

From: [David Goldstone](#)
To: [Rachel Massey](#); [Gerry Murphy](#); [Ben Fletcher](#)
Subject: Fwd: Olympic Stadium review
Date: 28 November 2017 11:17:14
Attachments: [image003.gif](#)

FYI.

I'd like to have a quick word tomorrow about the last point that Dennis has underlined

Thanks

From: "Hone, Dennis" <[Dennis.Hone@](#) [REDACTED]>
Subject: Fwd: Olympic Stadium review
Date: 28 November 2017 10:17
To: "David Goldstone" <[DavidGoldstone@londonlegacy.co.uk](#)>
FYI

Sent from my iPhone

Begin forwarded message:

From: "Hone, Dennis" <[Dennis.Hone@](#) [REDACTED]>
Date: 28 November 2017 at 10:08:07 GMT
To: [REDACTED] <[\[REDACTED\]@moorestephens.com](#)>
Cc: [REDACTED] <[\[REDACTED\]@moorestephens.com](#)>
Subject: RE: Olympic Stadium review

Dear [REDACTED]

I would like to make a few general comments on the Olympic Stadium Review process.

1. At the GLA's request I consented to meet with Moore Stephens regarding the Stadium Review. I received no agenda for the meeting nor a list of questions to think about in advance. This meant that I had to answer questions at the meeting of the top of my head without any pre-thought or research. It therefore means that the answers I gave were only as accurate as I could remember on the day. Because of this I would be grateful if you could send me your notes or transcript of the meeting so that I can verify my responses before you rely upon them.
2. At the meeting I was asked questions that related to periods when I was neither the Chief Executive and Accounting officer of the ODA nor the Chief Executive of the LLDC. For instance I was asked about the legacy decisions in the original stadium design and why football was not designed in from the outset. Whilst I was aware that the stadium was the longest build project for the 2012 Olympic Games, that the original tender submissions were over budget, that there was only one credible bidder and that there was no concrete

interest at that time in the stadium after games, I was not part of the decisions taken by the Olympic Board. However I would note that the work of the ODA was covered by 6 National Audit Office reports which in turn were scrutinised by the Public Accounts Committee who questioned the DCMS permanent secretary and the ODA Chief Executive on a wide range of matters. I therefore think it extremely unlikely that the current Moore Stephens review will be more thorough or unearth anything that had not previously been considered by the NAO regarding the Olympic Stadium decisions. Again these NAO reports, the transcripts of the PAC hearings and the government response is all a matter of the public record which I am certain you would have access to and would have read.

3. I was also asked about the first LLDC concession procurement competition and again I had no involvement in the decisions regarding the form of competition nor the decision to abandon the process and commence a second completion. My roles and the dates I held the associated responsibilities is a matter of public record.
4. In respect of my time at the LLDC I was asked what concessions LLDC achieved in negotiations with West Ham United (WHU). This can be ascertained by looking at the differences between the WHU concession proposal under the stage two competition and the finally signed agreement. I would comment that the LLDC Board were fully briefed and kept up to date on the agreement negotiations and the Mayor of London briefed on all aspects of the deal prior to agreeing to conclude terms with WHU. On a personal note I joined LLDC after the second competition procurement had commenced and again did not influence the form of the competition.
5. You have now sent me a range of questions on 24 November for answer by today. This is not a sensible timeframe in the management of this complex report particularly given how long the investigations for this report has been ongoing. I note that a number of the questions are around the knowledge of the Board in respect of certain matters. I think it is important that you have a clear understanding of how governance arrangements worked at LLDC. Firstly the Mayor of London chaired the LLDC Board and there were weekly briefing sessions with the Mayor. Recognising that he was not a full time chairman, Neale Coleman was appointed Deputy Chair and worked almost full time at LLDC. On a day to day basis I reported to Neale Coleman and kept him abreast of all issues and developments. There were numerous progress reports to the Board and all members had opportunity to ask questions, call for further information or request subsequent briefings. The Chair did not guillotine debate – it was a forum for open discussion. I clearly recall separate briefing meetings with Jayne McGiven and with David Edmonds at their request. I would strongly reject any suggestion that the board were not briefed or did not have opportunity to challenge approach, risks or financial information. I believe that any suggestion that the Board were somehow not in possession of material facts is somewhat laughable given the experience, expertise and calibre of the Board who were fully aware

of their roles, responsibilities, reputation, rights and duty of care to the public purse.

6. You asked about the increasing costs of the post games stadium adaptations. Firstly the Board were aware of the form of contract and estimates for the construction phase together with the risks involved. There could be no serious suggestion that a Guaranteed Maximum Sum contract was in place in respect of the business case or progress reports. Secondly subsequent decisions were made about hosting rugby world cup fixtures and I believe even some concerts and an auto event after my time at LLDC. The estimated cost of the Rugby World Cup decision, involving a pause in the construction works, was made clear to the Board. Thirdly the Contractor Balfour Beatty (BB) exploited their position in respect of the changes to programme and scope. This coincided with BB coming under financial difficulty and therefore seeking to recoup monies from all extant contracts. There was a clear choice to abandon the Rugby World cup games and continue with original programme holding BB to their contract even if this involved arbitration and ultimately litigation. The Mayor and the Board did not wish to abandon hosting rugby world cup fixtures and sought to find a negotiated agreement with BB. I left LLDC on 19 October 2014 taking the last two weeks as annual leave. However as I was joining Mace (who were the project managers of the Stadium Project and work on other major LLDC projects) I was understandably excluded from all Stadium discussions during my 6 months' notice period from April 2014 to deal with perceived and real conflicts of interest.. I was therefore no longer involved in any Stadium Matters or negotiations with BB. This is an important matter as it curtailed my input into the decision making process.

I have put comments against your questions below.

I would wish to see the draft report for comment to ensure it does not contain any inaccuracies and correctly explains the context around the overall works and the decisions of the LLDC Board and Mayor.

Dennis

Dennis Hone

> Please consider the environment and avoid printing this email

From: [REDACTED] [[mailto:\[REDACTED\]@moorestephens.com](mailto:[REDACTED]@moorestephens.com)]

Sent: 24 November 2017 11:48

To: Hone, Dennis <[Dennis.Hone@\[REDACTED\]](mailto:Dennis.Hone@[REDACTED])>

Cc: [REDACTED] <[\[REDACTED\]@moorestephens.com](mailto:[REDACTED]@moorestephens.com)>

Subject: Olympic Stadium review

Dear Dennis,

Thank you very much for your time recently – it has proved very useful in the preparation of our report.

Since this time, we have been presented with information and explanations that may add to the picture in relation to:

- The collapse of the first bidding process in October 2011
- Capital costs of transformation presented in the March 2013 Business Case
- Operating surpluses presented in the March 2013 Business Case

We have some additional questions in relation to these which we would be very grateful if you could spare time to answer, to help us to close out our report – we know that these may not all be relevant to your period of involvement, so please answer those questions you can. In order to limit the time required, we have given multiple choice options, but please feel free to provide further detail or explanation if you feel this would be helpful.

As the deadline for publication is fast approaching, please can we request responses by the close of play on Monday 27 November? Sorry for the short notice.

The collapse of the first bidding process

1. The reason given publicly for the first bidding process being collapsed was that there was a state of “legal paralysis”. What was the Board view on these legal cases/complaints:
 - a) It was likely they would be lost ie OPLC / LLDC would lose
 - b) It was likely they would be won by OPLC / LLDC, but would take a significant amount of time to resolve
 - c) It was 50:50 ie there was significant risk and difficult to judge

I was not at the LLDC at the time the decision was taken to abandon the first concession competition. I assume that the reasons as to the decision would be clearly documented in a report to the Board or in correspondence with the Mayor, GLA and/or central government. In addition all bidders would have received correspondence as to the reasons although I believe that LLDC had reserved the right not to proceed with any bidder at their absolute discretion.

2. What, in your opinion, was the main cause of the first bidding process being collapsed? (you may choose more than one)
 - a) The tender process for the 2017 World Athletics Championships
 - b) The need to re-open the Stadium with the Park in 2014
 - c) A general need to be seen to be making progress
 - d) The legal cases, including State Aid, were not thought to be winnable
 - e) Decision by Central Government (please specify)
 - f) Another reason

I cannot give any specific reason as this pre-dated my involvement with LLDC.

Capital costs of transformation presented in the March 2013 Business Case

See my comments about the role, responsibilities and expertise of the Board in my covering email. At least 2 board members had direct experience of major construction schemes (one directly involved in stadium development) and two in running and operating major venues. There was no shortage of knowledge to effectively contribute to review the draft business case.

1. Were you aware at the time the March 2013 Business Case was published and costs estimated, that the design for the Stadium was only roughly 40% complete?
 - a) Yes
 - b) No

The Business case was based on the best estimates at the time using external consultancy support. The Board were clear that the design was incomplete and would not be finalised until after the main contractor was appointed. The question shows a basic misunderstanding of contractor appointments and the stage of completion of design. Normally a client would want to have the design at least to RIBA Stage E (RIBA have since re-numbered design stages) before tender but even this means a significant element of detailed design is to be agreed post contract award. It is unhelpful to talk in terms of percentage complete rather than RIBA stages and it is important than Moore Stephens reflect what is a normal market approach to design completion prior to tier 1 contract award.

2. Similarly, were you aware that the contractors had not been finalised and that the costs were not fixed price bids or close to finalisation?
 - a) Yes
 - b) No
 - c) There was communication that it was an estimate, but not clear how firm it was

See above. It was absolutely clear to the Board the bids were not fixed price.

3. According to underlying information at the time, there was a high degree of estimation involved in the capital cost estimate of £192m. Was this communicated to the Board at the time of the decision?
 - a) Yes
 - b) No
 - c) There was communication that it was an estimate, but not clear how firm it was

See above

4. Given the high risk nature of the transformation, was the specific amount of the contingency included (£25m or 15%) presented to the Board for discussion? And was it agreed specifically as sufficient?

- a) Yes, presented and considered sufficient
- b) No, not presented separately for discussion
- c) There were doubts about the level of contingency set, but it was approved nonetheless

I do not have access to the Draft Business plan nor to LLDC board reports. I cannot recall the details of meetings over 4 years ago. Again it would be useful if Moore Stephens looked at standard industry practice as to appropriate contingency levels

- 5. As the transformation progressed, and the costs in relation to scope, the roof and necessary structural work increased, was this communicated to the Board in a timely fashion, and were the reasons for updated costing of the transformation project presented?
 - a) The Board was fully aware of the alleged reasons for increased costs (please specify what you recall)
 - b) The Board had some awareness of the alleged reasons for rising costs (please specify what you recall)
 - c) Information and explanations given to the Board as to reasons and comparable prior estimates were limited
 - d) Revised total project costs with prior comparables were not presented to the Board

All reports to the Board were a matter of public report and you will have reviewed these and the subsequent minutes. The Board were able to ask any questions they wished and receive any additional detailed information that they wanted. There were open discussions at the Board around all stadium issues and they will have been aware of the issues driving up costs including the staging of events, the overtly commercial stance of the contractor and scope issues.

Other aspects of the March 2013 Business Case

Thinking only about your understanding at the time of the approval of West Ham as the bidder on the 2nd occasion / the concession model for West Ham's use of the Stadium, ie without the benefit of hindsight from later facts and events:

All information provided to the board regarding the Stadium development and operations was prepared using appropriate consultants who had relevant recent experience. These consultants were not constrained in any way as to how they calculated figures or reported risk subject to the normal level of challenge and inspection that would be expected by the officers of LLDC. All consultants would have understood their PI liabilities and therefore it was assumed by the Board and Directors that they were putting forward credible information that could be relied upon.

The Board were well aware of the risks of developing and operating a major stadium. I find the questions slightly strange that anyone on the Board could say that dealing with one of the most high profile projects in the country, under the

public and media gaze and dealing with a staccato construction programme and an operating concept not widely used on football stadiums, that they were not aware of the risks involved nor asked for further information to aid their decision making process. My recollection is that risks and risk mitigation's dominated the discussions at the Board meetings.

1. How would you characterise the Board's understanding of the risk of developing, then owning and operating the stadium post development?
 - a) Low
 - b) Medium
 - c) High
 - d) Very high

See above – the Board received regular progress reports and debated the risks at every meeting

2. How would you characterise the Board's risk appetite for development, then ownership and operation of the Stadium (before control and management)? ie how risky is the project without thinking about responding to the risks
 - a) high or very high (many things or significant things could go wrong and were likely to do so)
 - b) medium (some things or significant things could go wrong or were somewhat likely to do so)
 - c) low (few things or significant things could go wrong / were unlikely to go wrong)

See above

3. After control and management, how would you characterise the Risk being taken in development then ownership and operation of the Stadium ie how risky was the project, assuming that it was managed and controlled?
 - a) high or very high (many things or significant things could go wrong and were likely to do so)
 - b) medium (some things or significant things could go wrong or were somewhat likely to do so)
 - c) low (few things or significant things could go wrong / were unlikely to go wrong)

The main material operating risks were 1) seat movement costs, 2) Naming rights income and 3) landlord costs. The Board were well aware of the risks and the impact if cost escalated and a naming right deal was not achieved.

4. As to the controls and management, was the Board briefed on what was being done to control or manage each of the key risks?
 - a) No
 - b) Yes, in outline
 - c) Yes, specifically and in detail, regularly

See above

5. Did this include that post Development there could be a range of operating outcomes, from surplus to substantial deficit (and why), prior to the approval of the West Ham agreement?

- a) Yes
- b) No

See above

6. On balance what for you was the leading reason why investment in the Stadium's development, then ownership and operation of the Stadium was justifiable in accordance with the West Ham agreement?

- a) Transformation costs were considered acceptable for the scale and scope of the work required, irrespective of financial surplus of operating the Stadium or wider economic benefits
- b) Transformation was costly and /or risky, but it would produce a surplus and be justified on financial grounds for the Stadium alone
- c) The economics could not justify the transformation risk / cost (because the surplus was insufficient), but should proceed for wider economic benefits beyond the Stadium financial surplus

The Board carefully considered all the information available to them, the risks involved, debated the issues and had the ability to request further information before recommending that the contracts with WHU, BB and the E20 operating arrangements were entered into. They took into account the wider economic benefits to the area and the negative impact of a white elephant stadium. They were also cognisant of the wider political and other views of demolishing the stadium if it was uneconomical to operate.

Kind regards,

██████████

████████████████████
Senior Manager

Global risk investigations and dispute advisory
Moore Stephens LLP

D +44 (0) ██████████

T +44 (0) ██████████

M +44 (0) ██████████

From: [David Goldstone](#)
To: [Gerry Murphy](#)
Cc: [Ben Fletcher](#)
Subject: RE: calls
Date: 28 November 2017 17:43:00
Attachments: [image002.gif](#)
[image003.png](#)

I had thought we might still say

- Said we'd let you know [confidentially] when announcements coming
- MS coming out
- E20 accounts
- Will be statement on future ownership [without saying what it is]

But Ben – view???

David Goldstone CBE
Chief Executive

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ
Direct: 020 3288 [REDACTED]

Email: davidgoldstone@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk



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From: Gerry Murphy
Sent: 28 November 2017 13:15
To: David Goldstone
Cc: Ben Fletcher
Subject: calls

David,

Are you going to postpone these - tomorrow a bit soon (I know that means I will do them Thursday eve)?

Presumably just covering Nexit?

G

Gerry Murphy

Deputy Chief Executive

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

Email: Gerrymurphy@londonlegacy.co.uk



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From: [Peter Hendy](#)
To: [David Goldstone](#)
Subject: Re: Report
Date: 28 November 2017 19:17:00
Attachments: [image001.gif](#)

Thanks. He is acting in our interests!
P

with best wishes
Sir Peter Hendy CBE
Chair
Network Rail, and the London Legacy Development Corporation

On 28 Nov 2017, at 17:28, David Goldstone <DavidGoldstone@londonlegacy.co.uk> wrote:

Alan was seeing he draft MS report today

See below

David Goldstone CBE
Chief Executive

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ
Direct: 020 3288 [REDACTED]

Email: davidgoldstone@londonlegacy.co.uk
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<[image001.gif](#)>

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From: Alan Fort
Sent: 28 November 2017 15:55
To: Ben Fletcher; Gerry Murphy; David Goldstone
Subject: Report

Ben

I have been given 20 pages of the report which focus on current outcomes and how we arrived here.

Sadly the report is easy to read with lots of spaces so one doesn't lose interest.

I recognise the information.

The words or phrases which are often used referring to forecasts and budgets are:

Ambitious
Optimistic
Lack of due diligence
Lack of scepticism
Foreseeable

Key issues are:

Seating
West Ham contract

I have made a number of suggestions

A) pointed out that the loss attributable to WHU is higher. Didn't include LS185 fixed costs

B) [REDACTED]

C) there are liberal extracts from E20 board minutes which are not accurate or helpful. So I have asked them to remove two quotes

D) [REDACTED]

E) [REDACTED]

F) the E20 outcome has been defined by the WHU contract and the fact the contracts were entered into before the stadium was finished and true costs especially for seating were known. The board have faced difficult decisions throughout

Alan

From: [Peter Hendy](#)
To: [Ben Fletcher](#)
Cc: [Alan Fort](#); [Nicky Dunn](#); [David Goldstone](#); [Gerry Murphy](#); [REDACTED]
Subject: Re: from Karren Brady
Date: 28 November 2017 22:46:15

Hmmm. What's Gareth up to?
Happy to speak tomorrow.
P

with best wishes
Sir Peter Hendy CBE
Chair
Network Rail, and the London Legacy Development Corporation

On 28 Nov 2017, at 21:53, Ben Fletcher <BenFletcher@londonlegacy.co.uk> wrote:

Think an engineered contact - understand that they approached him after hearing some of the questions at the BMS Committee - suspect he is responding.

However, there is another link between that Committee and the club and this may have come from that connection. Will explain tomorrow.

Mark and team can draft you a response if helpful Nicky.

Ben

Sent from my iPhone

On 28 Nov 2017, at 21:19, Alan Fort <alanfort@e20stadium.com> wrote:

I would suggest you thank her for the courtesy of informing you.

The Moore Stephens report on the subject of Naming Rights, provided they take my comments, will note that WHU have been involved in the process and imply that the WHU brand is an issue.

It also now shows WHU are the cause 12m losses in the stadium and naming rights are not the answer.

Alan

----- Original Message -----

From: Nicky Dunn <[nicky@\[REDACTED\]](mailto:nicky@[REDACTED])>
Date: Tue, November 28, 2017 8:54 p.m. +0000
To: David Goldstone <DavidGoldstone@londonlegacy.co.uk>, Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Ben Fletcher <BenFletcher@londonlegacy.co.uk>
CC: Peter Hendy <peterhendy@londonlegacy.co.uk>, Alan Fort <alanfort@e20stadium.com>

Subject: Fwd: from Karren Brady

See e mail below. Any thoughts re a response? I doubt anything we say would impact what she tells him.

Is it likely that he contacted her??

N

Begin forwarded message:

From: Karren Brady
<[Karren@\[REDACTED\]](mailto:Karren@[REDACTED])>
Subject: from Karren Brady
Date: 28 November 2017 20:18:40 GMT
To: Nicky Dunn <[nicky@\[REDACTED\]](mailto:nicky@[REDACTED])>

Evening Nicky, I wanted to let you know that I have been contacted by the Chairman of the Budget and Performance Committee of the London Assembly, Mr Gareth Bacon seeking my views on naming rights for the London Stadium; how I think the process for securing a sponsor should work, what I think they are worth and why in my opinion a partner has not been secured to date.

I intend to write to him tomorrow with my thoughts and I wanted to let you know out of courtesy.

Best wishes

Karren
Baroness Brady of Knightsbridge CBE
PA [REDACTED]

From: [Nicky Dunn](#)
To: [David Goldstone](#)
Cc: [Gerry Murphy](#); [Alan Fort](#); [Ben Fletcher](#); [Peter Hendy](#)
Subject: Re: from Karren Brady
Date: 29 November 2017 08:03:34

Vg!

Sent from my iPhone

On 29 Nov 2017, at 07:59, David Goldstone <DavidGoldstone@londonlegacy.co.uk> wrote:

Seeing as she has said that she will be wring why don't you

- say what you all suggest...
- but add that , as we have so much interaction with the assembly budget committee, it would be really helpful to see a copy of her written response
-

...see how much she wants to be sharing!

David Goldstone CBE
Chief Executive

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<image001.gif>

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From: Gerry Murphy
Sent: 29 November 2017 07:54
To: Nicky Dunn
Cc: Alan Fort; David Goldstone; Ben Fletcher; Peter Hendy
Subject: Re: from Karren Brady

I'm absolutely sure she won't!

I made the same point to GLA but yes, definitely thanks, also need to cover plans in train in our briefing (and David did also cover at one of the committee/assembly hearings) G

On: 29 November 2017 07:45, "Nicky Dunn" <nicky@[REDACTED]> wrote:

Thanks Gerry. I suspect her comments to him won't be limited to Naming rights as she has been making a big deal recent about how they could run operations cheaper. We obvs have plans in place to cut costs which I know Ben has covered in his briefing.

Sent from my iPhone

On 29 Nov 2017, at 06:18, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Agree.

David made the point at a recent budget/assembly that the agency we used was BKBs personal recommendation and she met with them throughout the last process.

Need to ensure we cover in the briefing pack. Thanks Gerry

On: 28 November 2017 21:19, "Alan Fort" <alanfort@e20stadium.com> wrote:

I would suggest you thank her for the courtesy of informing you.

The Moore Stephens report on the subject of Naming Rights, provided they take my comments, will note that WHU have been involved in the process and imply that the WHU brand is an issue.

It also now shows WHU are the cause 12m losses in the stadium and naming rights are not the answer.

Alan

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Date: Tue, November 28, 2017 8:54 p.m. +0000
To: David Goldstone <DavidGoldstone@londonlegacy.co.uk>, Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Ben Fletcher <BenFletcher@londonlegacy.co.uk>
CC: Peter Hendy <peterhendy@londonlegacy.co.uk>, Alan Fort <alanfort@e20stadium.com>
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PA [REDACTED]

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From: [Nicky Dunn](#)
To: [Alan Fort](#)
Cc: [Gerry Murphy](#); [David Goldstone](#); [Ben Fletcher](#); [Peter Hendy](#)
Subject: Re: from Karren Brady
Date: 29 November 2017 08:25:31

Alan. have you seen the report??

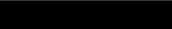
Sent from my iPhone

On 29 Nov 2017, at 08:10, Alan Fort <alanfort@e20stadium.com> wrote:

Nicky

The report attributes the seat move to WHU to get the seats closer to the pitch. The report poses the question why can't you play in athletics mode all the time. A good question I thought

LS185 don't appear as stars in the report but it is year 1 which is about safe operation and learning. Year 2 is about efficiency.

From: Nicky Dunn [<mailto:nicky@> 
Sent: 29 November 2017 07:45
To: Gerry Murphy
Cc: Alan Fort; David Goldstone; Ben Fletcher; Peter Hendy
Subject: Re: from Karren Brady

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N

Begin forwarded message:

From: Karren Brady <[Karren@\[REDACTED\]](mailto:Karren@[REDACTED])>
Subject: from Karren Brady
Date: 28 November 2017 20:18:40 GMT
To: Nicky Dunn <[nicky@\[REDACTED\]](mailto:nicky@[REDACTED])>

Evening Nicky, I wanted to let you know that I have been contacted by the Chairman of the Budget and Performance Committee of the London Assembly, Mr Gareth Bacon seeking my views on naming rights for the London Stadium; how I think the process for securing a sponsor should work, what I think they are worth and why in my opinion a partner has not been secured to date.

I intend to write to him tomorrow with my thoughts and I wanted to let you know out of courtesy.

Best wishes

Karren
Baroness Brady of Knightsbridge CBE
PA [REDACTED]

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From: [Alan Fort](#)
To: [Ben Fletcher](#); [Gerry Murphy](#); [David Goldstone](#)
Cc: [Ian Bright](#); [Mark Robinson](#)
Subject: RE: Documents to publish online
Date: 29 November 2017 13:43:08

Ben

That should answer most of the questions.

Alan

From: Ben Fletcher
Sent: 29 November 2017 13:35
To: Gerry Murphy; David Goldstone
Cc: Alan Fort; Ian Bright; Mark Robinson
Subject: FW: Documents to publish online

David and Gerry,

Our proposed list of documents which City Hall could publish \ host on Friday as part of the announcement.

Welcome thoughts – we will probably need to send them something by cop today

From: Mark Robinson
Sent: 29 November 2017 13:26
To: Ben Fletcher
Subject: RE: Documents to publish online

Sorry forgot one other

- Stadium-related FOI responses

From: Mark Robinson
Sent: 29 November 2017 13:26
To: Ben Fletcher
Subject: Documents to publish online

- E20 accounts
- Briefing note for Mayor
- E20 public board papers
- Concession agreements – WHU and UKA
- LS185 contract
- Next community benefits public document

From: [Ben Fletcher](#)
To: [Gerry Murphy](#)
Cc: [Mark Robinson](#); [Paul Brickell](#); [Rosanna Lawes](#); [Mark Camley](#); [Andrea Gordon](#); [Paul Middlemas](#)
Subject: Re: draft message to stakeholders, staff and board
Date: 30 November 2017 08:39:53

Hi Gerry,

This was the Comms plan that DG commissioned; think it was done fairly quickly. I think he said what he did yesterday in the expectation that there wouldn't then also be a huddle tomorrow.

We can easily amend to fit in with your preferences, no problem. Let's have 5 minutes later to talk about what you want re speaking notes.

Ben
Sent from my iPhone

On 30 Nov 2017, at 08:15, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Mark, Ben,

I know you are extremely busy but I think crossed wires on this.

I'm not intending to send a letter (but would have wanted to review before circulating even internally). The 2016/17 number is wrong.

We need speaking notes for exec. We can develop them over today.

I thought we should do a staff huddle at 10am and let people know what is going on.

G

----- Original Message -----

From: Mark Robinson <MarkRobinson@londonlegacy.co.uk>
Date: Thu, November 30, 2017 8:00 am +0000
To: Ben Fletcher <BenFletcher@londonlegacy.co.uk>, Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Paul Brickell <PaulBrickell@londonlegacy.co.uk>, Rosanna Lawes <RosannaLawes@londonlegacy.co.uk>, Mark Camley <MarkCamley@londonlegacy.co.uk>
CC: [REDACTED] <[REDACTED]@londonlegacy.co.uk>, [REDACTED] <[REDACTED]@londonlegacy.co.uk>
Subject: RE: draft message to stakeholders, staff and board

Sorry – forgot to include the list of stakeholders to contact.

See link here: <O:\Departments\Communication, Marketing and Strategy\Ongoing activity\Public Affairs\Stakeholder Strategy\Stakeholder bulletins\011217 MS list.xlsx>

Mark

From: Mark Robinson
Sent: 29 November 2017 15:54
To: Ben Fletcher; Gerry Murphy; Paul Brickell; Rosanna Lawes; Mark Camley
Subject: draft message to stakeholders, staff and board

Draft messages to staff, stakeholders and board members below.

Message to Stakeholders and Staff

To be sent 9.45am Friday

Dear

I wanted to let you know that today, the Mayor of London, has announced the conclusions from his investigation into the London Stadium.

The independent review was largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that some of those decisions were not soundly based or sufficient thought given to the long-term legacy of the venue.

E20, the body which owns the London Stadium, has also reported today significant losses of £20 million for the 2016/17 financial year. As a result, the Mayor of London and the Mayor of Newham have agreed that the shared ownership model for the stadium, while created in good faith, is unsustainable in its current format. Newham has agreed to leave the partnership but will retain the community benefits that the council's investment in the joint venture was designed to achieve.

The Mayor of London and LLDC will now consider options over the coming weeks for the future governance and management of E20 to enable the organisation to move to a financially sustainable position.

While there are significant challenges facing the early years of the venue's life, I want to emphasise just how important the London Stadium is to the Park and wider area. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Please do not hesitate to contact me if you have any further questions.

Kind regards

Gerry Murphy
Acting Chief Executive

Message to Board

To be sent close of play Thursday

Dear

As briefed at the Board meeting earlier this week the Mayor of London, will today announce the conclusions from his investigation into the London Stadium.

The independent review was largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that some of those decisions were not soundly based or sufficient thought given to the long-term legacy of the venue.

E20, the body which owns the London Stadium, has also today reported losses of £20 million for the 2016/17 financial year. As a result, the Mayor of London and the Mayor of Newham have agreed that the shared ownership model for the stadium, while created in good faith, is unsustainable in its current format. Newham has agreed to leave the partnership but will retain the community benefits that the council's investment in the joint venture was designed to achieve.

The Mayor of London and LLDC will now consider options over the coming weeks for the future governance and management of E20 to enable the organisation to move to a financially sustainable position.

The Mayor has published documents relating to the Stadium here [insert link].

Our media statement is: "The financial challenges faced by the London Stadium are well known and the Mayor of London and Mayor of Newham have agreed that the shared ownership model for the stadium, while created in good faith, is unsustainable in its current format. Newham has agreed to leave the partnership but will retain the community benefits that the council's investment in the joint venture was designed to achieve.

"The Moore Stephens report highlights the complexity of the stadium business and the consequences of past deals. As a result the Mayor and LLDC will be considering options in the coming weeks for the future governance and management of E20 to enable the organisation to move to a financially sustainable position.

"The LLDC continues to oversee the best regeneration programme in Europe

bringing billions of pounds of benefit to the people of London.”

While there are significant challenges facing the early years of the venue's life, I want to emphasise just how important the London Stadium is to the Park and wider area. It has attracted millions of visitors to the area in recent years helping to create jobs and attract investors. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Please do not hesitate to contact me if you have any further questions.

Kind regards

Gerry Murphy
Acting Chief Executive

From: Ben Fletcher
To: staci.bellamy@london.gov.uk
Cc: Gerry Murphy; Mark Robinson
Subject: Tomorrow's calls
Date: 30 November 2017 11:59:26
Attachments: Stakeholder list for MQ.xlsx

David

The attached spreadsheet is the totality of the people we plan to contact. The list below is those we suggest that you speak to. In some cases (CED partners etc) we will follow up with more detailed calls to operational level contacts.

We would normally contact local MP s by email. Please advise if you are happy with this or prefer us or you to do directly. There may also be a case for a call to [REDACTED]

Stadium partners

[REDACTED]	UK Athletics	[REDACTED]	@britishathletics.org.uk	[REDACTED]
[REDACTED]	West Ham United	[REDACTED]	@btconnect.com	[REDACTED]
[REDACTED]	Vinci (LS185)	[REDACTED]	@stadefrance.com	[REDACTED]
[REDACTED]	Live Nation	[REDACTED]	@livenation.co.uk	[REDACTED]

Here East / IQLK: [REDACTED] to cover all Here East partners and tenants and [REDACTED] at LendLease to cover all International Quarter London partners and tenants

[REDACTED]	Here East	[REDACTED]	@icitylondon.com	[REDACTED]
[REDACTED]	Lend Lease	[REDACTED]	@lendlease.com	[REDACTED]

CED partners

[REDACTED]	University College London	[REDACTED]	@ucl.ac.uk	[REDACTED]	[REDACTED]
[REDACTED]	University of the Arts London	[REDACTED]	@arts.ac.uk	[REDACTED]	[REDACTED]
[REDACTED]	V&A	[REDACTED]	@vam.ac.uk	[REDACTED]	[REDACTED]
[REDACTED]	Sadlers Wells	[REDACTED]	@sadlerswells.com	[REDACTED]	[REDACTED]
[REDACTED]	BBC	[REDACTED]	@bbc.co.uk	[REDACTED]	[REDACTED]

Stakeholder bulletin

First Name	Surname	Job title	Organisation	email address			
Cultural & Education District							
[Redacted]			University College London	[Redacted]@ucl.ac.uk			
			University College London	[Redacted]@ucl.ac.uk			
			University of the Arts London	[Redacted]@arts.ac.uk			
			University of the Arts London	[Redacted]@fashion.arts.ac.uk			
			V&A	[Redacted]@vam.ac.uk			
			V&A	[Redacted]@vam.ac.uk			
			Sadlers Wells	artisticdirector@sadlerswells.com			
			Sadlers Wells	[Redacted]@sadlerswells.com			
			FFL	[Redacted]@future.london			
			FFL	[Redacted]@future.london			
			BBC	[Redacted]@bbc.co.uk			
			BBC	[Redacted]@bbc.co.uk			
			Park operators / tenants				
			[Redacted]			Here East	[Redacted]@icitylondon.com
BT	[Redacted]@bt.com						
Taylor Wimpey	[Redacted]@taylorwimpey.com						
Greenwich Leisure Limited	[Redacted]@gll.org						
Lea Valley Regional Park Authority	[Redacted]@leevalleypark.org.uk						
UK Athletics	[Redacted]@britishathletics.org.uk						
UK Athletics	[Redacted]@britishathletics.org.uk						
West Ham United	[Redacted]@btconnect.com						
West Ham United	[Redacted]@westhamunited.co.uk						
LS185	[Redacted]@londonstadium185.com						
Studio Wayne McGregor	[Redacted]@waynemcgregor.com						
Studio Wayne McGregor	[Redacted]@waynemcgregor.com						
L&Q	[Redacted]@lqgroup.org.uk						
L&Q	[Redacted]@lqgroup.org.uk						
Triathlon Homes	[Redacted]@triathlonhomes.com						
East Thames	[Redacted]@east-thames.co.uk						
Silvertown Partnership	[Redacted]@firstbase.com						
Engie	[Redacted]@engie.com						
Engie	[Redacted]@engie.com						
Balfour Beatty Investments (EW + SW)	[Redacted]@balfourbeatty.com						
Places for People	[Redacted]@placesforpeople.co.uk						
Financial Conduct Authority	[Redacted]@fca.org.uk						
ENTIQ (Plexel)	[Redacted]@entiq.com						
Mace	[Redacted]@macegroup.com						
Neighbouring Landowners / Developers							
[Redacted]			Westfield	[Redacted]@westfield-uk.com			
			Westfield	[Redacted]@westfield-uk.com			
			Vastint UK Services Ltd	[Redacted]@vastint.eu			
			Delancey	[Redacted]@delancey.com			
			Lend Lease	[Redacted]@lendlease.com			
			Lend Lease	[Redacted]@lendlease.com			
			London and Continental Railways	[Redacted]@lcrhq.co.uk			
			Get Living London	[Redacted]@getlivinglondon.com			

Public Sector Stakeholders			
		Transport for London	@tfl.gov.uk
		BEIS	@bis.gsi.gov.uk
		HM Treasury	@ipa.gov.uk
		HM Treasury	@hmtreasury.gsi.gov.uk
		DCMS	@culture.gov.uk
		Network Rail Property	@networkrail.co.uk
		London & Partners	@londonandpartners.com
		London & Partners	@londonandpartners.com
		HCA	@hca.gsi.gov.uk
Boroughs			
		London Borough of Waltham Forest	@walthamforest.gov.uk
		London Borough of Hackney	@hackney.gov.uk
		London Borough of Tower Hamlets	@towerhamlets.gov.uk
		Hackney	@hackney.gov.uk
		Tower Hamlets	@towerhamlets.gov.uk
		Waltham Forest	@walthamforest.gov.uk
Education, Universities			
		Loughborough University	@lboro.ac.uk
		Loughborough University	@lboro.ac.uk
		Bobby Moore Academy	@bobbymooreacademy.co.uk
		Birkbeck University of London	@bbk.ac.uk
		Newham College of Further Education	@newham.ac.uk
		Chobham Academy	@chobhamacademy.org.uk
		University of East London	@uel.ac.uk
		David Ross Educational Trust	@cpwplc.com
		David Ross Educational Trust	@dret.co.uk
		Mossbourne Riverside Academy	@mra.mossbourne.org
		Mossbourne	@mca.mossbourne.org
		Queen Mary University	@qmul.ac.uk
Community			
		Discover	@discover.org.uk
		Theatre Royal Stratford East	@stratfordeast.com
		Theatre Royal Stratford East	@parliament.uk
		Community Links	@community-links.org
		ELBA	@elba-1.org.uk
		Stratford Rising	@btopenworld.com
		Poplar Harca (and FFL Board Member)	@poplarharca.co.uk
		Bromley-by-Bow Centre	@bbbc.org.uk
Local MPs			
Diane	Abbott		diane.abbott.office@parliament.uk
Stephen	Timms		timms@parliament.uk
Rushanara	Ali		Rushanara.ali.mp@parliament.uk
Jim	Fitpatrick		Jim.fitzpatrick.mp@parliament.uk
Lyn	Brown		brownl@parliament.uk
Meg	Hillier		meghilliermp@parliament.uk

From: [Ben Fletcher](#)
To: david.bellamy@london.gov.uk; [REDACTED]
Cc: [Gerry Murphy](#); [Mark Robinson](#); [Lorna Gozzard](#)
Subject: Transparency page on LLDC website
Date: 30 November 2017 12:06:54

David,

These are the documents that we plan to place on a bespoke website page tomorrow.

- All historical Stadium-related FOI responses
- Full E20 accounts
- Stadium Report and recommendations for Mayor, presented prior to the SRW meeting – **(subject to a final review that Gerry is undertaking this afternoon)**
- All LLDC public (part 1) board papers on Stadium
- Concession agreements – WHU and UKA
- Full LS185 contract
- Schedule 14 of the LBN/E20 public benefits

This will provide a significant volume of detail. As discussed we will additionally publish documents referenced by and in the MS report not included in this list, as and when reviewed.

We are assuming that the actual MS report will be published on your website and that page will cross-refer and link to our site. We won't publish MS on our page but will also put a link back to the relevant page on your site when that is available.

Ben

From: [Gerry Murphy](#)
To: ["David Bellamy"](#); ["Martin Clarke \(Martin.Clarke@london.gov.uk\)"](#)
Cc: [Ben Fletcher](#)
Subject: Independent Business Review
Date: 30 November 2017 12:15:00
Attachments: [image001.png](#)

Just a reminder that we agreed to release the fact of the independent business review but not the firms name. Thanks Gerry

Gerry Murphy

Deputy Chief Executive

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

Email: Gerrymurphy@londonlegacy.co.uk



Queen Elizabeth Olympic Park is now open.

For more information please visit www.QueenElizabethOlympicPark.co.uk

From: [Ben Fletcher](#)
To: [REDACTED]; [Mark Robinson](#); [Gerry Murphy](#); [REDACTED]; [Alan Fort](#); [Lorna Gozzard](#)
Cc: [Ian Bright](#)
Subject: RE: David Bellamy call
Date: 30 November 2017 12:36:08
Attachments: [image001.png](#)
[image002.png](#)

Brilliant – many thanks

From: [REDACTED]
Sent: 30 November 2017 12:35
To: Mark Robinson; Ben Fletcher; Gerry Murphy; [REDACTED]; Alan Fort; Lorna Gozzard
Cc: Ian Bright
Subject: RE: David Bellamy call

Hi Ben,

I'm in the process of creating a standalone web page which will sit under The Stadium section of the QEOP website. Within the body of [The Stadium page](#) I'll also include a link to this new page via one of the grey panels further down the page.

The full URL will be <http://www.queenelizabetholympicpark.co.uk/the-park/venues/the-stadium/stadium-transparency>, but for ease I would suggest sending [REDACTED] this shortened URL - www.queenelizabetholympicpark.co.uk/stadium-transparency.

Feel free to send him this shortened URL now – the link won't take you anywhere until I publish the page tomorrow.

Thanks,

[REDACTED]

[REDACTED]

Communications Executive

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 [REDACTED]

Email: [REDACTED]@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk



Queen Elizabeth Olympic Park is now open. For more information, please visit
www.QueenElizabethOlympicPark.co.uk

From: Mark Robinson
Sent: 30 November 2017 11:45
To: Ben Fletcher; Gerry Murphy; [REDACTED]; Alan Fort; Lorna Gozzard
Cc: Ian Bright; [REDACTED]
Subject: RE: David Bellamy call

Documents to publish online:

- Stadium-related FOI responses
- E20 accounts
- Briefing note for Mayor – Gerry is checking if this can be published
- LLDC public board papers on Stadium
- Concession agreements – WHU and UKA
- LS185 contract
- Schedule 14 of the LBN/E20 public benefits

[REDACTED] is creating the web page and has already sourced some of these documents that are published elsewhere on the LLDC website.

Mark

From: Ben Fletcher
Sent: 30 November 2017 11:20
To: Gerry Murphy; Mark Robinson; [REDACTED]; Alan Fort; Lorna Gozzard
Cc: Ian Bright; [REDACTED]
Subject: David Bellamy call

Just spoken to David Bellamy:

Key actions:

- 1) He would like the list of stakeholders who need to be contacted tomorrow before 12 noon – he is seeing SK then **Mark \ [REDACTED]**
- 2) He would like to see the list of documents we plan to make available tomorrow asap, ideally before 12 noon **Mark \ [REDACTED]**
- 3) He would like LLDC to host the published documents on our website – standalone page called something like “Stadium Transparency” and they will need the URL this afternoon **Lorna \ [REDACTED]**
- 4) Moore Stephens [REDACTED], we should expect FOI requests on the back of this – can we get urgent legal advice on whether we will get a “commercial in confidence exemption” – **Alan F**
- 5) The MS report will also reference various Part 2 papers from E20 and LLDC Board meetings – we should be planning to also put these of the “Stadium Transparency” page but not for tomorrow morning: agreed we need time to review, redact and take legal advice as appropriate - **All**
- 6) David has a supplementary list of Q+A’s – the Mayor’s press office are sense checking

now to see if we have already answered some of them. We will need to draft answers urgently when received as SK will need for his overnight papers – **Mark**

Ben

Ben Fletcher
Director of Communication, Marketing and Strategy

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

PA [REDACTED] E: [REDACTED]@londonlegacy.co.uk T: 020 3288 [REDACTED]

DDI: 020 3288 [REDACTED] Mobile: [REDACTED]

Email: benfletcher@londonlegacy.co.uk

Logo_Colour



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www.QueenElizabethOlympicPark.co.uk

From: [Ben Fletcher](#)
To: david.bellamy@london.gov.uk
Cc: [REDACTED]; [Samantha Hart](#); [REDACTED]@london.gov.uk; [Gerry Murphy](#); [REDACTED]
Subject: Stadium Transparency page on the QEOP website
Date: 30 November 2017 12:45:47

David,

Cc Sam and [REDACTED]

As per my earlier email about the content, this is where we plan to host the stadium transparency page containing the documents listed earlier.

It will be a standalone web page which will sit under the "Stadium" section of the QEOP website. It will be visible and obvious to anyone looking for relevant information.

At the moment the page is under construction but will be ready to go live at 8am tomorrow morning.

Your website and press release should link to: www.queenelizabetholympicpark.co.uk/stadium-transparency.

Cheers,

Ben

From: [redacted]
To: Mike Smith [redacted]; Gerry Murphy; Rachel Massey; Mark Robinson
Cc: Alan Fort; Ben Fletcher
Subject: RE: David Bellamy call
Date: 30 November 2017 13:07:58
Attachments: image001.png

I've spoken to Legal on this FOI point and discussed the contract briefly with Mike.

With regards point 4 "Moore Stephens [redacted] we should expect FOI requests on the back of this – can we get urgent legal advice on whether we will get a "commercial in confidence exemption"

The [redacted] contract and MOU very clearly identify the commercial sensitivity of the information being provided in the work streams. If or when the information is requested as an FOI there will be strong justifications for withholding it under s.43(2) and Legal will review our drafting at that time to ensure that this is clearly stated and supported. Pre-emptively drafting exemptions prior to requiring them will do more harm than good and devalue the exemptions if assessed by the ICO if reviewed to that stage.

[redacted]

From: Mike Smith
Sent: 30 November 2017 12:42
To: [redacted]; Gerry Murphy; Rachel Massey; fo; Mark Robinson
Cc: Alan Fort; Ben Fletcher
Subject: RE: David Bellamy call
Importance: High

I should clarify that the service requirements for Workstream 2 and 3 in the contract are confidential between the parties as well as set-out below.

Mike

Mike Smith
Head of Procurement - LCL

London Legacy Development Corporation
Direct +44 (0)203 288 [redacted]
Mobile +44 (0) [redacted]

From: Mike Smith
Sent: 30 November 2017 12:38
To: [redacted]; Gerry Murphy; Rachel Massey; fo; Mark Robinson
Cc: Alan Fort; Ben Fletcher
Subject: RE: David Bellamy call

Hi Gerry

The contract [redacted] itself is not confidential (apart from the service requirements for Workstream 2 and 3). The information exchanged between the parties (as far as the FOI legislation allows) is confidential. The outputs of Workstreams 2 Optional Analysis and Workstream 3 Contingency Planning are confidential between the parties and we have a presumption in favour of not disclosing in FOI due to the damage to the public interest. (Workstream 1 was reviewing the short-term cash-flow and financial forecast).

Let me know if you want further details.

Kind regards

Mike

Mike Smith
Head of Procurement - LCL

London Legacy Development Corporation
Direct +44 (0)203 288 [redacted]
Mobile +44 (0) [redacted]

From: [redacted]
Sent: 30 November 2017 11:53
To: Gerry Murphy; Rachel Massey; fo; Mike Smith; Mark Robinson
Cc: Alan Fort; Ben Fletcher
Subject: RE: David Bellamy call

This is the list Ben intends to send to David B as a draft in 10 mins attached. David B indicated they would want to contact some of the list themselves so we have pulled out key contacts as below

Stadium partners

[redacted]	UK Athletics	[redacted]	@britishathletics.org.uk	[redacted]
[redacted]	West Ham United	[redacted]	@btconnect.com	[redacted]
[redacted]	Vinci (LS185)	[redacted]	@stadefrance.com	[redacted]
[redacted]	Live Nation	[redacted]	@livenation.co.uk	[redacted]

Here East / IQLK: [redacted] to cover all Here East partners and tenants and [redacted] at LendLease to cover all International Quarter London partners and tenants

[redacted]	Here East	[redacted]	@icitylondon.com	[redacted]
[redacted]	Lend Lease	[redacted]	@lendlease.com	[redacted]

CED partners

[redacted]	University College London	[redacted]	@ucl.ac.uk	[redacted]
[redacted]	University of the Arts London	[redacted]	@arts.ac.uk	[redacted]
[redacted]	V&A	[redacted]	@vam.ac.uk	[redacted]
[redacted]	Sadlers Wells	[redacted]	@sadlerswells.com	[redacted]
[redacted]	BBC	[redacted]	@bbc.co.uk	[redacted]

They may have a view on local MPs and [redacted] - it was our intention to contact them.

From: Gerry Murphy
Sent: 30 November 2017 11:43
To: Rachel Massey; fo; Mike Smith; Mark Robinson; [redacted]
Cc: Alan Fort; Ben Fletcher
Subject: Fwd: David Bellamy call
Importance: High

Rachel's please can you pick up the point on [REDACTED] for I do not intend that we publish any of it it is incredibly confidential and so we need best defence.

Mike please can you check the confidential clause in [REDACTED] - are we in breach if we mention by name explicitly we did not agree that MS did this.

Mark [REDACTED] would like to review stakeholder list

Begin Forwarded Message

From: "Ben Fletcher" <BenFletcher@londonlegacy.co.uk>

Subject: David Bellamy call

Date: 30 November 2017 11:19

To: "Gerry Murphy" <GerryMurphy@londonlegacy.co.uk> "Mark Robinson" <MarkRobinson@londonlegacy.co.uk> [REDACTED] <[\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)> "Alan Fort" <alanfort@s20stadium.com> "Lorna Gozzard" <LornaGozzard@londonlegacy.co.uk>

Cc: "Ian Bright" <IanBright@londonlegacy.co.uk> [REDACTED] <[\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)>

Just spoken to David Bellamy

Key actions

- 1) He would like the list of stakeholders who need to be contacted tomorrow before 12 noon – he is seeing SK then Mark [REDACTED]
- 2) He would like to see the list of documents we plan to make available tomorrow asap ideally before 12 noon Mark [REDACTED]
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- 4) Moore Stephens [REDACTED] we should expect FOI requests on the back of this – can we get urgent legal advice on whether we will get a "commercial in confidence exemption" – Alan F
- 5) The MS report will also reference various Part 2 papers from E20 and LLDC Board meetings – we should be planning to also put these of the "Stadium Transparency" page but not for tomorrow morning agreed we need time to review redact and take legal advice as appropriate - All
- 6) David has a supplementary list of Q+A s – the Mayor's press office are sense checking now to see if we have already answered some of them. We will need to draft answers urgently when received as SK will need for his overnight papers – Mark

Ben

Ben Fletcher

Director of Communication, Marketing and Strategy

Queen Elizabeth Olympic Park

London Legacy Development Corporation

Level 10

1 Stratford Place Montfichet Road

London

E20 1EJ

PA [REDACTED] E [REDACTED] <[\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)> T 020 3288 [REDACTED]

DDI 020 3288 [REDACTED] Mobile [REDACTED]

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Logo_Colour



Queen Elizabeth Olympic Park is now open. For more information please visit www.QueenElizabethOlympicPark.co.uk

From: [Martin Gaunt](#)
To: [Alan Fort](#); [Mark Robinson](#); [Gerry Murphy](#); [Ben Fletcher](#); [Alan Skewis](#)
Subject: RE: q&as
Date: 30 November 2017 14:20:42

I suggest we run the final two Q&As (ie. about additional capacity) past [REDACTED] to ensure we are not saying anything that harms our case in any way. I don't think we are, but we should double check.

[REDACTED]

M

From: Alan Fort
Sent: 30 November 2017 14:14
To: Mark Robinson; Gerry Murphy; Ben Fletcher; Alan Skewis; Martin Gaunt
Subject: RE: q&as

Mark

A few changes

From: Mark Robinson
Sent: 30 November 2017 13:52
To: Gerry Murphy; Ben Fletcher; Alan Fort; Alan Skewis; Martin Gaunt
Subject: q&as

I'll circulate the others shortly

From: [Mark Robinson](#)
To: [Gerry Murphy](#); [Ben Fletcher](#); [Alan Fort](#); [Alan Skewis](#); [Martin Gaunt](#)
Subject: Version 2 Q&A attached
Date: 30 November 2017 14:44:52
Attachments: [Stadium Q&A v2.docx](#)

Financial status of the stadium / E20

- How much money does the stadium lose each year?

Losses are estimated to be c£20m if no changes are made to the current set up and operations. Significant changes are planned to improve the commercial viability of the stadium.

- How much does the taxpayer subsidise West Ham by?

The current annual net loss from West Ham's tenancy, once the stadium's running costs are apportioned between users including fee income, catering and fixed costs, is c£11m.

- Does the Mayor feel West Ham should be paying more?

[Mayor's decision but you could say ...]

-There is a legally binding contract in place but the Mayor believes E20 must work hard to clarify its rights under the concession agreement so that it can maximise the commercial returns from the stadium

- Why does the stadium lose money?

The key issue is the cost of moving seats forward and back to put the venue into football mode. The deal struck with West Ham means that it costs more money to stage the club's matches than is generated through the annual rent or match day revenues.

- How much did it cost to move the seats?

Seat move costs are expected to be £3.9m in 2018. The full seat move and overlay for the London 2017 athletics events was £12m.

- What is being done to reduce the costs of moving the seats? (Alan answering)

We have already reduced cost by making incremental improvements. For 2018 we have developed a configuration that requires fewer seats to move [The east and west stand stay in their "forward position"]. We have commissioned a concept design evaluation to see if a new seating system would be cheaper and quicker to move. We are confident a combination of the new system and limiting seat moves will make a major difference to the stadium finances, while retaining its status as a high quality multi-purpose venue.

- Do we need to move the seats each year?

Yes, we have a commitment with West Ham to move the seats into football mode each year. In 2018 we are able to host the Diamond League athletics, major concerts with more limited seat moves than in 2017. The venue will still have the biggest field of play for concerts, and largest seating capacity for athletics in Europe.

- What action have you taken against the seating provider? (Alan answering)

Alto Seating went into liquidation just before the 2015 Rugby World Cup when the seating problems first became apparent.

- Are you going to change the seats so that they are cheaper and quicker to move?

Yes. We have already reduced cost by making incremental improvements. For 2018 we have ~~developed~~ ~~found~~ a configuration that requires fewer seats to move [The east and west stand stay in their "forward position"]. We have also commissioned a concept design ~~that may create a for~~ a new seating system that would be cheaper and quicker to move. We are confident a combination of the new system and limiting seat moves will make a major difference to the stadium finances, while retaining its status as a high quality multi-purpose venue. ~~The concept design will be presented to the E20 Board in February 2018.~~

- Why haven't you secured a sponsorship deal for the stadium?

This is a highly competitive market and we have used some of the best agencies in the world, one recommended by West Ham. These are highly complicated deals committing sponsors to involve many millions of pounds and long-term commitment, so take time to secure the right partner at the right price.

- When will you secure a sponsorship deal by?

E20 will not actively return to the market until it has the new commercial strategy for the stadium in place but there has been significant interest on the back of last summer's 2017 World Athletics Championships. We are confident that we have an exceptional venue that has already reached a global audience through the many world class events held there. We will not put a timescale to securing a sponsor but we are confident that a deal will be done.

- Why is the commercial performance of the stadium on match days poor?

Because the amount paid by West Ham is fixed, and the operational costs are open ended. The commercial performance on event days is not poor – the stadium has a higher spend per head than most other premier league grounds, we are a world leader in the concert market have staged financially successful athletics events.

Like any stadium when it first opens, the operational costs are higher than the "steady state". We must ensure a safe venue, so in the first year, for example, we deployed more stewards as we learn about visitor patterns. We are driving down costs for all events in our second season with fewer stewards coupled with operational improvements as we learn how the venue works.

We also live in a different world to that when the stadium agreements were made. For example, we put in significant hostile vehicle mitigation measures at the venue and in the surrounding area, and carry out 100% spectator checks on the stadium bridges. All of these add cost

An underlying issues for the stadium is that the rent paid by West Ham and athletics is not adequate.

- Shouldn't you sack the stadium operator LS185?

LS185 is a high quality stadium operator as evidenced by last summer's hugely successful London 2017 athletics events. Changing the operator would not solve the underlying causes of the losses. We are able to secure world class events, the aim must be to drive down operational costs and get a better commercial return from the contracts in place.

- Why is the stadium shown as worthless?

It's valued at nil because it is loss making. But this is an accounting valuation, and clearly the stadium has great value to Londoners and the many spectators who attend events there. It has enormous strategic value to London and the UK, and is the centrepiece of an enormously successful regeneration project in London. It has attracted millions of spectators to the many world class events staged there as well as raising the area's profile among potential investors.

- Can you stop the stadium losing money?

Yes, we are pursuing a range of measures to improve the financial performance, but it will be a challenge to fully close the current loss and move the stadium into profitability given the current West Ham and UKA concession agreements.

- How quickly will the amount of public money going into the stadium be reduced?

The loss should reduce year on year. We have already reduced the seat move costs for 2018 to c£4 million – saving almost £8 million on the summer 2017 costs.

- What will you do if you can't get the stadium's losses down?

We will drive down costs and will continue to review options to protect the interests of taxpayers.

- Isn't the stadium just a money pit that should be closed down?

No, it has enormous strategic value to London and the UK, and is the centrepiece of an enormously successful regeneration project in London. It has attracted millions of spectators to the many world class events staged there as well as raising the area's profile among potential investors.

- Why have E20's accounts only just been published?

They have been agreed and published comfortably within the requirement to do so within 9 months of year-end.

- Why do the E20 accounts say there is a material risk that they are not a going concern?

The stadium is a successful venue for a wide variety of world class events. Newham's departure from E20 will enabled a more streamlined governance process to enable it to move to a more viable financial position.

- Will you ensure E20/the stadium doesn't go into administration?

The stadium is a successful venue for a wide variety of world class events. Newham's departure from E20 will enabled a more streamlined governance process to enable it to move to a more viable financial position.

- What happens if E20 goes into administration?

The stadium is a successful venue for a wide variety of world class events. Newham's departure from E20 will enabled a more streamlined governance process to enable it to move to a more viable financial position.

- How much money is the Mayor prepared to spend to keep funding the current arrangements?

The stadium is a successful venue for a wide variety of world class events. Newham's departure from E20 will enabled a more streamlined governance process to enable it to move to a more viable financial position.

- Why is E20 being sued by West Ham?

West Ham has initiated legal proceedings against E20 because it wishes to increase the licenced seating capacity of the stadium for its football matches, without increasing the usage fee it pays to E20.

- How much has been spent on legal fees? Isn't this a waste of taxpayer funds? (see previous briefings on this recently.)

All legal action has been instigated by West Ham; E20 has to defend its position to protect the rights it has and to secure the long-term interests of the taxpayer. The legal bills could be as high as £3 million but E20 believes this is a necessary cost as the additional capacity dispute is worth hundreds of millions of pounds over the lifetime of the West Ham concession.

Newham withdrawal

- Why has Newham decided to withdraw from E20?

Newham's decision to withdraw will me to work with LLDC to help move E20 towards a financially stable position.

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- Isn't this a bad deal for the Mayor/LLDC they have to pick up all the losses now?

The GLA is the ultimate owner and freeholder of the stadium site. The new arrangements help simplify the stadium governance and focus our efforts on securing the best financial position for a national asset.

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- How will this help to improve the performance of the stadium?

It will help to simplify and streamline the decision making process.

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- Will the stadium continue to provide community benefits (jobs tickets use of the community track etc.) to Newham residents?

Yes the community benefits remain [largely] unchanged. . The GLA remains committed to the community benefits at the stadium. Just recently the London Marathon Community track opened at the stadium site. It will host Newham's athletics club, and be used for 6 hours a day by the 1,000 place secondary school being built on the stadium island site.

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- Is the relationship between LLDC and Newham part of the reason for the stadium's financial crisis?

No the relationship has been very positive. The two organisations have worked together to help establish the stadium as a successful venue through a very challenging period.

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- Newham has been clear that they were excluded from decision making about the stadium transformation. Do you agree it's all LLDC's fault?

The decisions about the contracts that have been let as well as the new seating systems lie with my predecessor. The consequences of his decisions – the contracts let, the seating system, the decision to stage the Rugby World Cup – had a huge impact on the transformation costs of the stadium.

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- What is the status of E20 it's a partnership with only one partner?

E20 can continue for the future with one member. This will be reviewed in due course.

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5. Action Mayor is taking / the future

- Why didn't the Mayor act sooner to address these losses?

I acted as soon as I became aware of the total transformation costs and ordered an independent investigation.

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- Will you renegotiate the contracts?

There are legally binding contracts in place but the Mayor believes E20 must work hard to clarify its rights under the concession agreement so that it can maximise the commercial returns from the stadium

- West Ham only use the stadium on match days. Shouldn't we get in another football or rugby club alongside them to bring in more income?

West Ham United's concession agreement does allow for another tenant but West Ham has an overriding priority for its matches to comply with Premier League rules.

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- Why are you paying so much money for financial/legal/restructuring advice?

All legal action has been instigated by West Ham; E20 has to defend its position to protect the rights it has and to secure the long-term interests of the taxpayer. The legal bills could be as high as £3 million but E20 believes this is a necessary cost as the additional capacity dispute is worth hundreds of millions of pounds over the lifetime of the West Ham concession.

- What does LLDC know about running stadiums? Surely this isn't something the public sector should be doing?

LLDC is the owner of the venue. As with the other permanent sporting venues on Queen Elizabeth Olympic Park, the stadium is run by a commercial operator, LS185, that has extensive experience of running similar venues.

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- Would you sell the stadium to West Ham?

We would consider any acceptable offer but given the nature of the contracts in place it is hard to foresee a circumstance in which any potential bidder would take on the contractual commitments and costs associated with running the venue.

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- Is the stadium going to hold the 2019 Cricket World Cup?

I understand that very positive negotiations are under way with the 2019 organising committee. This remains a very real prospect and the stadium would be a superb venue.

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- Is the stadium going to hold MLB games?

I want to see MLB come to London. There are very positive negotiations underway No deal has yet been done but the Stadium has shown how adaptable it is and its ability to stage a wide variety of sports and other events.

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- How many concerts will the stadium host next year?

The Foo Fighters have already sold out their two concerts in the stadium next summer. I am hopeful that there will be even more announcements of world class acts in the very near future. Up to 10 concerts could be staged and promoters have said how much they love the acoustics the size of the venue and its excellent transport links.

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From: [Mark Robinson](#)
To: [Gerry Murphy](#); [Ben Fletcher](#); [Alan Fort](#); [Alan Skewis](#); [Martin Gaunt](#)
Subject: Version 3 attached
Date: 30 November 2017 15:16:22
Attachments: [Stadium Q&A v3.docx](#)

Can you let me know which ones you want to go to the lawyers?

Thanks

Financial status of the stadium / E20

- How much money does the stadium lose each year?

Losses are estimated to be c£20m if no changes are made to the current set up and operations. Significant changes are planned to improve the commercial viability of the stadium. The losses in 2017/18 are c£24 million as they include restructuring and legal fees.

- How much does the taxpayer subsidise West Ham by?

The current annual net loss from West Ham's tenancy, once the stadium's running costs are apportioned between users including fee income, catering and fixed costs, is c£11-12m.

- Does the Mayor feel West Ham should be paying more?

[Mayor's decision but you could say ...]

West Ham United is a key partner in the future of the Stadium and they have a legally binding 99-year contract. As we develop a new commercial strategy for the Stadium's future, we want to work closely with the club and access their expertise to help ensure that this plan is successful.

Whilst more must be done to bear down on costs, it is also clear that the rental income paid is not sufficient. I hope that the owners of the club will reflect on that detail as we work towards a better future and consider whether it is appropriate for them to increase their contribution to avoid an ongoing public subsidy. I am also clear that any additional services the club seek to acquire outside their contractual terms, will be charged for at a market rate.

- Why does the stadium lose money?

The stadium was built as an athletics venue. The key issue is the cost of moving the seats forward and back to put the venue into football mode. Additionally once the seats have been moved to facilitate football the contract with West Ham means that it costs significantly more money to stage the club's matches than is generated through the annual rent and match day revenues.

- How much did it cost to move the seats?

Seat move costs are expected to be £3.9m in 2018 as we can host events whilst only moving some of the seating infrastructure. The full seat move and overlay for 2017 when we hosted the World Athletics and Para-athletics events and required a complete seat move was £12m.

- What is being done to reduce the costs of moving the seats? (Alan answering)

We have already reduced cost by making incremental improvements. For 2018 we have developed a configuration that requires fewer seats to move [The larger east and west stands stay in their "forward position"]. We have commissioned a concept design evaluation to see if a new seating system would be cheaper and quicker to move. We are confident a combination of the new system and limiting seat moves will make a major difference to the stadium finances, while retaining its status as a high quality multi-purpose venue.

- Do we need to move the seats each year?

Yes, we have a commitment with West Ham to move the seats into football mode each year. In 2018 we are able to host the Diamond League athletics, major concerts with more limited seat moves than in 2017. The venue will still have the biggest field of play for concerts, and largest seating capacity for athletics in Europe.

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- Why haven't you secured a sponsorship deal for the stadium?

This is a highly competitive market and we have used some of the best agencies in the world, one recommended by West Ham. These are highly complicated deals committing sponsors to involve many millions of pounds and long-term commitment, so take time to secure the right partner at the right price.

- When will you secure a sponsorship deal by?

E20 will not actively return to the market until it has the new commercial strategy for the stadium in place but there has been significant interest on the back of last summer's 2017 World Athletics Championships. We are confident that we have an exceptional venue that has already reached a global audience through the many world class events held there. We will not put a timescale to securing a sponsor but we are confident that a deal will be done.

- Why is the commercial performance of the stadium on match days poor?

Because the amount paid by West Ham is fixed, and the operational costs are open ended. The commercial performance on event days is not poor – the stadium has a higher spend per head than most other premier league grounds, we are a world leader in the concert market have staged financially successful athletics events.

Like any stadium when it first opens, the operational costs are higher than the "steady state". We must ensure a safe venue, so in the first year, for example, we deployed more stewards as we learn about visitor patterns. We are driving down costs for all events in our second season with fewer stewards coupled with operational improvements as we learn how the venue works.

We also live in a different world to that when the stadium agreements were made. For example, we put in significant hostile vehicle mitigation measures at the venue and in the surrounding area, and carry out 100% spectator checks on the stadium bridges. All of these add cost

An underlying issue for the stadium is that the rent paid by West Ham and athletics is not adequate.

- Shouldn't you sack the stadium operator LS185?

LS185 is a high quality stadium operator as evidenced by last summer's hugely successful London 2017 athletics events and West Ham's matches. Changing the operator would not solve the underlying causes of the losses. We are able to secure world class events, the aim must be to drive down operational costs and get a better commercial return from the contracts in place.

- Why is the stadium shown as worthless?

It's valued at nil because it is loss making. But this is an accounting valuation, and clearly the stadium has great value to Londoners and the many spectators who attend events there. It has enormous strategic value to London and the UK, and is the centrepiece of an enormously successful

regeneration project in London. It has attracted millions of spectators to the many world class events staged there as well as raising the area's profile among potential investors.

- Can you stop the stadium losing money?

Yes, we are pursuing a range of measures to improve the financial performance, but it will be a challenge to fully close the current loss and move the stadium into profitability given the current West Ham and UKA concession agreements. However, we should be clear that the challenges inherited as a result of the last Mayor's decision making mean that this will take some time.

- How quickly will the amount of public money going into the stadium be reduced?

The loss should reduce year on year. We have already reduced the seat move costs for 2018 to c£4 million – saving almost £8 million on the summer 2017 costs.

- What will you do if you can't get the stadium's losses down?

We will drive down costs and will continue to review options to protect the interests of taxpayers.

- Isn't the stadium just a money pit that should be closed down?

No, it has enormous strategic value to London and the UK, and is the centrepiece of an enormously successful regeneration project in London. It has attracted millions of spectators to the many world class events staged there as well as raising the area's profile among potential investors.

- Why have E20's accounts only just been published?

There has been no delay and deadlines have not been missed. The accounts have been agreed and published comfortably within the requirement to do so within 9 months of year-end.

- Why do the E20 accounts say there is a material risk that they are not a going concern?

The stadium is a successful venue for a wide variety of world class events. Following Newham's departure from the partnership we will be considering all options for making the stadium a financial success.

- Will you ensure E20/the stadium doesn't go into administration?

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- How much money is the Mayor prepared to spend to keep funding the current arrangements?

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- Why is E20 being sued by West Ham?

West Ham has initiated legal proceedings against E20 because it wishes to increase the licenced seating capacity of the stadium for its football matches, without increasing the usage fee it pays to E20. We are clear that this is not consistent with their contract and will further increase the stadium's losses and as a result, the public subsidy.

- How much has been spent on legal fees? Isn't this a waste of taxpayer funds? (see previous briefings on this recently.)

All legal action has been instigated by West Ham; E20 has to defend its position to protect the rights it has and to secure the long-term interests of the taxpayer. The legal bills could be as high as £3 million but E20 believes this is a necessary cost as the additional capacity dispute is worth hundreds of millions of pounds over the lifetime of the West Ham concession.

Newham withdrawal

- Why has Newham decided to withdraw from E20?

Newham's decision to withdraw will allow me to work with LLDC to help move E20 towards a financially stable position.

- Isn't this a bad deal for the Mayor/LLDC, they have to pick up all the losses now?

The GLA is the ultimate owner and freeholder of the stadium site. The new arrangements help simplify the stadium governance, and focus our efforts on securing the best financial position for a national asset.

- How will this help to improve the performance of the stadium?

It will help to simplify and streamline the decision making process.

- Will the stadium continue to provide community benefits (jobs, tickets, use of the community track etc.) to Newham residents?

Yes, the community benefits remain [largely] unchanged. . The GLA remains committed to the community benefits at the stadium. Just recently the London Marathon Community track opened at the stadium site. It will host Newham's athletics club, and be used for 6 hours a day by the 1,000 place secondary school being built on the stadium island site.

- Is the relationship between LLDC and Newham part of the reason for the stadium's financial crisis?

No, the relationship has been very positive. The two organisations have worked together to help establish the stadium as a successful venue through a very challenging period.

- Newham has been clear that they were excluded from decision making about the stadium transformation. Do you agree it's all LLDC's fault?

The decisions about the contracts that have been let as well as the new seating systems lie with my predecessor. The consequences of his decisions – the contracts let, the seating system, the decision to stage the Rugby World Cup – had a huge impact on the transformation costs of the stadium.

- What is the status of E20, it's a partnership with only one partner?

E20 can continue for the future with one member. This will be reviewed in due course.

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I acted as soon as I became aware of the total transformation costs and ordered an independent investigation.

- Will you renegotiate the contracts?

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- West Ham only use the stadium on match days. Shouldn't we get in another football or rugby club alongside them to bring in more income?

West Ham United's concession agreement does allow for another tenant but West Ham has an overriding priority for its matches to comply with Premier League rules.

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I want to see MLB come to London. There are very positive negotiations underway No deal has yet been done but the Stadium has shown how adaptable it is and its ability to stage a wide variety of sports and other events.

- How many concerts will the stadium host next year?

The Foo Fighters have already sold out their two concerts in the stadium next summer. I am hopeful that there will be even more announcements of world class acts in the very near future. Up to 10 concerts could be staged and promoters have said how much they love the acoustics, the size of the venue and its excellent transport links.

From: [Gerry Murphy](#)
To: [Ben Fletcher](#)
Subject: RE: Release
Date: 30 November 2017 15:26:00

Yes thanks

From: Ben Fletcher
Sent: 30 November 2017 15:22
To: Gerry Murphy
Subject: RE: Release

We can – CEO's office?

From: Gerry Murphy
Sent: 30 November 2017 15:21
To: Ben Fletcher
Cc: Mark Robinson
Subject: RE: Release

Can we get together in 15mins?

From: Ben Fletcher
Sent: 30 November 2017 15:20
To: Gerry Murphy
Cc: Mark Robinson
Subject: FW: Release

Gerry –

Shall we individually read this through and then get our heads together in 15 minutes to agree feedback?

ben

From: [REDACTED] [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 30 November 2017 15:15
To: Ben Fletcher; Mark Robinson
Cc: Samantha Hart
Subject: Release

Ben and Mark,

Here's a draft of tomorrow's release, which is subject to MD clearance and then the Mayor. Please let me know if you have any major concerns as soon as possible.

Thanks,

[REDACTED]

London Stadium: Mayor publishes damning Moore Stephens review and takes control to address stadium's financial challenges

- Former Mayor's decision for the taxpayer - not West Ham - to foot the bill for the Stadium transformation made without proper analysis, leading to 'ruinously expensive' deal
- Costs of transformation nearly double the 'manifestly inaccurate' estimates when West Ham deal signed
- Stadium forecast to lose £20 million in 2017-18
- Mayor agrees deal with Newham Council to take control of Stadium in order to renegotiate deals and minimise ongoing losses

The Mayor of London, Sadiq Khan, has today published an independent review into the true scale of the mismanagement of the London Stadium by the former Mayor, revealing a shocking catalogue of errors that led to transformation costs nearly doubling and a bungled decision that has left the taxpayer to foot an annual loss of £20 million.

Sadiq has also announced he is now taking over control of the London Stadium to put it on a more secure financial footing and – through the London Legacy Development Corporation - is putting together a plan to ensure its long-term future as a world-class multi-purpose venue and to continue providing community benefits.

The Moore Stephens review, commissioned by the Mayor in March this year, reveals for the first time how decisions made by Boris Johnson led to the taxpayer shouldering the cost and financial risk – rather than West Ham United – for the transformation of the London Stadium following the 2012 Olympic and Paralympic Games. It shows the decisions to transform the stadium and to accept the terms of West Ham's second bid as anchor tenants were made based on incorrect financial estimates and a failure to fully understand or investigate the commercial risks to the taxpayer.

The £323m cost of transforming the stadium was significantly higher than the 'unrealistic' estimate of £190m, which the review concludes was never properly scrutinised. This failure was further compounded by the previous Mayor's decision for the stadium to host Rugby World Cup games in 2015, which added extra delays, disruption and costs to the construction programme and put the July 2016 re-opening ahead of the start of the Premier League season at considerable risk.

The review says the investment by the public purse will not only never be recovered but has forecast that unless further action is taken, the stadium will continue to lose up to £20m every year. The former Mayor tied the taxpayer into binding contracts with West Ham United and UK Athletics that cannot be terminated, severely limiting the present Mayor's options.

The London Legacy Development Corporation, backed by the Mayor, has been funding the Stadium's losses since July 2017, enabling the IAAF World Athletics Championships and IPC World Para Athletics Championships to take place and West Ham to begin their season. Without this funding, the E20 partnership, formed of LLDC and the London Borough of Newham, who own the Stadium, would have entered administration and the Mayor would have been liable under his predecessor's agreements to pay significant damages.

As a result, Sadiq has agreed with the Mayor of Newham Sir Robin Wales that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham Council has withdrawn from the E20 partnership, with LLDC and

City Hall agreeing the stadium will continue to provide community benefits to residents in east London.

The Mayor, through LLDC, will now take over full control of the stadium and is already taking steps to move it towards a more secure and stable financial footing. The Mayor will seek to work with West Ham, UK Athletics and other stadium partners to address the flaws in existing arrangements to the benefit of the taxpayer and all connected with the stadium.

The Mayor of London, Sadiq Khan, said: “I ordered the review into the finances of the London Stadium to understand how key decisions were made about its transformation and why costs were allowed to spiral out of control. What has been presented is simply staggering. Not for the first time, it reveals a bungled decision-making process that has the previous Mayor’s fingerprints all over it.

“Boris Johnson panicked when faced with legal challenges about West Ham and Newham’s joint bid to take ownership of the Stadium and then decided to re-run the bid process with the taxpayer taking all the risks and footing almost the whole bill. You simply couldn’t make it up. The fact he also failed to properly examine the transformation costs or the entirely inadequate estimates for moving the retractable seats leaves us squarely in the dire financial situation we are in.

“I am determined to put the London Stadium towards a stronger financial footing and secure its long-term future, but I’m under no illusions that this is going to take time and some real commitment from all partners to make this work.”

The [insert page length] Moore Stephens report focuses on five key decisions made once London won the bid for the 2012 Olympic Games:

1. **The original design of the Olympic Stadium** - In 2006, the Government Olympic Board and Olympic Delivery Authority agreed plans for a temporary stadium that would revert to a 25,000-capacity, 90 per cent uncovered, athletics arena post-Games. Cost and timescale pressures were given far more importance in decision-making than Olympic legacy, leading to an unsatisfactory post-Games plan.
2. **Planning for post-Olympics use** - A wide range of options were considered carefully by the Olympic Park Legacy Company in 2010 (reporting to the former Mayor and Government). The review concludes insufficient attention was paid to possible operating models and the associated legal/State Aid implications.
3. **Bid process** - The first bid process – won by a joint bid from West Ham and Newham Council to run and own the Stadium - was cancelled by Boris Johnson in October 2011 with subsequent legal action threatening London’s bid for the 2017 World Athletics Championships.

A decision was then made to adopt a ‘Public Sector Model’ in which the taxpayer would own, transform and operate the stadium. This, according to Moore Stephens, was when matters “went awry” and reported that the deal was fundamentally flawed from the outset.

The previous Mayor immediately stated that he would “effectively rent it [the

Stadium] to a football club, almost certainly West Ham.” This fundamental change meant that the public sector, not West Ham, would now be liable for the costs of converting the stadium, and was made without any analysis of the major financial implications of this approach. Further, the Mayor’s statement created a very weak negotiating position, underlined by his later decision to fund regeneration in the Tottenham area and thereby support Tottenham Hotspur’s project to build a new ground next to White Hart Lane.

With a less favourable deal on the table, and all the risk on the public purse, the review concludes that LLDC (chaired by Boris Johnson) should have considered the option of ‘no deal’ – something they never appeared to consider. This threat could have been used to negotiate a better deal with West Ham, with commitments from them closer to those made in the first bid process.

4. **Transformation of the stadium** - Contracts were signed with West Ham United before the costs of conversion were properly understood. The annual cost to retract seats was budgeted at £50k, believed to be far lower than for any comparable system in existence. The £323 million cost of transforming the stadium was £133m higher than forecast when the deal with West Ham was approved in March 2013. Boris Johnson’s decision for the Stadium to host Rugby World Cup games in 2015 added significant extra delay and cost, as well as putting the July 2016 Stadium re-opening at considerable risk.
5. **Operation of the stadium** - The model adopted is dependent on effective retractable seating, however there was a lack of robust financial appraisal before contracts were signed with West Ham. The separation of shirt and stadium sponsorship required by the deal is one example of how the deals negotiated acts as a barrier to maximising income from the stadium.

Moore Stephens conclude that the deal with West Ham, made while the former Mayor was Chair of LLDC, was “ruinously expensive” and does not represent financial value for money for the taxpayer. Nevertheless, they note that east London is benefitting from a transformed stadium and with high attendance at West Ham games, the hugely successful World and Para Athletics Championships, as well as a number of music concerts, preventing it from becoming an Olympic ‘white elephant’.

The Mayor, together with LLDC, is committed to working with West Ham, UK Athletics and stadium operators LS185, to improve the stadium's performance and finances. A Chief Restructuring Officer has been appointed and is starting to tackle the stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Given the costs to the taxpayer, Sadiq is committed to bringing transparency to the stadium’s finances. This includes:

- Publication of E20’s annual accounts, following their approval earlier this week. These show the stadium lost £20m between April 2016 and March 2017, and that since July 2017 it has been dependent on Mayoral funding to continue to operate [Need to check the figures with Martin/Ray]

- Confirmation that the cost of moving the stadium seating in Summer 2017 was £11.8m. This followed a new tender to ensure the company doing the work was incentivised to do it as cheaply as possible. Costs were particularly high in 2017 owing to the staging requirements of the World Athletics Championships and the pre-agreed event schedule requiring the transition from football to blue riband athletics modes to be done in two stages
- Publication of the 35-page briefing to the Mayor on which he based his decision to seek full control of the stadium, in contrast to the rushed and ill-considered approach of his predecessor. [Subject to confirmation that we are happy to publish this; Gerry @ LLDC is currently checking.]

Sir Peter Hendy, Chair of LLDC, said: “The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor’s decision provides the platform for LLDC’s Board and executive team to drive forward changes that will enable the London Stadium to move to a financially sustainable position.”

ENDS

Notes to editors:

Link to review and exec summary: XXXXXXXX

Further information is being published by LLDC at: www.queenelizabetholympicpark.co.uk/stadium-transparency. Further information will be added following Moore Stephens’ report, subject to it not damaging future commercial negotiations.


Mayor of London's Press Office


[@LDN_PressOffice](#)

Out of hours: 020 7983 4000

www.london.gov.uk
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From: [Gerry Murphy](#)
To: [Mark Robinson](#); [Ben Fletcher](#); [REDACTED]; [Lorna Gozzard](#)
Cc: [Ian Bright](#); [REDACTED]; [Richard Irish](#); [Alan Fort](#)
Subject: RE: David Bellamy call
Date: 30 November 2017 15:34:00
Attachments: [image001.png](#)

Hi,

- 4) Moore Stephens [REDACTED], we should expect FOI requests on the back of this – can we get urgent legal advice on whether we will get a “commercial in confidence exemption”

Moore Stephens should [REDACTED] they may refer to the fact of a report.

You have [REDACTED] response : we have discussed with TfL Legal and their advice is not to seek an exemption at this stage. On the basis that the agreement [REDACTED] very clearly identifies the commercial sensitivity of the information in the service requirements (scope), being provided between the parties and the output (the latter in particular are confidential between the parties and there is have a presumption in favour of not disclosing in FOI due to the damage to the public interest).

If or when the information is requested as an FOI there will be strong justifications for withholding it under s.43(2) and TfL Legal will review our drafting at that time to ensure that this is clearly stated and supported. Pre-emptively drafting exemptions prior to requiring them will do more harm than good and devalue the exemptions if assessed by the ICO if reviewed to that stage.

Gerry

From: Mark Robinson
Sent: 30 November 2017 11:45
To: Ben Fletcher; Gerry Murphy; [REDACTED]; Alan Fort; Lorna Gozzard
Cc: Ian Bright; [REDACTED]
Subject: RE: David Bellamy call

Documents to publish online:

- Stadium-related FOI responses
- E20 accounts [OK, 16/17 accounts not final yet, Richard Irish chasing EY]
- Briefing note for Mayor – Gerry is checking if this can be published [Not as is, would have to be redacted as it outlines future options [REDACTED] - to publish these now would take them off the table completely]
- LLDC public board papers on Stadium OK
- Concession agreements – WHU and UKA OK but with current redactions
- LS185 contract OK but with current redactions
- Schedule 14 of the LBN/E20 public benefits OK

[REDACTED] is creating the web page and has already sourced some of these documents that are

published elsewhere on the LLDC website.

Mark

From: Ben Fletcher
Sent: 30 November 2017 11:20
To: Gerry Murphy; Mark Robinson; [REDACTED]; Alan Fort; Lorna Gozzard
Cc: Ian Bright; [REDACTED]
Subject: David Bellamy call

Just spoken to David Bellamy:

Key actions:

- 1) He would like the list of stakeholders who need to be contacted tomorrow before 12 noon – he is seeing SK then **Mark \ [REDACTED]**
- 2) He would like to see the list of documents we plan to make available tomorrow asap, ideally before 12 noon **Mark \ [REDACTED]**
- 3) He would like LLDC to host the published documents on our website – standalone page called something like “Stadium Transparency” and they will need the URL this afternoon **Lorna \ [REDACTED]**
- 4) Moore Stephens [REDACTED], we should expect FOI requests on the back of this – can we get urgent legal advice on whether we will get a “commercial in confidence exemption” – **Alan F**
- 5) The MS report will also reference various Part 2 papers from E20 and LLDC Board meetings – we should be planning to also put these of the “Stadium Transparency” page but not for tomorrow morning: agreed we need time to review, redact and take legal advice as appropriate - **All**
- 6) David has a supplementary list of Q+A’s – the Mayor’s press office are sense checking now to see if we have already answered some of them. We will need to draft answers urgently when received as SK will need for his overnight papers – **Mark**

Ben

Ben Fletcher
Director of Communication, Marketing and Strategy

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

PA [REDACTED] E: [REDACTED]@londonlegacy.co.uk T: 020 3288 [REDACTED]

DDI: 020 3288 [REDACTED] Mobile: [REDACTED]
Email: benfletcher@londonlegacy.co.uk

From: [Martin Gaunt](#)
To: [Mark Robinson](#)
Cc: [Gerry Murphy](#); [Ben Fletcher](#); [Alan Fort](#); [Alan Skewis](#)
Subject: Re: Version 3 attached
Date: 30 November 2017 16:03:10

Just the ones relating to legal costs / [REDACTED]. I can send if you like as we'll be back in office shortly.

On 30 Nov 2017, at 15:16, Mark Robinson <MarkRobinson@londonlegacy.co.uk> wrote:

Can you let me know which ones you want to go to the lawyers?

Thanks

<Stadium Q&A v3.docx>

From: [Gerry Murphy](#)
To: ["David Bellamy"](#)
Cc: ["Martin Clarke"](#); [Ben Fletcher](#); [Peter Hendy](#)
Subject: RE: E20 Ownership Options - Briefing to the Mayor
Date: 30 November 2017 16:30:00
Attachments: [image001.png](#)

Great, thanks David.

From: David Bellamy [mailto:David.Bellamy@london.gov.uk]
Sent: 30 November 2017 16:30
To: Gerry Murphy
Cc: Martin Clarke; Ben Fletcher; Peter Hendy
Subject: RE: E20 Ownership Options - Briefing to the Mayor

Thanks Gerry. Understood, and I've asked for this to be dropped from the press release.

David.

From: Gerry Murphy [mailto:GerryMurphy@londonlegacy.co.uk]
Sent: 30 November 2017 16:27
To: David Bellamy <David.Bellamy@london.gov.uk>
Cc: Martin Clarke <Martin.Clarke@london.gov.uk>; BenFletcher@londonlegacy.co.uk; Peter Hendy <peterhendy@londonlegacy.co.uk>
Subject: E20 Ownership Options - Briefing to the Mayor

Hi David,

I understand you are considering publishing now the E20 ownership options paper – I've had a quick look to refresh my memory, there is quite a lot of currently commercially sensitive content but more importantly, the paper contains future options , [REDACTED]. To publish now would undermine those options, so my strong preference is not to publish now.

Happy to talk through, Gerry

Gerry Murphy

Deputy Chief Executive

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

Email: Gerrymurphy@londonlegacy.co.uk

Logo_Colour



Queen Elizabeth Olympic Park is now open.

From: [Alan Fort](#)
To: [redacted]; [redacted] [Ben Fletcher](#); [Gerry Murphy](#)
Subject: Fwd: FW: Email from Baroness Brady to David Goldstone cc The Major of London
Date: 30 November 2017 16:52:55
Attachments: [image001.png](#)
[30 11 17 Letter to David Goldston cc Mayor of London Sadiq Khan.pdf](#)

[redacted]

[redacted]

Alan

----- Original Message -----

From: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>
Date: Thu, November 30, 2017 3:21 p.m. +0000
To: Alan Fort <alanfort@e20stadium.com>, Ben Fletcher <BenFletcher@londonlegacy.co.uk>
CC: Ian Bright <IanBright@londonlegacy.co.uk>, [redacted] <[\[redacted\]@e20stadium.com](mailto:[redacted]@e20stadium.com)>, Alan Skewis <AlanSkewis@e20stadium.com>
Subject: FW: Email from Baroness Brady to David Goldstone cc The Major of London

Interesting. G

From: [redacted] [[mailto:\[redacted\]](mailto:[redacted])]
Sent: 30 November 2017 13:36
To: [redacted]
Cc: [redacted]
Subject: FW: Email from Baroness Brady to David Goldstone cc The Major of London

Dear [redacted]

I just received [redacted] out of office so thought I would forward the below and attached to you for your reference.

With thanks and kind regards,

[redacted]

PA to Baroness Brady, CBE

[redacted]
[redacted]

From: [REDACTED]
Sent: 30 November, 2017 13:34
To: [REDACTED] <[REDACTED]@londonlegacy.co.uk>
Cc: 'Mayor of London' <mayor@london.gov.uk>
Subject: RE: Email from Baroness Brady to David Goldstone cc The Major of London

Dear [REDACTED]

Thank you for your letter yesterday from David Goldstone, please find attached Baroness Brady's reply with The Mayor of London on copy.

Hard copy will be sent in today's post.

With thanks and kindest regards,

[REDACTED]

PA to Baroness Brady, CBE

[REDACTED]
[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@londonlegacy.co.uk]
Sent: 29 November, 2017 14:19
To: [REDACTED] <[REDACTED]>
Subject: FW: Email from Baroness Brady to David Goldstone cc The Major of London

Hello [REDACTED]

Please could you forward the attached letter to Baroness Brady.

Hard copy has also been sent in today's post.

Regards

[REDACTED]

[REDACTED]
PA to Sir Peter Hendy CBE - Chair
PA to David Goldstone CBE - Chief Executive
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10

1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: +44 (0)20 3288 [REDACTED]
Email: [REDACTED]@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk



Queen Elizabeth Olympic Park is now open. For more information please visit www.QueenElizabethOlympicPark.co.uk



Please consider the environment before printing this e-mail or its attachments

From: [REDACTED] [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: 22 November 2017 10:55
To: [REDACTED]
Cc: Mayor of London
Subject: Email from Baroness Brady to David Goldstone cc The Major of London

Dear [REDACTED]

Please can you kindly pass the attached letter onto Mr Goldstone from Baroness Brady.

Also, sent by post.

If I can be of any further assistance please do not hesitate to contact me.

With thanks and kindest regards,

[REDACTED]

PA to Baroness Brady, CBE

[REDACTED]
[REDACTED]

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BY EMAIL AND POST

Mr David Goldstone, CBE
 Chief Executive
 London Legacy Development Corporation
 Level 10
 1 Stratford Place, Montfichet Road
 London
 E20 1EJ

Cc: The Mayor of London Sadiq Khan

Thursday 30th November 2017

Dear David,

Thank you for your letter dated 29th November 2017 and your warm words regarding the dinner. I certainly enjoyed the evening and hope that over time we shall be able to build a strong partnership to the benefit of us all, along with the community that we all are seeking to serve.

I also appreciate the candour with which you have expressed yourself with regard to the various disputes that exist between the Club and E20. My hope has also been to resolve these issues by negotiation as opposed to litigation and remain open to that as a way forward.

I must however make some comment with regard to the matters you have set out. Not, I stress, to introduce further disharmony into the situation but in the hope that it will lead to a greater appreciation of my own position and that of the Club.

It is true that there have been differences between the Club and E20 over the interpretation of the Concession Agreement and it is also true that when we have reached a complete impasse, we have been left with the only means of dispute resolution available. However to portray West Ham as the unreasonable aggressors is, I believe, unfair. I would welcome your comments on the following matters which do appear to contradict your interpretation of the position:

Firstly when it became apparent that there was a genuine difference of view as to the seating capacity issue West Ham sought a determination of this issue by the Court by means of a quick and inexpensive route that would have seen the matter resolved by now (a "Part 8 claim"). E20's solicitors resisted this and threatened their own Part 7 Claim in relation to a related dispute that West Ham had not brought to litigation (a far more expensive and lengthy process). The disclosure process that you complain about (and which to be frank I would very much wished to have avoided) has been driven by E20's insistence that the claim cannot be dealt with simply on the wording of the contract. The impression gained at this end was that E20 had given clear instructions to its legal team that it wanted to delay the resolution of the capacity issue for as long as possible.

Secondly, West Ham's position on the capacity issue has always been that the wording of the agreement is plain on its face (hence the desire for a quick and inexpensive determination). E20's position was that it wished to introduce a great many factual matters which surrounded the negotiation of the contract. It seems obvious to us that there would be no need for this if E20 felt comfortable with the wording of the

agreement itself. Does that not, at the very least, strongly suggest that West Ham's interpretation of the contract is genuine and reasonable, even if it turns out to be wrong?

In relation to these two points I would make this offer: let's just stay the litigation and refer the seating capacity issue to a Judge to be determined on the basis of the wording of the Concession Agreement alone. I am told that if both sides agreed this could be resolved very quickly and the vast disclosure costs stopped. It is true that this would leave the remaining issue of an application for the capacity to be increased to 60,000. However I will personally undertake that after the capacity issue has been resolved we will sit down (with or without lawyers) and try to find a way forward in this regard. I strongly suspect that once we know what the correct legal position is on our access to the seating, we will be able to agree the terms on which an application for an increase in the capacity would be made.

Thirdly, I understand that E20 has concerns about making an application for increased capacity to 60,000, but can I suggest the following possible way through this. If you agree to the staying of the litigation for the time being: E20 (through LS185) could make an application for an increase in the safety certificate to Newham to take the capacity up to 60,000. Let me know if there any costs associated with this and I will see what we could do to help in that regard. I understand that LS185 have no objection to this in principle. If there is a concern that a successful application would result in our complaining that it had not been done earlier we can talk about that and see what comfort could be given. I really don't see what E20 has to lose in this regard: if the application succeeds the issue goes away; and if the application fails E20 will have been vindicated.

Fourthly in your letter dated 20th November 2017 in response to my reference to the criticism of E20 and its lawyers by Mr Justice Mann you said that: *"the judge also made reference in that decision to the poor behaviour of West Ham."*

In my last letter I asked you to identify any criticism the Judge made and you have responded with a partial quote where the Judge was citing what E20's counsel had said. The full quotation was (with the words you omitted underlined):

"Mr Nourse urged upon me that if I looked at the totality of the correspondence relating to a number of disputes between the parties, I would see that West Ham has behaved just as badly from time to time. That may or may not be the case..."

There is the world of difference between a Judge referring to counsel's submissions and saying that this "may or may not be the case", and the implication you sought to give in your first letter that the Judge had made a critical reference to poor behaviour by West Ham. Will you accept that the Judge did not make any criticism of West Ham in his judgment? Do you therefore accept that there was no equivalence in the Judge's finding with regard to the conduct of the parties?

Fifthly, we continue to be exasperated by the highly technical and obstructive approach being taken by E20's legal team. Every conceivable point is taken when there is no point to them. A simple example is regarding the dispute over the running track. Part of the dispute can be determined by an expert and part by the Court. Our lawyers have suggested that the parties agree to the entire dispute being determined by the expert, which will be quicker and cheaper. Incomprehensibly E20's lawyers are insisting that the dispute will have to be consider in both forums: firstly by the expert and then by the Court. One of the matters that we are saying to the Court and will say to the expert is that there has been no contrition expressed by E20 with regard to the matters that the Judge was critical of, and that the same tactics continue to be deployed now. Would you now confirm to me that you accept the Judge's criticisms and have instructed E20's legal team to adopt a more commercial and reasonable stance in future?

Sixthly I note that you focus on the seating capacity issue between the parties, and it is clear that you feel very strongly about this. I am slightly concerned that the strength of feeling on that issue might be

prejudicing other requests that West Ham has made. Can you confirm that there is no cross contamination in this regard and that you and E20 are approaching all issues on their legal and commercial merits? I say this because it does seem odd to me that E20 are quite so uncooperative on such matters as showing Sky/BT sports TV in the hospitality areas or allowing West Ham to pay for a new and much improved running track cover. One can well see why you would not wish to incur additional expense on some issues, but sometimes E20's refusal to act in such a way as would apparently benefit both sides or would not cause E20 any prejudice has the appearance of being vindictive.

Finally I am also very hopeful that once the present teething troubles are resolved we shall all be able to move forward in a positive and amicable way. Please do consider whether the olive branch I am offering on the seating capacity issue is of any interest. I would certainly wish to try and find a way forward that did not involve the enormous legal costs that we are both incurring.

Regards,

A handwritten signature in black ink, reading "Baroness Brady". The signature is written in a cursive, flowing style with a large initial 'B'.

Baroness Brady CBE

From: [redacted]
 To: Gerry Murphy; Rosanna Lawes; Ben Fletcher
 Cc: Mark Robinson; [redacted]
 Subject: FW: Tomorrow's calls
 Date: 30 November 2017 17:00:42
 Attachments: MS Stakeholder list 011217.xlsx

Gerry Rosanna

Attached spreadsheet of stakeholders to contact tomorrow.

David Bellamy's intention of who City Hall will contact is set out in his email below – they are covering quite a lot.

The below list sets out who you will phone **tomorrow between 8am and 9am** please (I've also marked up on the spreadsheet)

You can follow the script which Mark circulated yesterday.

In addition we will email everyone on the list attached at **9am** – the email will come from Gerry (we will set it up) and the wording will be agreed tonight.

Ben Mark and I will all be in by 8am tomorrow morning to support.

First Name	Surname	Job title	Organisation	email address	Phone number	Mobile	Phone call	Who
[redacted]	[redacted]	[redacted]	University College London	[redacted]@ucl.ac.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	University College London	[redacted]@ucl.ac.uk	[redacted]	[redacted]	Yes	Rosanna
[redacted]	[redacted]	[redacted]	University of the Arts London	[redacted]@arts.ac.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	University of the Arts London	[redacted]@fashion.arts.ac.uk	[redacted]	[redacted]	Yes	Rosanna
[redacted]	[redacted]	[redacted]	V&A	[redacted]@vam.ac.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	V&A	[redacted]@vam.ac.uk	[redacted]	[redacted]	Yes	Rosanna
[redacted]	[redacted]	[redacted]	Sadlers Wells	[redacted]@sadlerswells.com	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	Sadlers Wells	[redacted]@sadlerswells.com	[redacted]	[redacted]	Yes	Rosanna
[redacted]	[redacted]	[redacted]	FFL	[redacted]@future.london	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	BBC	[redacted]@bbc.co.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	Here East	[redacted]@icitylondon.com	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	UK Athletics	[redacted]@britishathletics.org.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	West Ham United	[redacted]@westhamunited.co.uk	[redacted]	[redacted]	Yes	Ben
[redacted]	[redacted]	[redacted]	LS185	[redacted]@londonstadium185.com	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	Lend Lease	[redacted]@lendlease.com	[redacted]	[redacted]	Yes	Gerry

From: David Bellamy [mailto:David.Bellamy@london.gov.uk]
 Sent: 30 November 2017 16:05
 To: Ben Fletcher; [redacted]; [redacted]
 Cc: Gerry Murphy; Mark Robinson; [redacted]; Jeff Jacobs; Martin Clarke
 Subject: RE: Tomorrow's calls

Many thanks Ben. We propose to proceed as follows

1. City Hall will speak to the stadium partners plus MLB and ECB before 9am.
2. We will also contact DCMS (Jeff or Martin) and the shadow DCMS team (Mayor's office).
3. We will phone host borough MPs and notify the other 3 borough leaders (who already know about Newham's retirement).
4. I will email the senior CED partners at 9am.
5. I'll also email Gareth Bacon and Navin Shah as the relevant committee chairs at that time.
6. I'm happy to email [redacted] and [redacted] but I don't think a discussion is required.
7. I'll also share the final report with Kim shortly before it is released as he is up to do media.
8. Please can you do others around this.

Accordingly we will go with a 9am embargo.

Any problems or thoughts please let me know.

Thanks
 David.

From: Ben Fletcher [mailto:BenFletcher@londonlegacy.co.uk]
 Sent: 30 November 2017 11:59
 To: David Bellamy <David.Bellamy@london.gov.uk>; [redacted] <[redacted]@london.gov.uk>
 Cc: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>; [redacted]; [redacted] <[redacted]@londonlegacy.co.uk>
 Subject: Tomorrow's calls

David

The attached spreadsheet is the totality of the people we plan to contact. The list below is those we suggest that you speak to. In some cases (CED partners etc) we will follow up with more detailed calls to operational level contacts.

We would normally contact local MP's by email. Please advise if you are happy with this or prefer us or you to do directly. There may also be a case for a call to [redacted]

Stadium partners

[redacted]	UK Athletics	[redacted]@britishathletics.org.uk	[redacted]
[redacted]	West Ham United	[redacted]@btconnect.com	[redacted]
[redacted]	Vinci (LS185)	[redacted]@stade-france.com	[redacted]
[redacted]	Live Nation	[redacted]@livenation.co.uk	[redacted]

Here East / IQLK: [redacted] to cover all Here East partners and tenants and [redacted] at LendLease to cover all International Quarter London partners and tenants

[redacted]	Here East	[redacted]@icitylondon.com	[redacted]
[redacted]	Lend Lease	[redacted]@lendlease.com	[redacted]

[redacted]

	University College London	[REDACTED]@ucl.ac.uk	[REDACTED]	
	University of the Arts London	[REDACTED]@arts.ac.uk	[REDACTED]	[REDACTED]
	V&A	[REDACTED]@vam.ac.uk	[REDACTED]	
	Sadlers Wells	[REDACTED]@sadlerswells.com	[REDACTED]	[REDACTED]
	BBC	[REDACTED]@bbc.co.uk	[REDACTED]	

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 London Legacy Development Corporation, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ.

www.queenelizabetholympicpark.co.uk

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Stakeholder bulletin

First Name	Surname	Job title	Organisation	email address	Phone number	Mobile	Phone call	Who
Cultural & Education District								
			University College London	@ucl.ac.uk			Yes	Gerry
			University College London	@ucl.ac.uk			Yes	Rosanna
			University of the Arts London	@arts.ac.uk			Yes	Gerry
			University of the Arts London	@fashion.arts.ac.uk			Yes	Rosanna
			V&A	@vam.ac.uk			Yes	Gerry
			V&A	@vam.ac.uk			Yes	Rosanna
			Sadlers Wells	@sadlerswells.com			Yes	Gerry
			Sadlers Wells	@sadlerswells.com			Yes	Rosanna
			FFL	@future.london			Yes	Gerry
			FFL	@future.london				
			BBC	@bbc.co.uk			Yes	Gerry
			BBC	@bbc.co.uk				
Park operators / tenants								
			Here East	@icitylondon.com				Gerry
			BT	@bt.com			Yes	
			Taylor Wimpey	@taylorwimpey.com				
			Greenwich Leisure Limited	@gll.org				
			Lea Valley Regional Park Authority	@leevalleypark.org.uk				
			UK Athletics	@britishathletics.org.uk				
			UK Athletics	@britishathletics.org.uk			Yes	Gerry
			West Ham United	@btconnect.com				
			West Ham United	@westhamunited.co.uk			Yes	Ben
			LS185	@londonstadium185.com			Yes	Gerry
			Live Nation	@livenation.co.uk				
			Vinci	@stadefrance.com				
			Studio Wayne McGregor	@waynemcgregor.com				
			Studio Wayne McGregor	@waynemcgregor.com				
			L&Q	@lqgroup.org.uk				
			L&Q	@lqgroup.org.uk				
			Triathlon Homes	@triathlonhomes.com				
			East Thames	@east-thames.co.uk				
			Silvertown Partnership	@firstbase.com				
			Engie	@engie.com				
			Engie	@engie.com				
			Balfour Beatty Investments (EW + SW)	@balfourbeatty.com				
			Places for People	@placesforpeople.co.uk				
			Financial Conduct Authority	@fca.org.uk				
			ENTIQ (Plexel)	@entiq.com				
Neighbouring Landowners / Developers								
			Westfield	@westfield-uk.com				
			Westfield	@westfield-uk.com				
			Vastint UK Services Ltd	@vastint.eu				
			Delancey	@delancey.com				
			Lend Lease	@lendlease.com				
			Lend Lease	@lendlease.com				Gerry
			London and Continental Railways	@lcrhq.co.uk				

		Get Living London	@getlivinglondon.com			
Public Sector Stakeholders						
		Transport for London	@tfl.gov.uk			
		BEIS	@bis.gsi.gov.uk			
		HM Treasury	@ipa.gov.uk			
		HM Treasury	@hmtreasury.gsi.gov.uk			
		DCMS	@culture.gov.uk			
		Network Rail Property	@networkrail.co.uk			
		London & Partners	@londonandpartners.com			
		London & Partners	@londonandpartners.com			
		Mace	@macegroup.com			
Boroughs						
		London Borough of Waltham Forest	@walthamforest.gov.uk			
		London Borough of Hackney	@hackney.gov.uk			
		London Borough of Tower Hamlets	@towerhamlets.gov.uk			
		Hackney	@hackney.gov.uk			
		Tower Hamlets	@towerhamlets.gov.uk			
		Waltham Forest	@walthamforest.gov.uk			
Education, Universities						
		Loughborough University	@lboro.ac.uk			
		Loughborough University	@lboro.ac.uk			
		Bobby Moore Academy	@bobbymooreacademy.co.uk			
		Birkbeck University of London	@bbk.ac.uk			
		Newham College of Further Education	@newham.ac.uk			
		Chobham Academy	@chobhamacademy.org.uk			
		University of East London	@uel.ac.uk			
		David Ross Educational Trust	@cpwplc.com			
		David Ross Educational Trust	@dret.co.uk			
		Mossbourne Riverside Academy	@mra.mossbourne.org			
		Mossbourne	@mca.mossbourne.org			
		Queen Mary University	@qmul.ac.uk			
Community						
		Discover	@discover.org.uk			
		Theatre Royal Stratford East	@stratfordeast.com			
		Theatre Royal Stratford East	hodgem@parliament.uk			
		Community Links	@community-links.org			
		ELBA	@elba-1.org.uk			
		Stratford Rising	@btopenworld.com			
		Poplar Harca (and FFL Board Member)	@poplarharca.co.uk			
		Bromley-by-Bow Centre	@bbbc.org.uk			
		HCA?	@hca.gsi.gov.uk			
Local MPs? Paul to phone?						
Diane	Abbott		diane.abbott.office@parliament.uk	020 7219 4426		
Stephen	Timms		timms@parliament.uk	02072194000		
Rushanara	Ali		Rushanara.ali.mp@parliament.uk	02072197200		
Jim	Fitpatrick		Jim.fitzpatrick.mp@parliament.uk	02072195085		
Lyn	Brown		brownl@parliament.uk	02072196999		

Meg	Hillier		meghilliermp@parliament.uk	02072195325			
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From: [Ben Fletcher](#)
To: [LLDC/EMT](#)
Cc: [Jennifer Daothong](#); [Clare Beamish](#); [Mark Robinson](#); [REDACTED]
Subject: Tomorrow
Date: 30 November 2017 17:38:02
Attachments: [image001.png](#)

Dear All,

I understand that there was some discussion at EMT today about staff communications plans for tomorrow.

David Goldstone highlighted at the all-staff meeting yesterday that an announcement was planned for Friday, so there should already be a high degree of awareness that this is imminent.

At the moment we anticipate that Gerry will be making stakeholder calls between 8 and 9am tomorrow and then we will call an impromptu staff meeting outside the CEO's office around 9am, which is when the press release is due to be issued. A short note to staff will be emailed out soon after and a follow up staff meeting may be convened during the afternoon if needed.

However, at this stage we have not yet completely finalised the press release and the MS report has not yet been finalised or cleared by the Mayor for publication. As a result this plan is still subject to change. As a result, I wouldn't suggest telling staff about the planned meeting.

Ben

Ben Fletcher
Director of Communication, Marketing and Strategy

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

PA [REDACTED] E: [REDACTED] [@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk) T: 020 3288 [REDACTED]

DDI: 020 3288 [REDACTED] Mobile: [REDACTED]
Email: benfletcher@londonlegacy.co.uk



Queen Elizabeth Olympic Park is now open. For more information please visit
www.QueenElizabethOlympicPark.co.uk

From: [Nicky Dunn](#)
To: [Gerry Murphy](#)
Subject: Re: E20 / retirement of NLI - completion
Date: 30 November 2017 18:13:30

Great!! Well done again ! What time will the press stuff kick off do you think?

N

Sent from my iPhone

On 30 Nov 2017, at 17:51, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Nicky,

Formal confirmation.

We haven't had sight of the MS report yet, think we will get it with the rest of the punters.

Gerry

From: [redacted] [[mailto:\[redacted\]@blplaw.com](mailto:[redacted]@blplaw.com)]
Sent: 30 November 2017 17:43
To: Gerry Murphy; [redacted]; [redacted] <[\[redacted\]@Tfl.gov.uk](mailto:[redacted]@Tfl.gov.uk)>
([\[redacted\]@Tfl.gov.uk](mailto:[redacted]@Tfl.gov.uk)); [redacted]; Ian Bright; Rachel Massey; Richard Irish; David Goldstone
Cc: [redacted]; [redacted]; [redacted]; [redacted]; [redacted]
Subject: E20 / retirement of NLI - completion

All

I am pleased to report that we have now completed the retirement deed, community benefits agreement and related documents in respect of NLI's exit from the E20 partnership.

In due course I will circulate scanned copies of the documents signed by all parties and dated with today's date, with the originals to follow.

Thank you for all of your help in getting this over the line.

Kind regards

[redacted]

[redacted] Berwin Leighton Paisner LLP
Associate

Direct Dial: +44 (0) [redacted]
Main: +44 (0) [redacted]
Mobile: +44 (0) [redacted]
Email: [redacted]@blplaw.com
Web: www.blplaw.com
Virtual Meeting Room: [redacted]

<image001.jpg>

From: [Rachel Massey](#)
To: [REDACTED] [Gerry Murphy](#)
Subject: Re: FW: Stadium Decisions
Date: 30 November 2017 18:18:31

[REDACTED]

I will get back to you tomorrow on this.

Regards,
Rachel

----- Original Message -----

From: [REDACTED] <[REDACTED]@london.gov.uk>
Date: Thu, November 30, 2017 5:58 p.m. +0000
To: Rachel Massey <RachelMassey@londonlegacy.co.uk>
Subject: FW: Stadium Decisions

Pls see below. Did you have a view on whether it is ok to publish part 2 of MD2149 (essentially your Board paper)?

Thanks

From: [REDACTED]
Sent: 30 November 2017 17:57
To: Tom Middleton <Tom.Middleton@london.gov.uk>; Martin Clarke <Martin.Clarke@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Subject: Stadium Decisions

Please find attached the Stadium decisions history.

The first column indicates whether an MD is currently online ('published').

Tomorrow we will publish the Part 1s of:

- MD2201 - Funding of E20 Stadium LLP and LLDC subsidiary
- MD2149 - Consent for a loan to fund E20

If anyone has a view on whether we should publish part 2 of MD2149 (essentially the attached LLDC board paper), let me know. I'll chat to Rachel also.

[REDACTED] will check in the morning we have the other MDs to hand if we need them.

[REDACTED] – Is there a particular time you want us to publish the two decisions?

[REDACTED]

[REDACTED] | Senior Governance Manager | Greater London Authority | [REDACTED]

From: [Peter Hendy](#)
To: [Gerry Murphy](#)
Cc: [Ben Fletcher](#); [REDACTED]
Subject: Re: MS tomorrow
Date: 30 November 2017 18:18:20

Agreed. Not sure if we get it tomorrow or not? Assume we get it before they do?

P

with best wishes
Sir Peter Hendy CBE
Chair
Network Rail, and the London Legacy Development Corporation

> On 30 Nov 2017, at 17:42, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

>

> I think we might need to be ready to calm some of the Board when we get the report, I'm thinking in particular Nicky and Keith.

>

> Lets see when we get the report, G

>

> -----Original Message-----

> From: Ben Fletcher

> Sent: 30 November 2017 17:14

> To: Peter Hendy; Gerry Murphy

> Cc: [REDACTED]

> Subject: RE: MS tomorrow

>

> Broadly.

>

> Press release largely agreed

> Q+A completed

> Stakeholder contact arrangements confirmed for morning List of complementary documents to be published tomorrow morning finalised Newham press release finalised Timetable confirmed - press release will be issued at 9am tomorrow (with 1 outlet likely to receive embargoed version tonight)

>

> We still haven't seen MS itself or Exec Summary

>

> Press release tough on Boris and the causes of Boris.

> However, understand that Exec Summary of Moore Stephens will be challenging for LLDC Board members circa 2011, but as you have seen, that isn't a feature of the press release. I will see if people actually read the exec summary. If they do, and this issue generates interest, I will respond accordingly and let you know as required.

>

> [REDACTED] if needed

>

> -----Original Message-----

> From: Peter Hendy

> Sent: 30 November 2017 16:46

> To: Gerry Murphy; Ben Fletcher

> Cc: [REDACTED] n

> Subject: MS tomorrow

>

> Are we as comfortable as we could be for tomorrow?!

> P

>

> with best wishes

> Sir Peter Hendy CBE

> Chair

From: [Ben Fletcher](#)
To: [Gerry Murphy](#); [Mark Robinson](#)
Subject: RE: Draft message to stakeholders, staff and board
Date: 30 November 2017 18:53:16

Looks great to me

From: Gerry Murphy
Sent: 30 November 2017 18:40
To: Mark Robinson; Ben Fletcher
Subject: Draft message to stakeholders, staff and board

Mark, Ben,

Draft lines below for circulation to EMT, then to Board etc in the am, let me know if you have any suggestions/changes etc.

CED/other stakeholder messages : by phone Friday am (Rosanna – CED)

- the Mayor of London, has announced the conclusions from his review of the finances of the London Stadium
- the independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games - it has concluded that some of those decisions were not soundly based or sufficient thought given to the commercial risks to the taxpayer
- as a result, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum
- LLDC, with the support of the GLA, have been wholly funding the E20 partnership (who owns the Stadium) between LLDC and LBN, since July 2017
- the Mayors of Newham and London have now agreed that it would be better to address the financial challenges of the Stadium with one party in control and consequently Newham have retired from the partnership
- with the Stadium fully in LLDC and the GLAs control, plans for restructuring can be progressed
- the financial implications of this have been fully discussed with the GLA, and provision included in the budget plans submitted to the GLA this week
- [plans for CED/the rest of the Park are not impacted]
- the Stadium is hugely important to the Park and wider area - it has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be more integrated with the rest of the Park
- the Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July and we expect further events to be announced in the coming weeks

Message to Staff : to be sent 0900 Friday

I wanted to let you know that today, the Mayor of London, has announced the conclusions from his review of the finances of the London Stadium.

The independent review is largely backward looking focusing on the decisions made in

the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20, the partnership between LLDC and Newham who owns and run the Stadium, has also published its 2016/17 accounts which recognise significant provisions for future losses. These provisions are based on financial forecasts of losses, assuming no mitigating actions. LLDC with the support of the GLA have been fully funding the partnership since July this year.

As a result, the Mayor of London and the Mayor of Newham have now agreed that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham has withdrawn from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London.

With the Stadium fully in the control of LLDC and the GLA, plans for restructuring the business can be progressed to move the Stadium to a more financially sustainable position.

I want to emphasise just how important the London Stadium is to the Park and wider area. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be more integrated with the rest of the Park. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

Gerry

From: [Gerry Murphy](#)
To: [Mark Robinson](#); [Ben Fletcher](#)
Subject: RE: Draft message to stakeholders, staff and board
Date: 30 November 2017 19:01:00

Plus email to the Board...

Message to Board : to be sent 0830 Friday

As David outlined at the Board meeting earlier this week, the Mayor of London will today announce the conclusions from his investigation into the London Stadium.

The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, as you are aware, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20 accounts for 2016/17 are also published, which recognise provisions for future losses. These were reflected in LLDCs Group Accounts and the GLAs Accounts published earlier in the year. These provisions are based on financial forecasts of losses, assuming no mitigating actions.

The agreement between the Mayor of London and the Mayor of Newham for Newham to withdraw from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London, is also announced. It will be easier to address these financial challenges with a single organisation taking full and with the Stadium fully in the control of LLDC, plans for restructuring the business can be progressed.

In tandem, the Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks. The Stadium will continue to be a hugely important part of our regeneration story. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be able to be more integrated with the rest of the Park.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

The Mayor has published documents relating to the Stadium here [[insert link](#)] and LLDC have set up a Stadium page here [[insert link](#)].

If you get any press approaches, please give Ben a ring or refer them to him on



Gerry

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

From: Gerry Murphy
Sent: 30 November 2017 18:40
To: Mark Robinson; Ben Fletcher
Subject: Draft message to stakeholders, staff and board

Mark, Ben,

Draft lines below for circulation to EMT, then to Board etc in the am, let me know if you have any suggestions/changes etc.

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Message to Staff : to be sent 0900 Friday

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conclusions from his review of the finances of the London Stadium.

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Gerry

From: [Gerry Murphy](#)
To: [LLDC/MT](#)
Cc: [Jennifer Daothong](#); [Clare Beamish](#); [Mark Robinson](#); [REDACTED]
Subject: RE: Tomorrow
Date: 30 November 2017 19:23:31
Attachments: [image001.png](#)
[image002.png](#)

Further to bens note, currently drafted lines and call grid below, Gerry

CED/other stakeholder messages : by phone 0800-0900 Friday am (Rosanna – CED)

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Email to Staff : to be sent post huddle, 0915 Friday

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Gerry

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The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, as you are aware, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20 accounts for 2016/17 are also published, which recognise provisions for future losses. These were reflected in LLDCs Group Accounts and the GLAs Accounts published earlier in the year. These provisions are based on financial forecasts of losses, assuming no mitigating actions.

The agreement between the Mayor of London and the Mayor of Newham for Newham to withdraw from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London, is also announced. It will be easier to address these financial challenges with a single organisation taking full and with the Stadium fully in the control of LLDC, plans for restructuring the business can be progressed.

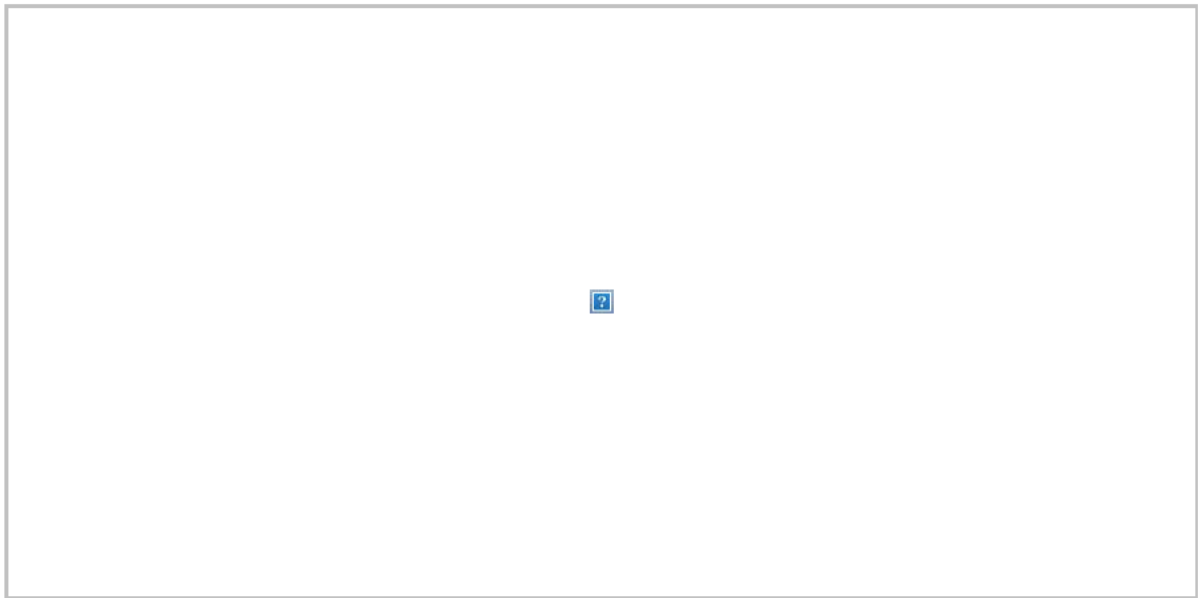
In tandem, the Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks. The Stadium will continue to be a hugely important part of our regeneration story. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be able to be more integrated with the rest of the Park.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

The Mayor has published documents relating to the Stadium here [\[insert link\]](#) and LLDC have set up a Stadium page here [\[insert link\]](#).

If you get any press approaches, please give Ben a ring or refer them to him on [REDACTED].

Gerry



- [REDACTED]

From: Ben Fletcher
Sent: 30 November 2017 17:38
To: LLDCEMT
Cc: Jennifer Daothong; Clare Beamish; Mark Robinson; [REDACTED]
Subject: Tomorrow

Dear All,

I understand that there was some discussion at EMT today about staff communications plans for tomorrow.

David Goldstone highlighted at the all-staff meeting yesterday that an announcement was planned for Friday, so there should already be a high degree of awareness that this is imminent.

At the moment we anticipate that Gerry will be making stakeholder calls between 8 and 9am tomorrow and then we will call an impromptu staff meeting outside the CEO's office around 9am, which is when the press release is due to be issued. A short note to staff will be emailed out soon after and a follow up staff meeting may be convened during the afternoon if needed.

However, at this stage we have not yet completely finalised the press release and the MS report has not yet been finalised or cleared by the Mayor for publication. As a result this plan is still subject to change. As a result, I wouldn't suggest telling staff about the planned meeting.

Ben

Ben Fletcher
Director of Communication, Marketing and Strategy

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

PA [REDACTED] E: [REDACTED]@londonlegacy.co.uk T: 020 3288 [REDACTED]

DDI: 020 3288 [REDACTED] Mobile: [REDACTED]

Email: benfletcher@londonlegacy.co.uk



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From: [Gerry Murphy](#)
To: [REDACTED]; [Jan Bright](#); [REDACTED]; [REDACTED]; [REDACTED]
Cc: [REDACTED]; [REDACTED]
Subject: Fwd: Transparency page on LLDC website
Date: 30 November 2017 20:22:01

Please see below.

[REDACTED]

Thanks Gerry

Begin Forwarded Message:

From: "David Bellamy" <David.Bellamy@london.gov.uk>
Subject: RE: Transparency page on LLDC website
Date: 30 November 2017 20:05
To: "Ben Fletcher" <BenFletcher@londonlegacy.co.uk>, "[REDACTED]" <[REDACTED]@london.gov.uk>
Cc: "Gerry Murphy" <GerryMurphy@londonlegacy.co.uk>, "Mark Robinson" <MarkRobinson@londonlegacy.co.uk>, "Lorna Gozzard" <LornaGozzard@londonlegacy.co.uk>

Hi Ben,

Many thanks for this (and other emails).

This is fine (inc. not publishing the paper that went to the Mayor at this stage, on Gerry's advice). One thought: can we also publish the deals with Newham? It would show there was nothing underhand about them.

I agree about arrangements for hosting the report. However, if our website doesn't cope with the NYE ticket sales load tomorrow, we might want to ask you to make it available from there directly so that it is publicly accessible. Let's hope this isn't necessary!

David.

From: Ben Fletcher [mailto:BenFletcher@londonlegacy.co.uk]
Sent: 30 November 2017 12:07
To: David Bellamy <David.Bellamy@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>; Lorna Gozzard <LornaGozzard@londonlegacy.co.uk>
Subject: Transparency page on LLDC website

David,

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Full LS185 contract

Schedule 14 of the LBN/E20 public benefits

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We are assuming that the actual MS report will be published on your website and that page will cross-refer and link to our site. We won't publish MS on our page but will also put a link back to the relevant page on your site when that is available.

Ben

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London Legacy Development Corporation, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ.

www.queenelizabetholympicpark.co.uk

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From: [Ben Fletcher](#)
To: [david\[REDACTED\].goldstone](#)
Cc: [Gerry Murphy](#)
Subject: Re: seat mive costs now should have been £50k???
Date: 30 November 2017 20:59:14

Me too - we have queried a couple of times but it's apparently in MS report so assume that they found a source document with that figure in.

Sent from my iPhone

On 30 Nov 2017, at 20:19, david/jenny goldstone <[d.goldstone@\[REDACTED\]](mailto:d.goldstone@[REDACTED])> wrote:

thats a new one on me!

From: [Ben Fletcher](#)
To: [David Gregson](#)
Cc: [David Goldstone](#); [Peter Hendy](#); [Keith Edelman](#); [Nicky Dunn](#); [Gerry Murphy](#)
Subject: Re: Draft Press Release - In Confidence
Date: 30 November 2017 21:01:35

Thanks David,

We made the UKA point to City Hall earlier this evening. It was noted and I think went to the Mayor as a possible amendment for him to consider in his final review overnight.

Will let you know if it changes and will keep you posted tomorrow.

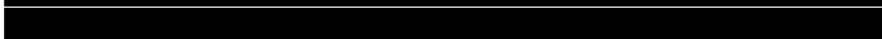

Ben


Sent from my iPhone

On 30 Nov 2017, at 20:23, David Gregson <[David@](#) > wrote:

Many thanks Ben.

Its good of you to keep us informed. This is a demonstrably political press release. I'm not sure I have anything to add at this stage to be honest. It's their press release and their report. You have given the final word to Peter though, which makes it more positive than it might have been at the end.





I'm out of action now and so will leave the final commentary on this to others. I'm copying others, after all they may not agree!

David

David Gregson

E: [david@](#)

T: +44 

From: Ben Fletcher <BenFletcher@londonlegacy.co.uk>

Date: Thursday, 30 November 2017 at 18:51

To: Nicky Dunn <[nicky@](#) Keith Edelman <[keith.edelman@](#) >, David  Gregson <[David@](#) >, "[d.goldstone@](#) "
<[d.goldstone@](#) >

Cc: Peter Hendy <peterhendy@londonlegacy.co.uk>, Gerry Murphy

<GerryMurphy@londonlegacy.co.uk>, Mark Robinson

<MarkRobinson@londonlegacy.co.uk>

Subject: Draft Press Release - In Confidence

Dear Nicky, Keith, David and David,

At the board on Tuesday we promised to send you the draft report and the associated Q+A. At the moment we haven't had these from City Hall but will send them on when we can. However, this probably won't be tonight.

Ahead of this, Gerry and I thought you would welcome sight of the draft press release, in confidence. The attachment is due to be issued at 9am tomorrow, subject to any personal comments that the Mayor feeds in this evening.

The focus is very much on the previous Mayor. There is a positive quote from Peter and the text talks about Sadiq working on solutions with LLDC. I understand that the briefing that accompanies the press release will be consistent with this.

Gerry will send a note to all Board members tomorrow morning, but we were keen to keep you closely up to date with where things are this evening.

Give me a call at any point tonight or tomorrow if you want to discuss: [REDACTED]

[REDACTED] Gerry is also happy to talk any of this through with you too.

Cheers,

Ben

This communication and the information it contains is intended for the addressee only. It may be confidential, legally privileged and protected by law. Unauthorised use, copying or disclosure of any of it may be unlawful. If you have received this communication in error, please contact me immediately by email or telephone and then delete the e-mail and its attachments from your system. This email and any attachments have been scanned for viruses by Symantec and on leaving the London Legacy Development Corporation they were virus free. No liability will be incurred for direct, special or indirect or consequential damages arising from alteration of the contents of this message by a third party or as a result of any virus contained within it or attached to it. The London Legacy Development Corporation may monitor traffic data. For enquiries please call 020 3288 1800.

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London Stadium: Mayor publishes damning Moore Stephens review and takes control to address stadium's financial challenges

- Former Mayor's decision for the taxpayer - not West Ham - to foot the bill for the Stadium transformation made without proper analysis, leading to 'ruinously expensive' deal
- Costs of transformation nearly double the 'manifestly inaccurate' estimates when West Ham deal signed
- Stadium forecast to lose £24 million in 2017-18
- Mayor agrees deal with Newham Council to take control of Stadium in order to renegotiate deals and minimise ongoing losses

The Mayor of London, Sadiq Khan, has today published an independent review into the true scale of the mismanagement of the London Stadium by the former Mayor, revealing a shocking catalogue of errors that led to transformation costs nearly doubling and a bungled decision that has left the taxpayer to foot an annual loss of £20 million.

Sadiq has also announced he is now taking over control of the London Stadium to put it on a more secure financial footing and – through the London Legacy Development Corporation - is putting together a plan to ensure its long-term future as a world-class multi-purpose venue and to continue providing community benefits.

The Moore Stephens review, commissioned by the Mayor in March this year, reveals for the first time how decisions made by Boris Johnson led to the taxpayer shouldering the cost and financial risk – rather than West Ham United – for the transformation of the London Stadium following the 2012 Olympic and Paralympic Games. It shows the decisions to transform the stadium and to accept the terms of West Ham's second bid as anchor tenants were made based on incorrect financial estimates and a failure to fully understand or investigate the commercial risks to the taxpayer.

The £323m cost of transforming the stadium was significantly higher than the 'unrealistic' estimate of £190m, which the review concludes was never properly scrutinised. This failure was further compounded by the previous Mayor's decision for the stadium to host Rugby World Cup games in 2015, which added extra delays, disruption and costs to the construction programme and put the July 2016 re-opening ahead of the start of the Premier League season at considerable risk.

The review says the investment by the public purse will not only never be recovered but has forecast that unless further action is taken, the stadium will continue to lose around £20m every year. The former Mayor tied the taxpayer into binding contracts with West Ham United and UK Athletics, severely limiting the present Mayor's options.

The London Legacy Development Corporation, backed by the Mayor, has been funding the Stadium's losses since July 2017, enabling the IAAF World Athletics Championships and IPC World Para Athletics Championships to take place and West Ham to begin their season. Without this funding, the E20 partnership, formed of LLDC and the London Borough of Newham, who own the Stadium, would have entered administration and the Mayor would have been liable under his predecessor's agreements to pay significant damages to the event organisers.

As a result, Sadiq has agreed with the Mayor of Newham Sir Robin Wales that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham Council has withdrawn from the E20 partnership, with LLDC and City Hall agreeing the stadium will continue to provide community benefits to residents in east London.

The Mayor, through LLDC, will now take over full control of the stadium and is already taking steps to move it towards a more secure and stable financial footing. The Mayor will seek to work with West Ham, UK Athletics and other stadium partners to address the flaws in existing arrangements to the benefit of the taxpayer and all connected with the stadium.

The Mayor of London, Sadiq Khan, said: "I ordered the review into the finances of the London Stadium to understand how key decisions were made about its transformation and why costs were allowed to spiral out of control. What has been presented is simply staggering. Not for the first time, it reveals a bungled decision-making process that has the previous Mayor's fingerprints all over it.

"Boris Johnson panicked when faced with legal challenges about West Ham and Newham's joint bid to take ownership of the Stadium and then decided to re-run the bid process with the taxpayer taking all the risks and footing almost the whole bill. You simply couldn't make it up. The fact he also failed to properly examine the transformation costs or the entirely inadequate estimates for moving the retractable seats leaves us squarely in the dire financial situation we are in.

"I am determined to put the London Stadium on a path to a stronger financial footing and secure its long-term future, but I'm under no illusions that this is going to take time and some real commitment from all partners to make this work."

The [insert page length] Moore Stephens report focuses on five key decisions made once London won the bid for the 2012 Olympic Games:

1. **The original design of the Olympic Stadium** - In 2006, the Government Olympic Board and Olympic Delivery Authority agreed plans for a temporary stadium that would revert to a 25,000-capacity, 90 per cent uncovered, athletics arena post-Games. Cost and timescale pressures were given far more importance in decision-making than Olympic legacy, leading to an unsatisfactory post-Games plan.
2. **Planning for post-Olympics use** - A wide range of options were considered carefully by the Olympic Park Legacy Company in 2010 (reporting to the former Mayor and Government). The review concludes insufficient attention was paid to possible operating models and the associated legal/State Aid implications.

3. **Bid process** - The first bid process – won by a joint bid from West Ham and Newham Council to run and own the Stadium - was cancelled by Boris Johnson in October 2011 with subsequent legal action threatening London’s bid for the 2017 World Athletics Championships.

A decision was then made to adopt a ‘Public Sector Model’ in which the taxpayer would own, transform and operate the stadium. This, according to Moore Stephens, was when matters “went awry” and reported that the deal was fundamentally flawed from the outset.

The previous Mayor immediately stated that he would “effectively rent it [the Stadium] to a football club, almost certainly West Ham.” This fundamental change meant that the public sector, not West Ham, would now be liable for the costs of converting the stadium, and was made without any analysis of the major financial implications of this approach. Further, the Mayor’s statement created a very weak negotiating position, underlined by his later decision to fund regeneration in the Tottenham area and thereby support Tottenham Hotspur’s project to build a new ground next to White Hart Lane.

With a less favourable deal on the table, and all the risk on the public purse, the review concludes that LLDC (chaired by Boris Johnson) should have considered the option of ‘no deal’ – something they never appeared to consider. This threat could have been used to negotiate a better deal with West Ham, with commitments from them closer to those made in the first bid process.

4. **Transformation of the stadium** - Contracts were signed with West Ham United before the costs of conversion were properly understood. The annual cost to retract seats was budgeted at £50k, believed to be far lower than for any comparable system in existence. The £323 million cost of transforming the stadium was £133m higher than forecast when the deal with West Ham was approved in March 2013. Boris Johnson’s decision for the Stadium to host Rugby World Cup games in 2015 added significant extra delay and cost, as well as putting the July 2016 Stadium re-opening at considerable risk.
5. **Operation of the stadium** - The model adopted is dependent on effective retractable seating, however there was a lack of robust financial appraisal before contracts were signed with West Ham. The separation of shirt and stadium sponsorship required by the deal is one example of how the deals negotiated acts as a barrier to maximising income from the stadium.

Moore Stephens conclude that the deal with West Ham, made while the former Mayor was Chair of LLDC, was “ruinously expensive” and does not represent financial value for money for the taxpayer. Nevertheless, they note that east London is benefitting from a transformed stadium and with high attendance at West Ham games, the hugely successful World and Para Athletics Championships, as well as a number of music concerts and other events, preventing it from becoming an Olympic ‘white elephant’.

The Mayor, together with LLDC, is committed to working with West Ham, UK Athletics and stadium operators LS185, to improve the stadium's performance and finances. A Chief Restructuring Officer has been appointed and is starting to tackle the stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Given the costs to the taxpayer, Sadiq is committed to bringing transparency to the stadium's finances. This includes:

- Publication of E20's annual accounts, following their approval earlier this week. These show the stadium lost £10m (adjusted) between April 2016 and March 2017, and that since July 2017 it has been dependent on Mayoral funding to continue to operate [Need to check the figures with Martin/Ray]
- Confirmation that the cost of moving the stadium seating in Summer 2017 was £11.8m. This followed a new tender to ensure the company doing the work was incentivised to do it as cheaply as possible. Costs were particularly high in 2017 owing to the staging requirements of the World Athletics Championships and the pre-agreed event schedule requiring the transition from football to blue riband athletics modes to be done in two stages
-

Sir Peter Hendy CBE, Chair of LLDC, said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair a top priority would be to tackle the challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

ENDS

Notes to editors:

Link to review and exec summary: XXXXXXXX

Further information is being published by LLDC at: www.queenelizabetholympicpark.co.uk/stadium-transparency. Further information will be added following Moore Stephens' report, subject to it not damaging future commercial negotiations.

From: [Ben Fletcher](#)
To: [David Bellamy](#)
Cc: [Gerry Murphy](#); [REDACTED]; [Mark Robinson](#); [Lorna Gozzard](#)
Subject: Re: Transparency page on LLDC website
Date: 30 November 2017 21:04:22

Seems somewhat fitting that it is playing out this way right to the end: in keeping with every other missed deadline...

Sent from my iPhone

On 30 Nov 2017, at 20:59, David Bellamy <David.Bellamy@london.gov.uk> wrote:

45 minutes ago, we were going to get the exec summary in 10-15 minutes' time.

Still waiting...

From: Ben Fletcher [<mailto:BenFletcher@londonlegacy.co.uk>]

Sent: 30 November 2017 20:58

To: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>

Cc: David Bellamy <David.Bellamy@london.gov.uk>; [REDACTED]
<[REDACTED]@london.gov.uk>; Mark Robinson
<MarkRobinson@londonlegacy.co.uk>; Lorna Gozzard
<LornaGozzard@londonlegacy.co.uk>

Subject: Re: Transparency page on LLDC website

Hi David,

Noting Gerry's response below:

A) we can add Newham docs to the website fairly quickly tomorrow morning as soon as we have PDF's etc

B) we can also host the MS report there too, quite straightforwardly, again as soon as we have relevant file/files

Standing ready!

Ben

Sent from my iPhone

On 30 Nov 2017, at 20:46, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Sch 14, last item below is what we have agreed to publish about community benefits agreement [REDACTED]

[REDACTED].

Re the Deed of Retirement, I will double check the document in the

morning, but possibly less of an issue (without the ancillary docs) but we would have to get Newham to agree as there is an agreed statement in there as well.

G

----- Original Message -----

From: David Bellamy <David.Bellamy@london.gov.uk>

Date: Thu, November 30, 2017 8:05 pm +0000

To: Ben Fletcher <BenFletcher@londonlegacy.co.uk>, [REDACTED]
<[REDACTED]@london.gov.uk>

CC: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Mark Robinson <MarkRobinson@londonlegacy.co.uk>, Lorna Gozzard <LornaGozzard@londonlegacy.co.uk>

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I agree about arrangements for hosting the report. However, if our website doesn't cope with the NYE ticket sales load tomorrow, we might want to ask you to make it available from there directly so that it is publicly accessible. Let's hope this isn't necessary!

David.

From: Ben Fletcher [<mailto:BenFletcher@londonlegacy.co.uk>]

Sent: 30 November 2017 12:07

To: David Bellamy <David.Bellamy@london.gov.uk>; [REDACTED]
<[REDACTED]@london.gov.uk>

Cc: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>; Lorna Gozzard <LornaGozzard@londonlegacy.co.uk>

Subject: Transparency page on LLDC website

David,

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- Full E20 accounts
- Stadium Report and recommendations for Mayor, presented

prior to the SRW meeting – (**subject to a final review that Gerry is undertaking this afternoon**)

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From: [Gerry Murphy](#)
To: [David Bellamy](#); [Ben Fletcher](#); [REDACTED]
Cc: [Mark Robinson](#); [Lorna Gozzard](#)
Subject: Re: Transparency page on LLDC website
Date: 30 November 2017 21:11:16

Thanks David

On: 30 November 2017 20:49, "David Bellamy" <David.Bellamy@london.gov.uk> wrote:

Thanks Gerry.

BTW we will share the final report from Moore Stephens with you as soon as we have it...

D.

From: Gerry Murphy [<mailto:GerryMurphy@londonlegacy.co.uk>]

Sent: 30 November 2017 20:47

To: David Bellamy <David.Bellamy@london.gov.uk>; BenFletcher@londonlegacy.co.uk; [REDACTED]
[REDACTED] <[REDACTED]@london.gov.uk>

Cc: Mark Robinson <MarkRobinson@londonlegacy.co.uk>; Lorna Gozzard
<LornaGozzard@londonlegacy.co.uk>

Subject: RE: Transparency page on LLDC website

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CC: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Mark Robinson
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Sent: 30 November 2017 12:07
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Ben

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From: [Keith Edelman](#)
To: [Ben Fletcher](#)
Cc: [Nicky Dunn](#); [david@](#); [d.goldstone@](#); [Peter Hendy](#); [Gerry Murphy](#); [Mark Robinson](#)
Subject: Re: Draft Press Release - In Confidence
Date: 30 November 2017 22:11:04

Ben

I do not have any comments to add to those of David's it is a very political press release and as I do not do politics I will remain silent.

Regards

Keith Edelman

Sent from my iPhone

On 30 Nov 2017, at 18:51, Ben Fletcher <BenFletcher@londonlegacy.co.uk> wrote:

Dear Nicky, Keith, David and David,

At the board on Tuesday we promised to send you the draft report and the associated Q+A. At the moment we haven't had these from City Hall but will send them on when we can. However, this probably won't be tonight.

Ahead of this, Gerry and I thought you would welcome sight of the draft press release, in confidence. The attachment is due to be issued at 9am tomorrow, subject to any personal comments that the Mayor feeds in this evening.

The focus is very much on the previous Mayor. There is a positive quote from Peter and the text talks about Sadiq working on solutions with LLDC. I understand that the briefing that accompanies the press release will be consistent with this.

Gerry will send a note to all Board members tomorrow morning, but we were keen to keep you closely up to date with where things are this evening.

Give me a call at any point tonight or tomorrow if you want to discuss: . Gerry is also happy to talk any of this through with you too.

Cheers,

Ben

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From: [Gerry Murphy](#)
To: [Ben Fletcher](#)
Date: 01 December 2017 07:35:43

Ben,

Any sight of the report yet? G

From: [Ben Fletcher](#)
To: [Mark Robinson](#); [Gerry Murphy](#)
Subject: FW: London Stadium release
Date: 01 December 2017 08:12:12

FYI – latest draft press release. Still not signed off

London Stadium: Mayor publishes critical independent review and takes control to address stadium’s financial challenges

- Report reveals former Mayor’s decision for the taxpayer - not West Ham - to foot the bill for the Stadium transformation made without proper analysis, leading to an 'expensive' and 'onerous' deal
- Costs of transformation £133m more than the ‘incorrect’ and error-ridden estimates when West Ham deal signed
- Stadium forecast to lose £24 million in 2017-18
- Mayor agrees deal with Newham Council to take control of Stadium in order to renegotiate deals and minimise ongoing losses

The Mayor of London, Sadiq Khan, has today published an independent review into the true scale of the mismanagement of the London Stadium by the former Mayor, revealing a shocking catalogue of errors that led to transformation costs soaring and a bungled decision that has left the taxpayer to foot an annual loss of around £20 million.

Sadiq has also announced he is now taking over control of the London Stadium to put it on a more secure financial footing and – through the London Legacy Development Corporation - is putting together a plan to ensure its long-term future as a world-class multi-purpose venue and to continue providing community benefits.

The review by forensic accountants Moore Stephens, commissioned by the Mayor in March this year, reveals for the first time how decisions made by Boris Johnson led to the taxpayer shouldering the cost and financial risk – rather than West Ham United – for the transformation of the London Stadium following the 2012 Olympic and Paralympic Games. It shows the decisions to transform the stadium and to accept the terms of West Ham’s second bid as anchor tenants were made based on incorrect financial estimates and a failure to fully understand or investigate the commercial risks to the taxpayer.

The £323m cost of transforming the stadium was significantly higher than the ‘unrealistic’ estimate of £190m, which the review concludes was never properly scrutinised. This failure was further compounded by the previous Mayor’s decision for the stadium to host

Rugby World Cup games in 2015, which added extra delays, disruption and costs to the construction programme and put the July 2016 re-opening ahead of the start of the Premier League season at considerable risk.

The review says the investment by the public purse will not only never be recovered but has forecast that unless further action is taken, the stadium will continue to lose up to around £20m every year. The former Mayor tied the taxpayer into binding contracts with West Ham United and UK Athletics, severely limiting the present Mayor's options.

The London Legacy Development Corporation, backed by the Mayor, has been funding the Stadium's losses since July 2017, enabling the IAAF World Athletics Championships and IPC World Para Athletics Championships to take place and West Ham to begin their season. Without this funding, the E20 partnership, formed of LLDC and the London Borough of Newham, who own the Stadium, would have entered administration and the Mayor would have been liable under his predecessor's agreements to pay significant damages to the event organisers.

As a result, Sadiq has agreed with the Mayor of Newham, Sir Robin Wales, that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham Council has withdrawn from the E20 partnership, with LLDC and City Hall agreeing the stadium will continue to provide community benefits to residents in east London.

The Mayor, through LLDC, will now take over full control of the stadium and is already taking steps to move it towards a more secure and stable financial footing. The Mayor will seek to work with West Ham, UK Athletics and other stadium partners to address the flaws in existing arrangements to the benefit of the taxpayer and all connected with the stadium.

The Mayor of London, Sadiq Khan, said: "I ordered the review into the finances of the London Stadium to understand how key decisions were made about its transformation and why costs were allowed to spiral out of control. What has been presented is simply staggering. Not for the first time, it reveals a bungled decision-making process that has the previous Mayor's fingerprints all over it.

"Boris Johnson clearly panicked when faced with legal challenges about West Ham and Newham's joint bid to take ownership of the Stadium and then decided to re-run the bid process with the taxpayer taking all the risks and footing almost the whole bill. You simply couldn't make it up. The fact he also failed to properly examine the transformation costs or the entirely inadequate estimates for moving the retractable seats leaves us squarely in the dire financial situation we are in.

"I am determined to put the London Stadium towards a stronger financial footing and secure its long-term future, but I'm under no illusion that this is going to take time and some real commitment from all partners to make this work."

The 169- page Moore Stephens report focuses on five key decisions made once London won the bid for the 2012 Olympic Games:

1. **The original design of the Olympic Stadium** - In 2006, the Government Olympic Board and Olympic Delivery Authority agreed plans for a temporary stadium that would revert to a 25,000-capacity, 90 per cent uncovered, athletics arena post-Games. Cost and timescale pressures were given far more importance in decision-making than Olympic legacy, leading to an unsatisfactory post-Games plan.

2. **Planning for post-Olympics use** - A wide range of options were considered carefully by the Olympic Park Legacy Company in 2010 (reporting to the former Mayor and Government). The review concludes insufficient attention was paid to possible operating models and the associated legal/State Aid implications.

3. **Bid process** - The first bid process – won by a joint bid from West Ham and Newham Council to run and own the Stadium - was cancelled by Boris Johnson in October 2011 with subsequent legal action threatening London’s bid for the 2017 World Athletics Championships.

A decision was then made to adopt a ‘Public Sector Model’ in which the taxpayer would own, transform and operate the stadium. This, according to Moore Stephens, was when matters “went awry” and reported that the deal was fundamentally flawed from the outset.

The previous Mayor immediately stated that he would “effectively rent it [the Stadium] to a football club, almost certainly West Ham.” This fundamental change meant that the public sector, not West Ham, would now be liable for the costs of converting the stadium, and was made without any analysis of the major financial implications of this approach. Further, the Mayor’s statement created a very weak negotiating position, underlined by his later decision to fund regeneration in the Tottenham area and thereby support Tottenham Hotspur’s project to build a new ground next to White Hart Lane.

With a less favourable deal on the table, and all the risk on the public purse, the review concludes that LLDC (chaired by Boris Johnson) should have considered the option of ‘no deal’ – something they never appeared to consider. This threat could have been used to negotiate a better deal with West Ham, with commitments from them closer to those made in the first bid process.

4. **Transformation of the stadium** - Contracts were signed with West Ham United before the costs of conversion were properly understood. The annual cost to retract seats was budgeted at £50k, believed to be far lower than for any comparable system in existence. The £323 million cost of transforming the stadium was £133m higher than forecast when the deal with West Ham was approved in March 2013. Boris Johnson’s decision for the Stadium to host Rugby World Cup games in 2015 added significant extra delay and cost, as well as putting the July 2016 Stadium re-opening at considerable risk.

5. **Operation of the stadium** - The model adopted is dependent on effective retractable seating. However, there was a lack of robust financial appraisal before contracts were signed with West Ham. The separation of shirt and stadium sponsorship required by the deal is one example of how the deals negotiated act as a barrier to maximising income from the stadium.

Moore Stephens conclude that the "onerous" deal with West Ham, made while the former Mayor was Chair of LLDC, was “expensive” and does not represent financial value for money for the taxpayer.

The report says: “In our opinion, the decision to transform the Stadium and to contract with WHU was made on incorrect financial estimates and an insufficient appreciation of the critical commercial and financial risks. It is our opinion that the financial estimates were incorrect not because they were estimates, but because there were errors in their calculation, compilation and presentation.”

The Mayor, together with LLDC, is committed to working with West Ham, UK Athletics and stadium operators LS185, to improve the stadium's performance and finances. A Chief Restructuring Officer has been appointed and is starting to tackle the stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Given the costs to the taxpayer, Sadiq is committed to bringing transparency to the stadium's finances. This includes:

1. Publication of the E20 annual accounts, following their approval earlier this week. These accounts recognise a provision for future losses arising from the cost of hosting West Ham and the cost of seat moves.
2. Confirmation that the cost of moving the stadium seating in Summer 2017 was £11.8m. This followed a new tender to ensure the company doing the work was incentivised to do it as cheaply as possible. Costs were particularly high in 2017 owing to the staging requirements of the World Athletics Championships and the pre-agreed event schedule requiring the transition from football to blue riband athletics modes to be done in two stages

Sir Peter Hendy CBE, Chair of LLDC, said: “The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair a top priority would be to tackle the challenges faced by the London Stadium. This Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position.”

ENDS

Notes to editors:

Link to the Moore Stephens review and exec summary: www.london.gov.uk/london-stadium-report

Further information is being published by LLDC at: www.queenelizabetholympicpark.co.uk/stadium-transparency. Further information will be added following Moore Stephens' report, subject to it not damaging future commercial negotiations.

#LondonIsOpen

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The information in this email may contain confidential or privileged materials. For more information see <https://www.london.gov.uk/about-us/email-notice/>

From: [Ben Fletcher](#)
To: [David Bellamy](#); [Gerry Murphy](#)
Cc: [REDACTED]; [Mark Robinson](#); [REDACTED]
Subject: RE: Urgent - this morning's calls
Date: 01 December 2017 08:22:20

Many thanks – we will proceed on that basis

From: David Bellamy [<mailto:David.Bellamy@london.gov.uk>]
Sent: 01 December 2017 08:20
To: Ben Fletcher; Gerry Murphy
Cc: [REDACTED]; Mark Robinson; [REDACTED]
Subject: Re: Urgent - this morning's calls

It's ok to start, but I would not say when today we are publishing.

We got the final report (I'll send it in the next email) at 3.20am and are waiting for formal approval to release.

Thanks,
David.

Sent from my BlackBerry 10 smartphone on the O2 network.

From: Ben Fletcher
Sent: Friday, 1 December 2017 08:06
To: David Bellamy; Gerry Murphy
Cc: [REDACTED]; Mark Robinson; [REDACTED]
Subject: Urgent - this morning's calls

Hi David,

I understand that work is underway to finalise the report and press release but these are not yet finished.

Are you happy for us to start the stakeholder calls or should we hold fire for a bit?

Ben

From: David Bellamy [<mailto:David.Bellamy@london.gov.uk>]
Sent: 30 November 2017 21:00
To: Ben Fletcher; Gerry Murphy
Cc: [REDACTED]; Mark Robinson; Lorna Gozzard
Subject: RE: Transparency page on LLDC website

45 minutes ago, we were going to get the exec summary in 10-15 minutes' time.

Still waiting...

From: Ben Fletcher [<mailto:BenFletcher@londonlegacy.co.uk>]
Sent: 30 November 2017 20:58
To: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>

Cc: David Bellamy <David.Bellamy@london.gov.uk>; [REDACTED]
<[REDACTED]@london.gov.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>;
Lorna Gozzard <LornaGozzard@londonlegacy.co.uk>
Subject: Re: Transparency page on LLDC website

Hi David,

Noting Gerry's response below:

A) we can add Newham docs to the website fairly quickly tomorrow morning as soon as we have PDF's etc

B) we can also host the MS report there too, quite straightforwardly, again as soon as we have relevant file/files

Standing ready!

Ben

Sent from my iPhone

On 30 Nov 2017, at 20:46, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Sch 14, last item below is what we have agreed to publish about community benefits agreement, [REDACTED]

Re the Deed of Retirement, I will double check the document in the morning, but possibly less of an issue (without the ancillary docs) but we would have to get Newham to agree as there is an agreed statement in there as well.

G

----- Original Message -----

From: David Bellamy <David.Bellamy@london.gov.uk>

Date: Thu, November 30, 2017 8:05 pm +0000

To: Ben Fletcher <BenFletcher@londonlegacy.co.uk>, [REDACTED]

<[REDACTED]@london.gov.uk>

CC: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Mark Robinson

<MarkRobinson@londonlegacy.co.uk>, Lorna Gozzard

<LornaGozzard@londonlegacy.co.uk>

Subject: RE: Transparency page on LLDC website

Hi Ben,

Many thanks for this (and other emails).

This is fine (inc. not publishing the paper that went to the Mayor at this stage, on Gerry's advice). One thought: can we also publish the deals with Newham? It would show there was nothing underhand about them.

I agree about arrangements for hosting the report. However, if our website doesn't cope with the NYE ticket sales load tomorrow, we might want to ask you to make it available from there directly so that it is publicly accessible. Let's hope this isn't necessary!

David.

From: Ben Fletcher [<mailto:BenFletcher@londonlegacy.co.uk>]
Sent: 30 November 2017 12:07
To: David Bellamy <David.Bellamy@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>; Lorna Gozzard <LornaGozzard@londonlegacy.co.uk>
Subject: Transparency page on LLDC website

David,

These are the documents that we plan to place on a bespoke website page tomorrow.

- All historical Stadium-related FOI responses
- Full E20 accounts
- Stadium Report and recommendations for Mayor, presented prior to the SRW meeting – (**subject to a final review that Gerry is undertaking this afternoon**)
- All LLDC public (part 1) board papers on Stadium
- Concession agreements – WHU and UKA
- Full LS185 contract
- Schedule 14 of the LBN/E20 public benefits

This will provide a significant volume of detail. As discussed we will additionally publish documents referenced by and in the MS report not included in this list, as and when reviewed.

We are assuming that the actual MS report will be published on your website and that page will cross-refer and link to our site. We won't publish MS on our page but will also put a link back to the relevant page on your site when that is available.

Ben

This communication and the information it contains is intended for the addressee only. It may be confidential, legally privileged and protected by law. Unauthorised use, copying or disclosure of any of it may be unlawful. If you have received this communication in error, please contact me immediately by email or telephone and then delete the e-mail and its attachments from your system. This email and any

From: [Ben Fletcher](#)
To: [David Bellamy](#); [Gerry Murphy](#); [Peter Hendy](#)
Subject: RE: PRIVILEGED, PRIVATE AND CONFIDENTIAL - Olympic Report
Date: 01 December 2017 08:32:58
Attachments: [image001.gif](#)
[image002.gif](#)
[image003.gif](#)
[image004.png](#)
[image005.png](#)

Thanks David

From: David Bellamy [mailto:David.Bellamy@london.gov.uk]
Sent: 01 December 2017 08:23
To: Gerry Murphy; Ben Fletcher; Peter Hendy
Subject: Fw: PRIVILEGED, PRIVATE AND CONFIDENTIAL - Olympic Report

FYI. I anticipate us having clearance to publish within the next half hour.

David.

Sent from my BlackBerry 10 smartphone on the O2 network.

From: [REDACTED] <[REDACTED]@moorestephens.com>
Sent: Friday, 1 December 2017 03:22
To: Martin Clarke; [REDACTED]; David Bellamy
Cc: [REDACTED]; [REDACTED]
Subject: PRIVILEGED, PRIVATE AND CONFIDENTIAL - Olympic Report

Dear Martin, [REDACTED] & David

I refer to our appointment to report in connection with the Olympic Stadium, on the basis set out in the letter of Indemnity and Letter of Appointment attached.

Our final report is attached [in escrow and embargoed](#), pending final approval of its release by Moore Stephens tomorrow morning.

Subject to that, and to any associated editorial corrections, the attached version is complete.

I would anticipate receiving clearance to authorise release tomorrow morning and, as to that, we will revert to you at around 8am.

Please don't hesitate to contact me should you have any queries in the meantime.

Best regards

[REDACTED]

[REDACTED]

Partner

Global risk investigations and dispute advisory

T +44 (0) [REDACTED]

D +44 (0) [REDACTED]

M +44 (0) [REDACTED]

From: [Gerry Murphy](#)
To: [REDACTED]; [Ben Fletcher](#)
Cc: [Mark Robinson](#); [REDACTED]; [REDACTED]
Subject: RE: MS Stakeholder email
Date: 01 December 2017 08:51:00
Attachments: [image001.png](#)

tweak

From: [REDACTED]
Sent: 01 December 2017 08:47
To: Ben Fletcher; Gerry Murphy
Cc: Mark Robinson; [REDACTED]; [REDACTED]
Subject: MS Stakeholder email

Email to stakeholders to be sent when Ben says! I will set up with [REDACTED]

Dear colleague,

I wanted to let you know that today, the Mayor of London, will announce the conclusions from his investigation into the London Stadium.

The independent review was largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that some of those decisions were not soundly based, nor was sufficient thought given to the commercial risks to the taxpayer.

The Stadium business is currently making significant losses in the region of c£20m per annum. The Mayor of London and the Mayor of Newham have agreed that the shared ownership model for the stadium, [the E20 partnership](#), while created in good faith, is unsustainable in its current format. Newham has agreed to leave the partnership but will retain the community benefits that the council's investment in the joint venture was designed to achieve.

The Mayor of London and LLDC will now consider options over the coming [months](#) for the future management of the Stadium to enable the organisation to move to a financially sustainable position.

While the Stadium faces some significant challenges, I want to emphasise just how important it is to the Park and wider area. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Please do not hesitate to contact me if you have any further questions.

Kind regards

Gerry Murphy
Acting Chief Executive



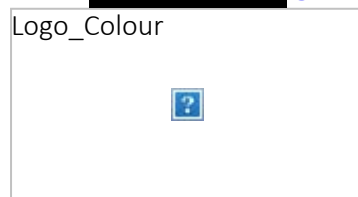
Senior External Relations Manager
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 [redacted]

Mobile: [redacted]

Email: [redacted]@londonlegacy.co.uk



Queen Elizabeth Olympic Park is now open. For more information please visit
www.QueenElizabethOlympicPark.co.uk

From: [Ben Fletcher](#)
To: [Nicky Dunn](#)
Cc: [Keith Edelman - LLDC Board \(keith.edelman@██████████\)](#); [David Gregson; d.goldstone@██████████](#) [Peter Hendy; Gerry Murphy; Mark Robinson](#)
Subject: RE: Draft Press Release - In Confidence
Date: 01 December 2017 08:53:53

Latest version of the press release – appears some of our points have been addressed:

London Stadium: Mayor publishes critical independent review and takes control to address stadium's financial challenges

- Report reveals former Mayor's decision for the taxpayer - not West Ham - to foot the bill for the Stadium transformation made without proper analysis, leading to an 'expensive' and 'onerous' deal
- Costs of transformation £133m more than the 'incorrect' and error-ridden estimates when West Ham deal signed
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- Mayor agrees deal with Newham Council to take control of Stadium in order to renegotiate deals and minimise ongoing losses

The Mayor of London, Sadiq Khan, has today published an independent review into the true scale of the mismanagement of the London Stadium by the former Mayor, revealing a shocking catalogue of errors that led to transformation costs soaring and a bungled decision that has left the taxpayer to foot an annual loss of around £20 million.

Sadiq has also announced he is now taking over control of the London Stadium to put it on a more secure financial footing and – through the London Legacy Development Corporation - is putting together a plan to ensure its long-term future as a world-class multi-purpose venue and to continue providing community benefits.

The review by forensic accountants Moore Stephens, commissioned by the Mayor in March this year, reveals for the first time how decisions made by Boris Johnson led to the taxpayer shouldering the cost and financial risk – rather than West Ham United – for the transformation of the London Stadium following the 2012 Olympic and Paralympic Games. It shows the decisions to transform the stadium and to accept the terms of West Ham's second bid as anchor tenants were made based on incorrect financial estimates and a failure to fully understand or investigate the commercial risks to the taxpayer.

The £323m cost of transforming the stadium was significantly higher than the 'unrealistic' estimate of £190m, which the review concludes was never properly scrutinised. This failure was further compounded by the previous Mayor's decision for the stadium to host Rugby World Cup games in 2015, which added extra delays, disruption and costs to the construction programme and put the July 2016 re-opening ahead of the start of the Premier League season at considerable risk.

The review says the investment by the public purse will not only never be recovered but has forecast that unless further action is taken, the stadium will continue to lose up to around £20m every year. The former Mayor tied the taxpayer into binding contracts with West Ham United and UK Athletics, severely limiting the present Mayor's options.

The London Legacy Development Corporation, backed by the Mayor, has been funding the Stadium's losses since July 2017, enabling the IAAF World Athletics Championships and IPC World Para Athletics Championships to take place and West Ham to begin their season. Without this funding, the E20 partnership, formed of LLDC and the London Borough of Newham, who own the Stadium, would have entered administration and the Mayor would have been liable under his predecessor's agreements to pay significant damages to the event organisers.

As a result, Sadiq has agreed with the Mayor of Newham, Sir Robin Wales, that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham Council has withdrawn from the E20 partnership, with LLDC and City Hall agreeing the stadium will continue to provide community benefits to residents in east London.

The Mayor, through LLDC, will now take over full control of the stadium and is already taking steps to move it towards a more secure and stable financial footing. The Mayor will seek to work with West Ham, UK Athletics and other stadium partners to address the flaws in existing arrangements to the benefit of the taxpayer and all connected with the stadium.

The Mayor of London, Sadiq Khan, said: "I ordered the review into the finances of the London Stadium to understand how key decisions were made about its transformation and why costs were allowed to spiral out of control. What has been presented is simply staggering. Not for the first time, it reveals a bungled decision-making process that has the previous Mayor's fingerprints all over it.

"Boris Johnson clearly panicked when faced with legal challenges about West Ham and Newham's joint bid to take ownership of the Stadium and then decided to re-run the bid process with the taxpayer taking all the risks and footing almost the whole bill. You simply couldn't make it up. The fact he also failed to properly examine the transformation costs or the entirely inadequate estimates for moving the retractable seats leaves us squarely in the dire financial situation we are in.

"I am determined to put the London Stadium towards a stronger financial footing and secure its long-term future, but I'm under no illusion that this is going to take time and some real commitment from all partners to make this work."

The 169- page Moore Stephens report focuses on five key decisions made once London won the bid for the 2012 Olympic Games:

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2. **Planning for post-Olympics use** - A wide range of options were considered carefully

by the Olympic Park Legacy Company in 2010 (reporting to the former Mayor and Government). The review concludes insufficient attention was paid to possible operating models and the associated legal/State Aid implications.

3. **Bid process** - The first bid process – won by a joint bid from West Ham and Newham Council to run and own the Stadium - was cancelled by Boris Johnson in October 2011 with subsequent legal action threatening London’s bid for the 2017 World Athletics Championships.

A decision was then made to adopt a ‘Public Sector Model’ in which the taxpayer would own, transform and operate the stadium. This, according to Moore Stephens, was when matters “went awry” and reported that the deal was fundamentally flawed from the outset.

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With a less favourable deal on the table, and all the risk on the public purse, the review concludes that LLDC (chaired by Boris Johnson) should have considered the option of ‘no deal’ – something they never appeared to consider. This threat could have been used to negotiate a better deal with West Ham, with commitments from them closer to those made in the first bid process.

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Moore Stephens conclude that the "onerous" deal with West Ham, made while the former Mayor was Chair of LLDC, was “expensive” and does not represent financial value for money for the taxpayer.

The report says: “In our opinion, the decision to transform the Stadium and to contract with WHU was made on incorrect financial estimates and an insufficient appreciation of the critical commercial and financial risks. It is our opinion that the financial estimates were incorrect not because they were estimates, but because there were errors in their calculation, compilation and presentation.”

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Sir Peter Hendy CBE, Chair of LLDC, said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair a top priority would be to tackle the challenges faced by the London Stadium. This Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

ENDS

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From: Nicky Dunn [mailto:nicky@[REDACTED]]
Sent: 01 December 2017 06:57
To: Ben Fletcher
Cc: Keith Edelman - LLDC Board (keith.edelman@[REDACTED]); David Gregson; d.goldstone@[REDACTED] Peter Hendy; Gerry Murphy; Mark Robinson
Subject: Re: Draft Press Release - In Confidence

Ok thanks.

Sent from my iPhone

On 1 Dec 2017, at 06:45, Ben Fletcher <BenFletcher@londonlegacy.co.uk> wrote:

Hi Nicky,

This Is very much City Hall's release; we have been consulted but we are not holding the pen.

We have raised this point with them, but I understand that this is based on a conclusion that MS have reached which is apparently prominent in both the report and the exec summary.

I think Alan F raised concerns about this conclusion when he reviewed the report's draft text a day or two ago, but had the same trouble in removing it. Sadly it appears that they have decided this is a fair assessment of the problem.

If it comes up in conversations with journos I will try and address it then.

Apologies,

Ben

Sent from my iPhone

On 1 Dec 2017, at 06:26, Nicky Dunn <[nicky@\[REDACTED\]](mailto:nicky@[REDACTED])> wrote:

Ben. Sorry I have just realised that this e mail didn't send last night, no doubt too late but Im sending anyway....

Thanks Ben. My only comment is that the end of bullet point 5 isn't accurate... 'The separation of shirt and stadium sponsorship required by the deal is one example of how the deals negotiated acts as a barrier to maximising income from the stadium.'

[REDACTED]

I suspect that the political points are what will be picked up by media but I would have preferred this not to have been included in the main 5 bullets.

Thanks again for your hard work getting all this together.

Nicky

On 30 Nov 2017, at 18:51, Ben Fletcher
<BenFletcher@londonlegacy.co.uk> wrote:

Dear Nicky, Keith, David and David,

At the board on Tuesday we promised to send you the draft report and the associated Q+A. At the moment we haven't had these from City Hall but will send them on when we can. However, this probably won't be tonight.

Ahead of this, Gerry and I thought you would welcome sight of the draft press release, in confidence. The attachment is due to be issued at 9am tomorrow, subject to any personal comments that the Mayor feeds in this evening.

The focus is very much on the previous Mayor. There is a positive quote from Peter and the text talks about Sadiq working on solutions with LLDC. I understand that the briefing that accompanies the press release will be consistent with this.

Gerry will send a note to all Board members tomorrow morning, but we were keen to keep you closely up to date with where things are this evening.

Give me a call at any point tonight or tomorrow if you want to discuss: [REDACTED]. Gerry is also happy to talk any of this through with you too.

Cheers,

Ben

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www.queenelizabetholympicpark.co.uk

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<London Stadium press release LLDC amends.docx>

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From: [REDACTED]
To: [Gerry Murphy](#); [REDACTED]
Cc: [Ben Fletcher](#); [Mark Robinson](#)
Subject: Stadium Transparency web page
Date: 01 December 2017 09:09:07
Attachments: [image001.png](#)

Gerry and [REDACTED]

Just to flag that the Stadium Transparency page is now live on the QEOP website – the link to access the page is www.queenelizabetholympicpark.co.uk/stadium-transparency

There's also a link to access the page via main [Stadium page](#).

Any questions, please give me a shout.

Thanks,

[REDACTED]

[REDACTED]

Communications Executive

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: [REDACTED]
Email: [REDACTED]@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk



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From: [Ben Fletcher](#)
To: [Peter Hendy](#); [Gerry Murphy](#)
Cc: [Mark Robinson](#)
Subject: FW: PRIVATE AND CONFIDENTIAL UNTIL PUBLISHED - Moore Stephens Olympic Report
Date: 01 December 2017 10:02:05
Attachments: [Moore Stephens - Olympic Stadium Review \(publication 1st Nov 2017\) v1.pdf](#)

Peter and Gerry,

This appears to be the final cleared version. Publication soon. Exec Summary is critical of LLDC decision making – “Our findings” on pages 15-20 refer.

At the moment, the report hasn't been published, but will be imminently. However, this is now so late it will be hard to get much space in today's Standard. Unclear what this may mean for follow up coverage.

Ben

From: [Gerry Murphy](#)
To: [LLDC Employees](#); [LLDC Interim Support](#)
Subject: Update on London Stadium
Date: 01 December 2017 10:23:55
Attachments: [image001.png](#)

Dear Colleagues

I wanted to let you know that today, the Mayor of London, has announced the conclusions from his review of the finances of the London Stadium.

The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20, the partnership between LLDC and Newham who owns and run the Stadium, has also published its 2016/17 accounts which recognise significant provisions for future losses. These provisions are based on financial forecasts of losses, assuming no mitigating actions. LLDC with the support of the GLA have been fully funding the partnership since July this year.

As a result, the Mayor of London and the Mayor of Newham have now agreed that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham has withdrawn from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London.

With the Stadium fully in the control of LLDC and the GLA, plans for restructuring the business can be progressed to move the Stadium to a more financially sustainable position.

I want to emphasise just how important the London Stadium is to the Park and wider area. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be more integrated with the rest of the Park. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

Gerry Murphy
Acting CEO

PA to Sir Peter Hendy CBE – Chair
PA to Gerry Murphy – Acting Chief Executive
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: +44 (0)20 3288 [REDACTED]

Email: [REDACTED]@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk



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www.QueenElizabethOlympicPark.co.uk



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From: [David Gregson](#)
To: [Ben Fletcher](#); [Nicky Dunn](#)
Cc: [Keith Edelman - LLDC Board \(keith.edelman@██████████\)](#); [d.goldstone@██████████](#); [Peter Hendy](#); [Gerry Murphy](#); [Mark Robinson](#)
Subject: Re: Draft Press Release - In Confidence
Date: 01 December 2017 10:28:51

Thanks Ben. ██████████
██████████
██████████

Will leave it with you, you've done a great job to get many points addressed,

David

David Gregson

E: [david@██████████](#)

T: +44 ██████████

From: Ben Fletcher <BenFletcher@londonlegacy.co.uk>
Date: Friday, 1 December 2017 at 08:53
To: Nicky Dunn <nicky@██████████>
Cc: Keith Edelman <keith.edelman@██████████>, David ██████████ Gregson <David@██████████>, "d.goldstone@██████████" <d.goldstone@██████████>, Peter Hendy <peterhendy@londonlegacy.co.uk>, Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Mark Robinson <MarkRobinson@londonlegacy.co.uk>
Subject: RE: Draft Press Release - In Confidence

[Latest version of the press release – appears some of our points have been addressed:](#)

London Stadium: Mayor publishes critical independent review and takes control to address stadium's financial challenges

- Report reveals former Mayor's decision for the taxpayer - not West Ham - to foot the bill for the Stadium transformation made without proper analysis, leading to an 'expensive' and 'onerous' deal
- Costs of transformation £133m more than the 'incorrect' and error-ridden estimates when West Ham deal signed
- Stadium forecast to lose £24 million in 2017-18
- Mayor agrees deal with Newham Council to take control of Stadium in order to renegotiate deals and minimise ongoing losses

The Mayor of London, Sadiq Khan, has today published an independent review into the true scale of the mismanagement of the London Stadium by the former Mayor, revealing a shocking catalogue of errors that led to transformation costs soaring and a bungled decision that has left the taxpayer to foot an annual loss of around £20 million.

Sadiq has also announced he is now taking over control of the London Stadium to put it on a more secure financial footing and – through the London Legacy Development Corporation - is putting together a plan to ensure its long-term future as a world-class multi-purpose venue and to continue providing community benefits.

The review by forensic accountants Moore Stephens, commissioned by the Mayor in March this year, reveals for the first time how decisions made by Boris Johnson led to the taxpayer shouldering the cost and financial risk – rather than West Ham United – for the transformation of the London Stadium following the 2012 Olympic and Paralympic Games. It shows the decisions to transform the stadium and to accept the terms of West Ham's second bid as anchor tenants were made based on incorrect financial estimates and a failure to fully understand or investigate the commercial risks to the taxpayer.

The £323m cost of transforming the stadium was significantly higher than the 'unrealistic' estimate of £190m, which the review concludes was never properly scrutinised. This failure was further compounded by the previous Mayor's decision for the stadium to host Rugby World Cup games in 2015, which added extra delays, disruption and costs to the construction programme and put the July 2016 re-opening ahead of the start of the Premier League season at considerable risk.

The review says the investment by the public purse will not only never be recovered but has forecast that unless further action is taken, the stadium will continue to lose up to around £20m every year. The former Mayor tied the taxpayer into binding contracts with West Ham United and UK Athletics, severely limiting the present Mayor's options.

The London Legacy Development Corporation, backed by the Mayor, has been funding the Stadium's losses since July 2017, enabling the IAAF World Athletics Championships and IPC World Para Athletics Championships to take place and West Ham to begin their season. Without this funding, the E20 partnership, formed of LLDC and the London Borough of Newham, who own the Stadium, would have entered administration and the Mayor would have been liable under his predecessor's agreements to pay significant damages to the event organisers.

As a result, Sadiq has agreed with the Mayor of Newham, Sir Robin Wales, that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham Council has withdrawn from the E20 partnership, with LLDC and City Hall agreeing the stadium will continue to provide community benefits to residents in east London.

The Mayor, through LLDC, will now take over full control of the stadium and is already taking steps to move it towards a more secure and stable financial footing. The Mayor will seek to work with West Ham, UK Athletics and other stadium partners to address the flaws in existing arrangements to the benefit of the taxpayer and all connected with the stadium.

The Mayor of London, Sadiq Khan, said: "I ordered the review into the finances of the London Stadium to understand how key decisions were made about its transformation and why costs were allowed to spiral out of control. What has been presented is simply staggering. Not for the first time, it reveals a bungled decision-making process that has the previous Mayor's fingerprints all over it.

“Boris Johnson clearly panicked when faced with legal challenges about West Ham and Newham’s joint bid to take ownership of the Stadium and then decided to re-run the bid process with the taxpayer taking all the risks and footing almost the whole bill. You simply couldn’t make it up. The fact he also failed to properly examine the transformation costs or the entirely inadequate estimates for moving the retractable seats leaves us squarely in the dire financial situation we are in.

“I am determined to put the London Stadium towards a stronger financial footing and secure its long-term future, but I’m under no illusion that this is going to take time and some real commitment from all partners to make this work.”

The 169- page Moore Stephens report focuses on five key decisions made once London won the bid for the 2012 Olympic Games:

1. **The original design of the Olympic Stadium** - In 2006, the Government Olympic Board and Olympic Delivery Authority agreed plans for a temporary stadium that would revert to a 25,000-capacity, 90 per cent uncovered, athletics arena post-Games. Cost and timescale pressures were given far more importance in decision-making than Olympic legacy, leading to an unsatisfactory post-Games plan.

2. **Planning for post-Olympics use** - A wide range of options were considered carefully by the Olympic Park Legacy Company in 2010 (reporting to the former Mayor and Government). The review concludes insufficient attention was paid to possible operating models and the associated legal/State Aid implications.

3. **Bid process** - The first bid process – won by a joint bid from West Ham and Newham Council to run and own the Stadium - was cancelled by Boris Johnson in October 2011 with subsequent legal action threatening London’s bid for the 2017 World Athletics Championships.
A decision was then made to adopt a ‘Public Sector Model’ in which the taxpayer would own, transform and operate the stadium. This, according to Moore Stephens, was when matters “went awry” and reported that the deal was fundamentally flawed from the outset.
The previous Mayor immediately stated that he would “effectively rent it [the Stadium] to a football club, almost certainly West Ham.” This fundamental change meant that the public sector, not West Ham, would now be liable for the costs of converting the stadium, and was made without any analysis of the major financial implications of this approach. Further, the Mayor’s statement created a very weak negotiating position, underlined by his later decision to fund regeneration in the Tottenham area and thereby support Tottenham Hotspur’s project to build a new ground next to White Hart Lane.
With a less favourable deal on the table, and all the risk on the public purse, the review concludes that LLDC (chaired by Boris Johnson) should have considered the option of ‘no deal’ – something they never appeared to consider. This threat could have been used to negotiate a better deal with West Ham, with commitments from them closer to those made in the first bid process.

4. **Transformation of the stadium** - Contracts were signed with West Ham United before the costs of conversion were properly understood. The annual cost to retract seats was budgeted at £50k, believed to be far lower than for any comparable system

in existence. The £323 million cost of transforming the stadium was £133m higher than forecast when the deal with West Ham was approved in March 2013. Boris Johnson's decision for the Stadium to host Rugby World Cup games in 2015 added significant extra delay and cost, as well as putting the July 2016 Stadium re-opening at considerable risk.

5. **Operation of the stadium** - The model adopted is dependent on effective retractable seating. However, there was a lack of robust financial appraisal before contracts were signed with West Ham. The separation of shirt and stadium sponsorship required by the deal is one example of how the deals negotiated act as a barrier to maximising income from the stadium.

Moore Stephens conclude that the "onerous" deal with West Ham, made while the former Mayor was Chair of LLDC, was "expensive" and does not represent financial value for money for the taxpayer.

The report says: "In our opinion, the decision to transform the Stadium and to contract with WHU was made on incorrect financial estimates and an insufficient appreciation of the critical commercial and financial risks. It is our opinion that the financial estimates were incorrect not because they were estimates, but because there were errors in their calculation, compilation and presentation."

The Mayor, together with LLDC, is committed to working with West Ham, UK Athletics and stadium operators LS185, to improve the stadium's performance and finances. A Chief Restructuring Officer has been appointed and is starting to tackle the stadium's commercial performance with significant savings already having been secured and work underway in a range of other areas.

Given the costs to the taxpayer, Sadiq is committed to bringing transparency to the stadium's finances. This includes:

1. Publication of the E20 annual accounts, following their approval earlier this week. These accounts recognise a provision for future losses arising from the cost of hosting West Ham and the cost of seat moves.
2. Confirmation that the cost of moving the stadium seating in Summer 2017 was £11.8m. This followed a new tender to ensure the company doing the work was incentivised to do it as cheaply as possible. Costs were particularly high in 2017 owing to the staging requirements of the World Athletics Championships and the pre-agreed event schedule requiring the transition from football to blue riband athletics modes to be done in two stages

Sir Peter Hendy CBE, Chair of LLDC, said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair a top priority would be to tackle the challenges faced by the London Stadium. This Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

ENDS

Notes to editors:

Link to the Moore Stephens review and exec summary: www.london.gov.uk/london-stadium-

report

Further information is being published by LLDC at: www.queenelizabetholympicpark.co.uk/stadium-transparency. Further information will be added following Moore Stephens' report, subject to it not damaging future commercial negotiations.

From: Nicky Dunn [mailto:nicky@[REDACTED]]
Sent: 01 December 2017 06:57
To: Ben Fletcher
Cc: Keith Edelman - LLDC Board (keith.edelman@[REDACTED]); David Gregson; d.goldstone@[REDACTED]; Peter Hendy; Gerry Murphy; Mark Robinson
Subject: Re: Draft Press Release - In Confidence

Ok thanks.

Sent from my iPhone

On 1 Dec 2017, at 06:45, Ben Fletcher <BenFletcher@londonlegacy.co.uk> wrote:

Hi Nicky,

This Is very much City Hall's release; we have been consulted but we are not holding the pen.

We have raised this point with them, but I understand that this is based on a conclusion that MS have reached which is apparently prominent in both the report and the exec summary.

I think Alan F raised concerns about this conclusion when he reviewed the report's draft text a day or two ago, but had the same trouble in removing it. Sadly it appears that they have decided this is a fair assessment of the problem.

If it comes up in conversations with journos I will try and address it then.

Apologies,

Ben

Sent from my iPhone

On 1 Dec 2017, at 06:26, Nicky Dunn <[nicky@\[REDACTED\]](mailto:nicky@[REDACTED])> wrote:

Ben. Sorry I have just realised that this e mail didn't send last night, no doubt too late but Im sending anyway....

Thanks Ben. My only comment is that the end of bullet point 5 isn't accurate... 'The separation of shirt and stadium sponsorship required by the deal is one example of how the deals negotiated acts as a barrier to maximising income from the stadium.'

[REDACTED]

[REDACTED]

I suspect that the political points are what will be picked up by media but I would have preferred this not to have been included in the main 5 bullets.

Thanks again for your hard work getting all this together.

Nicky

On 30 Nov 2017, at 18:51, Ben Fletcher
<BenFletcher@londonlegacy.co.uk> wrote:

Dear Nicky, Keith, David and David,

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The focus is very much on the previous Mayor. There is a positive quote from Peter and the text talks about Sadiq working on solutions with LLDC. I understand that the briefing that accompanies the press release will be consistent with this.

Gerry will send a note to all Board members tomorrow morning, but we were keen to keep you closely up to date with where things are this evening.

Give me a call at any point tonight or tomorrow if you want to discuss: [REDACTED]. Gerry is also happy to talk any of this through with you too.

Cheers,

Ben

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From: [Mark Robinson](#)
To: [LLDCEMI](#); [nicky.dunn@](#); [Alan Fort](#); [Alan Skewis](#)
Subject: Standard article on Stadium
Date: 01 December 2017 10:28:13

Sadiq Khan takes over control of the London Stadium as report reveals taxpayer has been saddled with £20m annual bill

[JONATHAN PRYNN](#) Consumer Business Editor

4 minutes ago

2 shares

Sadiq Khan has taken direct control over the London Stadium after a £20m 'debacle' *Reuters*

A disastrous “catalogue of errors” and “bungled” decision making over the future of the former Olympic stadium has left the taxpayer saddled with an annual bill of £20 million, a damning report said today.

Sadiq Khan claims a “simply staggering” series of mistakes that had his predecessor Boris Johnson’s “fingerprints all over” them had been revealed in a comprehensive 169 page report into the debacle published today.

The report, from accountants Moore Stephens, was ordered after the costs of converting the arena where Mo Farah and Jessica Ennis-Hill struck gold in 2012 into a new home for West Ham soared to a total of more than £750 million.

It was revealed last year that West Ham, which is not criticised in the report, will pay only £2.5 million rent for its new home.

Misjudgments over costs included estimates of the costs of the retractable seating that allows the 60,000 capacity stadium to be used for Premier League football during the season but other events such as athletics in the summer.

The report says the cost are “in excess of £10m per annum, which is over 300 times greater than the figure budgeted (of £300k). This cost is not just limited to one year, but is an ongoing issue as the movement of seats is required every year.”

The Mayor said he was taking direct control of the stadium “in order to renegotiate deals and minimise ongoing losses” and Newham council will withdraw as a result.

E20, the public sector company set up to run the venue is projected to make a loss of £20 million next year and a total of £140 million over its first ten years.

Mr Khan, said: “I am determined to put the London Stadium towards a stronger financial footing and secure its long-term future, but I’m under no illusion that this is going to take time and some real commitment from all partners to make this work.”

This story is being updated

From: [Andrew](#)
To: [Gerry Murphy](#)
Cc: [Peter Hendy](#); [peter.hendy@](#); [Philip.Glanville@](#); [keith.edelman@](#); [keith.edelman@](#); [John.biggs@towerhamlets.gov.uk](#); [sonita](#); [nickb@](#); [david@](#); [nicky_dunn@](#); [nicky@](#); [tannigt@](#); [philiplewis@](#); [leader@walthamforest.gov.uk](#); [Cllr.clare.coghill@walthamforest.gov.uk](#); [jules.pipe@london.gov.uk](#); [Ben Fletcher](#); [Mark Robinson](#); [Andrea Gordon](#); [Anthony Hollingsworth](#); [Colin Naish](#); [Mark Camley](#); [Paul Brickell](#); [Rachel Massey](#); [Rosanna Lawes](#)
Subject: Re: Update on London Stadium Review
Date: 01 December 2017 10:40:54

Dear Gerry,

Thanks for the email very helpful update.

[REDACTED]

Sent from my iPhone

On 1 Dec 2017, at 10:29, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Dear Board Members

As David outlined at the Board meeting earlier this week, the Mayor of London will today announce the conclusions from his investigation into the London Stadium.

The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, as you are aware, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20 accounts for 2016/17 are also published, which recognise provisions for future losses. These were reflected in LLDCs Group Accounts and the GLAs Accounts published earlier in the year. These provisions are based on financial forecasts of losses, assuming no mitigating actions.

The agreement between the Mayor of London and the Mayor of Newham for Newham to withdraw from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London, is also announced. It will be easier to address these financial challenges with a single organisation taking full and with the Stadium fully in the control of LLDC, plans for restructuring the business can be progressed.

In tandem, the Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks. The Stadium will continue to be a hugely important part of our regeneration story. It has attracted millions

of visitors to Stratford in recent years helping to create jobs and attract investors and now will be able to be more integrated with the rest of the Park.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

LLDC has set up a Stadium Transparency page, which also includes the Moore Stephens report which can be found here

www.queenelizabetholympicpark.co.uk/stadium-transparency.

A link to the Mayor of London's press release is here:

<https://www.london.gov.uk/press-releases/mayoral/stadium-forecast-to-lose-24-million-in-2017-18>

If you get any press approaches, please give Ben a ring or refer them to him on [REDACTED]

Gerry

[REDACTED]

PA to Sir Peter Hendy CBE – Chair

PA to Gerry Murphy – Acting Chief Executive

Queen Elizabeth Olympic Park

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

DDI: +44 (0)20 3288 [REDACTED]

Email: [REDACTED]@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk

<image001.png>

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From: Gerry Murphy
 To: Rosanna Lawes; Ben Fletcher
 Cc: Mark Robinson
 Subject: RE: Tomorrow's calls
 Date: 01 December 2017 11:09:00

Hi just spoken to [redacted] at the BBC [redacted]

We've done [redacted] also [redacted] left a message for [redacted] and [redacted] spoken to [redacted] and [redacted]

Thanks G

From: Rosanna Lawes
 Sent: 01 December 2017 10:44
 To: [redacted]; Gerry Murphy; Ben Fletcher
 Cc: Mark Robinson; [redacted]
 Subject: RE: Tomorrow's calls

Hi

I have spoken to [redacted] and [redacted]
 I have not been able to reach [redacted] (I left a message on his mobile)
 [redacted] - ditto - left message on her mobile.
 [redacted] - ditto - I was not confident in her land line so have sent her an email message - taking the content from your 'stakeholder' email and cc'd [redacted]

Thanks
 R

From: [redacted]
 Sent: 30 November 2017 17:01
 To: Gerry Murphy; Rosanna Lawes; Ben Fletcher
 Cc: Mark Robinson; [redacted]
 Subject: FW: Tomorrow's calls

Gerry Rosanna

Attached spreadsheet of stakeholders to contact tomorrow.

David Bellamy's intention of who City Hall will contact is set out in his email below - they are covering quite a lot.

The below list sets out who you will phone tomorrow between 8am and 9am please (I've also marked up on the spreadsheet)

You can follow the script which Mark circulated yesterday.

In addition we will email everyone on the list attached at 9am - the email will come from Gerry (we will set it up) and the wording will be agreed tonight.

Ben Mark and I will all be in by 8am tomorrow morning to support.

First Name	Surname	Job title	Organisation	email address	Phone number	Mobile	Phone call	Who
[redacted]	[redacted]	[redacted]	University College London	[redacted]@ucl.ac.uk	[redacted]		Yes	Gerry
[redacted]	[redacted]	[redacted]	University College London	[redacted]@ucl.ac.uk	[redacted]		Yes	Rosanna
[redacted]	[redacted]	[redacted]	University of the Arts London	[redacted]@arts.ac.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	University of the Arts London	[redacted]@fashion.arts.ac.uk	[redacted]		Yes	Rosanna
[redacted]	[redacted]	[redacted]	V&A	[redacted]@vam.ac.uk	[redacted]		Yes	Gerry
[redacted]	[redacted]	[redacted]	V&A	[redacted]@vam.ac.uk	[redacted]	[redacted]	Yes	Rosanna
[redacted]	[redacted]	[redacted]	Sadlers Wells	[redacted]@sadlerswells.com	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	Sadlers Wells	[redacted]@sadlerswells.com	[redacted]	[redacted]	Yes	Rosanna
[redacted]	[redacted]	[redacted]	FFL	[redacted]@future.london	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	BBC	[redacted]@bbc.co.uk	[redacted]		Yes	Gerry
[redacted]	[redacted]	[redacted]	Here East	[redacted]@icitylondon.com	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	UK Athletics	[redacted]@britishathletics.org.uk	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	West Ham United	[redacted]@westhamunited.co.uk	[redacted]		Yes	Ben
[redacted]	[redacted]	[redacted]	IS185	[redacted]@londonstadium185.com	[redacted]	[redacted]	Yes	Gerry
[redacted]	[redacted]	[redacted]	Lend Lease	[redacted]@lendlease.com	[redacted]	[redacted]	Yes	Gerry

From: David Bellamy [mailto:David.Bellamy@london.gov.uk]
 Sent: 30 November 2017 16:05
 To: Ben Fletcher; [redacted]
 Cc: Gerry Murphy; Mark Robinson; [redacted]; Jeff Jacobs; Martin Clarke
 Subject: RE: Tomorrow's calls

Many thanks Ben. We propose to proceed as follows

1. City Hall will speak to the stadium partners plus MLB and ECB before 9am.
2. We will also contact DCMS (Jeff or Martin) and the shadow DCMS team (Mayor's office).
3. We will phone host borough MPs and notify the other 3 borough leaders (who already know about Newham's retirement).
4. I will email the senior CED partners at 9am.
5. I'll also email Gareth Bacon and Navin Shah as the relevant committee chairs at that time.
6. I'm happy to email [redacted] and [redacted] but I don't think a discussion is required.
7. I'll also share the final report with Kim shortly before it is released as he is up to do media.
8. Please can you do others around this.

Accordingly we will go with a 9am embargo.

Any problems or thoughts please let me know.

Thanks
 David.

From: Ben Fletcher [mailto:BenFletcher@londonlegacy.co.uk]
 Sent: 30 November 2017 11:59

To: David Bellamy <David.Bellamy@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
 Cc: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>; [REDACTED] <[REDACTED]@londonlegacy.co.uk>
 Subject: Tomorrow's calls

David

The attached spreadsheet is the totality of the people we plan to contact. The list below is those we suggest that you speak to. In some cases (CED partners etc) we will follow up with more detailed calls to operational level contacts.

We would normally contact local MP s by email. Please advise if you are happy with this or prefer us or you to do directly. There may also be a case for a call to [REDACTED]

Stadium partners

[REDACTED]	UK Athletics	[REDACTED]	@britishathletics.org.uk	[REDACTED]
[REDACTED]	West Ham United	[REDACTED]	@btconnect.com	[REDACTED]
[REDACTED]	Vinci (LS185)	[REDACTED]	@stadefrance.com	[REDACTED]
[REDACTED]	Live Nation	[REDACTED]	@livenation.co.uk	[REDACTED]

Here East / IQLK: [REDACTED] to cover all Here East partners and tenants and [REDACTED] at LendLease to cover all International Quarter London partners and tenants

[REDACTED]	Here East	[REDACTED]	@icitylondon.com	[REDACTED]
[REDACTED]	Lend Lease	[REDACTED]	@lendlease.com	[REDACTED]

CED partners

[REDACTED]	University College London	[REDACTED]	@ucl.ac.uk	[REDACTED]
[REDACTED]	University of the Arts London	[REDACTED]	@arts.ac.uk	[REDACTED]
[REDACTED]	V&A	[REDACTED]	@vam.ac.uk	[REDACTED]
[REDACTED]	Sadlers Wells	[REDACTED]	@sadlerswells.com	[REDACTED]
[REDACTED]	BBC	[REDACTED]	@bbc.co.uk	[REDACTED]

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 London Legacy Development Corporation, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ.

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From: [Ben Fletcher](#)
To: [Patrick Hennessy \(Patrick.Hennessy@london.gov.uk\)](#); [Samantha Hart](#)
Cc: [David Bellamy](#); [Mark Robinson](#); [Gerry Murphy](#)
Subject: Media interest
Date: 01 December 2017 11:27:29
Attachments: [image001.png](#)

We have had usual calls. As agreed, we are not putting anyone up for interview.

We have had requests to film and broadcast from the Park: ITV London and BBC London. They plan to come here when they have finished at City Hall. We are facilitating.

Anticipate that Newham will put someone up, probably Kim BD

Ben Fletcher
Director of Communication, Marketing and Strategy

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

PA [REDACTED] E: [REDACTED] [@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk) T: 020 3288 [REDACTED]

DDI: 020 3288 [REDACTED] Mobile: [REDACTED]
Email: benfletcher@londonlegacy.co.uk

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www.QueenElizabethOlympicPark.co.uk

From: [Gerry Murphy](#)
To: [REDACTED]; [REDACTED]
Cc: [Richard Irish](#)
Subject: Moore Stephens link
Date: 01 December 2017 11:36:00
Attachments: [image001.png](#)

Link to the just published Moore Stephens Report.

<https://www.london.gov.uk/sites/default/files/olympic-stadium-review.pdf>

Happy to pick up any queries, thanks Gerry

Gerry Murphy

Acting Chief Executive

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

Email: Gerrymurphy@londonlegacy.co.uk

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From: [Richard Irish](#)
To: [Gerry Murphy](#)
Subject: FW: Update on London Stadium
Date: 01 December 2017 12:02:46
Attachments: [image001.png](#)

Richard Irish
Financial Controller
London Legacy Development Corporation
Direct: 0203 288 [REDACTED]
Mobile: [REDACTED]

From: [REDACTED]@hmrc.gsi.gov.uk [mailto:[REDACTED]@hmrc.gsi.gov.uk]
Sent: 01 December 2017 11:52
To: Richard Irish
Subject: RE: Update on London Stadium

Thank you Richard.

Going forward and only based on the email below from Gerry and a quick scan of the report, [REDACTED]

[REDACTED]
[REDACTED]

Thanks

[REDACTED]
[REDACTED]
[REDACTED]

[Mobile [REDACTED] | [REDACTED]@hmrc.gsi.gov.uk

From: Richard Irish [mailto:RichardIrish@londonlegacy.co.uk]
Sent: 01 December 2017 11:33
To: [REDACTED] <[REDACTED]@hmrc.gsi.gov.uk>
Subject: FW: Update on London Stadium

Morning [REDACTED]

Just to let you know that a series of announcements have been released this morning regarding the London Stadium.

Much of this is backward-looking and already in the public domain – however, it has and will attract a fair bit of media attention today and in the coming days.

Further information can be found on both the GLA and LLDC's public websites.

If you would like to discuss any aspect of this, as ever, please feel free to contact me.

Regards,

Richard

Richard Irish
Financial Controller

London Legacy Development Corporation

Direct: 0203 288 [REDACTED]

Mobile: [REDACTED]

From: Gerry Murphy
Sent: 01 December 2017 10:24
To: LLDC Employees; LLDC Interim Support
Subject: Update on London Stadium

Dear Colleagues

I wanted to let you know that today, the Mayor of London, has announced the conclusions from his review of the finances of the London Stadium.

The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20, the partnership between LLDC and Newham who owns and run the Stadium, has also published its 2016/17 accounts which recognise significant provisions for future losses. These provisions are based on financial forecasts of losses, assuming no mitigating actions. LLDC with the support of the GLA have been fully funding the partnership since July this year.

As a result, the Mayor of London and the Mayor of Newham have now agreed that it will be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham has withdrawn from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London.

With the Stadium fully in the control of LLDC and the GLA, plans for restructuring the business can be progressed to move the Stadium to a more financially sustainable position.

I want to emphasise just how important the London Stadium is to the Park and wider area. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be more integrated with the rest of the Park. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the

London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

Gerry Murphy
Acting CEO

██████████
PA to Sir Peter Hendy CBE – Chair
PA to Gerry Murphy – Acting Chief Executive
Queen Elizabeth Olympic Park

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Level 10
1 Stratford Place, Montfichet Road
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From: [David Bellamy](#)
To: [Gerry Murphy](#)
Subject: MS report
Date: 01 December 2017 12:18:01

Hi Gerry,

Apologies for not asking earlier (I meant to but things got rather crazy...): if you haven't already, please could you share the report and press release with your board.

Sorry also that we couldn't share the final report with you earlier, this morning was a total panic.

I'm around this pm if you want to chat about any aspect of it or the reaction. So far I think it's gone ok.

David.

David Bellamy
Chief of Staff
Mayor's Office
Greater London Authority
City Hall, London, SE1 2AA
Tel: [REDACTED]

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From: [Mark Robinson](#)
To: [Ben Fletcher](#); [Gerry Murphy](#); [Alan Fort](#); [Alan Skewis](#); [Martin Gaunt](#); [Mark Camley](#)
Subject: FW: Moore Stephens
Date: 01 December 2017 12:27:33
Attachments: [image003.jpg](#)

fyi

From: [REDACTED] [mailto:[REDACTED]@westhamunited.co.uk]
Sent: 01 December 2017 12:24
To: Mark Robinson
Cc: [REDACTED]
Subject: Moore Stephens

Hi Mark –

Just in case you haven't seen this is the statement that we have put in response to Sadiq's report-

A West Ham United spokesperson said, "As the report confirms, the Concession Agreement is a watertight, legally binding contract signed in 2013 in good faith by West Ham United, who remain absolutely committed to its terms for the entire 99-year duration.

"We have delivered everything we committed to within the Concession Agreement, and act as the primary vehicle for London Stadium's legacy, delivering its most watched sporting spectacles, revenue driving events and thousands of jobs for local people.

"It is not in West Ham United's interests for the Stadium to not be performing in line with aspiration and, as we have done ever since moving to Stratford in the summer of 2016, we continue to offer the benefit of our commercial expertise and substantial experience in managing successful stadia.

"West Ham United will continue to devote our absolute commitment to London Stadium, but our first priority in this sense is always to act in the best interests of our supporters.

"We fully concur that West Ham United has played a significant part in the most successful regeneration programme in the history of the modern Olympics, however the stadium itself craves renewed leadership and direction and we welcome the Mayor's decision to step in and deliver this. West Ham United is firmly behind him."

It was good to meet you this week. Looking forward to the tour!

Have a good weekend,

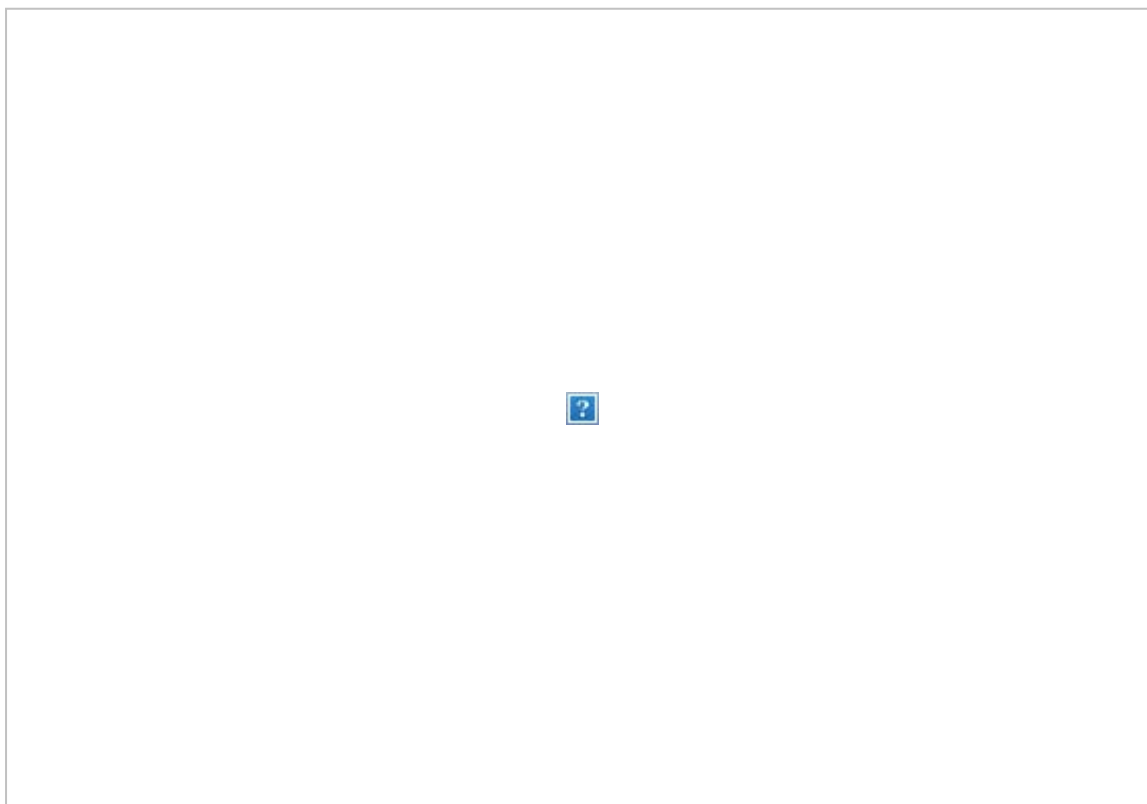
[REDACTED]

[REDACTED] | PR and Public Affairs Executive

E: [REDACTED]@westhamunited.co.uk | **M:** [REDACTED]

From: [REDACTED]
To: [LLDCEMI](#); [Peter Hendy](#); "[nicky.dunn@](#)[REDACTED]"; [Alan Skewis](#); [Alan Fort](#); [Martin Gaunt](#)
Cc: [Communication Marketing and Strategy](#)
Subject: Coverage update
Date: 01 December 2017 12:28:30
Attachments: [image001.gif](#)
[image003.jpg](#)

Please see below for links to this morning's coverage following the Mayor's announcement on Twitter:



Press coverage as follows:

Evening Standard: Sadiq Khan takes over control of the London Stadium as report reveals taxpayer has been saddled with £20m annual bill

<https://www.standard.co.uk/news/london/20m-bill-to-taxpayer-mayor-takes-control-of-london-stadium-a3707266.html>

BBC News: London Olympic Stadium taken over by mayor Sadiq Khan

<http://www.bbc.co.uk/news/uk-england-london-42194382>

City AM: Mayor takes control of the London stadium due to financial mismanagement

<http://www.cityam.com/276757/mayor-takes-control-london-stadium-due-financial>

Sky News: Mayor Sadiq Khan announces deal to take control of London Stadium

<https://news.sky.com/story/sadiq-khan-announces-deal-to-take-control-of-london-stadium-11151128>

The Guardian: Sadiq Khan to take control of London Stadium after critical review

<https://www.theguardian.com/sport/2017/dec/01/sadiq-khan-west-ham-london-stadium>

The Sun: London Stadium will lose £24million this year as investigation says West Ham deal is 'onerous' to the taxpayer

<https://www.thesun.co.uk/sport/football/5041879/london-stadium-24million-loss-report-west-ham-mayor-sadiq-khan/>

Newham Recorder: Newham Council exits London Stadium partnership as report on transformation costs released

<http://www.newhamrecorder.co.uk/news/newham-council-exits-london-stadium-partnership-as-report-on-transformation-costs-released-1-5303642>

talkSPORT: Mayor of London takes control of West Ham's London Stadium following 'catalogue of errors' over finances

<https://talksport.com/football/mayor-london-takes-control-west-hams-london-stadium-following-catalogue-errors-over>

The Mirror: Mayor of London seizes control of West Ham's ground as London Stadium looks set to lose £24million this year

<http://www.mirror.co.uk/sport/football/news/london-mayor-seizes-control-west-11619138>

Coverage on social media is quite mild:

- Limited criticism of LLDC
- Mainly West Ham fans reacting (they want to be kicked out of the Stadium and return to Boleyn, they're unhappy with the WHU executive management team)
- Quite a bit of criticism of both Mayors (Boris for causing the issues and the Sadiq stuff is mainly personal).

ITV London and BBC London will be on the Park this afternoon recording pieces for today's news.

We'll send through an update later today.

Thanks

████████

████████████████

Press Officer

Queen Elizabeth Olympic Park

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

DDI: 020 3288 ██████████

Mobile: ████████████████████

From: [Gerry Murphy](#)
To: [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]
Cc: [Ian Bright](#)
Subject: FW: Update on London Stadium Review
Date: 01 December 2017 12:53:00
Attachments: [image001.png](#)

For Info. This to our Board – we have sent versions to staff and stakeholders.

Moore Stephens report link

<https://www.london.gov.uk/sites/default/files/olympic-stadium-review.pdf>

From: Gerry Murphy
Sent: 01 December 2017 10:29
To: Peter Hendy; peter.hendy@[REDACTED]; Philip.Glanville@[REDACTED]; keith.edelman@[REDACTED]; keith.edelman@[REDACTED]; John.biggs@[REDACTED]; sonita@[REDACTED]; nickb@[REDACTED]; david@[REDACTED]; nicky_dunn@[REDACTED]; nicky@[REDACTED]; tannigt@[REDACTED]; philiplewis@[REDACTED]; andrew@[REDACTED]; leader@walthamforest.gov.uk; Cllr.clare.coghill@walthamforest.gov.uk; jules.pipe@london.gov.uk
Cc: Ben Fletcher; Mark Robinson; [REDACTED]; Andrea Gordon; Anthony Hollingsworth; Colin Naish; Gerry Murphy; Mark Camley; Paul Brickell; Rachel Massey; Rosanna Lawes
Subject: Update on London Stadium Review

Dear Board Members

As David outlined at the Board meeting earlier this week, the Mayor of London will today announce the conclusions from his investigation into the London Stadium.

The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, as you are aware, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20 accounts for 2016/17 are also published, which recognise provisions for future losses. These were reflected in LLDCs Group Accounts and the GLAs Accounts published earlier in the year. These provisions are based on financial forecasts of losses, assuming no mitigating actions.

The agreement between the Mayor of London and the Mayor of Newham for Newham to withdraw from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London, is also announced. It will be easier to address these financial challenges with a single organisation taking full and with the Stadium fully in the control of LLDC, plans for restructuring the business can be progressed.

In tandem, the Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks. The Stadium will continue to be a hugely important part of our regeneration story. It has attracted millions of visitors to Stratford in recent years helping

to create jobs and attract investors and now will be able to be more integrated with the rest of the Park.

Sir Peter Hendy, our Chair has said: “The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor’s decision provides the platform for LLDC’s Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position.”

LLDC has set up a Stadium Transparency page, which also includes the Moore Stephens report which can be found here www.queenelizabetholympicpark.co.uk/stadium-transparency.

A link to the Mayor of London’s press release is here: <https://www.london.gov.uk/press-releases/mayoral/stadium-forecast-to-lose-24-million-in-2017-18>

If you get any press approaches, please give Ben a ring or refer them to him on [REDACTED]

Gerry

[REDACTED]

PA to Sir Peter Hendy CBE – Chair
PA to Gerry Murphy – Acting Chief Executive
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: +44 (0)20 3288 [REDACTED]

Email: [REDACTED]@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk



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From: [Gerry Murphy](#)
To: [REDACTED]; [REDACTED]; [REDACTED]
Subject: Update on London Stadium Review
Date: 01 December 2017 12:54:00
Attachments: [image001.png](#)

For Info. This to our Board – we have sent versions to staff and stakeholders.

Moore Stephens report link

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From: Gerry Murphy
Sent: 01 December 2017 10:29
To: Peter Hendy; [peter.hendy@\[REDACTED\]](mailto:peter.hendy@[REDACTED]); [Philip.Glanville@\[REDACTED\]](mailto:Philip.Glanville@[REDACTED]); [keith.edelman@\[REDACTED\]](mailto:keith.edelman@[REDACTED]); [keith.edelman@\[REDACTED\]](mailto:keith.edelman@[REDACTED]); [John.biggs@\[REDACTED\]](mailto:John.biggs@[REDACTED]); [sonita@\[REDACTED\]](mailto:sonita@[REDACTED]); [nickb@\[REDACTED\]](mailto:nickb@[REDACTED]); [david@\[REDACTED\]](mailto:david@[REDACTED]); [nicky_dunn@\[REDACTED\]](mailto:nicky_dunn@[REDACTED]); [nicky@\[REDACTED\]](mailto:nicky@[REDACTED]); [tannigt@\[REDACTED\]](mailto:tannigt@[REDACTED]); [philiplewis@\[REDACTED\]](mailto:philiplewis@[REDACTED]); [andrew@\[REDACTED\]](mailto:andrew@[REDACTED]); leader@walthamforest.gov.uk; Cllr.clare.coghill@walthamforest.gov.uk; jules.pipe@london.gov.uk
Cc: Ben Fletcher; Mark Robinson; [REDACTED]; Andrea Gordon; Anthony Hollingsworth; Colin Naish; Gerry Murphy; Mark Camley; Paul Brickell; Rachel Massey; Rosanna Lawes
Subject: Update on London Stadium Review

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If you get any press approaches, please give Ben a ring or refer them to him on [REDACTED]

Gerry



PA to Sir Peter Hendy CBE – Chair
PA to Gerry Murphy – Acting Chief Executive

Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
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E20 1EJ

DDI: +44 (0)20 3288 [REDACTED]

Email: [REDACTED]@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk



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From: [foi](#)
To: [Gerry Murphy](#); [Ben Fletcher](#); [Mark Robinson](#); [Rachel Massey](#)
Subject: FOI Notification 17-063 - Stadium March 2013 business case
Date: 01 December 2017 12:55:36

We have received the below information request, via the What do they know website:

Request: *As taken from the Moore Stephens Olympic Stadium Review as requested by the Mayor of London, Sadiq Khan:*

"Furthermore, the March 2013 Business Case and Board papers leading up to the signing of the WHU concession agreement did not, in our view, contain an appropriate analysis of risk to LLDC. Inherently, the risk to LLDC was increased by two further factors in comparison to the previous competition. Firstly the scale of the transformation works had increased considerably in both scale and complexity, which not only increased the cost, but also the scale of the risk of overruns. Secondly, under a public ownership model, the risk of the transformation sat with LLDC, which would be responsible for all costs incurred, over and above any agreed fixed contributions from other parties, including WHU.

Disconcertingly, the only disadvantages cited in the March 2013 Business Case for pursuing a retractable seating option were that:

*"- Compared with the counterfactual, this option will incur significant additional capital costs
- The amount of work required means that it would not re-open until 2016
- The current planning framework does not currently allow for this option and associated event profile and would have to be changed, although all indications are that this will be granted."
The exposure of the risk of costs significantly increasing, and the likelihood of that, was not a matter explored by LLDC in the March 2013 Business Case."*

Please can you provide me with a copy of the aforementioned LLDC March 2013 Business Case?

Yours faithfully,



Next actions required:

1. Please let me know as soon as possible if you **hold this information**, and if not, who you think does.
2. Please can you confirm immediately if **clarification is required** – with advice on the clarification required, where possible.
3. Please let me know how long you believe it would take to identify, retrieve and extract all of the information requested.
4. Please confirm who will be handling the response from your team.
5. Please let me have the **information requested as soon as possible**.

Request details

Response Deadline: 3 January 2018

Please do not hesitate to contact me if you have any questions about this request.

This Request Notification is an auditable document, which will be saved in the Request Folder as an Outlook item

Regards,

██████████

██████████████████

Information Manager

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 ██████████

Email ██████████ [@londonlegacy.co.uk](mailto:██████████@londonlegacy.co.uk)

Website: www.QueenElizabethOlympicPark.co.uk

From: [REDACTED]
To: [Gerry Murphy](#); [REDACTED]
Cc: [Richard Irish](#); [REDACTED]
Subject: RE: Moore Stephens link
Date: 01 December 2017 13:11:01
Attachments: [image001.png](#)

Thanks – will watch out for the reactions

Kind regards

[REDACTED]

[REDACTED]

Ernst & Young LLP
Mobile [REDACTED] | [REDACTED] [@uk.ey.com](#)

From: Gerry Murphy [mailto:GerryMurphy@londonlegacy.co.uk]
Sent: Friday, December 1, 2017 12:32 PM
To: [REDACTED] <[\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)>; [REDACTED] <[\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)>
Cc: Richard Irish <RichardIrish@londonlegacy.co.uk>; [REDACTED] <[\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)>
Subject: RE: Moore Stephens link

[REDACTED]

Yes hoping this means we can crack on now with restructuring.

We have set up an LLDC Stadium Transparency page and the accounts are up here:

LLDC has set up a Stadium Transparency page, which also includes the Moore Stephens report which can be found here www.queenelizabetholympicpark.co.uk/stadium-transparency.

Gerry

From: [REDACTED] [mailto:[\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)]
Sent: 01 December 2017 12:12
To: Gerry Murphy; [REDACTED]
Cc: Richard Irish; [REDACTED]
Subject: RE: Moore Stephens link

Thanks Gerry

We were expecting this to come out today, but had not seen it as yet. I can of course imagine the reaction had this been said at the time of contracting with West Ham....

But hopefully this means looking back is over and looking forward can start. Are the Financial statements up on the web too? I haven't had a chance to look as I have been in meetings all morning.

Kind regards

Ernst & Young LLP
Mobile [REDACTED] | [REDACTED]@uk.ey.com

From: Gerry Murphy [<mailto:GerryMurphy@londonlegacy.co.uk>]
Sent: Friday, December 1, 2017 11:37 AM
To: [REDACTED] <[REDACTED]@uk.ey.com>; [REDACTED] <[REDACTED]@uk.ey.com>
Cc: Richard Irish <RichardIrish@londonlegacy.co.uk>
Subject: Moore Stephens link

Link to the just published Moore Stephens Report.

<https://www.london.gov.uk/sites/default/files/olympic-stadium-review.pdf>

Happy to pick up any queries, thanks Gerry

Gerry Murphy

Acting Chief Executive

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

Email: Gerrymurphy@londonlegacy.co.uk

Logo_Colour



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For more information please visit www.QueenElizabethOlympicPark.co.uk

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London Legacy Development Corporation, Level 10, 1 Stratford Place, Montfichet Road,

From: [Gerry Murphy](#)
To: [David Bellamy](#)
Subject: RE: MS report
Date: 01 December 2017 13:28:00

Yes. Looking forward to that.

I'm on leave from Thursday 8 (pm) to Tuesday 12. [REDACTED]. At City Hall for FFL Board on Thursday 8 morning.

I'll ask [REDACTED] to get in touch with [REDACTED] ?

Gerry

From: David Bellamy [mailto:David.Bellamy@london.gov.uk]
Sent: 01 December 2017 13:17
To: Gerry Murphy
Subject: RE: MS report

Thanks Gerry.

BTW are you invited to join us for the Budget Monitoring Sub-Committee on the 13th? (I need to get the prep meeting booked in).

David.

From: Gerry Murphy [mailto:GerryMurphy@londonlegacy.co.uk]
Sent: 01 December 2017 13:14
To: David Bellamy <David.Bellamy@london.gov.uk>
Subject: RE: MS report

Hi David,

Thanks for this. We emailed our Board with the relevant links once they had gone live. I haven't got round to the report yet to be honest – we have been finalising the paperwork to enter Newco into the E20 partnership so [REDACTED] (should be all done and dusted today).

I can imagine how busy it was at City Hall – getting the MS report at 0320 can't have helped.

We've collectively been on the phone to stakeholders, nothing much has come up and Ben has emailed re media.

Hope you get a break from Stadium at the weekend!

Thanks Gerry

From: David Bellamy [mailto:David.Bellamy@london.gov.uk]
Sent: 01 December 2017 12:18
To: Gerry Murphy

Subject: MS report

Hi Gerry,

Apologies for not asking earlier (I meant to but things got rather crazy...): if you haven't already, please could you share the report and press release with your board.

Sorry also that we couldn't share the final report with you earlier, this morning was a total panic.

I'm around this pm if you want to chat about any aspect of it or the reaction. So far I think it's gone ok.

David.

David Bellamy
Chief of Staff
Mayor's Office
Greater London Authority
City Hall, London, SE1 2AA
Tel: [REDACTED]

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London Legacy Development Corporation, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ.

www.queenelizabetholympicpark.co.uk

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#LondonIsOpen

From: [foi](#)
To: [Gerry Murphy](#); [Ben Fletcher](#); [Mark Robinson](#); [Alan Skewis](#)
Cc: [REDACTED]
Subject: FOI Notification 17-064 E20 Board meeting minutes 2015 to 2017
Date: 01 December 2017 14:05:56

We have received the below information request via What do they know:

Request:

Please can you provide me with copies of all E20 board meeting minutes for meetings that have taken place within the calendar years of 2015, 2016 and 2017, up to the date of this FOI request (01/12/2017)?

Yours faithfully,

[REDACTED]

Next actions required:

1. Please let me know as soon as possible if you **hold this information**, and if not, who you think does.
2. Please can you confirm immediately if **clarification is required** – with advice on the clarification required, where possible.
3. Please let me know how long you believe it would take to identify, retrieve and extract all of the information requested.
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Request details

Response Deadline: 3 January 2018

Please do not hesitate to contact me if you have any questions about this request.

This Request Notification is an auditable document, which will be saved in the Request Folder as an Outlook item

Regards,

[REDACTED]

[REDACTED]

Information Manager

London Legacy Development Corporation
Level 10

From: [REDACTED]
To: [REDACTED]; [Gerry Murphy](#)
Cc: [REDACTED]; [REDACTED]
Subject: RE: Moore Stephens link
Date: 01 December 2017 14:50:43
Attachments: [image002.gif](#)
[image003.png](#)

Thanks for this Gerry

Kind regards

[REDACTED]



[REDACTED] | [REDACTED]
Ernst & Young LLP
400 Capability Green, Luton, Bedfordshire LU1 3LU, United Kingdom
Office: [REDACTED] | [REDACTED] [@uk.ey.com](#)
Website: <http://www.ey.com>
[REDACTED] | Phone: [REDACTED] | [REDACTED] [@uk.ey.com](#)

From: [REDACTED]
Sent: Friday, December 1, 2017 1:11 PM
To: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; [REDACTED] <[REDACTED]@uk.ey.com>
Cc: Richard Irish <RichardIrish@londonlegacy.co.uk>; [REDACTED] <[REDACTED]@uk.ey.com>
Subject: RE: Moore Stephens link

Thanks – will watch out for the reactions

Kind regards

[REDACTED]

[REDACTED]

Ernst & Young LLP
Mobile [REDACTED] | [REDACTED] [@uk.ey.com](#)

From: Gerry Murphy [<mailto:GerryMurphy@londonlegacy.co.uk>]
Sent: Friday, December 1, 2017 12:32 PM
To: [REDACTED] <[REDACTED]@uk.ey.com>; [REDACTED] <[REDACTED]@uk.ey.com>
Cc: Richard Irish <RichardIrish@londonlegacy.co.uk>; Eli Johns <[REDACTED]@uk.ey.com>
Subject: RE: Moore Stephens link

[REDACTED]

Yes hoping this means we can crack on now with restructuring.

We have set up an LLDC Stadium Transparency page and the accounts are up here:

LLDC has set up a Stadium Transparency page, which also includes the Moore

Stephens report which can be found here www.queenelizabetholympicpark.co.uk/stadium-transparency.

Gerry

From: [REDACTED] [[mailto:\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)]
Sent: 01 December 2017 12:12
To: Gerry Murphy; [REDACTED]
Cc: Richard Irish; [REDACTED]
Subject: RE: Moore Stephens link

Thanks Gerry

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But hopefully this means looking back is over and looking forward can start. Are the Financial statements up on the web too? I haven't had a chance to look as I have been in meetings all morning.

Kind regards

[REDACTED]

[REDACTED]

Ernst & Young LLP
Mobile [REDACTED] | [REDACTED] [@uk.ey.com](mailto:[REDACTED]@uk.ey.com)

From: Gerry Murphy [<mailto:GerryMurphy@londonlegacy.co.uk>]
Sent: Friday, December 1, 2017 11:37 AM
To: [REDACTED] <[\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)>; [REDACTED] <[\[REDACTED\]@uk.ey.com](mailto:[REDACTED]@uk.ey.com)>
Cc: Richard Irish <RichardIrish@londonlegacy.co.uk>
Subject: Moore Stephens link

Link to the just published Moore Stephens Report.

<https://www.london.gov.uk/sites/default/files/olympic-stadium-review.pdf>

Happy to pick up any queries, thanks Gerry

Gerry Murphy

Acting Chief Executive

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

Direct: 0203 288 [REDACTED]

Mobile : [REDACTED]

From: [Alan Fort](#)
To: [David Bellamy](#)
Cc: [Gerry Murphy](#)
Subject: Re: FW: Briefing for calls to stadium partners etc.
Date: 01 December 2017 16:14:29

David

Apologies for tardy response but I have been on the road.

I will revert on Monday as to proposed meeting dates after discussing latest letters from WHU with legal advisors.

My initial reaction is not to rush into the meeting.

I think that the simplification of ownership is a big step forward and the Mayor's press statement was a clever positioning that the situation at the Stadium has to change and everyone has to play their part.

I will talk to [REDACTED] next week.

Regards

Alan

----- Original Message -----

From: David Bellamy <David.Bellamy@london.gov.uk>
Date: Fri, December 01, 2017 1:13 p.m. +0000
To: Alan Fort <alanfort@e20stadium.com>
CC: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>
Subject: FW: Briefing for calls to stadium partners etc.

Hi Alan,

FYI re our conversation [REDACTED]. All other stakeholder conversations have been fine (I spoke to [REDACTED]).

As per correspondence, we do need to get a meeting between Sadiq and Karren into the diary (which you should attend). What are your thoughts on when would be a good time to do this?

I hope today has gone well from your perspective, and that the change to E20 ownership helps you to accelerate progress. Let me know if we can help with anything.

Thanks,
David.

From: [REDACTED]

Sent: 01 December 2017 13:09

To: David Bellamy <David.Bellamy@london.gov.uk>; Leah Kreitzman <Leah.Kreitzman@london.gov.uk>

Cc: [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; Jack Stenner <Jack.Stenner@london.gov.uk>; Jeff Jacobs <Jeff.Jacobs@london.gov.uk>

Subject: RE: Briefing for calls to stadium partners etc.

I've been calling the CEO this morning, to no avail, but have just come off a call with the Chair ([REDACTED]) as it happens.

[REDACTED]

[REDACTED]

[REDACTED] | Greater London Authority | City Hall | The Queen's Walk | London SE1 2AA

Tel: [REDACTED] | **Mobile:** [REDACTED]

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From: [Alan Fort](#)
To: [Gerry Murphy](#)
Subject: RE: Update on London Stadium
Date: 01 December 2017 16:18:02
Attachments: [image001.png](#)

Good comms from a credible, trustworthy person creates the impact

----- Original Message -----

From: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>
Date: Fri, December 01, 2017 12:55 p.m. +0000
To: Alan Fort <alanfort@e20stadium.com>
Subject: RE: Update on London Stadium

Thanks Alan, mostly Comms of course, G

From: Alan Fort
Sent: 01 December 2017 12:48
To: Gerry Murphy
Subject: Re: Update on London Stadium

Gerry

Nice note

Alan

----- Original Message -----

From: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>
Date: Fri, December 01, 2017 10:23 a.m. +0000
To: LLDC Employees <LLDCEmployees@londonlegacy.co.uk>, LLDC Interim Support <LLDCInterimSupport@londonlegacy.co.uk>
Subject: Update on London Stadium

Dear Colleagues

I wanted to let you know that today, the Mayor of London, has announced the conclusions from his review of the finances of the London Stadium.

The independent review is largely backward looking focusing on the decisions made in the run up to and immediately after the 2012 Games. It has concluded that the decisions to transform the Stadium and to accept the terms of West Ham's bid as anchor tenant were not soundly based and failed to fully understand the commercial risks to the taxpayer. As a result, the Stadium business makes significant losses, currently forecast in the region of c£20m per annum.

E20, the partnership between LLDC and Newham who owns and run the Stadium, has also published its 2016/17 accounts which recognise significant provisions for future losses. These provisions are based on financial forecasts of losses, assuming no mitigating actions. LLDC with the support of the GLA have been fully funding the partnership since July this year.

As a result, the Mayor of London and the Mayor of Newham have now agreed that it will

be easier to address these financial challenges with a single organisation taking full control. Consequently, Newham has withdrawn from the E20 partnership, with LLDC and City Hall agreeing that the Stadium will continue to provide community benefits to the residents of East London.

With the Stadium fully in the control of LLDC and the GLA, plans for restructuring the business can be progressed to move the Stadium to a more financially sustainable position.

I want to emphasise just how important the London Stadium is to the Park and wider area. It has attracted millions of visitors to Stratford in recent years helping to create jobs and attract investors and now will be more integrated with the rest of the Park. The Stadium has a packed programme of events for the rest of the year including West Ham's Premier League and cup matches, Aviva Premiership Rugby Union (Saracens v Harlequins), two sell-out Foo Fighters' concerts in June and Diamond League athletics in July. I expect further events to be announced in the coming weeks.

Sir Peter Hendy, our Chair has said: "The Park has delivered the most successful regeneration programme in the history of the modern Olympics but I knew that when I was appointed as Chair my top priority would be to tackle challenges faced by the London Stadium. The Mayor's decision provides the platform for LLDC's Board and executive team to drive forward changes that will enable the London Stadium to move to a more financially sustainable position."

Gerry Murphy
Acting CEO

██████████
PA to Sir Peter Hendy CBE – Chair
PA to Gerry Murphy – Acting Chief Executive
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: +44 (0)20 3288 ██████████
Email: ██████████@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk



Queen Elizabeth Olympic Park is now open. For more information please visit
www.QueenElizabethOlympicPark.co.uk

From: [Ben Fletcher](#)
To: [Gerry Murphy](#); [Peter Hendy](#); [peter.hendy@](#); [keith.edelman@](#); [keith.edelman@](#); [sonita@](#); [nickb@](#); [david@](#); [nicky_dunn@](#); [nicky@](#); [tanniat@](#); [philiplewis@](#); [andrew@](#); [David Goldstone](#)
Cc: [Mark Robinson](#); [Andrea Gordon](#); [Anthony Hollingsworth](#); [Colin Naish](#); [Mark Camley](#); [Paul Brickell](#); [Rachel Massey](#); [Rosanna Lawes](#);
Subject: Today's media coverage
Date: 01 December 2017 17:01:54
Attachments: [image001.jpg](#)

Dear All,

Below is a summary of today's media coverage. In general terms, the day has gone straightforwardly.

For a variety of reasons the MS report was only released to the media at 10am. This meant that the announcement missed deadline for the Evening Standard's first edition and as a result there wasn't a big anchor story to start the day, generating momentum. A combination of the Damian Green coverage, the World Cup draw, the FBI charging Michael Flynn and a Royal story dominated today's news.

Most pieces have accurately reported the content and conclusions of the report and the Mayor has done a number of radio and tv interviews in support. His team are pleased with the coverage and their political messages have landed as they wished. There has been little negative commentary on the actions of LLDC and most criticism has been focused on politicians.

We had media interest this morning, but this has tailed off as the day has progressed. Thus far, neither we nor City Hall have had any enquiries from the Sunday papers. I anticipate that local TV will broadcast from the Park tonight, but we have had no bids from national stations. There will probably be some follow up next week. We will keep you fully informed of significant interest.

I hope that this is helpful. If there is any aspect of the media coverage that concerns you, or if you are approached by a journalist over the weekend, please let me know:

Many thanks to my team, particularly Mark, and , who do the real work round here and do it very well.

Have a nice weekend,

Ben

cid:image012.jpg@01D36AC0.1A5F61C0



The Times (article below as it's behind a paywall): Olympic stadium in Stratford losing £20m a year after mistakes, says Sadiq Khan
Martyn Ziegler, Chief Sports Reporter

The Olympic stadium is losing more than £20 million a year — nearly ten times the sum West Ham football club are paying as tenants — as a result of a series of costly mistakes, an investigation has found.

The report by the accountants Moore Stephens, commissioned by the London mayor Sadiq Khan, says the costs of transforming the stadium for football and then running it were hugely underestimated.

The mayor will now look to renegotiate the deal under which West Ham pay just £2.5million over a 99-year lease, or £1.25 million if they are relegated from the Premier League. West Ham have insisted the deal is “legally watertight”.

The 169-page report highlights the original decision to build the stadium without a planned legacy for a football club, which was pushed through by Lord Coe and the former culture secretary Tessa Jowell, as being an expensive mistake.

The report also says the West Ham deal negotiated by Boris Johnson, Mr Khan's predecessor, left London council-tax payers to pick up the bill for annual losses. Lord Coe declined to take part in the investigation and Mr Johnson did not respond to the accountants' request.

The report states the costs of transforming the stadium were £133 million more than the estimates when the West Ham deal was signed — £323 million instead of £190 million. It says the stadium is forecast to lose £24 million in 2017-18 and more than £20 million a year under current arrangements.

Mr Khan has also agreed a deal with Newham council to take complete control of the stadium “in order to renegotiate deals and minimise ongoing losses”.

Mr Khan said in a statement: “I ordered the review into the finances of the London stadium to understand how key decisions were made about its transformation and why costs were allowed to spiral out of control. What has been presented is simply staggering. Not for the first time, it reveals a bungled decision-making process that has the previous mayor’s fingerprints all over it.

“Boris Johnson clearly panicked when faced with legal challenges about West Ham and Newham’s joint bid to take ownership of the stadium and then decided to re-run the bid process with the taxpayer taking all the risks and footing almost the whole bill.”

Under the original design which Lord Coe, as London 2012 chairman, and Ms Jowell pushed through in 2006 the stadium was to be reduced to a 25,000-seater venue aimed at athletics.

The report states: “In reality only a Premier League football club could occupy and commercially operate a stadium of the scale of the Olympic stadium. Because demolition or deconstruction was likely to be very unpopular and was unlikely to fulfil commercial or legacy objectives, occupation by a Premier League football club should have been accepted, irrespective of any objections as to sports legacy and then the necessary sports legacy accommodated.”

The mayor’s office also said that Mr Johnson’s decision for the stadium to host Rugby World Cup games in 2015, “added extra delays, disruption and costs to the construction programme and put the July 2016 re-opening ahead of the start of the Premier League season at considerable risk”.

West Ham will fight any attempt to renegotiate any deal that would leave the club worse off.

A statement from the club said: “As the report confirms, the Concession Agreement is a watertight, legally binding contract signed in 2013 in good faith by West Ham United, who remain absolutely committed to its terms for the entire 99-year duration.

“It is not in West Ham United’s interests for the stadium to not be performing in line with aspiration and, as we have done ever since moving to Stratford in the summer of 2016, we continue to offer the benefit of our commercial expertise and substantial experience in managing successful stadia.

“We fully concur that West Ham United has played a significant part in the most successful regeneration programme in the history of the modern Olympics, however the stadium itself craves renewed leadership and direction and we welcome the mayor’s decision to step in and deliver this. West Ham United is firmly behind him.”

Construction News (article below as it’s behind a paywall): Balfour Beatty’s Olympic stadium cost disputes laid bare

ZAK GARNER-PURKIS

Balfour Beatty suspended work on the London Olympic stadium and twice came close to adjudication over spiralling project costs, a government review has revealed. The report

commissioned by the Greater London Authority revealed the contractor demanded extra cash from the London Legacy Development Committee (LLDC) on two occasions. The first dispute related to increased costs of redeveloping the stadium's roof in time to host matches in the 2015 Rugby World Cup.

LLDC selected Balfour Beatty for the stadium's conversion in January 2014, with the cost estimated at the time at £154m. However, the contractor reported that the extent of the work related to changing the roof structure was greater than initially anticipated. It therefore submitted a claim for £203.7m – £50m above the contract price estimate of £154m. This led the LLDC to consider withdrawing from hosting the Rugby World Cup games and look at the cost of entering adjudication with Balfour.

The LLDC eventually decided against adjudication and agreed a cost increase of £36m, driving the total cost up to £189.9m, after it was advised that total costs including adjudication could rise as high as £204m. The details of these settlements were ironed out over a number of weeks by the mayor of London Boris Johnson, deputy mayor Victoria Borwick, chief executive of LLDC David Goldstone, and executive chairman of Balfour Beatty Steve Marshall. A second dispute in April 2016 saw Balfour suspend work on the stadium and make a £19m claim over delays and disruption.

LLDC once again considered adjudication proceedings against Balfour, which was working to get the stadium ready for the start of West Ham United's tenancy and its first concerts in June 2016. Balfour's claim related to problems with the introduction of retractable seating after the seating provider Alto went bust. The contractor also claimed it had to accelerate hospitality fit-out works to enable their use for the summer 2015 events, as well as upgrade the power requirements to service the kitchens planned by the stadium's operator. Fearing any significant delay to the construction work would lead to a cancellation of the concerts and a delay to the start of West Ham's tenancy, LLDC reached an £12.25m settlement agreement with Balfour for the second dispute.

In response to the report a spokesperson for Balfour Beatty told *Construction News*: "Balfour Beatty successfully completed the complex transformation of the iconic former London Olympic stadium into a multi-functional world class sporting venue in 2016. Creating over 1,700 job opportunities at peak, works included installing the world's largest cantilever roof, halo turnstiles, concession stands and more.

"All work completed was agreed and delivered with the London Legacy Development Corporation (LLDC) with additional costs mutually agreed as a result of additional scopes of work."

Daily Telegraph: West Ham under pressure to renegotiate London Stadium deal after 'catalogue of errors' causes £323million bill

<http://www.telegraph.co.uk/football/2017/12/01/mayor-sadiq-khan-takes-control-london-stadium-catalogue-errors/>

ITV News: London's Olympic stadium could cost taxpayers £20m a year

<http://www.itv.com/news/london/2017-12-01/londons-olympic-stadium-could-cost-taxpayers->

20m-a-year/

Property Week: Mayor takes control of London Stadium after investigation

<https://www.propertyweek.com/news/mayor-takes-control-of-london-stadium-after-investigation/5093835.article>

Newham Recorder: London Stadium would be in debt within just six matches if West Ham are relegated

<http://www.newhamrecorder.co.uk/news/london-stadium-would-be-in-debt-within-just-six-matches-if-west-ham-are-relegated-1-5304015>

Reuters: London's mayor takes control of former Olympic stadium

<https://uk.news.yahoo.com/londons-mayor-over-olympic-stadium-losses-mount-134108128--sow.html>

Evening Standard: Sadiq Khan takes over control of the London Stadium as report reveals taxpayer has been saddled with £20m annual bill

<https://www.standard.co.uk/news/london/20m-bill-to-taxpayer-mayor-takes-control-of-london-stadium-a3707266.html>

BBC News: London Olympic Stadium taken over by mayor Sadiq Khan

<http://www.bbc.co.uk/news/uk-england-london-42194382>

City AM: Mayor takes control of the London stadium due to financial mismanagement

<http://www.cityam.com/276757/mayor-takes-control-london-stadium-due-financial>

Sky News: Mayor Sadiq Khan announces deal to take control of London Stadium

<https://news.sky.com/story/sadiq-khan-announces-deal-to-take-control-of-london-stadium-11151128>

The Guardian: Sadiq Khan to take control of London Stadium after critical review

<https://www.theguardian.com/sport/2017/dec/01/sadiq-khan-west-ham-london-stadium>

The Sun: London Stadium will lose £24million this year as investigation says West Ham deal is 'onerous' to the taxpayer

<https://www.thesun.co.uk/sport/football/5041879/london-stadium-24million-loss-report-west-ham-mayor-sadiq-khan/>

Newham Recorder: Newham Council exits London Stadium partnership as report on transformation costs released

<http://www.newhamrecorder.co.uk/news/newham-council-exits-london-stadium-partnership-as-report-on-transformation-costs-released-1-5303642>

talkSPORT: Mayor of London takes control of West Ham's London Stadium following 'catalogue of errors' over finances

<https://talksport.com/football/mayor-london-takes-control-west-hams-london-stadium-following-catalogue-errors-over>

The Mirror: Mayor of London seizes control of West Ham's ground as London Stadium looks set to lose £24million this year

<http://www.mirror.co.uk/sport/football/news/london-mayor-seizes-control-west-11619138>

From: [Gerry Murphy](#)
To: [David Goldstone](#); [Ben Fletcher](#)
Cc: [Rachel Massey](#)
Subject: Re: Moore Stephens
Date: 03 December 2017 09:32:39

Yes

----- Original Message -----

From: David Goldstone <DavidGoldstone@londonlegacy.co.uk>
Date: Sun, December 03, 2017 7:29 am +0000
To: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Ben Fletcher <BenFletcher@londonlegacy.co.uk>
CC: Rachel Massey <RachelMassey@londonlegacy.co.uk>
Subject: Re: Moore Stephens

I definitely think you should write - it's reputational for all of us and the organization, Just a factual statement , but so it's on the record

I don't really see how city hall could have a problem with that, it would be difficult only for MS but they have clearly said it deliberately to cover themselves. I also think Peter would want it corrected as he wouldn't want it left looking like we've been uncooperative while he has been chair

David

----- Original Message -----

From: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>
Date: Sat, December 02, 2017 12:47 p.m. +0000
To: Ben Fletcher <BenFletcher@londonlegacy.co.uk>, David Goldstone <DavidGoldstone@londonlegacy.co.uk>
CC: Rachel Massey <RachelMassey@londonlegacy.co.uk>
Subject: Re: Moore Stephens

He mentioned it to me in a conversation about the 13 Dec hearing but I hadn't read it at the time. David mentioned something about considering having it taken out but in the end it fell down the list of priorities.

I'm assuming by mentioning it that he is hoping we won't have a ruck in front of the committee. He won't want anything said there that undermines the report.

I have read it now and am cross. I think we need to write formally early next week with our position, quite strongly. Then agree how we deal with it with GLA at the committee when we meet Thursday (at a min agree to disagree and state how often we offered complete access to our systems, or better get Merryck to correct the impression at the committee, but it's so strong he's boxed himself in a bit).

G

On: 02 December 2017 11:15, "Ben Fletcher" <BenFletcher@londonlegacy.co.uk> wrote:

I think we plan to write and set out our position on this formally - I also think Gerry has spoken to DB about it and it was acknowledged as an error. Is that right Gerry?

Whatever else happens we will want to ensure BMS is aware of this at the hearing on the 13th.

Sent from my iPhone

On 2 Dec 2017, at 10:23, David Goldstone <DavidGoldstone@londonlegacy.co.uk> wrote:

I promise not to keep going on about this, and I'll have other things on my mind from Monday - but I am really unhappy about what are clear statements that basically we didn't cooperate . Saying it was a "struggle" to get our papers is an absolute travesty . We released everything as soon as they asked, and repeatedly offered them access to our systems - they were late asking, and then in following up. It's all evidenced

I don't know if there's anything can be done about it (although I think Ben should feel free to correct if anyone raises) but I feel better saying it

David

From: [Alan Fort](#)
To: [Gerry Murphy](#)
Cc: [Ian Bright](#); [Alan Skewis](#); [REDACTED]
Subject: Re: Moore Stephens Report
Date: 03 December 2017 10:19:32

Agres

----- Original Message -----

From: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>
Date: Sat, December 02, 2017 1:12 p.m. +0000
To: Alan Fort <alanfort@e20stadium.com>
CC: Ian Bright <IanBright@londonlegacy.co.uk>, Alan Skewis <AlanSkewis@e20stadium.com>, [REDACTED] >
Subject: Moore Stephens Report

Alan,

If they havnt already I think worthwhile that [REDACTED] go through the whole report with [REDACTED] in mind, thanks G

From: [Peter Hendy](#)
To: [david \[REDACTED\] goldstone](#)
Cc: [Gerry Murphy](#); [Ben Fletcher](#); [Johanna Pearson](#)
Subject: Re: Moore Stephens
Date: 03 December 2017 20:41:11

Thanks. Yes, we will.
Outrageous!
P

with best wishes
Sir Peter Hendy CBE
Chair
Network Rail, and the London Legacy Development Corporation

On 3 Dec 2017, at 18:23, david [REDACTED] goldstone <[d.goldstone@\[REDACTED\]](mailto:d.goldstone@[REDACTED])> wrote:

Peter,
for avoidance of doubt
- we responded to every request for info from MS as quickly as possible
- we also offered them access to our systems so that they could interrogate everything at their own leisure
- we helped them secure info from DCMS
- as you know they were still asking for info and asking questions up until last weekend
- the reference to the full sharing of info, and 14.500 documents, in november was only because that was the first time they asked for it

i am outraged at what the exec summary says about us being difficult in releasing information . it is completely untrue ;
gerry ben and i have exchanged messages over the weekend about this and there will be a factual letter drafted to MS putting the record straight, and so that gerry can refer to it in the assembly. I think this is needed to protect reputation of LLDC and the individuals concerned . GLA are fully aware that we have cooperated fully, and that MS have been late in lots of info requests

david

From: Peter Hendy
Sent: Sunday, December 3, 2017 4:23 PM
To: Gerry Murphy
Cc: Ben Fletcher ; [REDACTED] ; David Goldstone CBE
Subject: Re: Moore Stephens

Thanks. Yes please.
P

with best wishes
Sir Peter Hendy CBE
Chair
Network Rail, and the London Legacy Development Corporation

On 3 Dec 2017, at 14:14, Gerry Murphy <GerryMurphy@londonlegacy.co.uk> wrote:

Peter,

We are working through the report developing a list of issues to have lines prepared against.

In a conversation on Friday David B mentioned the exec summary criticism of LLDC, my understanding from the call was that he could have changed it but it fell down the list of priorities. He wouldn't have mentioned it on he didn't think it was going to be an issue.

It gives wholly the wrong impression and we will write to set out our view. We will share a draft with you before it goes anywhere but I will send a quick note to David B and Martin Clarke to express my disappointment that the piece in the exec summary wasn't amended.

In any event, we are meeting with GLA and Moore Stephens Thursday for a run through pre Assembly.

Happy to talk on the phone.

Gerry

----- Original Message -----

From: Peter Hendy <peterhendy@londonlegacy.co.uk>

Date: Sun, December 03, 2017 12:10 pm +0000

To: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>, Ben Fletcher

<BenFletcher@londonlegacy.co.uk>, [REDACTED]

<[REDACTED]@londonlegacy.co.uk>, David Goldstone CBE

<d.goldstone@[REDACTED]>

Subject: Moore Stephens

I've read it.

It says we were slow at producing papers for them; and our document retrieval systems weren't good enough. It makes other various criticisms of LLDC and I think for our own sakes we should go through it and note what it alleges and our responses. We don't have to publish that but it will be useful in front of the Assembly and maybe elsewhere idc. Would you get that done?

We also ought to record the dates they asked the Exec and Board questions and requested and interviewed them. That's worth keeping handy too.

Copied to David at home as I wouldn't put it past the Assembly to get him back.....

[REDACTED]: pl print for Tuesday

with best wishes

Sir Peter Hendy CBE

Chair

Network Rail, and the London Legacy Development Corporation