, the amount agreed will be drawn from E20 working capital.

7. LOGISTICAL MANAGEMENT DURING MAY-SEPTEMBER 2017 (NEW, AMBER)

- 7.1. Good progress has been made on the logistical integration of stadium events, school construction and seat moves between May 2017 and September 2017.
- 7.2. E20 are being clear that LS185 should absorb these costs within the Shell and London 2017 event charges.

8. NAMING RIGHTS (RED, WAS AMBER)

- 8.1. A separate paper deals with naming rights.

9. LS185 PERFORMANCE (RED)

- 9.1. The LS185 business plan is a main item on the agenda. This is the focus for the Board meeting.
- 9.2. The Director retains the view that Vinci are contributing very little added value to LS185, but are stifling LS185's ability to manage the stadium. The arrangements are creating up to £1m per annum duplication and complexity that could be driven out of the overall stadium business plans. The Director agrees that a divorce from Vinci / adoption of LS185 by E20 would create some short term disruption. It has been agreed that the focus for this month's board should assume the current arrangements, with more radical plans presented at a later date.
- 9.3. One further recent issue is worthy of note. Concerns have been raised with LS185 over a **s.43** hire cost supplied "out of the blue" to London 2017. The concerns reflected 2 issues - the level of costs and communication method. These are similar concerns to those raised by other event promoters, WHU and LBN in the past.
- 9.4. LS185 had subsequently explained that the figures were "catch all" figures that had to make large assumptions. This followed repeated requests by LS185 for more precise details from London 2017 that were not responded to. For example, the figures assumed each 16 ParaAthletics sessions would attract over 50,000 spectators. Current session sales are running between 1,500 to 25,000.

10. UNSUSTAINABLE EVENT DAY COSTS (RED)

- 10.1. The LS185 business plan and report on egress focus on event day costs.

11. E20 FINANCIAL POSITION (RED)

- 11.1. The finance paper on the agenda shows a worsening position that is of major concern to the stadium's future use. The position underpins recommendations to the Board to reconsider more radical options regarding future operation and multi-use of the stadium.
- 11.2. Next month the E20 business plan will be presented to the Board. It is likely to ask the Board to consider the need for the following in 2017/18:
- 11.3. Working capital contributions, to ensure E20 are a going concern.
- 11.4. An increase in the £14.2m discretionary fund of c.£1m-£2m to fund additional "spend to save" or critical capital spend items. Annex 3 sets out the current prioritised list of spend items not covered by stadium works to date. The most pressing issues is the installation of power and data for the East Stand digital LEDs (to a maximum of £80,000). The NPV assessment will be positive for this, and there are advantages in getting the system in place. However, the full assessment is not completed at the time of this report. It is therefore recommended that a sum of up to £80,000 is delegated to be approved by nominated LLDC and NLI representatives prior to the next Board meeting.

11.5. There remain a number of disputed items that are reported as contingent liabilities in the financial analysis reported to the Board. Closing these out has proven difficult. E20 staff are seeking to do so before the March 2017 Board meeting. They are:

11.5.1.a. £871,025 of disputed items with LLDC Transformation identified in the discretionary fund

11.5.1.b. £251,250 IPTV

11.5.1.c. Any liability relating to the catering and power dispute with LS185

11.6. The Stadium Lifecycle fund. LS185 asset surveys will conclude by March 2017. Their verbal indications from LS185 are that the lifecycle needs will be c.£2m in 2017/18. This compares to a £0 sum in the Gardner and Theobald report for E20 in 2015.

11.7. The LS185 lifecycle figures will be challenged, and it is E20s intention that E20 resist any non-essential spends on lifecycle. This could limit spend to essential health and safety needs and clear contractual obligations. Although the approach will increase asset quality and contractual and risk, this approach is unavoidable in the current financial position.

11.8. However, Members are asked to note that any agreed lifecycle plan would need to be drawn from working capital, be brought forward from the £5m funds ring fenced by E20 as part of the agreement to allow the Bobby Moore Academy to be built on the stadium island.

12. BOBBY MOORE ACADEMY SCHOOL CONSTRUCTION (AMBER)

12.1. The secondary school continues to progress well on site, with Saturday working being agreed to accelerate the programme and reduce conflicts during London 2017.

13. WEST HAM UNITED RELATIONSHIP (AMBER)

13.1. The relationship with WHU remains challenging, with the club's attitude and approach to partnership having an impact on their relations with all parties. The meeting with the Board in January was effective in getting the message across that E20 are willing to be robust and assert its contractual rights with the club.

13.2. WHU have yet to respond on E20 letter on East Stand mid-tier add diagram

14. DIGITAL SCREEN / s.43 [REDACTED] (AMBER)

14.1. s.43 [REDACTED]

14.2. s.43 [REDACTED]

14.3. s.43 [REDACTED]

14.4. s.43 [REDACTED]

15. STADIUM CAPACITY (AMBER)

- 15.1. The current capacity for football remains 57,000.
- 15.2. Agenda item 2 - Chris Allison's report on stadium safety and security - addresses the safety and security aspects of increasing capacity in more detail. A recommendation in that report is to remain at 57,000 capacity for the current time.
- 15.3. WHU have stated at the Board meeting and in a letter of the 7th February that they will trigger legal resolution of the additional capacity through a court procedure.
- 15.4. E20 have stated to WHU that we do not believe this is the correct procedure. Such a procedure will be public. E20 Members have confirmed proceed and hold firm against WHU assertions.

16. GLA REVIEW (AMBER)

- 16.1. Mayor of London investigation terms of reference have been issued, with work expected to proceed later this month.

CONFIDENTIAL

Annex 1 – LS185 Health and Safety Report

Health and Safety Report

Date of meeting: E20 Board Meeting – 28th February 2017

Subject: London Stadium Accident & Incident (A&I) review – January 2017

Prepared by: s.40 Head of Safety and Security

Presented by: E20

Issues:

This information is provided as part of LS185 best practice to provide E20 with a monthly H&S update. A review of accident and incident data for the month of January has been completed and provided below.

Recommendation:

E20 is invited to:

1. Note the information provided in Table 1.
2. Note the analysis of data from the Accident and Incident (A&I) review
3. Note the information in relation to ongoing personal injury claims being managed by LS185

Background:

The Health & Safety Executive (HSE) strongly urges Directors to keep abreast of H&S in their organisations. One element of this is to report on the accidents and incidents in London Stadium, examine the underlying causes and determine any latent failures in LS185's health and safety management system.

Financial implications:

Potential cost of claims (none at present) and ad hoc consultancy cover.

Staff implications:

None.

Claims:

No identified claims.

Table 1. Accidents and Incident Reports received by LS185 on event days in January

Classification	Man Utd (02/01/17)	Man City (06/01/17)	Crystal Palace (14/01/17)	Total
Medical incidents	4	8	9	21
Of which are minor accidents	3	8	9	20
Of which public/staff	4 public	4 public, 4 staff	5 public, 4 staff	13 public, 8 staff
Of which are RIDDOR	0	0	0	0
Of which were sent to hospital	S.40			
Any additional details				

Table 2. Accidents and Incident Reports received by LS185 on non-event days in January

Classification	LS185	VF	DN	OCS	Other	Total
Medical incidents	0	0	0	0	0	0
Of which are minor accidents	0	0	0	0	0	0
Of which public/staff	0	0	0	0	0	0
Of which are RIDDOR	0	0	0	0	0	0
Of which were sent to hospital	0	0	0	0	0	0
Any additional details						

No incidents have been reported to LS185 by its sub-contractors.

Table 3. Crime and Disorder Figures for January 2017

Classification	January 2017	Cumulative total for season
Stadium Bans	13	134* (see note below)
Stadium Related Arrests	4	Pending figures from MET
Total	17	

* this includes all stadium bans, which could be a one game ban up to an indefinite ban, and includes bans issued at away games as well as those subsequently arrested (includes number in the next row). Please also note that this number can change as appeals are considered.

E20 Key Performance Indicators (subject to agreement by the Board)	Information to be reported to Board	Summary of past month's performance	RAG Rating	Owner (E20 staff member)	Actions	Consequence of failure
1. Ensure safety and security of venue, staff, and public	LS185 monthly Health & Safety Report.	No significant safety or security issues. See separate Health & Safety report, plus agenda item on safety and egress.	Green	Alan Skewis	Continue to closely monitor via LS185, and drive completion of Chris Allison's safety recommendations.	LS185 KPI failure. Major reputational and financial impacts.
2. Drive down West Ham matchday operational costs to [£xxxk] per match by the start of the 2018-19 season [target to be set in business plan following decision on LLW]	Cost per event.	Existing matchday operational costs are running at c£230k/match, comprising £222k LS185 costs and additional £8k E20 egress payment to Westfield.	Red	Martin Gaunt	LS185 and E20 business plans will establish target cost savings. New egress arrangements to be introduced in March 2017.	LS185 likely to fall short of minimum revenues, potentially triggering termination (after 2020). Concession Agreement is unsustainable over long-term.
3. Resolve all contractual matters with LS185 on favourable terms	Update on progress on disputed costs in particular.	Further detailed scrutiny of disputed costs and wifi undertaken and advice shared with Members.	Amber	Martin Gaunt	Awaiting clarity on the linked issue of naming rights. E20-LLDC-NLI negotiating team to then meet with LS185 with view to resolving.	Need for alternative strategy (e.g. terminate Vinci contract).

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E20 Key Performance Indicators (subject to agreement by the Board)	Information to be reported to Board	Summary of past month's performance	RAG Rating	Owner (E20 staff member)	Actions	Consequence of failure
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6. Asset survey and lifecycle replacement plan submitted by LS185 and fed into E20 Business Plan by end March 2017	Briefing session between E20 (inc Member reps) and LS185 in mid March. Outcomes reported in E20 Business Plan.	Asset survey and lifecycle replacement plan under preparation by LS185. Significant financial pressures anticipated.	Amber	S.40	Briefing session to be diarised. Outcomes to be reflected in E20 Business Plan.	LS185 in breach of Operator Agreement. E20 fails to make sufficient provision to maintain and invest in the Stadium.
7. Utilities handed over to LS185 from [April 2017 – tbc], and costs minimised	Handover progress. Forecast/actual vs business plan target.	LS185 accepted principle that utilities should be handed over imminently. Cheaper electricity rates offered by existing supplier.	Amber	Martin Gaunt	Formalise handover of utilities. LS185 to secure cost effective suppliers. Appoint benchmarking expert. LS185 undertake review of metering and building management systems, to drive efficiencies.	Utilities are managed inefficiently, resulting in higher costs for E20 than necessary.

E20 Key Performance Indicators (subject to agreement by the Board)	Information to be reported to Board	Summary of past month's performance	RAG Rating	Owner (E20 staff member)	Actions	Consequence of failure
8. 187 conference & banqueting events held in 2017, as per LS185/Delaware North business plan target	Number of events held to date. Forecast/actual vs business plan target.	LS185 business plan establishes target, to now be tracked against. Anecdotal reports of increasing number of events.	Amber	Martin Gaunt	E20 to support potential LS185 request to Planning Authority to permit greater use of parking spaces (an obstacle to further events at present).	Failure to animate stadium on non-event days and deliver community benefits. Delaware North fail to achieve minimum revenue guarantee.
9. Handover issues and defects resolved, with LS185 accepting commencement of full operating period by [April 2017 - tbc]	Running total of Operator handover claim. Status of Supplemental Agreement. Number of defects outstanding.	Draft E20-Operator Supplemental Agreement under consideration Operator has provided 'handover' claim of £541k for period 13 July 2016 – 31 Dec (under consideration and challenge). Some progress by Transformation in closing out Notification of Defective Work (NDW).	Amber	s.40	Ongoing review and challenge of Agreement and claim. Defects meetings to drive progress, in advance of end of defects liability period (13 July 2017).	Operator Agreement remains in place. But potential for LS185 to refuse to deliver contracted services.

E20 Key Performance Indicators (subject to agreement by the Board)	Information to be reported to Board	Summary of past month's performance	RAG Rating	Owner (E20 staff member)	Actions	Consequence of failure
10. 75% of Stadium employees are LB Newham residents	Quarterly LS185 Job & Apprenticeship Report (inc % local employment figures).	LS185 reported in Dec 2016 only 25% of workforce are LB Newham residents.	Red	Martin Gaunt	Hold LS185 to account in driving progress with subcontractors. Continue to support LS185 via LLDC and LBN community teams, and Workplace. Challenge LS185 on next quarterly update (March 2017).	LS185 in breach of Operator Agreement Priority Theme. Stadium fails to deliver local community/economic benefits.
11. Secure naming rights partner, with first payment by June 2017	Update on milestones to an agreed deal.	Vodafone response to initial terms, and revised proposal made.	Red	Alan Skewis	Secure deal with Vodafone.	Large impact on E20 financial projections. Wifi project delay.
12. Deliver 2017 seating transitions within available time windows and budget	Actual vs planned dates to deliver (e.g. Move 1 target dates 14 May to 23 May). Latest position against agreed budget.	PHD appointed 1 st Feb and planning work underway.	Amber	s.40	Set up Project Governance structure. Appoint project managers (likely to be Mace).	Breach of contractual obligations to LS185, WHU, UKA. Enact PHD contract measures.
13. Event tickets successfully secured and reliably distributed to Members (in support of their strategic objectives)	Tickets to be supplied as per Board agreement.	All tickets distributed to Members in line with Board agreement. West Ham have not been successful in re-selling Executive Box.	Green	s.40	Continued distribution of tickets. Potentially sell Exec box ourselves if West Ham cannot.	Members cannot invite key stakeholders, losing the opportunity to support their strategic objectives.

Item 3, Annex 3: Discretionary Fund Prioritised Potential Spends -

Item	Potential cost (£)	Description	Recommendation	Priority Score	Other Funds could be Drawn from (and strength of E20 case L/M/H)	Level of Risk of Legal Claim if do not proceed (1 1-10 High)	NPV Test (1 No- Yes)	Immediate Urgency (could it be delayed?) 1-10
Capital cost increase of wifi solution (O2 to Vodafone)	870,000 700,000	See separate 31 Jan Board paper. £870k is maximum exposure and actual amount should be less. s.43	Approval of principle at January Board. Delegation to NLI/LLDC of final figure	25	Naming Rights Fee (H) Working Capital (M) LS185 (M)- £150k justified	5 (from LS185 for not proceeding)	As underpins NR deal (10)	No (10)
Power to upper tier LED on East stand	50,000	Board purchased. Supply needed given new location	Approve Highest" spend to save" priority, so budget for funds	23	LS185 (M) Naming Rights (H)	Not in current NR package (5)	Yes (9) Positive NPV assessed.	9- to support secondary income generation
Seating Rail purchase	40,000	Purchase of seat rails in lower tier to accommodate movement of fixed seating between the upper and lower tiers/. Only essential items to be agreed, with request for over £40k and £100k for greater flexibility rejected.	Approve £10,000 essential Reject above £10,000 L	23 - £10k 9 -£40k	None	8 - £10k 4 -£40k	5 - £10k 1 -£40k	9 - £10k 4 -£40k
Draught Beer to General Admission areas	105,200	LS185 claim under review. DN installed to meet GA draught requirements. s.43	Defer until May 2017	21	LLDC transformation (M)	LS185 could have claim, but likely to get wrapped into disputed costs (4)	Yes (8)	Already done, so retrospective (9)
PAVA System Upgrade to improve resilience	100,000		Approve from Discretionary fund	20	LLDC Transformation (M - part)	Risk of losing game and stadium resilience levels being blamed (7)	Only through risk of losing a game (6)	Longer risk allowed to run the higher the risk of an event failure (7)
Additional Air Skates	£250,000	£250k for Airskates improvements to	Approve £200,000 from Relocatable	19	LLDC transformation (L/H)	Higher risk of not meeting WHU	TBD (8)	Yes, if want in for 2017 seat

		current seating system	seat budget £0 from discretionary fund		Working capital (M)	timeline, none with PHD (3)		moves (8)
Boleyn Bar Draught beer	80,000	LS115 WHU assert needed to comply with comparable club. This is an area where they would have the strongest case as is a pub. Original LS185 estimate for £40k now £80k	Defer until May 2017 If agreed in place for new football season but not concerts	19	LLDC Transformation (M - part)	Potential claim from WHU regarding comparable club (6)	Yes, LS185 believe will increase sales at WHU, concerts and non- event days (8)	Mainly related to WHU legal claim, but if not done now will miss opportunity for concert income uplift(5)
Montfichet Rd Improvements	178,000	Replace hired barriers with permanent ones now that the ingress / egress tested	Approve from Discretionary Fund or Working Capital or LBN spend	19	Westfield (L) LBN (M)	Low (2)	Yes – Previous board papers shows payback in less than a year (9)	Not for operations, but needed to start making revenue savings (8)
LS185 claim for handover delay	800,000	Based on LS185 claim of £540k to date, with expectation of further costs by April 2017. Large share expected to be recharged to Transformation / Balfour Beatty.	Approve up to £540,000 Now from Discretionary fund	18	LLDC Transformation (H) FOR % Working Capital (H) LS185 absorb (M)	Legitimate claim from LS185 (7)	No, although no change could lead to risk of LS185 not delivering events (2)	Yes, time limited and needed to secure continued LS185 service (9)
Lower Tier LED on East stand	100,000		Defer, but expect to be Highest priority, so budget for funds	16	LS185 (M) WHU (M)	No (1)	Yes – 10 if proven that LS185 can monetise, showing high £000,000s at present	Only once legal positon clear(5)
Manual override to floodlights	TBC	LS185 costing to resolve an identified risk in losing an event.	Defer until NPV known	16	LLDC Transformation (M)	Risk of losing game and stadium resilience levels being blamed (7)	Only through risk of losing a game (6)	No, as long as accept risk of losing a game (5)
Asset Survey	TBC	Other potential items to invest in may be identified in LS185 asset survey (due	Defer until NPV known (May 2017)	16	LLDC Transformation (M)	LS185 can claim against increased maintenance / operating costs (7)	Likely but TBC - Risk of losing a game and reducedLS185 event costs (6)	No, await surveys by end March (5)
Security Improvements	100,000	AS identified by LS185 report	Approve and delegate to E20 Director up to £100,000 for priority	15	LLDC Transformation where not met specification (M)	Possible from LS185 (3)	NPV test to be done, will be a Yes for some (7)	Yes for highest priority as impact security (8)

			items Defer others until May 2017					Moderate for others as can be managed by extra human resources (5)
Smart Lighting / Metering	100,000	Possible "spend to save" to reduce utilities costs.	Defer until May 2017	14	LLDC Transformation (M - part)	Low (2)	Yes (7)??	Moderate (5)
Academy Bar Upgrade	100,000		Defer until May 2017	12	None	Potential claim from WHU regarding comparable club (6)	No (3)	Only as related to WHU claim (5)
Other Areas draught beer	100,000		Defer until May 2017	12	LLDC Transformation (M)	Potential claim from WHU regarding comparable club (6)	No (3)	Only as related to WHU claim (5)
Contributions to Access to Stratford Station	TBC	Contribution to costs to reduce event egress costs	Defer until NPV known, but expect to be high priority	12 (likely to rise once details known)	TfL (H) CIL/S106 (H) Westfield (L) LBN (M)	No (2)	Not known, but likely to be high (8)	Not currently (2)
Stadium deep clean	100,000	Regarded as maximum E20 may be willing to fund, alongside contributions from others (but noting that a deep clean of the whole stadium is quoted at £1.1m)	Reject total figure Defer on decision on up to £200k for priority areas until May 2017	8	LLDC Transformation (M - part) LS185 (M) Fabric Wrap Budget (L- part)	5 – only if LS85 claim	No (1)	3 (stadium operating, with limited complaints)
London 2017 Community Track Concealment	100,000	Should now not be needed	Reject	6	School (L) London 2017 (M)	London 2017 could but unlikely (2)	No (1)	No longer essential (3)
Additional irrigation pump	13,000	Additional pump to improve resilience	Reject – LS185 should fund	6	LS185 (H)	No (2)	No, unless lose match (2)	No (2)
London 2017 Marquee Sign Concealment	90,000	Cost to conceal West Ham marquee sign, if necessary. Decision depends on if liable for clean stadium	Reject	5-19	London 2017	London 2017 could but E20 resisting (2-9)	No (1)	Seeking to avoid need. If do, then very urgent for August 2017 (2-9)

Subject: Relocatable Seating System

Meeting date: 28.2.17

Agenda Item: 5

Report to: E20 Stadium LLP Board

Report of: Alan Skewis, Director of E20 Stadium LLP and s.40, Assistant Business Manager of E20 Stadium LLP

1. SUMMARY

1.1. This report provides an update on the relocatable seating system. It focuses on the project management of the work, and a proposed incremental improvement.

2. RECOMMENDATIONS

2.1. The Board is invited to:

2.1.1. **AGREE** to purchase a sample Aerofilm unit for up to £30,000 so it can be used in a trial in March 2017, and inform the financial return of purchasing a further units

2.1.2. **AGREE** to the purchase of 25 'air cushions' as spares for the 2017 transition at a cost of up to £30,000 from the seating budget

2.1.3. **AGREE** that LLDC and NLI representatives are able to approve incremental improvement proposals in between board meetings, if they meet the criteria set out in this paper and can therefore be funded from within the 2017/18 seating budget.

2.1.4. **AGREE** to appoint Mace as Project Managers for the relocatable seat moves if reduced resources can be agreed to a revised budget of up to £350,000. £150,000 over spend to be found as savings from within the seat moves budget.

2.1.5. On the basis of the draft seat move sequence and compromised route agreed, **CONFIRM** that E20 support the staging of the Great Newham London Run (2 July), Corporate Relay and Kids Run for Fun (29th June).

3. UPDATE

3.1. PHD are mobilised and have established a site presence in the stadium. On the ground relations with LS185 and other stakeholders are developing well. A day-to day plan of the seat moves has been produced and is provided for information with this report.

3.2. A trial unit is currently being moved in the week 20th March 2017, to test ways to improve the current system and increase levels of familiarity new resources employed by PHD.

3.3. A comparison of the budget agreed at the January 2017 Board and the current position is set out below:

	Approved by Board January 27 2017	Current Position	Change	Update
Contractor Payment	£8,000,000	£8,000,000	£0	No change
Contractor Bonuses	£200,000	£200,000	£0	No change
Contractor Overspend Allowance	£400,000	£400,000	£0	No change
Purchase of Layher System	£500,000	£555,000	£55,000	
Project Management	£200,000	£300,000 - £476,000	£150,000	E20 seeking to reduce Mace costs to £300,000 or below
Compound, Maintenance of Seating System	£200,000	£200,000	£0	

s.43

Airskates incremental improvement	£0	£30,000	£30,000	£30,000 to test system in March. Approval for full system only if business case meets 2 year NPV test from within seating budget
Air Cushion Spares	£0	£30,000	£30,000	Identified by Aerofilm as critical spares for 2017 transitions
Contingency	£350,000	£170,000	£185,000	50% already allocated
TOTAL	s.43			

- 3.4. Draft 2017 seat move sequence slides are attached (Appendix 2). It demonstrates the complexity of the seat moves, and the need for tight integration with other in stadium activity.
- 3.5. The programme includes provision to stage two Newham's community events - the Great Newham London Run (2 July), Corporate Relay / Kids Run for Fun (29th June).
- 3.6. Both create some risk and disruption to the seat move programme. However, a combination of compromise by the great Run Company and accommodation of the event by PHD means that the events could go ahead.
- 3.7. The events are vitally important to London Borough of Newham. It is therefore recommended that the E20 Board support the staging of the Great Newham London Run (2 July), Corporate Relay and Kids Run for Fun (29th June).

4. PROPOSAL FOR INCREMENTAL IMPROVEMENT

- 4.1. An incremental improvement has been identified in February 2017 by the LLDC / Mace teams. It was to provide higher grade “airskates” that are put in place before the seat move works, thus reducing preparation time before each seat move. The capital cost of the improved air skates equipment was c.£250,000 for all 4 stands, split:
- 4.1.1. East stand - £53,000 (additional to current airskates system being installed next month on this stand)
 - 4.1.2. West Stand - £70,000
 - 4.1.3. Labour - £100,000 (Aerofilm supervision and M&H labour – estimate based on rates, we will pay actual outturn cost when known)
 - 4.1.4. Contingency - £27,000
- 4.2. There was an opportunity to install the system in early March on the East Stand, when the airskates supplier, Aerofilm, is on site.
- 4.3. However, the return in time and cost savings was not proven to justify the c.£53,000 cost in the short time period E20 was able to review this option.
- 4.4. The seating contractor (PHD) provided an initial view on the value of the improvement. They see the merits, but are not fully convinced it would make a sufficient financial saving. They recommended that a sample of the system is purchased, and attached to the trial unit being moved on the 20th March 2017. If possible, this would involve an immediate outlay of up to £30,000.
- 4.5. The options reviewed were:

Option	Description	Capital Cost	Benefits	Disadvantages	Rank (Feb 2017)
1	Purchase improved airskates system for 4 stands	£260,000	System installed prior to 2017 transitions (all or some transitions TBC) Helps reduce 2017 risks on all stands	Out of time to make purchase Unproven NPV Possible call on discretionary fund if does not reduce seating cost by £250,000	3
2	Purchase for W, N and S stands	£175,000	System installed prior to 2017 transitions (all or some transitions TBC) Helps reduce 2017 risks on 3 stands	Out of time to make purchase Unproven, but more likely positive NPV Possible call on discretionary fund if does not reduce seating cost by £175,000 No benefit to East Stand turnaround time in 2017	2
3	Buy Sample at up to £30,000, and defer any further purchase until April 2017	£30,000	Allows trial of system on a block in March 2017 Commit to decision with more informed knowledge of benefits post trial Lower initial capital outlay risk	System not in place for 2017 (LLDC assertion. To be challenged in order to ascertain what improvements can be delivered prior to any 2017 transition.	1

4	Do not proceed	£0	No expenditure	Premature rejection of a potentially helpful incremental improvement	4
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4.5.1. Investigating proceeding with Option 3 is still recommended. Any allocation of funds will initially be allocated from the seating budget, on the basis that financial savings can be identified to offset the up to £30,000 costs.

5. CRITICAL SPARES

- 5.1. Aerofilm, suppliers of the airstakes system, have written to LLDC, via Mace, recommending that 25 air cushion spares be procured to mitigate any slippage of the 2017 transition programmes. The costs are being confirmed and will be verbally given to the Board.
- 5.2. Given that airskates are such a critical component of the 2017 seating transitions, coupled with the extremely challenging programme faced during 2017, it is recommended to take up this option and provide some programme assurance.

6. FUTURE INCREMENTAL IMPROVEMENTS

- 6.1. This type of incremental improvement idea is expected to be the first of a number of incremental improvements that will need E20 decisions. Any future decision will need to balance the upfront capital cost against:
 - 6.1.1. The saving in labour (and therefore cost)
 - 6.1.2. The degree to which it de-risks the seat move programme
 - 6.1.3. Affordability from the seating budget (and / or discretionary fund)
- 6.2. **s.43** it is recommended that to be approved, any incremental improvement will need to demonstrate a positive NPV over 2 years (West, North and South), and 1 year (East).
- 6.3. Given the timescales for making such improvements, it is recommended that LLDC and NLI representatives are able to approve proposals in between board meetings, if they meet the criteria above and can therefore be funded from within the 2017/18 seating budget.

7. RELOCATABLE SEAT PROJECT MANAGEMENT

- 7.1. PHD are mobilised and planning for the 2017 seat moves, so delaying decisions risk E20 being exposed.
- 7.2. At the last Board it was reported that costs for project managing the seat moves were to be provided by Mace. A budget of £200,000 for these services was provided by LLDC and reported to the Board last month. The LLDC estimate was based on:
 - 7.2.1. For the summer period (May –August inclusive) for the pre-planning, actual transitions and post transition cost verification – 1 Project Manager, 1 Contract Administrator, 0.5 Safety Officer.
 - 7.2.2. For the winter period (say Sept – April) for the pre and post-match inspections, implementation of continuous improvement measures etc – 0.5 Project Manager, 0.25 Contract Administrator
 - 7.2.3. Day Rates based on the LLDC framework with Mace as a Project Manager **s.43** Contract Administration **s.43** and a Safety officer **s.43**

- 7.3. Mace has responded with a cost of £476,000, for services contained in Appendix 1. The main difference is the number of staff Mace believes are required over a longer time period.
- 7.4. E20 are seeking to get this back to £200,000, but a figure in the region of £300,000-£400,000 is more likely.
- 7.5. Mace has since been challenged on their costs, and are finalising a revised figure before the Board meeting. This will be reported to the Board on or before the meeting.
- 7.6. The options are:

Option	Description	2017 Cost	Benefits	Disadvantages	Rank
1	Appoint Mace as per Proposal	£476,000	Immediate start reduces risk and allows maximum integration of team Mace have invaluable historic knowledge and continuity in named team members	Expenditure £276k over agreed budget of £200k	2
2	Appoint Mace once reduced resources agreed to revised budget of up to £350k	£300,000-£400,000	Start within a week reduces risk and allows maximum integration of team Mace have invaluable historic knowledge and continuity in named team members	Exposure to expenditure of £100-200k over agreed budget	1
3	Seek alternative Project Management Company	c.£200,000-£300,000	May get lower price from an alternative team	Expenditure £0-£100k over agreed budget Delay to appointment of a month Lose historic knowledge and continuity Places E20 at risk of breaching PHD contract provisions	4
4	Ask LS185 to take on project Management	c.£200,000-£300,000	Delivers E20s original preferred route Efficient, with integration of the logistics, operations and events in one organisations	LS185 have said no, and stated they are not going to change their position Delay in getting them in place of c.1 month Costs unknown, and LS185 unlikely to be under £300,000	3
5	Proceed with no project Management Company	£0	No expenditure	Very high risk of breaching PHD contract provisions and creates major risk to delivery of system on time and in budget	5

- 7.7. Option 2 is recommended, as it balances the additional cost with an immediate need for support and Mace's knowledge.

- 7.8. E20 will need to agree a reduced project management resource with Mace. This will increase risk, as Mace will not be present on site as much as they believe is required.
- 7.9. The appointment should only be for 2017. An action during the period is for E20 and LS185 to understand the system better, so that the dependence on Mace is reduced from 2018 onward. This will allow either getting LS2185 to take on the role of Project Manager, or seeking an alternative to Mace.

Appendix 1: Mace Project Management Cost

Appendix 2: Draft 2017 Seat Move Sequence

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Appendix 1: Mace Project Management Cost

Resourcing Chart			2017 - Days per month												
Function	Named Person	Day Rate	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<u>Project Team</u>															
Senior Lead Director	TBC														
Construction Director	TBC														
Construction Manager	TBC														
Design Manager	TBC														
Health & Safety Manager	TBC														
Lead Cost Manager	TBC														
Project Manager - Lead	TBC														
Project Manager - Shift 1	TBC														
Project Manager - Shift 2	TBC														
Schedule Manager	TBC														

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Risk Manager	TBC
Document Controller	TBC
Apprentice	TBC
<u>Cost Verification</u>	
Commercial Manager	TBC
Project Manager	TBC
Conject Licence	
TOTAL	

S.43

Role	Seat Transition Experience	Name	FT/PT	Scope
Senior Lead Manager	2 Y	s.40	Part Time	undertakes oversight role of the project delivery
Lead Manager (Construction)	2 Y	s.40	Part Time	Construction and Logistics assurance / advice in the planning and T- period
Construction Manager	2 Y	s.40	Full Time	Maintenance interface and role of Construction coordination and oversight
Design Manager	2 Y	s.40	Part Time	Knowledge hub and manage the concert gangway design process, existing condition transfer and lessons learned /system enhancement (technical assurance by others

Project Manager	TBA	TBA	Full Time (supporting teams during transition)	Joins the team in March to lead day to day PM role Note: The Project Manager is supplemented with 2 additional persons during the transition period and they will start no later than 1 week before the first transition and remain on the project until the end of the last transition. During out of hours 1 one the 3 will act as Project Manager
H&S Assurance	1 Y	s.40 /TBA	Part time – full time normal	Provides health and safety assurance on the Contractor – reviving H&S plan, policies

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2017 Seat Move Sequence

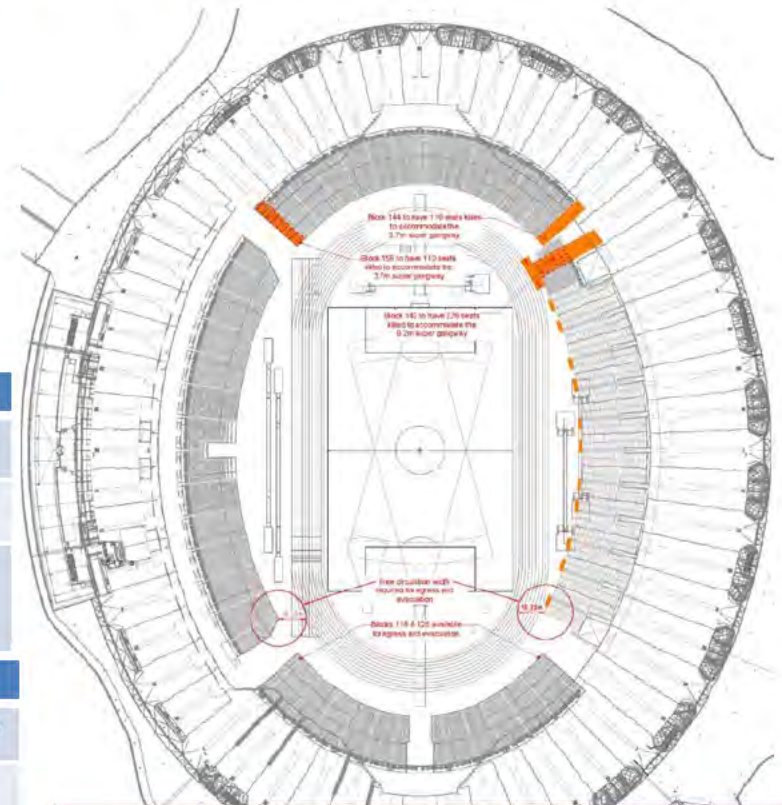
Football to Concert

When	What	Tendered Duration	Available Duration
18/5/- 26/05/2017	Transition back of the North, South and West stands with the bridge and walkway assemblies and void treatment removed. On the East Stand, removal of front seven rows with a balustrade fixed to row 8, block 130 is removed and block 142 is converted to accommodate a 6.2m super-gangway. On the North stand, blocks 144 and 156 are converted to accommodate 3.7m super-gangways.	9 days (24 hour working)	13 days (18th-30th May). Assumes WH match could be as late as Wed 17/5.

Day	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Date	13 May	14 May	15 May	16 May	17 May	18 May	19 May	20 May	21 May
Day in Seat Move	-	-	-	-	-	1	2	3	4
Milestone	Likely Football	Poss. Football	Likely scarification/Poss. Football		Poss. Football	Poss. scarification			

Day	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues
Date	22 May	23 May	24 May	25 May	26 May	27 May	28 May	29 May	30 May
Day in Seat Move	5	6	7	8	9				
Milestone						Track Protection	Track Protection	Concert Bump In	Concert Bump In

Day	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs
Date	31 May	1 June	2 June	3 June	4 June	5 June	6 June	7 June	8 June
Day in Seat Move									
Milestone	Concert Bump In	Concert Bump In	Concert Bump In	Depeche Mode	Concert Bump Out	Concert Bump Out			

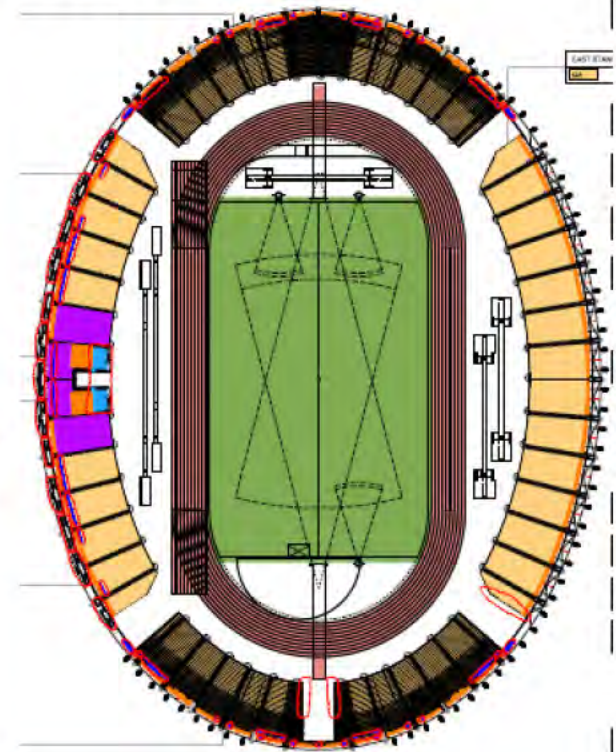


Points to Consider:

- Able to start earlier than 18th May if WHU play on 13th May
- Seems to be lots of time to do the required moves
- Savings from not doing 24 hour working?
- Can we do other works that help later seat moves during the period i.e. track repairs N, S, W before concerts?
- London 2017 trackside LED test (2 days) to be programmed

Concert to Athletics

When	What	Tendered Duration	Available Duration
25/6-13/7/2017	Super-gangways are removed from the North stand, with corresponding seats reinstalled. East Stand moved back. Blocks 130 and 142 are reinstalled to the East stand, with the front seven rows reinstalled and the balustrade removed from row 8.	Estimated at 15 days (24 hour working). Estimate assumes Diamond League, GNLr and Corp Relays are non working days. Lower Tier East seats are not ready for DL.	There are 20 days between the Robbie Williams concert (Fri 23rd) and the start of the IPC (Fri 14th). To achieve all seating for Diamond League (9th), 15 days are available assuming that seating moves can commence following concert on Sat 24th, and there is minimal programme impact from pitch activities, Corp Relay, GNLr or Diamond League bump in.



Day	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Date	23 June	24 June	25 June	26 June	27 June	28 June	29 June	30 June	1 July
Day in Seat Move			1	2	3	4		5	6
Milestone	RW Concert	Concert Bump Out	Pitch Protect reconfiguration. Poss. Concert Bump Out up to 1900hrs	Seeding	Poss. L2017 Bump In around seating works	Poss. L2017 Bump In around seating works	Corp Relay Poss. L2017 Bump In	Poss. L2017 Bump In around seating works	Poss. L2017 Bump In around seating works

Day	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon	Tues	Wed	Thurs
Date	2 July	3 July	4 July	5 July	6 July	7 July	8 July	9 July	10 July	11 July	12 July	13 July
Day in Seat Move		7	8	9	10	11	12		13	14	15	
Milestone	GNLr	Poss. L2017 Bump In around seating works	Poss. L2017 Bump In around seating works	Poss. L2017 Bump In around seating works	Poss. L2017 Bump In around seating works	Track Repairs Poss. L2017 Bump In around seating works	Track Repairs Poss. L2017 Bump In around seating works	Diamond League	DL bump out. Poss. L2017 Bump In around seating works	L2017 Bump In around seating works	L2017 Bump In around seating works	L2017 Bump In

Points to Consider:

- Limit time that seat moves stop for Relay, GNLr and DL
- Seat move at same time as London 2017 Bump In
- Little scope of track use by ParaAthletics competitors in run up to event

- Can Track Repairs to N,S,W be done pre concert?
- Are Eastside Jump pits going to be ready on IPC day 2?

Athletics to Football without East Stand Infills

When	What	Tendered Duration	Available Duration
14/8-28/8/2017	North, South, East and West stands are transitioned into their forward position, with bridge and walkway assemblies installed and void treatment reinstated on North, South and West stands.	15 days (24hr working).	11 days assuming works take precedence over L2017 bump out and no bump in for West Ham first match, which is scheduled for the Friday. More likely that WH match is Saturday. Best case, is that it is scheduled for Mon 28th.

Day	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Mon
Date	13 Aug	14 Aug	15 Aug	16 Aug	17 Aug	18 Aug	19 Aug	20 Aug	21 Aug
Day in Seat Move		1	2	3	4	5	6	7	8
Milestone	IAAF finishes	L2017 Bump Out							

Day	Tues	Wed	Thurs	Fri	Sat	Sun	Mon
Date	22 Aug	23 Aug	24 Aug	25 Aug	26 Aug	27 Aug	28 Aug
Day in Seat Move	9	10	11	12	13	14	15
Milestone			Astro reinstall	Possible game Astro reinstall	Likely game	Possible game	Possible game



Points to Consider:

- Programme extremely tight - Must start as soon as the IAAF finishes . Can seating works start from 00.01 on 14th August?
- London 2017 bump out secondary to seat moves but for how long?
- WHU branding to be installed during period too.
- Void Treatment install possible?
- **s.43**
- League Cup scheduled for 22 August, but before WHU contracted date in 2017
- Football broadcast selections confirmed mid July

East Stand Infills Reinstalled

When	What	Tendered Duration	Available Duration
29/8-5/9/2017	East Stand Infills	Reinstallation of Mid Tier (infill) sections on East Stand	Estimated at 6 days (24 hour working).

Day	Fri	Sat	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Date	25 Aug	26 Aug	27 Aug	28 Aug	29 Aug	30 Aug	31 Aug	1 Sept	2 Sept
Day in Seat Move					1	2	3	4	5
Milestone	Possible game	Likely game	Possible game	Possible game					

Day	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Date	3 Sept	4 Sept	5 Sept	6 Sept	7 Sept	8 Sept	9 Sept	10 Sept
Day in Seat Move	6							
Milestone						Possible game	Likely game	Possible game



Points to Consider:

- Start date depends when WHU game is
- No football game in international break possible, unless did at start or end of window and accepted higher risk
- Savings from not doing 24 hour working?

Item: 6
Subject: LS185 Business Plan
Meeting Date: 28 February 2017
Report to: E20 Board
Report of: Martin Gaunt, Business Manager, E20 Stadium LLP

1. SUMMARY

- 1.1. LS185 has prepared its business plan for formal consideration at the E20 Board. This follows a frustrating period where, despite clear instructions and timetable issued by E20, LS185 have shown little aptitude in developing a plan of acceptable quality. The Board's consideration follows an earlier "deep dive" session with LS185 on a draft version with E20 Board representatives (Nicky Dunn and Katharine Deas). This paper provides a commentary on the business plan. If approved, the LS185 business plan will form the basis for E20's own business plan (due to be presented at the 30 March Board).
- 1.2. The financial forecasts in the LS185 business plan are some way below bid projections. However, their assumptions are ambitious when compared to current performance, so even these reduced forecasts will not be easily achieved. Therefore, whilst the Board may choose to approve the LS185's business plan, E20 will apply risk factors of potential LS185 non-delivery in the subsequent E20 business plan.
- 1.3. The LS185 business plan financial forecasts do not include any impact of London Living Wage. LS185 have provided information on the impact across sub-contractors the day before this report is being issued to Members. The LS185 assessment includes stewarding and catering services. LS185 have assessed the impact as part of revised plans that reduce the volume of staff required, rather than a simple uplift in hourly rates
- 1.4. E20 are assessing the information submitted, and will provide a verbally report at the meeting. Recommendations on the impact of instructing London Living Wage will be provided in the March 2017 E20 business plan paper.

2. RECOMMENDATIONS

- 2.1. The Board should consider if the business plan is acceptable. Options open to the Board are to:
 - 2.1.1. **AGREE** the LS185 business plan as presented
 - 2.1.2. **AGREE** the LS185 business plan, but with strong reservations regarding the quality of the plan, and the extent of feedback required to get it to this state
 - 2.1.3. **REJECT** the LS185 business plan and ask for a revised document to be submitted.
- 2.2. Whichever option is chosen, the Board should **AGREE** to clearly state to LS185 that E20 does not agree with all the assertions made in their business plan (particularly where blame is attributed to E20), and that E20 should write to LS185 expressing its dissatisfaction with LS185's current performance.

3. BUSINESS PLANNING PROCESS / QUALITY OF PLAN

- 3.1. Following an uncomfortable experience in presenting LS185's business plan to the E20 Board last year, LS185 expressed full commitment to developing a strong business plan this time around. However, in practice they have been behind the curve in developing their plan, and the fundamental nature of the feedback that E20 has been required to provide is a major concern. This is summarised in the table below, indicating the progress made by LS185 compared to the milestones that were agreed.

Agreed Milestone between E20 and LS185 (agreed on 13 Dec)	Actual
LS185 to submit early draft business plan to E20 by 15 Jan	Version submitted to E20 on 26 Jan did not remotely resemble a business plan (e.g. containing no financial projections). As such E20 feedback at this stage was limited to re-iterating what a business plan should look like.
LS185 to submit close to final draft for E20 Officer review, by 8 Feb	Version submitted to E20 on 9 Feb did loosely constitute a business plan, but very poorly drafted, very negative and backward looking, little explanation of assumptions, and incomplete/unclear financial projections. Immediate and substantial feedback provided by E20 Officers.
Business Plan deep dive with E20 Board representatives on 17 Feb	LS185 submitted improved, but still substandard, draft ahead of deep dive session on 17 Feb. Substantial feedback provided by E20 representatives at the session.
LS185 to submit final draft to E20 by 22 Feb	Final version submitted on time. It is an improvement, but still below the quality expected.

- 3.2. The final LS185 business plan is attached at Annex 1. LS185 have attempted to address all the feedback provided at the deep dive session – sometimes effectively, sometimes less so. The business plan is a substantial improvement on earlier drafts, and provides some very useful information on the challenges and opportunities for the stadium in the coming years.
- 3.3. However, it does not read as a coherent, focused plan, but rather as a compilation of lots of information, written by various authors in reaction to specific (E20) requests. It remains a major concern that, two years' since their appointment. LS185 continue to struggle to develop and articulate a high quality long-term strategy, underpinned by robust financial information. This concern is fundamental in nature, and is unlikely to be adequately addressed by simply giving more feedback, or working through further iterations of the plan.
- 3.4. In commenting on the business plan, either at the Board meeting or in later in writing, E20 should clearly state that it does not accept all of the assertions LS185 make in the document (for instance, the impact cited by LS185 relating to stadium handover and the East Stand).

4. SUBSTANCE / FINANCIAL PROJECTIONS

- 4.1. E20 asked LS185 to present net commercial revenues that were challenging yet deliverable. In the context of very limited revenues generated previously, it is no longer realistic to assume that LS185 will suddenly start performing as per their bid, from 2017. It is inevitable that any LS185 improvement must be gradual. That is not to say that E20 should not refer to the bid, or not hold LS185 to their commitments – it should.

- 4.2. LS185 are expecting out-turn performance in 2016-17 of negative £0.46m in net commercial revenues. This is an extremely poor performance, given the Operator Agreement does not even anticipate a negative figure.¹ This means that in 2016-17 E20 will have paid over £5m to LS185 in fixed costs, and in return LS185 will have generated negative revenues. The underlying reasons for this outcome – chief among them being West Ham matchday costs, and a lack of commercial partnerships – were set out in detail in the End Q3 Financial Update paper presented at the 31 Jan E20 Board. LS185 would also argue that the uncertainty over relocatable seats staggered handover of the stadium, and number of stadium defects has hampered their performance.
- 4.3. LS185 are projecting future net commercial revenues jumping to positive £3.6m in 2017-18, and then growing to just over £5m in steady state. This is some way below bid projections, but nevertheless will not be easily achieved (hence E20 recently having forecasted slightly more cautious estimates). The table below shows how projections have gradually worsened over time.

Net Commercial Revenues Forecast (£m)	VINCI Bid (Nov 2014) – at 2014 prices*	LS185 Business Plan (March 2016) – at 2015 prices	LS185 Contract Review Submission (Sept 2016) – at 2016 prices	E20 forecast to 31 January E20 Board – at actual prices	Latest: Draft LS185 business plan (17 February 2017) – at 2017 prices
2015-16	1.23	0.94 (actual)	0.94 (actual)	0.94 (actual)	0.94 (actual)
2016-17	3.20	2.51	0.87	(0.27)	(0.46)
2017-18	5.08	5.81	4.04	2.10	3.57
2018-19 onwards (“steady state”)	6.58	6.31	5.21	2.5-3.5	3.66 – 5.12

*Note that comparisons back to the bid are fraught with complications. These figures represent E20’s understanding, but the figures would not necessarily be immediately recognisable to LS185.


- 4.4. E20 is contractually required to pay fixed costs to LS185 in steady state of a minimum of c£6m per annum (and potentially significantly more depending on the outcome of the asset survey and steady state utilities costs).
- 4.5. LS185’s latest business plan – even with a big dose of optimism (see below) – forecasts that fixed costs will continue to exceed net commercial revenues on into steady state. LS185 are therefore set to fall short of the minimum performance level, which would enable E20 to trigger termination.²
- 4.6. To achieve its latest business plan, LS185 will need to limit its operational losses on West Ham matches, and fill the revenue gap with strong growth in other event revenues and secondary sponsorship. Although there are positive signs on both these income streams, there remains significant uncertainty and challenges to be overcome. The targets LS185 have set in the business plan that E20 assesses to be particularly uncertain, with a high risk of under-performance are:

¹ Though in actuality net commercial revenues are calculated and paid on a Jan-Dec financial year, so this eventuality is technically avoided (and E20 are insulated from any immediate cashflow consequence).


² If LS185 fails to deliver net commercial revenues that exceed fixed costs, in any one year up to and including 2020, E20 may terminate (although LS185 are already citing excusing events such as the seating system and stadium defects). The earliest E20 could unilaterally trigger termination due to financial underperformance is 2021.

4.6.1. Limiting operational costs for West Ham matchdays to c£210k/match in the 2017-18 season, and £185k/match thereafter. Although eye-watering, this is a significant saving on current costs of £222k/match, allows no contingency for unforeseen challenges, and (despite E20's request) does not factor in payment of London Living Wage (which LS185 report would add at least a further £22k/match).

4.6.2. s.43



4.6.3. s.43



4.7. It is likely that E20's subsequent business plan, whilst using the LS185 projections as its starting point, will apply risk factors against these particular income streams.

4.8. The LS185 business plan does not project any net commercial revenues from London 2017, other than South Park hire, potential capacity increase, and catering. That is despite LS185 seeking payment of a 5% profit margin by London 2017 on the operational costs of the Championships (currently estimated by LS185 at s.43, but likely to fall). LS185 is intending to retain that c£500k profit margin itself. E20 is challenging this approach. We are not convinced LS185 can apply a profit margin, and if they can, we believe it should be treated as a net commercial revenue (that largely flows through to E20).

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STRATEGIC PLAN

February 2017

LONDON
STADIUM



THE WORLD'S STAGE

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Foreword

The brief but illustrious history of London Stadium seems certain to serve as a sign of things to come as we prepare for a calendar year that will see more athletics, football and concerts than ever before.

There are countless people to thank for the work that has taken place to afford London Stadium the status that it currently enjoys. We are proud to host West Ham United, UK Athletics and an ever-evolving roster of global touring artists and major sporting events keen to use our stage when it's time to shine.

In 2016, we welcomed Premier League football to Queen Elizabeth Olympic Park for the first time and made rapid progress to counter the complex issues that emerge when staging events of such magnitude so frequently. Our AC/DC concert was a success and we welcomed international rugby league for the second successive season.

A 2017 event programme that includes first visits for Guns N' Roses, Robbie Williams and Depeche Mode ahead of IAAF World Athletics and the World ParaAthletics Championships is the envy of stadia around the world and we plan to ensure that these events further enhance our reputation as the destination of choice for major event owners.

Our ambition to attract the world's best to London Stadium continues to gather pace as we conduct feasibility studies with a view to staging further global sporting events.

Our event and commercial strategies will be underpinned by a resolute commitment to our communities and we look forward to further enhancing our partnerships with LLDC and London Borough of Newham to ensure that local residents benefit from access to our tickets and our facilities.

The external landscape is challenging with competition from rival venues, and rival cities, with similar ambition. We believe that our people, our policies and our facilities set us apart and we begin 2017 determined to ensure that the illustrious history of London Stadium is followed by a prosperous future.

In this report, we will explain how we plan to make a difference. We will detail the steps we will take to gain recognition for operational excellence and the services we will develop to drive incremental revenue.

Our commitment to overcoming the challenges that lie in store is absolute and we are determined to ensure that 2017 builds on the successes and learnings from the past 12 months.

Linda Lennon CBE
Chief Executive Officer

VISION

Everyone's Stadium

MISSION

Establishing London Stadium as the most used, lauded and technically advanced stadium in the UK

OBJECTIVES & STRATEGIES

COMMUNITY

OBJECTIVE

Enthusiasing interest and participation, particularly among Newham Residents

STRATEGY

Maximising affordable community access to our facilities and events

OPERATIONS

OBJECTIVE

Operational excellence for every event

STRATEGY

Maintaining best in class systems and services

FINANCE

OBJECTIVE

Securing a stable financial future and maximising returns to the public purse

STRATEGY

Optimising our resources to ensure operational excellence and a commercial return

COMMERCIAL

OBJECTIVE

Exceeding the expectations of our partners and stakeholders while driving incremental revenue

STRATEGY

Taking high quality products and services to market

CATERING

OBJECTIVE

Creating special experiences, one guest at a time

STRATEGY

Sourcing the best products and people to uphold our values

EVENTS

OBJECTIVE

Attracting international recording artists and global sporting events

STRATEGY

Creating tangible points of difference to establish our standing as the preferred destination for event owners

GROUNDS

OBJECTIVE

Maintaining pristine sports turf while welcoming a diverse events calendar to London Stadium

STRATEGY

Developing and exporting our strategy to world-class stadia

SAFETY & SECURITY

OBJECTIVE

Providing a safe and secure environment for every attendee, participant and colleague

STRATEGY

Deploying the right people in the right numbers to enact our procedures

LONDON STADIUM

THE WORLD'S STAGE



Block
Section

**OPERATIONS,
SAFETY &
SECURITY**

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**LONDON
STADIUM**



THE WORLD'S STAGE

OPERATIONS, SAFETY & SECURITY

1-OPERATIONS

Objective

Operational excellence for every event

Strategy

Maintaining best in class systems and services

Tactics

Stakeholders: Understand the needs of event owners and ensure that they are met in our operational delivery.

Workforce development: Develop a permanent workforce with comprehensive venue knowledge to manage our everyday needs while maintaining the flexibility to bring temporary staff on board to support periods of high activity.

Facilities: Maintain London Stadium to an exacting standard to remain at the forefront of UK stadium facilities.

Technology: Secure market leading equipment and systems and benchmark our processes against other venues of international repute.

Environment: Minimise waste and energy use through considered procurement and monitoring processes.

Cost: Review delivery of every event to identify efficiencies and reduce the size of our event day workforce where possible

Information

The operational challenges of delivering high-profile events during a prolonged handover process made 2016 a challenging environment in which to open the transformed stadium. We continue to take pride in finding practical solutions to the operational challenges that arise in a facility of this scale.

We have worked through a complex schedule that presented a need to host events during the transformation process and then the initial period of handover. This required us to put tremendous focus on our operational planning to ensure that safety and security was maintained in an environment that was effectively unfinished.

We were particularly pleased to stage the AC/DC concert with hugely positive feedback from the promoters despite the challenges we faced in operating an unfinished facility. It was described on TV and radio as “operationally perfect”.

Looking back on the first half of the West Ham United season, it’s clear that the refinement of our operational delivery continues to improve. While teething problems were to be expected, we found rapid solutions to potentially serious issues, often under severe time pressure and intense media scrutiny, to ensure that Premier League football matches were delivered successfully.

There are currently two areas of particular focus; the successful, and cost effective, delivery of football matches and the refinement of our operation to deliver the best possible experience for event owners and customers. We strongly feel that lessons learned during football event delivery will make our concert and athletics events run smoothly.

Secondly, we are working on our planning structures to ensure that the school build and interface with the seat move contractor have a minimal or mitigated impact on everyday business.

We are focused on the successful delivery of a packed 2017. We have identified the need to put structures and resources in place to support events of this scale, particularly given the ongoing development of the stadium and the wider schemes in Queen Elizabeth Olympic Park. Some personnel changes have already been actioned in recent weeks in recognition of these unique challenges, with more to come.

The phrase 'steady state' is often used and we continue to work towards a settled routine of operational delivery for our football, music and additional events, building on best practice and lessons learnt.

In terms of Information Technology, the WiFi project is of paramount importance and, subject to our ongoing discussions with E20, we hope to confirm our preferred supplier and proceed to installation in time for the concerts in June and World Athletics. We hope to further the connected stadium project by increasing use of digital signage, mapping, geo location and beacons to streamline supporter experience and launching our stadium app. This has been developed and will be launched when the WiFi is installed.

Our biggest IT challenge was LAN network rectification following the performance issues at the first few games. We have installed two additional internet connections to increase the size of our data pipe and we hope to make better use of 'unified communications' to make the most of the systems and software that we already have in place.

We continue to put downward pressure on IT costs and the network rectification work undertaken will ensure that our systems are more robust with less ongoing IT support required on event days.

We continue to protect the long-term interests of E20 by investigating and reporting defects/faults in design, delivery and key contractor works which have often put event critical systems under real pressure. Floodlighting, public address, voice alarm, building management systems, security cameras, fire dampers, access control and stadium hardline have all endured faults immediately prior to, or during, major events but we continue to seek long-term solutions to deliver robust and resilient systems.

Cleaning a venue of this size is a complex issue and there have been some issues with the quality of pre-event and post-event cleans. With VINCI Facilities, we fully support the need for a deep clean to assist with the future routine cleaning regime.

2-SAFETY AND SECURITY

Objective

Providing a safe and secure environment for every attendee, participant and colleague

Strategy

Deploying the right people in the right numbers to enact our procedures

Tactics

Planning: Ensuring that we write and enact effective plans and contingency plans, while seeking to achieve best value

Evaluation and review: Ensure that we capture learnings and make appropriate changes to our procedures

People: Train a workforce that is appropriately led, appropriately managed and motivated to deliver the best possible customer experience at a sustainable cost

Partnerships: Protect the Stadium's interests while remaining aware of the needs of all partners, continue to build the effective working relationships with key local stakeholders including, emergency services, land owners, transport operators, regulatory bodies and event owners

Technology: Identify and deploy appropriate systems to save costs and enhance our delivery

Information

While the safety and security plans we had in place at the start of the football season were robust, and proved effective during our stewardship of AC/DC and the Rugby World Cup, the behaviour of a section of West Ham United and visiting football supporters often escalated to a point of crime and disorder in the first few weeks of the season.

While we had anticipated some potential disorders for a football venue opening, the levels of crime and disorder were not anticipated, particularly for games categorised by Met Police as 'Category A' (low risk).

In response, we have deployed additional safety and security staff in critical areas and taken positive action to identify and deal with poor behaviour. In partnership with the police and West Ham, we have worked to ensure that meticulous evidence packs have been put together to support the process required to proceed with charges and issue football banning orders and stadium bans where warranted.

We have also taken physical measures in conjunction with our partners to further enhance the segregation of supporters before, during and after matches (either in terms of design of the segregation barriers or in terms of stewarding on the segregation line).

All of these measures were necessary to manage the initial issues during football matches in a new stadium. We are confident that these measures, and the costs associated with them, will continue to reduce, and reach a more sustainable level in future seasons.

Challenges around the delayed installation of the Airwaves Police Radio System led to media and public scrutiny and, following the transfer of the responsibility to London Stadium 185, we negotiated a workable

solution to enable police deployment inside the stadium while infrastructure changes were made. Our CEO chaired steering group meetings to ensure that the permanent installation of airwaves technology was delivered ahead of time and on budget.

Our immediate priorities are:

- Resilience in the command teams – a particularly busy period in the summer will require a significant uplift for the London 2017 events
- Reduction of costs – we are seeking to find best value and efficiency savings, spend to save options, longer contracts and to invest in owned infrastructure to reduce rental costs
- Casual workforce – we are reviewing remuneration rates for our event day workforce in order to foster more loyalty and improve retention rates and overall quality
- Security review – we are considering the learnings and actions from the security review to target weaknesses in this particularly complex and high-profile site **s.31**

West Ham United Event Costs

The competing pressures of providing a high quality safety and security workforce while reducing the costs of matchday operations presents a significant challenge.

Safety/security costs: **s.43** (including current egress costs)

- Egress:

Egress continues to be one of the biggest cost challenges we face due to multiple stakeholder complexities.

As highlighted in our contract review in September/October 2016 and in our Finance Review in January 2017, as part of the requirements of the Safety Advisory Group, LS185 is responsible for egress. Taking responsibility for an egress footprint of this size is unique in English football.

We appreciate that, for the operational benefit of the Park and its stakeholders, LS185 is managing a wider boundary. LS185 will seek to stabilise and agree with the parties (including E20, LLDC, LBN and SAG) definitively what LS185 are accountable for in terms of costs, and collectively find ways to reduce the associated level of costs which is circa £50k/event (see contract review). Furthermore, we recognise these costs could be an inhibitor for future years for other event promoters.

LS185 has also been asked to further increase the boundary by taking responsibility for stewarding, cleaning, and other liabilities across a section of the Westfield estate through a licence agreement to be signed between Westfield and LS185. LS185 concerns have been fed through to Chris Allison and E20, and the situation is currently under review.

- Fan behaviour:

Ahead of the football season, the stakeholders in and around the Park raised their concerns through the SAG. There was a high degree of concern given the reputation of football supporters. Unfortunately, a number of supporter incidents fed those concerns and the necessary uplift in safety and security has placed cost pressures and made stakeholder management more challenging. This has increased demands

upon LS185 to accommodate the needs of these stakeholders in order to validate the Event Management Plans. This is something that we need to have in mind when the event costs are analysed.

Since last year's contract review, and as highlighted in the finance review, the safety costs have increased significantly following the issues arising from supporter behaviour at the Watford and Chelsea games. We have gone outside of our original forecast to seek additional support from extra response teams and enhanced segregation beyond what had been planned at the start of the season, and endorsed by the Safety Advisory Group. LS185 expect these costs to reduce over time as the stadium moves into steady state.

The impact of the costs with and without police is highlighted below.



S.43

We have had no major incidents with away supporters since these measures were implemented after the Chelsea fixture, but the provision came at considerable cost. Going forward, our joint aim with the police is to work towards police free games at Category A matches and minimal policing at Category B games. Based on 23 West Ham matches per season, we anticipate that 12 matches will be classified as Category A, seven Category B, three Category C and one Category C+ (increased risk). Each season will, of course, be impacted by cup runs and opponents.

Having seen reductions in anti-social behaviour, we are now reviewing stewarding deployment. Our strategy is to work towards a reduction in the numbers of stewards by ensuring that those in post are more experienced and of higher quality. Striking a balance between the desire to employ local people and the desire to look further afield for more quality is a delicate challenge but we feel we are making sound progress. We also need to ensure we have appropriate numbers of spectator safety stewards, response stewards and SIA stewards to satisfy our management plan, license requirements, safety certificate, the green guide and sports ground safety authority requirements.

A revised deployment plan is under consideration by the London Stadium 185 Safety Officer with a view to reducing stewarding numbers. This is being worked into existing plans and needs to be tested with key partners. Our aim is to then continue to look at how we can further reduce this figure whilst maintaining a safe and secure environment. Realistically this will be when we feel that all teething problems have been overcome and we will be well into steady state.

We recognise increased pay rates will be necessary, as advised by Chris Allison's report, but the competing pressures of providing a high quality safety and security workforce while reducing the costs of matchday operations presents a significant challenge.

In parallel, we understand that we may be instructed by E20 (subject to contract change), to pay the London Living Wage to all sub-contracted employees. Our "base costing" does not currently take account the London Living Wage.

Considering these two elements, we have sounded out the market and assessed the first proposals of the stewarding companies with the requirements of the London Living Wage.

The current calculations indicate that the increase of the pay rates (from £8.07/hour to £9.75/hour for rank and file stewards) will offset the cost saving arising from the decrease of stewarding numbers if we are instructed to ensure that sub-contracted stewards are paid London Living Wage. The impact of the London Living Wage on the stewarding costs will be roughly c. **s.43**

The safety and security contract is one of the three key sub-contracts detailed in the Operator Agreement and therefore, the contract needs to be approved by E20 (clause 37.3 (a) of the Operator Agreement).

Also, subject to E20's approval, we are considering the following process:

- Formal instruction by E20 to apply the London Living Wage requirements to sub-contracted stewards through a contract change
- Confirmation/Challenge of the costing by the different stewarding entities, with the London Living Wage requirements
- Validation of the deployment plan and the revised event management plan by the SAG
- Presentation to E20 (Chris Allison and Martin Gaunt) of the costings
- Re-negotiation of the contracts by LS185

Without considering the London Living Wage, as of today, our pure safety-security costs are c. **s.43** (similar to the Hull City game in the graph above). This excludes police costs and medical services. Our target is:

- for the 2017/2018 season, to get back to the level of costs before the Chelsea game: c.£133k (for instance similar to the Middlesbrough and Watford game)
- for the 2018/2019 season, to further decrease by at least £10k .

S.43

Our aspiration to go police-free at Category A matches will potentially save **s.43** per year once the Met Police are satisfied that the prevalence of incidents of disorder has diminished. The average cost per game would decrease from **s.43**). We have already begun the process of reducing the police presence by removing police from the segregation line at Category A matches. In the bid, we anticipated spending **s.43** on policing which seemed prudent based on historical information. As a reminder West Ham's policing bill for the entire 2015/16 season was **s.43**

Medical services: **s.43**

These costs reflect the current cost and cannot be decreased given the need to have medical provision for crowds of this size. London Ambulance Service, St John's Ambulance and Crowd Doctors provide our medical services (against **s.43** in the bid).

Soft and hard services: **s.43**

S.43

The graph above illustrates the Soft and Hard Services costs for all West Ham events for the 2016/17 season to date.

The general trend in core event costs fluctuates between weekday evenings, Saturdays, Sundays and bank holiday events. There has been an increase in cost trends for recent matches due to extra costs. For instance:

- VINCI Facilities have increased the additional resource requirements to facilitate events to ensure that critical systems are fully supported and operational given the defects and legacy system issues experienced with the system and assets. For example, it is necessary to have a floodlight controls engineer on site to operate the light console software, turnstile engineers for extended periods, as well as public address and voice alarm support. As the issues associated with these systems are satisfactorily resolved to reduce the failure risk profile we would expect to see costs reduce to a steady state level.

We consider that for 2017-2018, an event cost of **s.43** is achievable with a target of **s.43** from 2018-19 onwards (compared to **s.43** in the bid and roughly **s.43** for the last games).

Specific System Operations: **s.43**

Following the network rectification, we have reduced the IT support and we have considered an additional saving as we have internalised a part of the digital content management (as part of the contract change related to the digital wrap).

In parallel, we have made a commercial proposal to West Ham to pay for enhanced IPTV rights in lounges.

The costs include the hiring of the radios. A spend-to-save solution is not a route that we are currently contemplating as:

- The total overall costs of purchasing a solution is generally comparable by including a services agreement on top of the purchasing costs
- It allows us to scale up the number of radios for some specific events (world athletics, concerts) and to be able to change the radios if needed
- The hiring solution is the preferred route in the industry (for instance, Wembley are hiring their radios and the Emirates are changing their model progressively with more and more hired radios).

Additional costs: **s.43**

These costs include additional matchday staffing in the event team, staff catering (given many staff cannot exit control rooms/the venue) and PPL and PRS licensing, and an allocation of **s.43** for the utilities costs (see breakdown below).

S.43

As at today, the costs are c. £222k/event. The main reasons compared to the projected costs for 2017/2018 are for the following reasons:

- £ +12k related to higher safety/security costs (see section above)
- £ +4k for higher safety and hard services costs (see section above: assets issues)
- £ +1k for coach parking (LLDC cost)
- Minus £ -5k related to the utilities not handed over to LS185

Other costs/assumptions:

- For the remaining games of the 2016/2017 season, we have included the category of the game (cat A, B, C or C+) and the associated stewarding and police deployment expected as of today. For instance, for the Spurs game in May, we have increased the stewarding deployment and considered 4 PSU (police support units)
- The business plan is based on an average of 23 games/year which is in line with the 2016/2017

season (in the bid, 21 games were considered based on the average number of WH games played at the Boleyn Ground over the past years).

- Considering that the segregations barriers have to be moved approximately four times during the season, an additional contingency of s.43 is necessary. In our event costs schedule below, we have also included a 5k allowance for the games 7, 10, 14 and 17 of each football season, to take account of cup games.
- These costs do not include property damage that occurs at West Ham United matches. In West Ham's contract, they are liable for stadium damage arising from their use only when it exceeds £5k per match.
- Bank holiday impact: s.43

s.43

- We consider that some savings are possible for the barriers/signage and we have factored a £6k decrease for 2018/2019 season. This is based on a mix of hire and some spend to save purchasing, taking account of:
 - Some vehicles are necessary to move this equipment and also must be factored into the overall analysis
 - The hiring solution based on a rate card allows us to scale-up/scale-down the deployment depending on the events.
- We base our stewarding plan for Premier League games on a capacity of 57,000, as per ticket sales circulated by West Ham before each game. Although we can anticipate a percentage of no-shows, we have to comply with conditions of the premises licence and venue operations manual which govern the venue safety certificate and licence to admit spectators. Our licensing requirements are to steward for the maximum capacity as per ticket sales however we are currently analysing turnstiles data to make best use of redeployment to reduce staffing levels (there is a minimum six hour deployment for all steward/stewarding companies). For Cup games, the ticketing sales can be below 57,000 and we adjust accordingly the stewarding plan to match different legal requirements.
- Utilities. One year after the formal handover, the steady-state utilities cost is defined through an utilities benchmarking. In the business plan, the utilities event costs are accounted from 3Q 17 (including on the WH games): s.43 The non-event utilities costs related to the West Ham areas (for their offices, shop,...) are not included in this business plan: this cost will be factored in the utilities benchmarking exercise and charged back to West Ham or if possible (including technically specific meter readings), isolated through a separate contracts between WH and the utilities provider.
- For the catering revenues related to the WH games, please refer to the section "Catering".
- The event costs below do not consider the London Living Wage impact. This is in order to provide a like-for-like comparison with previous assumptions. Current assumptions from our subcontractors confirm the LLW impact should be the following:
 - Stewarding: increase of the costs by s.43
 - Cleaning: increase of the costs by s.43
 - Catering: business model set out in catering section

In total for stewarding and cleaning it would increase West Ham event costs, by c. £ 500k/year.

<u>Risks</u>	<u>Opportunities</u>
Revised stewarding plans (to decrease the stewarding deployment and the costs) not approved by SAG and impact on the S factor	Continue to look at efficiency savings in stewarding
Fans behaviour and the impact in terms of costs (stewarding, police, damages)	Engage more with fans and WHU supporter liaison department to build closer relationships and increase positive messages
Assets conditions and the potential impacts (costs, cancellation of an event,...)	Ensure the legacy of the stadium and prevent loss of matches etc
For a potential capacity increase, limit in terms of stadium design: -kiosks counters -toilets	Increased revenues from increased capacity
London Living Wage impact on the costs	London Living Wage: positive impact for the population by providing better quality jobs for local people

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COMMERCIAL &
MAJOR EVENTS

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STADIUM



THE WORLD'S STAGE

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Hospitality

We have appointed Keith Prowse to manage hospitality sales for our 2017 concerts. We have secured the Londoner Claret, Royal East and several boxes for venue hospitality sales where all margin (“hospitalities uplift”) is retained by LS185 and not by the promoter. However, the allocation not sold will be reallocated

to the promoter: we are not at risk on the ticketing face value paid to the promoter, as was the case for AC/DC. We have conceded the Arnold Hills, Great Briton and Forge for promoter hospitality sales. In all cases, we will receive **s.43** of all food and beverage receipts as per the Catering Agreement.

West Ham United



Filming and special events

Consistent enquiries and revenues to date are indicative of the potential to secure incremental commercial income. We have appointed Fresh Locations to represent London Stadium as a venue for commercial and television production. There is also an opportunity to provide photography up-sell services at all events and to sell owned editorial photography through image agencies and libraries.

Marketing & Communications

The success of our commercial operations will only be realised if a comprehensive marketing and communications function successfully drives forward our brand, content, data and experience. We have appointed a Marketing & Communications Manager to drive this function forwards. He has been tasked with the immediate priority of increasing our volume of data records from a standing start (currently 7,000). We have received a funding award from the University of East London to pay London Living Wage to a marketing intern for a three-month spell from April 2017 to June 2017 to add further capacity to the team.

Commercial Partnerships

London Stadium has some prized assets that can form compelling commercial partnership propositions for established brands in high-spending sponsorship categories including utilities, airlines, soft drinks, confectionery, insurance, spirits and champagne.

Betting, IT and Telecommunications categories (available to LS185 contractually) have been disrupted by BetWay, Tech Mahindra and Vodafone negotiations although we hope that our support of partner dealings in these categories will ultimately reap rewards overall for E20.

Category blocking in betting is a particular challenge given the competition for inventory that exists between the major players. We remain in discussion with West Ham and still hope to navigate through present difficulties to agree a joint partnership protocol. To maximise revenue, a ruling of non-exclusivity in the betting category would enable competing brands to compete for pitchside LED minutes and other branding. **s.43**

We continue to progress towards concluding a joint partnership protocol to facilitate up-selling to existing West Ham United commercial partners.

We are actively recruiting a Commercial Partnerships Manager who will seek sponsorship and supply deals for London Stadium. We feel that we are closer than ever to enjoying clarity over marketable rights and expect positive inventory rulings.

In terms of progress to date:

- Pouring rights deal: We signed this deal with Heineken in July 2016 with an important investment from Heineken to develop a draught beer solution for General Admission. In recent months, we have worked to overcome a potential compensation claim from Heineken for late delivery of the north scoreboard bar which was shelved pending confirmation by E20 that the east stand seat moves would not take place. This meant contingency plans had to be made to re-site disabled viewing. The Heineken account is now back on track with an expected north scoreboard bar completion date of April 2017. We have advised Heineken in their successful pursuit of partnership with IAAF World Athletics and continue to seek resolution in their dispute with West Ham regarding digital wrap access.
- Food: We have secured a s.43 rights partnership with Muller Yoghurts and continue to discuss with active prospects including Mumm, Mondelez, Pukka Pies and Bodega Iniesta.
- Soft drinks: initial discussions with Pepsi. Further discussions will be developed with Coca-Cola in the forthcoming weeks
- IT category: We have actively supported E20 in negotiations with potential stadium naming rights partners with particular willingness to allow prospects to benefit from our WiFi tender and our IT category.
- Betting: our aim is to approach Betway when the WiFi installation will start since this project is key for our discussions with them (see below)
- Utilities: with the upcoming handover of the utilities responsibility from E20 to LS185, utility providers have been asked to express their interests in terms of stadium/events marketing activation

The Commercial Partnerships Manager's role is to secure these incremental sponsorship revenues. Our priority is to secure partnerships in categories where there is a supply need (utilities, soft drinks, wine, champagne, payment systems, spirits, confectionery, insurance, logistics, technology).

The process will invite marketing, brand and sponsorship staff to engage with the stadium to discuss supply and brand partnerships. At the first meeting, we will establish the supply need, wholesale pricing and an indicative partnership budget.

At the second meeting we will present a costed proposal detailing how we envisage the partnership working in supply and activation terms and invite comment from the potential partner. A period of negotiation will ensue as we work to close the deal.

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Commercial income forecast

Key assumptions:

- Conclusion of upper-tier LED ribbon installation
- TV Arc inventory included in commercial partnerships, including adjusted view of pitch-level fixed boards or installation of dual layer pitch-side LED
- Stadium WiFi roll-out to facilitate up-sell to existing West Ham partners and attendee data capture
- Partnership with Newham to administrate community ticket distribution
- Securing of ticket and hospitality allocations for concert events

Secured commercial partnership income from Heineken (£150k) and Muller (£40k) leaves us short of our £400k - £1.2million forecast at present.

Wi-Fi is critical to the commercial viability of London Stadium for the following reasons:

1. Data Collection – LS185 holds no marketable data records from West Ham United or British Athletics customers given that we have no transactional relationship or ticket allocation. Access to our Wi-Fi network will require user registration and enable us to grow our database of marketable records. Social networking log-ins will also enable us to access their social media friends
2. Commercial partnerships – When assessing the merit of our commercial partnerships, brands will take a dim view of our current data volume (7,000 marketable records). Increasing data volume to 250,000+ will be crucial in justifying the value of our partnerships. Enhanced activation becomes possible
3. Cross-selling – Event owner commercial partners will be compelled to engage with LS185 to access the Wi-Fi network on event days. The Wi-Fi itself is a marketable commercial property.
4. Customer experience – The 4G signal in London Stadium is weak and attendees suffer from slow data and loss of voice call service. Robust stadium Wi-Fi will reduce the reliance on 4G and enable attendees to remain connected.
5. Safety and way-finding – Beacon technology enables us to push messages to stadium app users.
6. Faster transactions – Wi-Fi will enable us to accept contactless payments at inner concourse food stalls and mobile bars. Cash-free transactions are faster and tend to be of higher value.

7. C&B – We have a temporary low density Wi-Fi solution in our conference and banqueting spaces. The specified data pipe and access points will enable us to market lightning-quick Wi-Fi as a key feature.
8. Connected stadium vision - There are countless examples of failed and sub-standard stadium Wi-Fi projects globally. The specification of this project will instantly establish London Stadium one of the most connected stadia in the UK. Wi-Fi forms a key part of a connected stadium and has become an expected element of a premium event. Real-time fan engagement is increasing rapidly at premium stadia with the most innovative activations reliant upon high definition Wi-Fi.
9. Wi-Fi as an enabler – Wi-Fi installation paves the way for multiple applications that can improve the efficiency and operation of London Stadium. Our lighting control system already makes use of WiFi and all departments will benefit from the installation.
10. Competitive advantage – As we compete against rival stadia for the right to host events, the quality of our Wi-Fi solution will make our pitch more compelling than rival stadia.

Attributable revenue is challenging to calculate as the value of data gleaned is indirect as it would be put to use to sell ticketing and hospitality. Given the tangible return on offer to a betting partner however, we would hope to realise in excess of £250,000/year from this category alone.

Commercial Partnerships Forecast Range

The significant range between our most prudent and optimistic forecast is owing to the value in the TV arc at Premier League matches. We hope that discussions between E20, LS185 and West Ham culminate in the exposure of additional pitch-level inventory and the installation of mid-tier LED and the right to sell unrestricted inventory.

Contested Inventory

The value of our partnerships will be determined by the prestige of the inventory we are able to include. The majority of tangible value will come from exposure in the Television Arc at West Ham United matches and we continue to work closely with E20 and LLDC to identify and secure lucrative rights to take to market.



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Commercial Income Forecast

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GROUNDS

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LONDON
STADIUM



THE WORLD'S STAGE

GROUNDS

Objective

Maintaining pristine sports turf while welcoming a diverse event calendar to London Stadium

Strategy

Developing a globally renowned formula for turf care

Tactics

People: Continually develop our permanent staff while maintaining a pool of trusted matchday casuals

Equipment: Buy and maintain the right equipment and develop in-house operational expertise

Partnerships: Further strengthen our relationship with West Ham United and UK Athletics by being proactive, professional and easy to deal with

Science & Technology: Maintain awareness of emerging trends and be willing to try innovative solutions

Planning: Maintain a rolling annual pitch maintenance plan while being prepared to recognise triggers and react accordingly

Information

The pitch is our key asset and the quality of the pitch is one of our top priorities.

While 2016 was a challenging year, we are extremely pleased with the quality of the playing surface that was produced for Diamond League Athletics and the arrival of West Ham United.

The Desso Pitch was installed in good time and played well from the outset and we now have a blueprint for transition that we will adhere to in future years.

We have built a strong team with a Head Groundsman **s.40** and two Assistant Groundsmen **s.40** with a track record of success at leading football clubs. A fourth member of the team joined in September **s.40** and we are in the process of recruiting a Newham resident to our grounds apprenticeship scheme. Furthermore, we are sharing best practice with the **s.40** and **s.40**.

VINCI Stadium have scoured the global market to secure grow lights (SGL) for LS185, commensurate with a world class stadium and the grow lights have served to aid natural recovery by speeding up

growth and root development. Three-year service contracts will ensure that key equipment including mowers, sprayers and aeration rigs are maintained to exacting standards.

We are mindful of some of the challenges other stadia have encountered when preparing a sand-based pitch for a second season and have plans in place to counter such issues as nematodes developing within the root zone after the athletics window.

Our nutrient analysis and application is particularly advanced and we are proud of our partnership with SGL and with Enviro Agronomics who continue to produce monthly reports that inform the timing and components of our fertilizer application.

We are also pleased with the impact of key contractors Hewitt's (pitch construction and renovation) and SGL (grow lights) who have provided flawless advice and equipment.

Pitch feedback has been very good throughout the football season and our industry peers have congratulated us on the quality of the pitch. Independent bench-marking has given us five-star and four-star ratings at various intervals.

Our key priorities for 2017 are:

- to have a successful renovation window in a pressurised summer
- to begin the 2017-18 football season with a pristine surface
- to further enhance staff knowledge of our playing service and equipment and methods that we use

Furthermore, when contemplating a higher usage of the pitch, it is worthwhile to note that we must consider the following factors when planning any increases of the major events schedule:

- a potential increase of the major event Summer period must factor in:
 - o the exclusivity period of UKA and the associated contractual rights/obligations
 - o potential WHU games in European Cups (i.e. West Ham could potentially be in Europa League or in Champions League which commence at the end of July). If that was the case, this would substantially reduce our window for growing the pitch after re-seeding. If we had a Europa League game on 27th July for example, it would be extremely challenging to host a concert end at the of June and we anticipate that West Ham would challenge us on this (as there less than 4 weeks to grow the pitch). Note that WHU's European games are considered as "competitive games" in their contract. Therefore they have an overriding priority right over everything. It is too early to predict future qualifications.
- different scenarios to move the seats may also be required, depending on dates for UKA athletics, when WHU play their last game, whether they qualify for Europe (and if they play home or away) and when they play their first premier league game.
- Potential pitch hire after the end of the football season would be possible subject to the time frame required to move the seats. In May 2017, WHU could potentially play on the 17 May, and we need a clear Field of Play on the 27 May for the concert. That leaves the seating contractor with a maximum of 10 days available to move the West, South & North and that what E20 have

programmed for. If West Ham plays on the 13, there would be potentially some room for pitch hire but we will have that confirmation only on the 13 April 2017.

- The Winter Sports Event window takes in account the FIFA International windows which are fixed every year and secured in advance to book alternative sporting events.

- s.43 [REDACTED]

Please note that our various events calendars reflect these different factors.

Summary

<u>Risks</u>	<u>Opportunities</u>
Pitch disease	Promoting best practice across the VINCI Stadium and other venues. Aspiring to be a centre of excellence.
Not meeting KPI on pitch quality	Proved capable of hosting events and as experience grows seeking to source additional events
Not achieving right balance impacts on pitch	Ability to sell more events for commercial income

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Section

CATERING

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LONDON
STADIUM



THE WORLD'S STAGE

CATERING

Delaware North are the contracted catering partners of London Stadium 185.

Objective

Creating special experiences one guest at a time

Strategy

Foreseeing and exceeding customer and client expectations

Tactics

People: Recognising and rewarding a job well done to increase retention of high quality staff

Food: Embracing the diversity of our event programme and offering food choice that recognise that one size does not fit all

Feedback: Maintaining continuous open dialogue with key partners to refine our offering

Facilities: Reviewing the meetings and events spaces to maximise revenues and minimize the barriers to purchase

Research: Staying at the forefront of concession catering by researching emerging trends

Tours: Raising the profile of our tours business by planning effective marketing campaigns

Information

Although 2016 had it's challenges, Delaware North successfully re-opened the Stadium to general admission and hospitality attendees alike, for food and beverage provision at ACDC, UKA Anniversary Games, Premier League football and International Rugby League.

General Admissions



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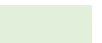
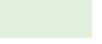
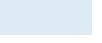
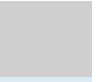
LS185 Catering Revenue Forecast

Please note that catering income for our major events (2017 concerts for instance) is accounted for in our major events section.

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COMMUNITY

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LONDON
STADIUM



THE WORLD'S STAGE

COMMUNITY

Objective

Enthusiasing interest and participation, particularly amongst Newham residents

Strategy

Maximising affordable community access to our facilities and events

Information

The opening of the London Marathon Charitable Trust Community Track will enable us to deliver impactful community schemes for the benefit of visitors to Queen Elizabeth Olympic Park and Newham Residents. Our outline community plan details some of the schemes we hope to take forward and the process that we will deploy:

1. *Define a co-ordination process*

- Regular scheduled meetings/calls with E20 / LLDC / Newham / WHU
- Internal updates provided to the LS185 senior team

2. *Consult stakeholders*

- Understand the social challenges as prioritised by Newham Council and E20 and support their priorities
- Secure inventory from event owners for the benefit of key stakeholders:
 - Complimentary / discount tickets
 - 'Reward' / added value advantage for Newham residents (merchandise / discount / early access etc)
- Build a value chain to provide tangible benefit for local residents to opt-in to our direct communications
- Explore inventory exchange with QEOP venues and partners
- Exchange content items for mailing list distribution
- Maintain a presence on the QEOP comms calls and park meetings

3. *Propose, develop and deliver impactful community schemes (provisional ideas, subject to secured funding)*

- **Educational resource:**

- Support and promote the on-site learning centre
- Support the marketing of stadium tours to schools and community groups

- **Grassroots sponsorship professionally activated:**

- Identify a Newham-based community sports teams to 'sponsor' (kit provision, venue branding)
- Invite 'sponsored' teams/individuals to play a one-off fixture / training session at the community track/field
- Activate professionally with photography and video content and track their progress

- **Small bursary scheme:**

- Identify a mixture of young recreational and aspiring elite athletes who live or train near QEOP and support them with a small bursary towards travel, equipment or competing
- Promote the application process and select deserving recipients of bursaries or equipment

- Create content highlighting the progress of bursary recipients by tracking their training and competition

- Community track / pitch use:

- Establish a process for community track and field bookings for community and one-off use
- Target high-profile community events to further enhance our corporate social responsibility credentials (seek to partner with established, credible community schemes, particularly those operated by NGBs; The FA, RFU, ECB, LTA etc)
- 'One Hundred Heroes' - Approach high-profile stadium alumni, and local coaching talent. to host community taster sessions, master-classes, and coach the coaches sessions

- Tactical partnerships:

- Seek alignment with major sporting venues / commercial brands / athletes with established and lauded community schemes

- Digital art space:

- Launch a digital wrap community photography project in which airtime is reserved for local amateur and professional images for credited display.

4. *Publish a charity policy*

- Establish the preferred charities of key stakeholders
- Formalise the manner in which we select and support charitable beneficiaries on major event days through a written charity policy
- In keeping with the custom of prestigious sporting / music events, forbid bucket shakes but promote till-side change pots, text giving, podium level charitable awareness activation and media call / photo / PR opportunities

5. *Communicate success*

- Print magazine:

- Delivered to key stakeholders
- Digital distribution to all marketable data
- Feature led; event promotion, community schemes, stakeholder profiling

- Owned digital channels:

- Create rich-media static content on venue website
- Devise a community content plan that prioritises effective coverage of the schemes taken forward

- Contribution to partner communication channels

- Submit articles to QEOP magazine and Newham Council channels
- Media strategy
- Identify key local, national and specialist media and maintain accurate contact and media distribution lists
- Create a schedule of media call opportunities at community events
- Provide ready to publish written, video and photographic content

6. Promote job opportunities to local Boroughs

We are working towards the target of having 75% of roles filled by residents of Newham and the other three host Boroughs:

- There are approximately 2100 roles on an event day (dependent on the type of event, length, attendance numbers) so there is a huge opportunity for local people to be employed on a casual basis
- We have placed all roles through Newham Workplace, the job brokerage service. All jobs to date have been placed with Newham Workplace and they are supporting the recruitment of a wide range of roles from catering staff to stewards and cleaners. So far, approximately 140 people have been coming directly through Workplace.
- The average percentage of workers from Newham is 22.6%, which accounts for all permanent and casual staff across all four companies. Work is ongoing to increase this significantly as plans for the World Athletics Championships progress.
- We have attended Workplace team meetings to brief advisors directly on job opportunities, with the first one taking part with Delaware North in December 2016. We also invited Workplace to the stadium during the set up for a mid week game so that they could understand the roles better when advertising them to candidates.
- We are working with Workplace and OCS on training possibilities to get more local people in to stewarding roles, which requires candidates to have, or be working towards, a level 2 in spectator safety.
- A case study is being developed for publication in the Newham Magazine to promote the opportunities at London Stadium and the work Newham Workplace does
- We are working with other providers in Hackney, Tower Hamlets and Waltham Forest to further increase opportunities in East London if the above avenues are exhausted

- Develop apprenticeship opportunities:

- LS185 have recently begun recruitment for an apprentice Groundsman, working closely with Newham Workplace and LLDC to promote this opportunity
- Other apprenticeships with our sub-contractors will follow and LS185 will be encouraging this once steady state has been reached and handover has happened

- Encourage other ad hoc opportunities:

- If the Marketing Internship (see page 18) is successful, LS185 will look at other similar opportunities to increase the type of opportunities open to local people
- LS185 will be working with sub-contractors to look at procurement opportunities and local spend

LS185 provides a quarterly report to E20 to update on progress in these areas

7. Promote London Stadium and Queen Elizabeth Olympic Park as a visitor attraction

- The below table shows visitors to events at London Stadium and Queen Elizabeth Olympic Park in 2016

AC/DC Concert	s.43
GNR	19,201
Athletics	75,259
RFL (Nov)	s.43
WHU (Aug – Dec)	s.43
Beach Event	210,597
TOTAL	1,072,801

Block
Section

FINANCE

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LONDON
STADIUM



THE WORLD'S STAGE

FINANCE

Objective

Securing a stable financial future and maximising returns to the public purse

Strategy

Optimising our resources to ensure operational excellence and a commercial return

Information and Assumptions

- The details of the revenues/costs have been provided in the different sections above
- The figures in the report are at 2017 prices
- The “other costs” s.43 include some costs which cannot be spread over the events (such as medicine consumables for the events, the hiring of specific items, services for potential events which are not pursued).
- As part of this business plan, E20 and LS185 agreed to integrate the recoup of the 2015 Out-of-scope Catering Works, as per the potential agreement on the Disputed Costs (“without prejudice”). This total 2015 Out-of-scope Catering Works was equal to £ 549k:
 - £ 224.5k were recouped as part of the 2016 Net Commercial Revenues
 - £ 324.5k to be recouped in 2017
- After indexation, the annual covered fixed costs are equal to £ 6M in 2017. The annual covered fixed costs are contractually fixed subject to contractual mechanisms such as:
 - Assets survey. At the formal handover, LS185 will produce a report to detail the difference between the assumptions in terms of assets provided at the bid stage and the as-built assets, and the costs implications.
 - Utilities. One year after the formal handover, the steady-state utilities cost is defined through an utilities benchmarking exercise. In the business plan, the utilities event costs are accounted from 3Q 17 (including on the WH games): s.43. The non-event utilities costs related to the West Ham areas (for their offices, shop,...) are not included in this business plan: this cost will be factored in the utilities benchmarking exercise and charged back to West Ham or if possible (including technically specific meter readings), isolated through separate contracts between WH and the utilities providers.
 - see Contract Review circulated in September for more details on the breakdown of these annual covered fixed costs
- As per the contractual arrangement between E20 and LS185, the lifecycle costs above 10k are not included in this P&L
- For the 10 years plan, we have considered the following assumptions from 2020:
 - Net revenues: 2% increase
 - WH games: no increase of the costs (before indexation)
- The event costs below do not consider the London Living Wage impact in order to provide a like-for-like comparison with previous assumptions. Current assumptions from our subcontractors confirm the impact should be the following:
 - Stewarding: increase of the costs by s.43
 - Cleaning: increase of the costs by s.43

And also on the West Ham event costs, a total impact of c. £ 500k/year. However, the contractual model

of Delaware North is different from our other subcontractors:

- concession contract model for Delaware (event costs risks born by Delaware North and fee paid by Delaware based on the catering gross income)
- services contract model for the other subcontractors

An instruction to DN to pay the London Living Wage will potentially require a restructuring of the Catering Agreement as it will significantly impact on their profit margins and their business model across their UK business.

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Summary:

Overall, without taking account the West Ham event costs, the expectations for the steady state are roughly in line with the bid. **s.43**

In terms of financial risks, it is worthwhile to note:

- Concerning the events P&L:
 - The last WH events and the AC/DC concert have allowed us to define a first benchmark that we can capitalize on moving forward to optimize the costs
 - The feedback of the event promoter after the AC/DC concert and the 4 concerts scheduled for next June give us comfort in our assumptions (for instance on the number of concerts)
 - **s.43**
 - We need to ensure that the retractable seating transition timings do not jeopardize some potential events
- Concerning the catering revenues:
 - A lot of the assumptions (WH and UKA) are based on the actual figures
 - The minimum guarantee on the “non-event days” revenues gives us a protection if needed on the Conference and Banqueting revenues shortfall
- Filming & special events:
 - **s.43**
- Sponsorship:
 - **s.43**

APPENDIX

SEATS MOVE SCENARIOS AND
IMPACT ON THE SUMMER
OPPORTUNITY WINDOW

LONDON
STADIUM



THE WORLD'S STAGE

Provisional Event Calendar 2017/18

	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Jul-2018	
1	Tu		Fr		1 Su		We		1 Su		Tu		1
2	We		Sa		2 Mo		Th		2 Mo		We		2
3	Th		Su		3 Tu		Fr		3 Tu		Th		3
4	Fr		Mo		4 We		Sa	WH - PL 11	4 Mo		Fr		4
5	Sa		Tu		5 Th		Su		5 Th		Sa	WH - PL 37	5
6	Su		We		6 Fr		Mo		6 Fr		Su		6
7	Mo	IAAF World Athletic Championships 2017	Th		7 Sa		Tu		7 Sa	WH - PL 33	Mo		7
8	Tu		Fr		8 Su		We		8 Su		Tu		8
9	We		Sa	WH - PL 4	9 Mo		Th		9 Fr		Wh		9
10	Th		Su		10 Tu		Fr		10 Su		Th		10
11	Fr		Mo		11 We		Sa		11 Mo		We		11
12	Sa		Tu		12 Th		Su		12 Tu		Th		12
13	Su		We		13 Fr		Mo		13 Fr		Su	WH - PL 38	13
14	Mo		Th		14 Sa	WH - PL 8	Tu		14 Sa	WH - PL 34	Mo		14
15	Tu		Fr		15 Tu		We		15 Tu		Tu		15
16	We		Sa	WH - PL 5	16 Mo		Th		16 Fr		We		16
17	Th		Su		17 Tu		Fr		17 Su		Th		17
18	Fr		Mo		18 We		Sa	WH - PL 12	18 Mo		Fr		18
19	Sa		Tu		19 Th		Su		19 Mo		Sa		19
20	Su		We		20 Fr		Mo		20 We		Wh		20
21	Mo		Th		21 Sa	WH - PL 9	Tu		21 Tu		Th		21
22	Tu		Fr		22 Su		We		22 Th		Fr		22
23	We		Sa	WH - PL 6	23 Mo		Th		23 Sa	WH - PL 19	Tu		23
24	Th		Su		24 Tu		Fr		24 Su		Th		24
25	Fr		Mo		25 We	EFL Cup 4	Sa	WH - PL 13	25 Mo		Fr		25
26	Sa	WH - PL 3	Tu		26 Th		Su		26 Tu		Wh	WHU - UCL	26
27	Su		We		27 Fr		Mo		27 We		Sa		27
28	Mo		Th		28 Sa	WH - PL 10	Tu		28 Th		Fr		28
29	Tu		Fr		29 Su		We	WH - PL 14	29 Fr		Th		29
30	We		Sa	WH - PL 7	30 Mo		Th		30 Sa	WH - PL 21	Mo		30
31	Th		Su		31 Tu		Fr		31 Su		We		31

WH	West Ham United FC	UKA	UK Athletics		Football Season		Build - De-rig
PL	Premier League	DL	Diamond League		Athletics Window		Seating transition
UEL	UEFA - Europa League	WAC	World Athletics Championships		F FA International windows		
UCL	UEFA - Champions League	IAAF	International Association of Athletics Federations		Confirmed Event		
EFL	English Football League	PC	International Paralympic Committee		Event Opportunity Window, or provisional event date subject to change		
FA	English Football Association						



Dates 2018	Dates 2019	Activity	Notes	COMMENTS LS185
Sunday 20/5/18	Sunday 19th May (provisional)	Last day of the season, so latest WHU home match	Could be brought forward if WHU play last game earlier than last day of the season	The last PL week end is scheduled for the 13th May 2018.
Monday 21/5/18- Wednesday 30/5/18 (10 working days)	Monday 20/5/19- Wednesday 29/5/19 (10 working days)	10 days to Move West, South and North stands into athletics mode Removal of 7 rows on East Stand	24 hour working requiring access to stadium at all times and no events in the bowl No movement of East Stand or extraction of mid-tier on East Stand	Schedule of work has to be revised in order to take in account the last PL weekend date and an alternative scenario to be worked based on WHU playing their last PL fixture away
Thursday 31/5/18 – 30 June 2018	Thursday 30/5/19 – Sunday 30 June 2019	No seat moves. Venue available for LS185 events		The window dates have to be revised for 2018 in order to take in account the last PL weekend date and an alternative scenario to be worked based on WHU playing their last PL fixture away
Sunday 1 July 2018- Sunday 22 July	Monday 1 July 2019- Sunday 21 July	No seat moves Athletics Window Begins. Venue available under terms of the UKA Access Agreement	Events include Corporate Relay, Great Newham London Run, Diamond League Athletics Expectation that 22 July final Athletics event requiring seating	s.43
Monday 23 July 2018 – Wednesday 1 August 2018	Monday 22 July 2019 – Wednesday 31 July August 2019	Movement of West, South and North stands into football mode Reinstate front 7 rows on East Stand	24 hour working requiring access to stadium at all times and no events in the bowl No movement of East Stand	Same as above
Thursday 2 August 2018	Thursday 1 August 2019	10 day period to move the stadium into in football mode	In 2018 if a WHU match was on the 1 August the seat move plans would need to be adjusted to accommodate	The first weekend of the 2018/19 PL Season is already scheduled on 11th August. Dates need to be revised accordingly with an alternative scenario if WHU play their first game away

- West Ham Playing their last PL fixture home & qualifies in European Cup

	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Jul-2018
1	Tu	Fr	1 Su	We	1 Fr	Mo	1 Th	1 Su	1 Tu	1 Fr	1 Sa	1 Su
2	We	Sa	2 Mo	Th	2 Sa	WH - PL 15	2 Fr	2 Mo	2 We	2 Sa	2 Su	2 Mo
3	Th	Su	3 Tu	Fr	3 Su		3 Sa	3 Tu	3 Th	3 Fr	3 Su	3 Tu
4	Fr	Mo	4 We	Sa	4 Mo	WH - PL 11	4 Su	4 We	4 Fr	4 Mo	4 Tu	4 We
5	Sa	Tu	5 Th	Su	5 Tu		5 Mo	5 Th	5 Sa	5 Tu	5 We	5 Th
6	Su	We	6 Fr	Mo	6 We		6 Tu	6 Fr	6 Su	6 We	6 Th	6 Fr
7	Mo	Th	7 Sa	Tu	7 Th		7 We	7 Sa	7 Mo	7 Th	7 Fr	7 Sa
8	Tu	Fr	8 Su	We	8 Tu		8 Th	8 We	8 Sa	8 Tu	8 Fr	8 Su
9	We	Sa	9 Mo	Th	9 Sa	WH - PL 16	9 Fr	9 Mo	9 We	9 Sa	9 Su	9 Mo
10	Th	Su	10 Tu	Fr	10 Su		10 Sa	10 Tu	10 Th	10 Fr	10 Su	10 Tu
11	Fr	Mo	11 We	Sa	11 Mo		11 Su	11 We	11 Fr	11 Mo	11 Tu	11 We
12	Sa	Tu	12 Th	Su	12 Tu		12 Mo	12 Th	12 Sa	12 Tu	12 We	12 Th
13	Su	We	13 Fr	Mo	13 We	EFL Cup 5	13 Tu	13 Fr	13 Su	13 We	13 Th	13 Fr
14	Mo	Th	14 Sa	Tu	14 Th		14 We	14 Sa	14 Mo	14 Th	14 Fr	14 Sa
15	Tu	Fr	15 Su	We	15 Tu		15 Th	15 We	15 Sa	15 Tu	15 We	15 Th
16	We	Sa	16 Mo	Th	16 Sa	WH - PL 17	16 Fr	16 Mo	16 We	16 Sa	16 Su	16 Mo
17	Th	Su	17 Tu	Fr	17 Su		17 Sa	17 Tu	17 Th	17 Fr	17 Su	17 Tu
18	Fr	Mo	18 We	Sa	18 Mo		18 Su	18 We	18 Fr	18 Mo	18 Tu	18 We
19	Sa	Tu	19 Th	Su	19 Tu		19 Mo	19 Th	19 Sa	19 Tu	19 We	19 Th
20	Su	We	20 Fr	Mo	20 We	WH - PL 18	20 Tu	20 Fr	20 Su	20 We	20 Th	20 Fr
21	Mo	Th	21 Sa	Tu	21 Th		21 We	21 Sa	21 Mo	21 Th	21 Fr	21 Sa
22	Tu	Fr	22 Su	We	22 Tu		22 Th	22 We	22 Sa	22 Tu	22 We	22 Th
23	We	Sa	23 Mo	Th	23 Sa	WH - PL 19	23 Fr	23 Mo	23 We	23 Sa	23 Su	23 Mo
24	Th	Su	24 Tu	Fr	24 Su		24 Sa	24 Tu	24 Th	24 Fr	24 Su	24 Tu
25	Fr	Mo	25 We	Sa	25 Mo		25 Su	25 We	25 Fr	25 Mo	25 Tu	25 We
26	Sa	Tu	26 Th	Su	26 Tu	WH - PL 20	26 Mo	26 Th	26 Sa	26 Tu	26 We	26 Th
27	Su	We	27 Fr	Mo	27 We		27 Tu	27 Fr	27 Su	27 We	27 Th	27 Fr
28	Mo	Th	28 Sa	Tu	28 Th		28 We	28 Sa	28 Mo	28 Th	28 Fr	28 Sa
29	Tu	Fr	29 Su	We	29 Tu		29 Th	29 We	29 Sa	29 Tu	29 We	29 Th
30	We	Sa	30 Mo	Th	30 Sa	WH - PL 21	30 Su	30 We	30 Fr	30 Mo	30 Tu	30 We
31	Th	Su	31 Tu	Fr	31 Su		31 We	31 Fr	31 Sa	31 Tu	31 We	31 Th

Confirmation of WHU European qualification: May 2017

Confirmation of WHU last home fixture for the 2017/18 Season: June 2017

- West Ham Playing their last PL fixture away & qualifies in European Cup

	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Jul-2018
1	Tu	Fr	1 Su	We	1 Fr	Mo	1 Th	Th	1 Su	Tu	1 Fr	Su
2	We	Sa	2 Mo	Th	2 Sa	Tu	2 Fr	Fr	2 Mo	We	2 Sa	Mo
3	Th	Su	3 Tu	Fr	3 Su	We	3 Sa	Sa	3 Tu	Th	3 Su	Tu
4	Fr	Mo	4 We	Sa	4 Mo	Th	4 Su	Su	4 We	Fr	4 Mo	We
5	Sa	Tu	5 Th	Su	5 Tu	Fr	5 Mo	Mo	5 Th	Sa	5 Tu	Th
6	Su	We	6 Fr	Mo	6 We	Sa	6 Tu	Tu	6 Fr	Su	6 We	Fr
7	Mo	Th	7 Sa	Tu	7 Th	Th	7 We	We	7 Sa	Mo	7 Th	Sa
8	Tu	Fr	8 Su	We	8 Fr	Mo	8 Th	Th	8 Su	Tu	8 Fr	Su
9	We	Sa	9 Mo	Th	9 Sa	Fr	9 Fr	Fr	9 Mo	We	9 Sa	Mo
10	Th	Su	10 Tu	Fr	10 Su	We	10 Sa	Sa	10 Tu	Th	10 Su	Tu
11	Fr	Mo	11 We	Sa	11 Mo	Th	11 Su	Su	11 We	Fr	11 Mo	We
12	Sa	Tu	12 Th	Su	12 Tu	Fr	12 Mo	Mo	12 Th	Sa	12 Tu	Th
13	Su	We	13 Fr	Mo	13 We	Sa	13 Tu	Tu	13 Fr	Su	13 We	Fr
14	Mo	Th	14 Sa	Tu	14 Th	Su	14 We	We	14 Sa	Mo	14 Th	Sa
15	Tu	Fr	15 Su	We	15 Fr	Mo	15 Th	Th	15 Su	Tu	15 Fr	Su
16	We	Sa	16 Mo	Th	16 Sa	Tu	16 Fr	Fr	16 Mo	We	16 Sa	Mo
17	Th	Su	17 Tu	Fr	17 Su	We	17 Sa	Sa	17 Tu	Th	17 Su	Tu
18	Fr	Mo	18 We	Sa	18 Mo	Th	18 Su	Su	18 We	Fr	18 Mo	We
19	Sa	Tu	19 Th	Su	19 Tu	Fr	19 Mo	Mo	19 Th	Sa	19 Tu	Th
20	Su	We	20 Fr	Mo	20 We	Sa	20 Tu	Tu	20 Fr	Su	20 We	Fr
21	Mo	Th	21 Sa	Tu	21 Th	Su	21 We	We	21 Sa	Mo	21 Th	Sa
22	Tu	Fr	22 Su	We	22 Tu	Mo	22 Th	Th	22 Su	Tu	22 Fr	Su
23	We	Sa	23 Mo	Th	23 Sa	Tu	23 Fr	Fr	23 Mo	We	23 Sa	Mo
24	Th	Su	24 Tu	Fr	24 Su	We	24 Sa	Sa	24 Tu	Th	24 Su	Tu
25	Fr	Mo	25 We	Sa	25 Mo	Th	25 Su	Su	25 We	Fr	25 Mo	We
26	Sa	Tu	26 Th	Su	26 Tu	Fr	26 Mo	Mo	26 Th	Sa	26 Tu	Th
27	Su	We	27 Fr	Mo	27 Tu	Sa	27 Tu	Tu	27 Fr	Su	27 We	Fr
28	Tu	Th	28 Sa	Tu	28 Th	Su	28 We	We	28 Sa	Mo	28 Th	Sa
29	Tu	Fr	29 Su	We	29 Fr	Mo	29 Th	Th	29 Su	Tu	29 Fr	Su
30	We	Sa	30 Mo	Th	30 Sa	Tu	30 Sa	Fr	30 Mo	We	30 Sa	Mo
31	Th		31 Tu		31 Su	We	31 Su	Sa	31 Mo		31 Tu	

Confirmation of WHU European qualification: May 2017

Confirmation of WHU last home fixture for the 2017/18 Season: June 2017

- West Ham Playing their last PL fixture away & do not qualify in European Cup

	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Jul-2018
1	Tu		1 Su	We	1 Fr	Mo	1 Th	Th	1 Su	Tu	1 Fr	Su
2	We	Sa	2 Mo	Th	2 Sa	Tu	2 Fr	Fr	2 Mo	We	2 Sa	Mo
3	Th	Su	3 Tu	Fr	3 Su	We	3 Sa	Sa	3 Tu	Th	3 Su	Tu
4	Fr	Mo	4 We	SA	4 Mo	Th	4 Su	Su	4 We	Fr	4 Mo	We
5	Sa	Tu	5 Th	Mo	5 Tu	Fr	5 Mo	Mo	5 Th	Sa	5 Tu	Th
6	Su	We	6 Fr	Su	6 We	Sa	6 Tu	Tu	6 Fr	Su	6 We	Fr
7	Mo	Th	7 Sa	Tu	7 Th	Su	7 We	We	7 Sa	Mo	7 Th	Sa
8	Tu	Fr	8 Su	We	8 Fr	Mo	8 Th	Th	8 Su	Tu	8 Fr	Su
9	We	Sa	9 Mo	Th	9 Sa	Tu	9 Fr	Fr	9 Mo	We	9 Sa	Mo
10	Th	Su	10 Tu	Fr	10 Su	We	10 Sa	Sa	10 Tu	Th	10 Su	Tu
11	Fr	Mo	11 We	Sa	11 Mo	Th	11 Su	Su	11 We	Fr	11 Mo	We
12	Sa	Tu	12 Th	Su	12 Tu	Fr	12 Mo	Mo	12 Th	Sa	12 Tu	Th
13	Su	We	13 Fr	Mo	13 We	Sa	13 Tu	Tu	13 Fr	Su	13 We	Fr
14	Mo	Th	14 Sa	Tu	14 Th	Su	14 We	We	14 Sa	Mo	14 Th	Sa
15	Tu	Fr	15 Su	We	15 Tu	Mo	15 Th	Th	15 Su	Tu	15 Fr	Su
16	We	Sa	16 Mo	Th	16 Sa	Tu	16 Fr	Fr	16 Mo	We	16 Sa	Mo
17	Th	Su	17 Tu	Fr	17 Su	We	17 Sa	Sa	17 Tu	Th	17 Su	Tu
18	Fr	Mo	18 We	Sa	18 Mo	Th	18 Su	Su	18 We	Fr	18 Mo	We
19	Sa	Tu	19 Th	Su	19 Tu	Fr	19 Mo	Mo	19 Th	Sa	19 Tu	Th
20	Su	We	20 Fr	Mo	20 We	Sa	20 Tu	Tu	20 Fr	Su	20 We	Fr
21	Mo	Th	21 Sa	Tu	21 Th	Su	21 We	We	21 Sa	Mo	21 Th	Sa
22	Tu	Fr	22 Su	We	22 Fr	Mo	22 Th	Th	22 Su	Tu	22 Fr	Su
23	We	Sa	23 Mo	Th	23 Sa	Tu	23 Fr	Fr	23 Mo	We	23 Sa	Mo
24	Th	Su	24 Tu	Fr	24 Su	We	24 Sa	Sa	24 Tu	Th	24 Su	Tu
25	Fr	Mo	25 We	Sa	25 Mo	Th	25 Su	Su	25 We	Fr	25 Mo	We
26	Sa	Tu	26 Th	Su	26 Tu	Fr	26 Mo	Mo	26 Th	Sa	26 Tu	Th
27	Su	We	27 Fr	Mo	27 We	Sa	27 Tu	Tu	27 Fr	Su	27 We	Fr
28	Mo	Th	28 Sa	Tu	28 Th	Su	28 We	We	28 Sa	Mo	28 Th	Sa
29	Tu	Fr	29 Su	We	29 Fr	Mo	29 Tu	Th	29 Su	Tu	29 Fr	Su
30	We	Sa	30 Mo	Th	30 Sa	Tu	30 We	Fr	30 Mo	We	30 Sa	Mo
31	Th		31 Tu		31 Su	We	31	Sa	31	Th		31

Confirmation of WHU qualification in European Cups: May 2017
 Confirmation of WHU last PL home fixture for 2017/18: June 2017

- West Ham Playing their last PL fixture away, do not qualify in European Cup & plays their first 2018/19 game away.

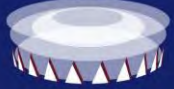
	Aug-2017	Sep-2017	Oct-2017	Nov-2017	Dec-2017	Jan-2018	Feb-2018	Mar-2018	Apr-2018	May-2018	Jun-2018	Jul-2018
1	Tu	Fr	1 Su	We	1 Fr	Mo	1 Th	Th	1 Su	Tu	1 Fr	Su
2	We	Sa	2 Mo	Th	2 Sa	Tu	2 Fr	Fr	2 Mo	We	2 Sa	Mo
3	Th	Su	3 Tu	Fr	3 Su	We	3 Sa	Sa	3 Tu	Th	3 Su	Tu
4	Fr	Mo	4 We	Sa	4 Mo	Th	4 Su	Su	4 We	Fr	4 Mo	We
5	Sa	Tu	5 Th	Su	5 Tu	Fr	5 Mo	Mo	5 Th	Sa	5 Tu	Th
6	Su	We	6 Fr	Mo	6 We	Sa	6 Tu	Tu	6 Fr	Su	6 We	Fr
7	Mo	Th	7 Sa	Tu	7 Th	Su	7 We	We	7 Sa	Mo	7 Th	Sa
8	Tu	Fr	8 Su	We	8 Fr	Mo	8 Th	Th	8 Su	Tu	8 Fr	Su
9	We	Sa	9 Mo	Th	9 Sa	Tu	9 Fr	Fr	9 Mo	We	9 Sa	Mo
10	Th	Su	10 Tu	Fr	10 Su	We	10 Sa	Sa	10 Tu	Th	10 Su	Tu
11	Fr	Mo	11 We	Sa	11 Mo	Th	11 Su	Su	11 We	Fr	11 Mo	We
12	Sa	Tu	12 Th	Su	12 Tu	Fr	12 Mo	Mo	12 Th	Sa	12 Tu	Th
13	Su	We	13 Fr	Mo	13 We	Sa	13 Tu	Tu	13 Fr	Su	13 We	Fr
14	Mo	Th	14 Sa	Tu	14 Th	Su	14 We	We	14 Sa	Mo	14 Th	Sa
15	Tu	Fr	15 Su	We	15 Tu	Mo	15 Th	Th	15 Su	Tu	15 Fr	Su
16	We	Sa	16 Mo	Th	16 Sa	Tu	16 Fr	Fr	16 Mo	We	16 Sa	Mo
17	Th	Su	17 Tu	Fr	17 We	We	17 Sa	Sa	17 Tu	Th	17 Su	Tu
18	Fr	Mo	18 We	Sa	18 Mo	Th	18 Su	Su	18 We	Fr	18 Mo	We
19	Sa	Tu	19 Th	Su	19 Tu	Fr	19 Mo	Mo	19 Th	Sa	19 Tu	Th
20	Su	We	20 Fr	Mo	20 We	Sa	20 Tu	Tu	20 Fr	Su	20 We	Fr
21	Mo	Th	21 Sa	Tu	21 Th	Su	21 We	We	21 Sa	Mo	21 Th	Sa
22	Tu	Fr	22 Su	We	22 Fr	Mo	22 Th	Th	22 Su	Tu	22 Fr	Su
23	We	Sa	23 Mo	Th	23 Sa	Tu	23 Fr	Fr	23 Mo	We	23 Sa	Mo
24	Th	Su	24 Tu	Fr	24 Su	We	24 Sa	Sa	24 Tu	Th	24 Su	Tu
25	Fr	Mo	25 We	Sa	25 Mo	Th	25 Su	Su	25 We	Fr	25 Mo	We
26	Sa	Tu	26 Th	Su	26 Tu	We	26 Mo	Mo	26 Th	Sa	26 Tu	Th
27	Su	We	27 Fr	Mo	27 We	Sa	27 Tu	Tu	27 Fr	Su	27 We	Fr
28	Mo	Th	28 Sa	Tu	28 Th	Su	28 We	We	28 Sa	Mo	28 Th	Sa
29	Tu	Fr	29 Su	We	29 Fr	Mo	29 Tu	Th	29 Su	Tu	29 Fr	Su
30	We	Sa	30 Mo	Th	30 Sa	Tu	30 Fr	Fr	30 Mo	We	30 Sa	Mo
31	Th	Su	31 Tu	Fr	31 Su	We	31 Sa	Sa	31 Th	Su	31 Tu	Tu

Confirmation of WHU qualification in European Cups: May 2017

Confirmation of WHU last PL home fixture for the 2017/18 Season: June 2017

Confirmation of WHU first PL home fixture for 2018/19 Season: June 2018

LONDON
STADIUM



THE WORLD'S STAGE

Provisional Event Calendar 2018/19

	Aug-2018	Sep-2018	Oct-2018	Nov-2018	Dec-2018	Jan-2019	Feb-2019	Mar-2019	Apr-2019	May-2019	Jun-2019	Jul-2019
1	We	Sa	1 Mo	Th	1 Sa	Tu	1 Fr	Fr	1 Mo	We	1 Sa	Mo
2	Th	Su	2 Tu	Fr	2 Su	We	2 Sa	Sa	2 Tu	Th	2 Su	Tu
3	Fr	Mo	3 We	Sa	3 Mo	Th	3 Su	Su	3 We	Fr	3 Mo	We
4	Sa	Tu	4 Th	Su	4 Tu	Fr	4 Mo	Mo	4 Th	Sa	4 Tu	Th
5	Su	We	5 Fr	Mo	5 We	Sa	5 Tu	Tu	5 Fr	Su	5 We	Fr
6	Mo	Th	6 Sa	Tu	6 Th	Su	6 We	We	6 Sa	Mo	6 Th	Sa
7	Tu	Fr	7 Su	We	7 Fr	Mo	7 Th	Th	7 Su	Tu	7 Fr	Su
8	We	Sa	8 Mo	Th	8 Sa	Tu	8 Fr	Fr	8 Mo	We	8 Sa	Mo
9	Th	Su	9 Tu	Fr	9 Su	We	9 Sa	Sa	9 Tu	Th	9 Su	Tu
10	Fr	Mo	10 We	Sa	10 Mo	Th	10 Su	Su	10 We	Fr	10 Mo	We
11	Sa	WHU - PL 1	11 Th	Su	11 Tu	Fr	11 Mo	Mo	11 Th	Sa	11 Tu	Th
12	Su	We	12 Fr	Mo	12 We	Sa	12 Tu	Tu	12 Fr	Su	12 We	Fr
13	Mo	Th	13 Sa	Tu	13 Th	Su	13 We	We	13 Sa	Mo	13 Th	Sa
14	Tu	Fr	14 Su	We	14 Fr	Mo	14 Th	Th	14 Su	Tu	14 Fr	Su
15	We	Sa	15 Mo	Tu	15 Sa	Tu	15 Fr	Fr	15 Mo	We	15 Sa	Mo
16	Th	Su	16 Tu	Fr	16 Su	We	16 Sa	Sa	16 Tu	Th	16 Su	Tu
17	Fr	Mo	17 We	Sa	17 Mo	Th	17 Su	Su	17 We	Fr	17 Mo	We
18	Sa	Tu	18 Th	Su	18 Tu	Fr	18 Mo	Mo	18 Th	Sa	18 Tu	Th
19	Su	We	19 Fr	Mo	19 We	Sa	19 Tu	Tu	19 Fr	Su	19 We	Fr
20	Mo	Th	20 Sa	Tu	20 Th	Su	20 We	We	20 Sa	Mo	20 Th	Sa
21	Tu	Fr	21 Su	We	21 Fr	Mo	21 Th	Th	21 Su	Tu	21 Fr	Su
22	We	Sa	22 Mo	Th	22 Sa	Tu	22 Fr	Fr	22 Mo	We	22 Sa	Mo
23	Th	Su	23 Tu	Fr	23 Su	We	23 Sa	Sa	23 Tu	Th	23 Su	Tu
24	Fr	Mo	24 We	Sa	24 Mo	Th	24 Su	Su	24 We	Fr	24 Mo	We
25	Sa	Tu	25 Th	Su	25 Tu	Fr	25 Mo	Mo	25 Th	Sa	25 Tu	Th
26	Su	We	26 Fr	Mo	26 We	Sa	26 Tu	Tu	26 Fr	Su	26 We	Fr
27	Mo	Th	27 Sa	Tu	27 Th	Su	27 We	We	27 Sa	Mo	27 Th	Sa
28	Tu	Fr	28 Su	We	28 Fr	Mo	28 Th	Th	28 Su	Tu	28 Fr	Su
29	We	Sa	29 Mo	Th	29 Sa	Tu	29 Su	Fr	29 Mo	We	29 Sa	Mo
30	Th	Su	30 Tu	Fr	30 Su	We	30 Sa	Sa	30 Tu	Th	30 Su	Tu
31	Fr		31 We		31 Mo	Th		Su	31	Fr		We

WH West Ham United FC

UKA UK Athletics

Football Season

Build - De-rig

PL Premier League

DL Diamond League

Athletics Window

UEL Europa League

WAC World Athletics Championships

F FA International windows

EFL English Football League

IAAF International Association of Athletics Federations

Confirmed Event

FA English Football Association

PC International Paralympic Committee

Provisional Event Date, subject to change

Item: 1 (Action from 31 January 2017 Minutes)
Subject: Legal Advice on Digital Screen and Static Boards
Meeting date: 28 February 2017
Report to: E20 Stadium LLP Board
Report of: Alan Skewis and Ian Bright

1. SUMMARY

1.1. This report provides E20's lawyers (Gowlings) legal advice on the digital screen and static boards, as identified in the 31 January minutes. The summary is attached verbatim from Gowlings, and the full advice notes are provided in Appendix 1 and 2.

2. RECOMMENDATIONS

2.1. **NOTE** the legal advice as requested by Board, and that staff are proceeding in line with the advice received.

3. SUMMARY OF LEGAL ADVICE ON DIGITAL SCREEN

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