

From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley@londonlegacy.co.uk; [REDACTED]@newham.gov.uk
Subject: RE: LLDC observations from the Barbarians
Date: 02 September 2015 09:46:44

Thanks Mark,

One of the sensitivities is that LS185 appear to believe that there is too much intervention from the LLDC, and that is it not all offered when it can be taken into account i.e. at the last minute. From your side this advice is offered from a position of experience and a more detailed knowledge of the area and its conflicting uses- and is delayed due to the late presentation of documents.

I discussed this with Tony last week and there is an argument for letting them get on with it and seeing the failures. Some of that has happened now, but not necessarily anything that affected public safety (Westfield may not agree with this) It may be semantics but perhaps a look at the delivery of the message in a problem solving and suggestions way rather than a 'we know best' way.

As I write this I feel that I am being unfair on your staff and possibly pandering to the over sensitive nature of LS185 but it may be worth thinking about?? The SAG is all about advice and not direction. This point may have been overlooked at times where LS185 feel that they are being directed and not advised. I know that this is what [REDACTED] is doing.

This could just pan out in the right way of course now that there has been one significant change in personnel but it can be difficult to get to know and understand styles in such a large gathering.

It will be interesting to hear what England 2015 and RWC people thought of the event on Saturday. In theory they are completely independent.

But I don't want to make a drama out of what happened. I think that overall the event and egress went well.

Things can always get better.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 02 September 2015 09:30
To: Sheila Roberts; [REDACTED]; [REDACTED]
Subject: RE: LLDC observations from the Barbarians

Sheila,

Thanks. If you want/need me to say anything in particular then pl let me know.

Mark

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]

Sent: 02 September 2015 09:25

To: Mark Camley; [REDACTED]; [REDACTED]@newham.gov.uk

Subject: RE: LLDC observations from the Barbarians

Hi Mark,

I agree and that is why I intend setting up a separate meeting to discuss the detail. Westfield are currently such a major influence over egress and we need a meeting where all cards are out on the table. Their driver is brand protection and the happiness of their core tenants and customers, as well as safety of course. But possibly the first two points first?

Until there is an alternative way of accessing the Northern Ticket Hall we need to find a better way of working together.

I am sure you are aware that Westfield had agreed the egress route but changed their mind last Wednesday evening, hence the meeting with Westfield. LS185 and LU only took place on Thursday. The solution that was agreed was only a temporary fix and Westfield feel that the other side of the bargain was not fulfilled.

One of the issues is the stewarding company and their command and control. In my view (and that of several of my colleagues) is that it would be preferable if this was brought in house within LS185, particularly when WHUFC arrive.

My hope is that all the storming and norming happen by the end of RWC.

At the moment the personality issues appear to have taken on a disproportionate and disruptive weight.

I honestly think that everyone wants the same thing but that there has been some disconnect with the communication.

You know that means I will make a little speech at the start of the meetings though. You have been warned.

We will see what happens today.....

Regards

Sheila

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]

Sent: 02 September 2015 08:10

To: Sheila Roberts; [REDACTED]; [REDACTED]

Subject: Re: LLDC observations from the Barbarians

Sheila,

Our thought was to have a much smaller group to draft the egress route plan (LS185, LLDC/E20, Lend Lease, Westfield, LU, International Stn, LBN) and then recommend it to the wider SAG for agreement.

Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: Tuesday, September 01, 2015 06:10 PM
To: [REDACTED]; [REDACTED]@newham.gov.uk <[REDACTED]@newham.gov.uk>
Cc: Mark Camley
Subject: RE: LLDC observations from the Barbarians

Thanks [REDACTED]

I agree with your suggestions and believe me they have all been tried or aimed at before.

I copied you in on my mail to Mark on the overall view .

I still have faith we will get there. Eventually.

See you tomorrow

Sheila

From: [REDACTED] [mailto:[REDACTED]@londonlegacy.co.uk]
Sent: 01 September 2015 17:21
To: Sheila Roberts; [REDACTED]
Cc: Mark Camley
Subject: LLDC observations from the Barbarians

Hi Sheila, [REDACTED]

As promised, please find attached some observations from the game on Saturday, none of which will probably surprise you. Each consists of the issue, along with some suggestions on possible remedial action. The overall list includes observations from our Board members who were present on the day.

I hope this is of some value in helping address some of the areas. As you will see, these have only been copied to yourselves. See you tomorrow at the SAG.

Kind regards,

[REDACTED]

[REDACTED]

Head of Security & Park Safety
Senior Events Manager
Queen Elizabeth Olympic Park
Level 10

1 Stratford Place, Montfichet Road
London
E20 1EJ
DDI: 0203 288 [REDACTED]
Mobile: [REDACTED]
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www.queenelizabetholympicpark.co.uk

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From: Sheila.Roberts@newham.gov.uk
To: Alan.Skewis@newham.gov.uk; [REDACTED]@newham.gov.uk; [REDACTED]@newham.gov.uk; [Greg Smith](mailto:Greg.Smith@londonstadium185.com); [REDACTED]@londonstadium185.com
Cc: Kim.Bromley-Derry@newham.gov.uk
Subject: RE:
Date: 04 September 2015 13:35:27

Hi all,

And thanks Alan,

[REDACTED] is collating the comments from the SAG members and will circulate these soon.

Regards

Sheila

From: Alan Skewis
Sent: 04 September 2015 11:06
To: [REDACTED] [REDACTED] GregSmith@londonlegacy.co.uk; [REDACTED]
Cc: Sheila Roberts; Kim Bromley-Derry
Subject:

Greg

Draft feedback from LBN from last Saturday's game collated from non licensing and safety colleagues at LBN.

I think most of the points are either common ones, or detail picked up by colleagues.

We have reflected that the event offered a really positive experience for the residents who attended, and was a further opportunity for showing the value of the stadium to residents.

Hope this is helpful.

Thanks

Alan Skewis, Head of Commissioning (Legacy)
London Borough of Newham
Newham Dockside, 1000 Dockside Road, London E16 2QU
DDI: 020 [REDACTED]
M: [REDACTED]

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From: Sheila.Roberts@newham.gov.uk
To: Sara-Ellen Williams
Cc: [\[REDACTED\]@newham.gov.uk](mailto:[REDACTED]@newham.gov.uk); [\[REDACTED\]@londonstadium185.com](mailto:[REDACTED]@londonstadium185.com); [\[REDACTED\]@londonstadium185.com](mailto:[REDACTED]@londonstadium185.com); [\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk); Tony Tolley
Subject: Re: RFL Fanzone on Stratford Waterfront : 7 November
Date: 28 September 2015 21:10:59

I would like to.

I will mention it on Wednesday. To the stadium SAG.

Are you ok with this approach?

Sent from my iPad

On 28 Sep 2015, at 19:44, Sara-Ellen Williams <Sara-EllenWilliams@londonlegacy.co.uk> wrote:

Thank you. Are you planning to instigate this for RFL and ROC?

Catherine can present outline at Stadium SAG on Weds if preferred. (12.15 – 2pm)

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 28 September 2015 19:42
To: Sara-Ellen Williams
Cc: [\[REDACTED\]@newham.gov.uk](mailto:[REDACTED]@newham.gov.uk); [\[REDACTED\]@londonstadium185.com](mailto:[REDACTED]@londonstadium185.com); [\[REDACTED\]@londonstadium185.com](mailto:[REDACTED]@londonstadium185.com); Tony Tolley
Subject: Re: RFL Fanzone on Stratford Waterfront : 7 November

Thanks,

There will be a review of membership of stadium SAG as I think we should deal with all things stadium there now, including egress.

As things settle into business as usual it should become easier.

Regards

Sheila

Sent from my iPad

On 28 Sep 2015, at 19:36, Sara-Ellen Williams <Sara-EllenWilliams@londonlegacy.co.uk> wrote:

Makes sense if they go to the Stadium SAG in October. As still under the premise licence for Stratford Waterfront, I had thought to give a heads up in QEOP SAG on Weds 30th. I won't be there for the Stadium SAG – but they are only submitting an outline – so that can just be given to the Stadium SAG members?

It shouldn't be too challenging at all.

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 28 September 2015 19:34
To: Sara-Ellen Williams
Cc: [\[REDACTED\]@newham.gov.uk](mailto:[REDACTED]@newham.gov.uk); [\[REDACTED\]@londonstadium185.com](mailto:[REDACTED]@londonstadium185.com); [\[REDACTED\]@londonstadium185.com](mailto:[REDACTED]@londonstadium185.com); Tony Tolley
Subject: Re: RFL Fanzone on Stratford Waterfront : 7 November

Thanks Sara Ellen,

Hopefully that will not be too much of a challenge given the current experience.

I understand your wish to have them attend the SAG.

Is your view that they should attend the stadium or the QEOP SAG? As I have mentioned the two meetings need a review and it seems to make more sense to have this as the stadium SAG as it is so closely tied to the stadium.

Any views from anyone else copied in?

Thanks

Sheila

Sent from my iPad

On 28 Sep 2015, at 16:33, Sara-ellen Williams <Sara-ellenwilliams@londonlegacy.co.uk> wrote:

Dear Sheila and [REDACTED]

Just to give you a heads up – RFL have confirmed they want to do a fanzone on 7 November, the capacity of which will be 4,999 at any one time. They are going to send through an outline brief of their plans so that can be shared with SAG on Wednesday 30th September. As this is too soon to have any real details – the aim is to provide an outline. We will work with them on the realistic schedule for EMP and they will come to the October SAG if required. Whilst their capacity is under the numbers for SAG, as it is associated to the Stadium Event we thought best to schedule a SAG appearance.

Just wanted to give you a heads up on this.

Sara-ellen Williams
Head of Events
Queen Elizabeth Olympic Park

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

DDI: 0203 288 [REDACTED]
Email: sara-ellenwilliams@londonlegacy.co.uk
Website: www.londonlegacy.co.uk

<image001.gif>

Interested in staging an event on the Park: [Stage an event | Queen Elizabeth Olympic Park](#)

This communication and the information it contains is intended for

From: Sheila.Roberts@newham.gov.uk
To: Alan.Skewis@newham.gov.uk; [REDACTED]@england2015.com; [REDACTED]@newham.gov.uk; [Greg Smith](#); [REDACTED]@newham.gov.uk; Kim.Bromley-Derry@newham.gov.uk; londonstadium185.com; [REDACTED]@activenewham.org.uk; [REDACTED]@newham.gov.uk
Subject: RE: Update to Newham Fanzone Timings
Date: 01 October 2015 08:45:36

Hi all,

These times reflect those presented at SAG yesterday where no objection was raised.

Regards

Sheila

From: Alan Skewis
Sent: 01/10/2015 07:55
To: [REDACTED]; [Greg Smith](#); [Sheila Roberts](#); [REDACTED]; [Kim Bromley-Derry](#); [REDACTED]
Subject: FW: Update to Newham Fanzone Timings

All

Please note these revised timings, aimed at getting the fanzone operational costs down without impacting on demand. The changes follow a review of the 1st 4 days of operation where the experience was very low early visit numbers that build as the games took place and peaked during England games or in the 90mins before a stadium game.

A separate note on changes to non match day ticket access will follow. This takes into account the Irish coming on Saturday, and their proven (ask Wembley last Sunday) ability to fill fanzones and empty bars!

Newham fully endorse the changes made.

Can we check all information supports and reflects the new times.

Thanks

Alan

Sent from my Windows Phone

From: [REDACTED]
Sent: 30/09/2015 18:23
To: [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]; [Sara-Ellen Williams](#); [REDACTED]; [Alan Skewis](#); [REDACTED]; [REDACTED]; [REDACTED]; [REDACTED]

Cc: [REDACTED]; [REDACTED]; [REDACTED]
Subject: Update to Newham Fanzone Timings

Dear all,

As per various discussions today, a quick note to confirm the changes to the schedule for the next 4 operational days at the Newham Fanzone.

Saturday 03 October

Open: 15:00
Last Entry 21:30
Close: 22:30

Sunday 04 October

Open: 14:00
Last Entry: 18:30
Close: 20:00

Wednesday 07 October

Open: 14:00
Last Entry: 18:30
Close: 20:00

Saturday 10 October

Open: 14:00
Last Entry: 21:30
Close: 22:30

Myself or my team will pick up with you separately regarding any changes to operational arrangements or scheduling during tomorrow.

Please note that future events may be subject to change also, so please check before committing to any time-specific activity.

Best wishes

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From: [REDACTED]
To: Sheila.Roberts@newham.gov.uk
Subject: RE: Rugby League
Date: 01 October 2015 15:15:04
Attachments: [SAG Fan Zone Overview.pptx](#)

Hi Sheila,

I only have the attached.

We are meeting next Thursday and more paperwork will follow soon after that meeting.

Kind regards,

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 01 October 2015 14:46
To: [REDACTED]
Subject: Rugby League

Hi,

Have you yet received anything like an event management plan from the organisers?

The police were asking and then I realised I know nothing too!

Thanks

Sheila

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From: [Sara-Ellen Williams](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [redacted]@newham.gov.uk; [redacted]@newham.gov.uk; [redacted]@newham.gov.uk;
Subject: RE: QEOP October SAG agenda
Date: 14 October 2015 09:07:57

Just finding time in Peter's diary.

Question – do we actually need October SAG. Could debrief of RWC be done in Stadium SAG?

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]

Sent: 12 October 2015 20:02

To: Sara-Ellen Williams

Cc: [redacted]@newham.gov.uk; [redacted]@newham.gov.uk; [redacted]@newham.gov.uk;

[redacted]; [redacted]; [redacted]

Subject: Re: QEOP October SAG agenda

Hello,

Yes I would like to amend the TOR. And agree some dates. The frequency of stadium SAGs will change and I assume that the QEOP SAG will also have a quieter time until pre summer?

I will set up a meeting for later this week or next.

When is good for you?

Thanks

Sheila

Sent from my iPad

On 12 Oct 2015, at 19:17, Sara-Ellen Williams <Sara-EllenWilliams@londonlegacy.co.uk> wrote:

Hi, I don't think so. The RFL fanzone has been dealt with in stadium SAG and looks very small, no screen and will not be showing the match to non ticket holders.

In terms of SAG TOR's – Sheila do you want to meet first before we take the TOR's back to the group.

And then we should also be getting the 2016 dates in the diary.

In regards to 2016, one of the dates Freeze is considering for its re-schedule is the 16th January. If it goes ahead on that date, we would push for final documentation for Mid December and maybe have a small core SAG in the first week January?

I hope to find out by end next week as to when Freeze may land.

From: [redacted]@newham.gov.uk [mailto:[redacted]@newham.gov.uk]

Sent: 09 October 2015 13:18

To: Sheila.Roberts@newham.gov.uk; [redacted]@newham.gov.uk;

[redacted]@newham.gov.uk; Sara-Ellen Williams; [redacted]

Subject: QEOP October SAG agenda

Hi all,

Apart from usual updates:

Debrief of Ireland v Italy & S.Africa v USA

Look at SAG TORs again

I know we are going to get Sport Relief in for November.

Anything else from anyone?

Will get agenda and minutes out on Monday

Thanks

Dominique

[redacted] | Special Events Programme Co-ordinator

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From: Sheila.Roberts@newham.gov.uk
To: [REDACTED] [@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)
Subject: Re: Use of South Lawns during stadium use
Date: 02 November 2015 19:46:17

Thanks [REDACTED]

This is very useful .

In practice I assume that the SAG and the noise team would assess and give their views to yourself?

The limited life of the South Lawns and the restrictions due to the run in time for artists would severely restrict such activity in any case.

Regards

Sheila

Sent from my iPad

On 2 Nov 2015, at 19:19, [REDACTED] <[REDACTED]@londonlegacy.co.uk> wrote:

Hi Sheila,

No it's not a prohibition; it just means that if there are separate events taking place on the South Lawn or North Park, at the same time as Events within the Stadium, then consideration has to be given to cumulative impacts of noise, crowd management (ingress, egress), transport etc... to ensure impacts are fully assessed with appropriate mitigation put in place to make it acceptable.

Such mitigation, as specified by Condition OST.38 would need to be approved by the Local Planning Authority, although it would be expected that consultation with groups such as SAG would have already taken place.

To give an example, the South Lawn has been used for RWC fan zone; in the event management plans this was highlighted, although was not considered to require any additional mitigation as it was part of the same event, therefore assisting in ingress and egress, and that the South Lawn permission would apply that would limit capacity of South Lawn.

If you would like to discuss in more detail, please don't hesitate to give me a ring.

Thanks,

[REDACTED]
[REDACTED]
Planning Development Manager

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
Web: www.QueenElizabethOlympicPark.co.uk

<image001.gif>

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 30 October 2015 10:16
To: [REDACTED]
Subject: Re: Use of South Lawns during stadium use

Thanks [REDACTED]

This is really useful.

So, am I right in thinking that this is not a blanket prohibition but one that can be agreed if the event management plan shows that it can be done safely, without noise issues and, I assume, with an effective egress plan?

Does it also mean that you, as the planning authority, must explicitly agree this?
Or can this be delegated to the Safety Advisory Group?

Sorry to ask so many questions.

Many thanks

Sheila

Sent from my iPad

On 30 Oct 2015, at 09:02, [REDACTED] <[REDACTED]@londonlegacy.co.uk> wrote:

Hi Sheila,

There is a condition on the Olympic Stadium Transformation permission (12/00066/FUM) that restricts events being held within the Stadium on the same days as Event are held on the South Lawn or in the North Park. The condition (OST.38) reads:

There shall be no Events held within the Stadium on the same day as an Event is held on the South Lawn and/or in the North Park of the Olympic Park as defined on the drawing at Annexure 3 to this permission unless where suitable mitigation is identified in an event management plan and/or noise management plan or in an update to an approved event management plan and/or noise management plan, which is submitted to and approved by the Local Planning Authority pursuant to conditions OST 106 and OST 111 of this permission or condition SL22 of the South Lawn planning permission reference

12/00227/OUT which is sufficient to enable Events in the Stadium and the South Lawn and/or North Park to be held on the same day.

Reason: To ensure that the Development is operated within the parameters assessed pursuant to the Environmental Statement and to safeguard the amenities of sensitive receptors from the use of the stadium in accordance with London Plan policy 7.15 and LB Newham saved policies EQ45 and EQ48.

As you'll likely be aware, the South Lawn is being used as the RWC fanzone, although this has been agreed in the approved Event Management Plan.

If you'd like any further detail, please get in touch.

Thanks,

██████████

██████████

Planning Development Manager

London Legacy Development Corporation

Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 ██████████

Mobile: ██████████

Email: ██████████@londonlegacy.co.uk

Web: www.QueenElizabethOlympicPark.co.uk

<image001.gif>

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]

Sent: 30 October 2015 08:52

To: ██████████; ██████████

Subject: RE: Use of South Lawns during stadium use

Thank you.

Sent from my Windows Phone

From: ██████████

Sent: 30/10/2015 07:59

To: ██████████

Cc: Sheila Roberts

Subject: FW: Use of South Lawns during stadium use

Hi ██████████

I'm passing you Sheila's email below (and she is CC'd) as the case officer for the Stadium, are you able to assist with her query?

Thanks,

[REDACTED]

Senior Planning Development Manager - Planning Policy & Decisions Team
Queen Elizabeth Olympic Park : London Legacy Development Corporation

Direct: 020 3288 [REDACTED] : www.queenelizabetholympicpark.co.uk/planning-authority

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 29 October 2015 17:15
To: [REDACTED]
Subject: Use of South Lawns during stadium use

Hi [REDACTED]

I understand that there is a condition that the a south Lawns must not be used when the stadium is used to capacity.

Would you be in a position to let me have the planning condition that details the full restrictions?

Many thanks

Sheila

Sent from my iPad

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From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley
Cc: [REDACTED] newham.gov.uk; Sara-Ellen.Williams
Subject: SAG meeting
Date: 21 January 2016 13:33:18

Hi Mark,

I am afraid that there has been some confusion, caused by me, with regard to your invitation to the next SAG for the Olympic Stadium.

The meeting to be held on 28 January is a SAG working group and not a formal SAG.

This meeting deals primarily with regulatory and police issues and acts in support of the main SAG. Any actions will be reported back to the main SAG of course.

That being the case it is not a meeting that the LLDC would be invited to.

I will ask Jo to make sure that you are invited to the next formal SAG.

Apologies for any confusion that I have caused.

Regards

Sheila

Sent from my iPad

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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](mailto:Mark.Camley@newham.gov.uk); [Peter Tudor](mailto:Peter.Tudor@newham.gov.uk); [REDACTED]@newham.gov.uk; [REDACTED]@newham.gov.uk;
Subject: RE: 2017 Games - SAG/NAG/TAG
Date: 17 February 2016 17:43:30

Hello all,

I had a very productive discussion with [REDACTED] this morning.

We agreed that she would start the process in July of this year, after we have had some of the learning from the ACDC event.

I explained the purpose of the various meetings and the role that the members of these meeting play.

[REDACTED] was involved with the Invictus Games and so knows the area well. She is going to bring [REDACTED] back to assist with the 2017 events.

There may be a fan zone on the Waterfront but still TBC. Other than that we are looking at the Stadium and South Lawns only. And it is likely that the marathon will not directly involve the stadium.

Yet TBC is whether she appears in front of the QEOP planning meeting (formerly the QEOP SAG) or the Stadium SAG, or both. I will discuss this with LS185 and with [REDACTED].

Of course the TAG is relevant (with a long run planning time and complex array of providers), less so the NAG but this will serve as an awareness and consultation with other boroughs forum rather than suggest that we expect significant noise issues.

I have discussed the timeline for the submission of meaningful paperwork. She appears to be aware of issues that we have had with other athletics event organisers.

The final timings, scheduling and events are yet to be confirmed but this is close with the IFF and a bit less so with the IPC. That said the finish time is unlikely to be beyond 22.00.

Any comments or observations are welcome of course.

And thanks to Mark for suggesting the early chat.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham

Newham Dockside | 1000 Dockside Road | London E16 2QU

DDI [REDACTED] | Mobile [REDACTED]

www.newham.gov.uk

From: [REDACTED] [mailto:[REDACTED]@uka.org.uk]

Sent: 14 February 2016 20:03

To: Sheila Roberts; Mark Camley

Cc: Peter Tudor

Subject: Re: 2017 Games - SAG/NAG/TAG

Many thanks Mark.

Sheila, look forward to catching up with you.

Thanks again,

[REDACTED]

From: Mark Camley <MarkCamley@londonlegacy.co.uk>

Sent: 14 February 2016 11:23

To: 'sheila.roberts@newham.gov.uk'

Cc: [REDACTED]; Peter Tudor

Subject: 2017 Games - SAG/NAG/TAG

Sheila,

[REDACTED] is leading on operations for the 2017 Games and we thought it would be helpful for her to have an early discussion with you about SAG, NAG and TAG to agree a forward plan. I trust that would be helpful.

Best wishes,

Mark

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From: Sheila.Roberts@newham.gov.uk
To: [REDACTED]@newham.gov.uk; BenFletcher@londonlegacy.co.uk; [REDACTED]@newham.gov.uk
Cc: linda.lennon@londonstadium185.com; graham.gilmore@londonstadium185.com;
[REDACTED]@londonstadium185.com; [REDACTED]@vinci-concessions.com; Alan Skewis; Mark
Robinson; [REDACTED]@londonlegacy.co.uk
Subject: RE: URGENT - STADIUM CAPACITY PRESS RELEASE
Date: 23 March 2016 15:34:07

Hi [REDACTED]

No. It is a Licensing Authority decision. I am authorised to sign this off.

As stated there will be certain public safety related caveats tied to this permission but nothing that cannot be resolved.

We have a Stadium SAG tomorrow at ten and I would prefer that the SAG members hear this direct first, but that is not essential.

I had a meeting on another matter with the MPS yesterday and advised them of this decision . I have also spoken to [REDACTED] from the SGSA.

[REDACTED] had initially requested that the announcement was delayed until this had been presented to the SAG tomorrow but he is content that this is now released.

Regards

Sheila

From: [REDACTED]
Sent: 23 March 2016 15:24
To: Ben Fletcher; Sheila Roberts; [REDACTED]
Cc: LENNON Linda; GILMORE Graham; [REDACTED]; [REDACTED] Alan Skewis; Mark Robinson; [REDACTED]
Subject: Re: URGENT - STADIUM CAPACITY PRESS RELEASE

Doesn't this have to be signed off by the SAG?

[REDACTED]

Sent from my iPhone

On 23 Mar 2016, at 14:44, Ben Fletcher <BenFletcher@londonlegacy.co.uk> wrote:

Linda and Graham,

As I think you both know, West Ham want to issue a press release today confirming that agreement has been reached to increase stadium capacity to 60K. We have been holding back on this, on the understanding that they have not yet reached a commercial agreement with you.

I have just had a detailed, helpful and friendly chat with [REDACTED] and [REDACTED] at WHUFC. They recognise that the formal agreement is not in place with you yet, but feel that the key principles are agreed, and what remains are fairly straightforward contract negotiations about the additional costs of safety, security and cleaning etc. They are very happy that we are clear in response to any media enquiries I get here, that LLDC\E20 underlines that the capacity increase has not and will not cost the taxpayer any more money.

They would like to get this announcement out today for a variety of reasons, mainly because they think that it will soon be visible that they have sold all of their original capacity, and if they don't make this announcement they will need to suspend ticket sales which might cause them to lose momentum.

I am happy for this release to go out, but only if you are too, and that you are comfortable with us briefing the media (if asked) that a) some final discussions on the additional stadium costs are underway between WHUFC and LS185 which are expected to finish soon and b) that the related additional costs are mainly restricted to the provision of services such as stewarding and cleaning and will be met in full by WHUFC as part of their commercial arrangements with LS185. I know that you were holding internal meetings about these issues today which I hope have been successful.

If you are happy for this to go out, the draft is below. It will be accompanied by quotes from David Edmonds and I suggest you, Linda. The proposed wording is below.

If you are not content for this to go out, I am happy to take this back to WHUFC. Either way, it would be good to know where we are by 3.30pm (London time!) so this can go out by pm.

Linda, I also noted in the overnight emails that you had some specific Q+A – please send this over so I can add it to the pack.

Finally, I am in and out of meetings this afternoon, so please copy [REDACTED] and Mark into any response so this can be picked up in my absence.

Ben

Suggested Quotes:

Linda Lennon, Chief Executive LS185, Stadium operator said: “We are delighted to have worked with West Ham United to deliver this extra capacity. Sixty thousand fans in the will provide a great atmosphere and it is superb way to begin the new season in this iconic venue.”

David Edmonds, Chairman of E20, said: “It is fantastic to see such a high demand for West Ham United tickets as it shows how eager people are to watch football at the Stadium. By meeting this demand the use of the venue will be maximised, increasing its revenue and the return to the taxpayer. It will also give even more people the opportunity to enjoy Queen Elizabeth Olympic Park’s beautiful parklands, historic waterways and unrivalled sports facilities.”

Draft press release

WEST HAM UNITED INCREASE NEW STADIUM CAPACITY TO 60,000

- Stadium capacity increased to 60,000 for West Ham match days
- In response to phenomenal demand a further 6,000 Season Tickets are to be released

In conjunction with the London Legacy Development Corporation and Newham Council (E20 LLP) and the Stadium operators LS185, West Ham United are delighted to announce the release of 6,000 additional seats for the former Olympic Stadium, so that even more West Ham fans will be able to enjoy the team’s debut season on Queen Elizabeth Olympic Park.

The Club announced late last year that the number of people registered on the Season Ticket Priority List five times exceeded the number of seasonal seats available. In the months since, the West Ham Board have been working closely with Stadium partners on how to accommodate the maximum number of Hammers fans.

The increased capacity will see more than 110,000 extra visitors to the Park each year, bringing the total footfall created by West Ham’s presence to almost 1.5 million.

With the Club’s transition to Stratford proving an overwhelming success so far, West Ham United Vice-Chairman Karren Brady said she was thrilled that thousands more loyal Hammers fans would have the opportunity to take their place in West Ham history.

“Today’s announcement is further evidence of the upward trajectory of this Club,” the Vice-Chairman said. “We are on course for what could be our most successful Premier League performance ever and our ambitions to finish in the Top 6 and break into Europe are very much within reach.

“West Ham fans are famous the world over for their wonderful support. They have demonstrated this once again at matches and in the way that they have embraced the move to the new ground. We are delighted to be able to reward that magnificent support with these additional Season Tickets and bring even more visitors to the Park to enjoy all that it has to offer.

“The 2016/17 season looks bright for the team, the Club and our fans. Not only will we have one of the world’s greatest new stadiums, but now it will be one of the very largest in the world’s most-watched league – a Stadium with both the quality and the capacity to match our ambitions.”

West Ham fans hoping to secure a Season Ticket for the new Stadium can still join the Priority List. Anyone who does not get a Season Ticket for the 2016/17 Season will be transferred to a waiting list and notified as and when seats become available.

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

<image001.png>

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

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From: Sheila.Roberts@newham.gov.uk
To: [Alan Skewis](#)
Subject: Airwaves and the Olympic Stadium
Date: 25 April 2016 10:49:55
Importance: High

Hi Alan,

I have just spoken to [REDACTED] and I have seen the most recent correspondence from the MPS on the above.

As Chair of the SAG I am now getting very concerned at the lack of progress in moving this forward. Although I am well aware of the reasons for this.

I cannot at this time foresee a situation in the upcoming season where public safety within the stadium can be assured in the complete absence of the MPS, including the football intelligence officers and the match day commander, although I am aware that there have been mixed messages received from the police on the future attendance of these named roles.

In addition, the agreement at the last deep dive stadium meeting was that [REDACTED] oversees the project to achieve best value. In my view he cannot do this without the MPS providing a breakdown of the cost and cooperating with [REDACTED] in terms of the works and costs being attributed to this project.

Furthermore the insistence of the MPS that only their contractor, and not another Cabinet Office approved contractor can carry out the works, makes it questionable that the works will be complete by the time of the first Premiership or other possibly high risk fixture is due to take place within the stadium.

I know that you are meeting with [REDACTED] today to discuss and will then get back to [REDACTED] but unless there is intervention at high level (MOPAC) to compel the MPS to provide more information and to work with, and not for, their contractor I do not see that there is any merit in close management of the purchase order and associated works.

I would be grateful if you could keep me informed of any decision that is made or of any influence that E20 is able to exercise in this matter.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
DDI [REDACTED] | Int. [REDACTED] | Mobile [REDACTED]

From: Sheila.Roberts@newham.gov.uk
To: [redacted]@newham.gov.uk; [redacted]@newham.gov.uk; [redacted]@newham.gov.uk;
[redacted]@newham.gov.uk; [redacted]@westhamunited.co.uk; [redacted]@lond-amb.nhs.uk;
[redacted]@westhamunited.co.uk; [redacted]@met.pnn.police.uk; [redacted]@met.pnn.police.uk;
[redacted]@sgsamail.org.uk; [redacted]@londonstadium185.com; Mark Camley
Subject: RE: West Ham United - Stadia Emergency SAG
Date: 28 April 2016 16:54:04

Hi [redacted]

I can make all except for the Wednesday am slot.

Thanks

Sheila

From: [redacted]
Sent: 28 April 2016 16:52
To: Sheila Roberts; [redacted]; [redacted]; [redacted]
[redacted]@westhamunited.co.uk); [redacted]@lond-amb.nhs.uk; [redacted]
[redacted]@met.pnn.police.uk' ([redacted]@met.pnn.police.uk);
[redacted]@met.pnn.police.uk'; [redacted]@sgsamail.org.uk;
[redacted]@londonstadium185.com; 'Mark Camley' (MarkCamley@londonlegacy.co.uk)
Subject: FW: West Ham United - Stadia Emergency SAG
Importance: High

Dear All,

We are looking to convene an emergency SAG at WHUFC next week with agenda items for both Stadia as follows:

QEOP Stadium

-
Juventus Game – 7 August QEOP Stadium

Upton Park

-
Medical provision
Update on last game of season

Possible dates are:

Weds 4.5.2016
Thurs 5.4.2016 (PM)
Fri 6.5.2016

Please advise if there are any of these that you are unable to make and we will confirm the date early next week.

Kind regards,

[redacted]

[REDACTED] | Events Co-ordinator
Specialist Operations
Strategic Commissioning Directorate
London Borough of Newham
Newham Dockside, 1000 Dockside Road, London E16 2QU
DDI: 020 [REDACTED] Int: [REDACTED] Mobile: [REDACTED]
www.newham.gov.uk  @newhamlondon

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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](mailto:Mark.Camley@londonlegacy.co.uk)
Subject: RE: Westfield S106 obligations
Date: 04 May 2016 13:31:17
Attachments: [image001.png](#)

Thanks

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 04 May 2016 13:28
To: Sheila Roberts
Subject: FW: Westfield S106 obligations

Sheila,
As discussed.
Mark

From: Anthony Hollingsworth
Sent: 03 May 2016 11:14
To: Mark Camley
Subject: RE: Westfield S106 obligations

Hi Mark, as discussed briefly on Friday, the obligations on Westfield for Cherry Park relate to access through the development once constructed. Provision was specifically made for access during the Games, but not thereafter. Having reviewed the SC 106 and related supplemental deeds, there is nothing which permits public access over CP until it is developed and the permanent routes provided.

I can try to include a pre-development public access clause in the current 106 discussions on the revised CP planning application, but there will obviously be resistance from Westfield to that.

I can't see anything in the 106 regarding access to the international station.

Anthony

Anthony Hollingsworth
Director of Planning Policy and Decisions
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: anthonyhollingsworth@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk



From: Mark Camley
Sent: 22 April 2016 13:44
To: Anthony Hollingsworth
Subject: FW: Westfield S106 obligations

Anthony,

Sorry – a separate query on access to International Station. I'm not aware of anything except the emergency service access.

Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 22 April 2016 13:42
To: Mark Camley
Cc: [REDACTED] londonstadium185.com
Subject: Re: Westfield S106 obligations

Are you aware of any other planning conditions that relate to the use of the Westfield estate following QEOP related events?

I believe that there is one that allows access to the International Station but we have not been able to get hold of a copy.

Thanks

Sheila

Sent from my iPad

On 22 Apr 2016, at 13:34, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

As part of bringing forward planning application they have asked for a revision.

Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 22 April 2016 13:32
To: Mark Camley
Cc: [REDACTED] londonstadium185.com
Subject: Re: westfield S106 obligations

Thanks Mark,

This is very helpful.

When you say these are being revised, what is the prompt for that? Westfield request? Or is there a time limit or review period built in to this condition?

Many thanks

Sheila

Sent from my iPad

On 22 Apr 2016, at 13:27, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

Westfield's planning obligations for Cherry Park access are –

Part 8 of the Zone 1 S106 Agreement dated 18 June 2009 deals with Public Access. Paragraph 8.22 relates to Cherry Park and 8.22.4 contains the public access rights. In summary 8.22.4 states as follows:

Unless otherwise agreed with the ODA (in consultation with the Council), upon completion of Cherry Park (or part thereof) the Zone 1 Developer will permit the general public to have continuous access on foot and (in respect of those routes where cycles are permitted) by bicycle to and over Cherry Park (or part thereof) at all times, free of charge SUBJECT TO:

- (A) Permitted Closures;
- (B) Any lawful requirements of the police or any other competent authority;
and
- (C) Public rights being in common with the Zone 1 Developer, the Zone 1 Developer's tenants and occupiers of any part of the Development.

There then follow provisions which in summary say the following:

- The developer shall not erect any wall or barrier which would prevent public access;
- The developer shall erect signage indicating the availability of public access to and over Cherry Park; and
- Cherry Park shall be managed and maintained at the Developer's expense throughout the life of the development in accordance with the Cherry Park Management Plan.

"Permitted Closures" means temporary closure of the Public Access Area in question or any part thereof, in each case subject to the conditions prescribed by paragraph 8.17 in the following circumstances:

- (a) with the prior written approval of the Council where the Council is satisfied that such temporary closure is necessary in the interests of public safety or is required for the purposes of essential maintenance, repair, cleansing, renewal or resurfacing works within the Public Access Area in question or for any other reasonable and proper purpose;
- (b) with the prior written approval of the Council where the Council is satisfied that such temporary closure is necessary for the purposes of carrying out works of construction (including development or redevelopment or for the placing or replacing of underground services) on the Development Site or adjoining land;
- (c) temporary closure in the case of emergency where such closure is necessary in the interests of public safety or otherwise for reasons of public safety;
- (d) closure for a maximum of one day per year to assert rights of proprietorship preventing public rights from coming into being by means of prescription or other process of law; and
- (e) any closures required for or during the Games.

Paragraph 8.17 relates to Temporary Closures and states as follows:

- 8.17.1 In relation to a Permitted Closure which is referred to in sub-paragraphs (a) or (b) of the definition of Permitted Closures, not less than 20 Working Days prior to the temporary closure the Zone 1 Developer shall submit a request to the Council for approval to such temporary closure specifying the intended date or dates of such closure and the reasons for it.
- 8.17.2 The Council shall within 15 Working Days respond to a request from the Zone 1 Developer pursuant to 8.17.1 stating whether the Council approves the temporary closure and in granting any such approval, the Council may also impose reasonable terms in relation to such closure.
- 8.17.3 Any failure by the Council to respond to the Zone 1 Developer's request pursuant to paragraph 8.17.2 within 15 Working Days from the date of the request, shall be a deemed approval of that request.
- 8.17.4 Any temporary closure referred to in sub-paragraph (c) of the definition of Permitted Closures shall be subject to the follow conditions:
 - (A) a requirement that, as soon as reasonably practicable after such closure and in any event within 48 hours, the Zone 1 Developer shall notify the Council in writing of such closure and the details thereof (including full reasons for the closure and its anticipated duration);
 - (B) continue on such terms as the Council may reasonably require (including the duration of closure) in response to the Zone 1 Developer's notice referred to in sub-paragraph (A).
- 8.17.5 Upon the re-opening of any Public Access Area following temporary closure the provisions of this Part 8 relating to public access to, from and over such public Access shall again apply hereto.

These obligations will be being revised and SAG will be consulted on these. I hope this is helpful.

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 1800
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Subject: RE: Emergency SAG
Date: 06 May 2016 08:58:06

Thanks.
Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 06 May 2016 08:35
To: Mark Camley
Subject: RE: Emergency SAG

Hi Mark,

A protocol has been agreed and will be documented to detail the arrangements in place for notifying and consulting with the SAG on WHUFC lead non premier league football and other large events. Also agreed that a full events calender will be notified to SAG.

Detail of Juventus game discussed. Policing plan will be intelligence lead. Stadium starting point is to be police free. Police concerns are more focussed on disorder outside the stadium.

I will ring you later on a less formal matter that arose.

Regards

Sheila

From: Mark Camley
Sent: 06/05/2016 06:56
To: Sheila Roberts
Subject: Emergency SAG

Sheila,
Any key messages or actions from yesterday's meeting?
Mark

Mark Camley
LLDC

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

From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Subject: FW: Next stadium sag
Date: 13 July 2016 08:36:39
Attachments: [image001.png](#)

Sheila,
Have I mis-remembered this?
Mark

From: Peter Tudor
Sent: 13 July 2016 08:07
To: Mark Camley
Subject: RE: Next stadium sag

Ok. It was on the minutes of the June one but might have changed.

Peter Tudor
Director of Visitor Services
Park Operations & Venues

Queen Elizabeth Olympic Park
London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

Mobile [REDACTED]



Find out what's coming up at www.QueenElizabethOlympicPark.co.uk

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

From: Mark Camley
Sent: 13 July 2016 08:03
To: Peter Tudor
Subject: Re: Next stadium sag

Peter,
I don't have in my diary. I thought there was talk of waiting to see the Europa league draw on Friday before finalising. I will check with Sheila.
Mark
Mark Camley
LLDC

----- Reply message -----

From: "Peter Tudor" <PeterTudor@londonlegacy.co.uk>

To: "Mark Camley" <MarkCamley@londonlegacy.co.uk>

Subject: Next stadium sag

Date: Wed, Jul 13, 2016 07:45

I think this is 20/7. Are you attending? Should I? And did they find a meeting room?

Sent from my HTC

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

www.queenelizabetholympicpark.co.uk

From: Sheila.Roberts@newham.gov.uk
To: [REDACTED] [E20](#)
Subject: RE: Stadium SAG
Date: 27 July 2016 16:16:10

Hi [REDACTED]

I will add him to the list.

Regards

Sheila

From: [REDACTED] E20 [mailto:[REDACTED]@e20stadium.com]
Sent: 27 July 2016 15:22
To: Sheila Roberts
Subject: Stadium SAG

Good afternoon Sheila,

Hope you are well.

Just to inform you, Alan would like to attend the Stadium SAG tomorrow from 2-4pm. Is this OK with you?

Kind regards,

[REDACTED]

[REDACTED]
PA to Alan Skewis, Director of E20 Stadium LLP
E20 Stadium LLP
Queen Elizabeth Olympic Park

Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 0203 288 [REDACTED]
Mobile: [REDACTED]
Email: [REDACTED]@e20stadium.com
Website: www.QueenElizabethOlympicPark.co.uk

E20
STADIUM LLP

This communication and the information it contains is intended for the addressee only. It

From: Sheila.Roberts@newham.gov.uk
To: [Alan Skewis](#)
Subject: FW: Stadium SAG - Entry Arrangements.
Date: 27 July 2016 16:54:28

FYI re access.

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

From: [REDACTED] [\[mailto:\[REDACTED\]@londonstadium185.com\]](mailto:[REDACTED]@londonstadium185.com)
Sent: 26 July 2016 05:17
To: [REDACTED]
Cc: Sheila Roberts; [REDACTED]
Subject: Stadium SAG - Entry Arrangements.

Good morning [REDACTED]

We will be hosting the Stadium SAG on Thursday afternoon in the Media Work Room on the LG floor. In order to facilitate the entry into the Stadium of attendees I will need all of the names of those confirmed as attending by 4pm on Wednesday 27th July in order that they can be added to the access list for Thursday.

As there are still works taking place in the Stadium Island entry will be via the Workforce Gate in the Southern Loop road. There is no access onto the Stadium Island via the walking routes from Stratford at this time. Could you please ask attendees to report to the Workforce Gate at Bridge 4 where a member of the team will collect them.

Should vehicle access be required this can be facilitated but again I need the vehicle details by 3pm tomorrow together with the name and contact number of the driver.

Best wishes.

[REDACTED]
Sent from my iPad

NOTE: This communication is sent for and on behalf of the London Borough of Newham. However the views expressed within it are not necessarily the views or policies of the Council. The unauthorised use, disclosure, copying or alteration of this communication and any attachments is forbidden. This communication and any attachments are intended for the addressee only and may be confidential. If this has come to you in error you should immediately permanently destroy it. You should take no action based on it or copy or show it to anyone and telephone the Council immediately with any issues on 020 8430 2000 or any other number provided in the communication. Please note that electronic communication is not considered a secure medium for sending information and therefore maybe at risk. We advise that you understand and accept this lack of security when using this form of communication with us. Although we have taken steps to ensure that this email and attachments are free from any virus, we advise that in keeping with good computing practice the recipient should ensure they are actually virus free and should run current anti-virus software. Please note that email may be monitored and checked to safeguard the council network from viruses, hoax messages or abuse of the Council's systems. Action may be taken against any malicious and deliberate attempts to infect the council network. The information contained in this email maybe subject to public disclosure under the Freedom of Information Act 2000. Unless the information is legally exempt from disclosure the confidentiality of this email and your reply cannot be guaranteed.

From: [Alan Skewis](mailto:Alan.Skewis@e20stadium.com)
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED] [E20](mailto:E20@e20stadium.com)
Subject: RE: Message
Date: 08 August 2016 12:22:28
Sensitivity: Confidential

Great, thanks Sheila

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 08 August 2016 12:22
To: Alan Skewis
Cc: [REDACTED] E20
Subject: RE: Message
Sensitivity: Confidential

Hi,

I was supposed to be meeting [REDACTED] for lunch but I can put him back.

Not trying to be cryptic but the SAG appears to be used for things that are not directly safety related .

And this is one of them.

The additional capacity needs discussion too.

I will come to your offices and you can decide where we chat.

Thanks

Sheila

From: Alan Skewis [mailto:AlanSkewis@e20stadium.com]
Sent: 08 August 2016 12:16
To: Sheila Roberts
Cc: [REDACTED] E20
Subject: RE: Message
Sensitivity: Confidential

Sheila

I am off this afternoon, so Wednesday 1pm?

Want to also confirm process for additional capacity, and pick you brains on a wider review we are doing for the stadium.

Happy to buy you lunch in Stratford if that suited you.

ALAN

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]

Sent: 08 August 2016 11:56
To: Alan Skewis
Cc: [REDACTED] E20
Subject: Message
Importance: High
Sensitivity: Confidential

Hi Alan,

I left a message on your mobile but am sending this in case you are on leave and I get your out of office.

I would like to meet with you this week if possible to discuss a delicate and confidential issue that has been brought to my attention by several partners.
It would be useful to get your perspective as the client for the stadium.

Are you free at all this week to meet?

It would help if we could speak before the next SAG which will be held on Monday 15 August at 14.00.

At the moment I can make this afternoon, Wednesday and Thursday up till 12.30 and after 15.00, or Friday after 12.30.

Many thanks

Sheila

Sheila Roberts | Strategic Enforcement Manager
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
DDI [REDACTED] | Int. [REDACTED] | Mobile [REDACTED]
www.newham.gov.uk

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We advise that you understand and accept this lack of security when using this form of communication with us. Although we have taken steps to ensure that this email and attachments are free from any virus, we advise that in keeping with good computing practice the recipient should ensure they are actually virus free and should run current anti-virus software. Please note that email may be monitored and checked to safeguard the council network from viruses, hoax messages or abuse of the Council's systems. Action may be taken against any malicious and deliberate attempts to infect the council network.
The information contained in this email maybe subject to public disclosure under the Freedom of Information Act 2000. Unless the information is legally exempt from disclosure the confidentiality of this email and your reply cannot be guaranteed.

From: Sheila.Roberts@newham.gov.uk
To: [Alan Skewis](mailto:Alan.Skewis@e20stadium.com)
Cc: [Mark Camley](mailto:Mark.Camley@londonlegacy.co.uk); [REDACTED]@newham.gov.uk; [Peter Tudor](mailto:Peter.Tudor@londonlegacy.co.uk); [Tony Tolley](mailto:Tony.Tolley@londonlegacy.co.uk)
Subject: Re: West Ham v Bournemouth
Date: 25 August 2016 08:50:17

Hi,

I thought that there was a planning condition that compelled Westfield to allow access to the International Station through their estate? I realise that there will be safety caveats to this but if this route is denied it will potentially lead to even more tension and negative responses to Westfield and to the stadium.

In the past the initial reaction of Westfield has softened of course.

Will LS185 and E20 raise this with Westfield prior to the SAG next Tuesday?

Alan, I have not included LS185 in this but I would have preferred to do so.

Have you discussed this directly with Linda as a stakeholder issue?

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 23 Aug 2016, at 06:42, Alan Skewis <AlanSkewis@e20stadium.com> wrote:

Agree this is a serious change in Westfield proposals and probably unworkable.
I have asked LS185 to review and come back today.

Alan

Sent from my HTC

----- Reply message -----

From: "Mark Camley" <MarkCamley@londonlegacy.co.uk>
To: "Alan Skewis" <AlanSkewis@e20stadium.com>
Cc: "Sheila Roberts" <Sheila.Roberts@newham.gov.uk>, "[REDACTED]" <[REDACTED]@newham.gov.uk>, "Peter Tudor" <PeterTudor@londonlegacy.co.uk>, "Tony Tolley" <TonyTolley@londonlegacy.co.uk>
Subject: West Ham v Bournemouth
Date: Tue, Aug 23, 2016 00:20

Alan,

I don't know what numbers were like to international on Sunday but I believe they were sizeable for other matches (5000-6000). Therefore these changes would mean a

significant increase in egress times and likely to create new flash points for those looking to get to international.

Mark

Mark Camley

LLDC

----- Reply message -----

From: "[REDACTED]" <[REDACTED]@westfield-uk.com>

To: "Alan Skewis" <AlanSkewis@e20stadium.com>

Cc: "Mark Camley" <MarkCamley@londonlegacy.co.uk>, "[REDACTED]"

<[REDACTED]@westfield-uk.com>, "Sheila.Roberts@newham.gov.uk"

<Sheila.Roberts@newham.gov.uk>, "[REDACTED]"

<[REDACTED]@newham.gov.uk>

Subject: West Ham v Bournemouth

Date: Mon, Aug 22, 2016 13:17

Alan

Yes of course I have no issues with you sharing this.

[REDACTED]

Sent from my iPad

On 22 Aug 2016, at 18:26, Alan Skewis <AlanSkewis@e20stadium.com> wrote:

[REDACTED]

I need to share these comments with LS185, and I want to with WHU.

As the email was sent to me alone I want to check this is with your consent.

Alan

Sent from my HTC

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From: "[REDACTED]" <[REDACTED]@westfield-uk.com>

To: "Alan Skewis" <AlanSkewis@e20stadium.com>

Cc: "Mark Camley" <MarkCamley@londonlegacy.co.uk>, "[REDACTED]"

<[REDACTED]@westfield-uk.com>, "Sheila.Roberts@newham.gov.uk"

<Sheila.Roberts@newham.gov.uk>,"

"[REDACTED]@newham.gov.uk"

<[REDACTED]@newham.gov.uk>

Subject: West Ham v Bournemouth

Date: Mon, Aug 22, 2016 18:18

Dear Alan

I'm writing to update you on the event management operations of the first West Ham Premiere League game on Sunday 21st August. The movement of crowds has generally improved and worked well, as did the closure of roads 3 hours before kick-off which greatly assisted with ingress. We did however experience a large number of particularly aggressive and non-compliant West Ham fans. This caused us issues as you may be already aware, and a number of individuals from our security and management team were assaulted and threatened. Key points are as follows and I have included footage via drop box which you will receive in an additional e mail from Westfield.

Ingress

- Closing the roads three hours before kick-off worked well and a large proportion of spectators used the Monfitchet Road route turning left directly left outside the Northern Ticket Hall. There were, however, large numbers of West Ham supporters who walked down the street and through the centre to gain entry to the QEOP.
- Prior to the match, supporters in the Cow pub were loud, chanting and being aggressive with various incidents of bottles and drinks being thrown. We are meeting with the Cow to discuss preventive measure to discourage this type of behaviour.
- On Monfitchet Avenue, staff employed by LS185 to install the pavement ramps for egress were observed driving into the flow of crowds and then proceeded to offload these large ramps waking through the crowds, narrowly missing members of the public. A number of LS185 marshals were in the area including a crowd control supervisor and they did nothing to stop this. It was at my instruction that McKenzie Arnold stopped these operatives from fully offloading and instructed them to wait until ingress had concluded.
- The high level MOJO barriers were open for Ingress at Stratford Place, The Cow Pub and Jamie's passage as per the agreed plan.

Egress

- During Egress we experienced a number of serious incidents which resulted in a number of my team being assaulted, West Ham fans climbing and breaching the barriers at The Cow entrance, fighting and death threats against my security manager and members of the security team. As can be seen on the video footage, supporters scaled the high level fencing at The Cow Pub and eventually broke through, resulting in significant crowds passing through the street. Once the team had gained control and closed the gate supporters then broke through again at the side of the fencing and the crowd became extremely aggressive and threatening. At this point we asked for Police support as the situation was getting out of hand.
- A large level of supporters turned left at the Stitch to travel through station passage in order to gain entry to the centre and then the tube station (perceiving this to be quicker than Westfield Avenue/ Monfitchet road route) and as we were not allowing entry into the centre at these locations, aggressive scenes ensued.
- On the LS185 marshalling plan it clearly denotes that there would be 20 marshals at the Stitch opposite Jamie's passage and 11 along

Westfield avenue. On the day there were only 11 marshals at the stitch and none on Westfield avenue. This meant they were unable to put a stop and hold in when the crowd pushed the barrier over at The Cow and also resulted in the crowds not being marshalled away from Station passage.

Clearly we need to review our capability to deal with this number of incidents ahead of Thursdays game:

- We intend to increase the number of security staff at the key locations.
- In addition, we will bolster the MOJO barriers at the Cow pub and deploy our General Purpose Dog team to act as a deterrent. We will also close the barriers at the Cow pub and Jamie's passage 4 hours prior to kick off as we believe that supporters became upset when they could not egress the same way as they arrived.

For all future football games we intend to close off Station passage with MOJO barriers (in addition to the Cow and Jamie's passage) and we are assessing whether this can be implemented by Thursday. This is due to the volume of fans using Station passage to pass through to the Centre. This will result in no access to Stratford International station from the Stitch and all supporters will need to go down Westfield avenue/Montfitchet Road to gain access to any of the transport links. It would also necessitate the need to marshal Roundhouse lane by LS185.

I am aware that this is an amendment to the agreed egress plan and as such I have copied Sheila and [REDACTED] on this e mail. I suggest we meet after the game on Thursday to review and agree a final plan.

Kind regards

[REDACTED]

[REDACTED]
General Manager Stratford City

Westfield Europe Ltd
Centre Management Suite
2 Stratford Place
Stratford
E20 1EJ
United Kingdom

T: +44 [REDACTED]
M: +44 [REDACTED]
F: +44 [REDACTED]
E: [REDACTED] [westfield-uk.com](mailto:[REDACTED]@westfield-uk.com)
W: www.westfieldcorp.com

The logo for Westfield Europe Ltd, featuring the word 'Westfield' in a red, stylized font and 'EUROPE LTD' in a smaller, black, sans-serif font.

From: [Peter Tudor](#)
To: Sheila.Roberts@newham.gov.uk; [Alan Skewis](#)
Cc: [Mark Camley](#); [REDACTED]@newham.gov.uk; [Tony Tolley](#)
Subject: RE: West Ham v Bournemouth
Date: 25 August 2016 09:09:16
Attachments: [image001.png](#)
[IMG_0701.jpg](#)

Agree. This is also detrimental to general Park visitors.

Unhelpfully this confusing sign has just been placed outside the NTH. I have asked Westfield to remove it.

Peter Tudor
Director of Visitor Services
Park Operations & Venues

Queen Elizabeth Olympic Park
London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

Mobile [REDACTED]



Find out what's coming up at www.QueenElizabethOlympicPark.co.uk

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From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 25 August 2016 08:50
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Cc: [Mark Camley](#); [REDACTED]@newham.gov.uk; Peter Tudor; Tony Tolley
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Cc: "Mark Camley" <MarkCamley@londonlegacy.co.uk>, "██████████" <██████████@westfield-uk.com>, "Sheila.Roberts@newham.gov.uk" <Sheila.Roberts@newham.gov.uk>, "██████████@newham.gov.uk" <██████████@newham.gov.uk>

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Kind regards

[REDACTED]

[REDACTED]
General Manager Stratford City

Westfield Europe Ltd
Centre Management Suite
2 Stratford Place
Stratford
E20 1EJ
United Kingdom

T: +44 [REDACTED]
M: +44 [REDACTED]
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E: [REDACTED] [westfield-uk.com](mailto:[REDACTED]@westfield-uk.com)
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From: [Peter Tudor](#)
To: [REDACTED] [londonstadium185.com](#); [Sheila.Roberts@newham.gov.uk](#); [REDACTED] [newham.gov.uk](#); [REDACTED] [met.pnn.police.uk](#); [REDACTED]
Cc: [LENNON Linda](#); [REDACTED] [londonstadium185.com](#); [Mark Camley](#)
Subject: Re: EFL Cup 3rd Round
Date: 26 August 2016 18:34:02

No issues for LLDC.

Thanks.

Sent from my HTC

----- Reply message -----

From: "[REDACTED]" <[REDACTED]@londonstadium185.com>
To: "Sheila Roberts" <Sheila.Roberts@newham.gov.uk>, "[REDACTED]" <[REDACTED]@newham.gov.uk>, "Peter Tudor" <PeterTudor@londonlegacy.co.uk>, "[REDACTED]" <[REDACTED]@met.pnn.police.uk>, "[REDACTED]" <[REDACTED]@met.pnn.police.uk>, "[REDACTED]" <[REDACTED]@met.pnn.police.uk>, "[REDACTED]" <[REDACTED]@tfl.gov.uk>
Cc: "LENNON Linda" <linda.lennon@londonstadium185.com>, "[REDACTED]" <[REDACTED]@londonstadium185.com>
Subject: EFL Cup 3rd Round
Date: Fri, Aug 26, 2016 18:24

Dear all,

I apologise for the late email on a bank holiday Friday but an answer is required by 5pm on Tuesday.

West Ham United have been drawn at home in round 3 of the EFL cup and would like to hold this fixture at 7:45pm on Wednesday 21st September as set out in [REDACTED] email below.

Please can you confirm that this would not present issues for your organisations. If unable to have confirmation over the weekend can this be covered off at the SAG on Tuesday morning.

Kind regards.

[REDACTED]
Sent from my iPad

Begin forwarded message:

From: [REDACTED] <[REDACTED]@westhamunited.co.uk>
Date: 26 August 2016 at 10:48:02 BST
To: LENNON Linda <linda.lennon@londonstadium185.com>, [REDACTED]

<[REDACTED]@londonstadium185.com>, Alan Skewis
<AlanSkewis@e20stadium.com>, GILMORE Graham
<graham.gilmore@londonstadium185.com>,
" [REDACTED]@met.police.uk" <[REDACTED]@met.police.uk>
Cc: <[REDACTED]@westhamunited.co.uk>, [REDACTED]
<[REDACTED]@westhamunited.co.uk>
Subject: EFL Cup 3rd Round

Good Morning All,

EFL Cup 3rd Round

We have been drawn at home to **Accrington Stanley** in the above competition, with the fixture due to be played during week commencing Monday, 19th September.

We would like to play on **Wednesday, 21st September 2016, kick-off 7.45pm.**

Can you please confirm this is in order and/or advise when such confirmation will be obtained?

We have to confirm the fixture date by 5pm on Tuesday, 30th August 2016.

Many thanks,

[REDACTED]

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From: [Mark Camley](#)
To: [Sheila Roberts](#)
Subject: Re: SAG Tuesday
Date: 29 August 2016 22:21:03

I don't think the Westfield proposal will work - will increase egress times and create new points of conflict. Our other concerns include access for Park, other venue users and access to the rest of the estate.

Mark
Mark Camley
LLDC

----- Reply message -----

From: "Sheila.Roberts@newham.gov.uk" <Sheila.Roberts@newham.gov.uk>
To: "Mark Camley" <MarkCamley@londonlegacy.co.uk>
Subject: SAG Tuesday
Date: Mon, Aug 29, 2016 12:32

Hi,

There is a plan and I am hopeful that all sides will come together.

There may need to be a higher level discussion with Westfield depending on what [REDACTED] says tomorrow.

There is a post SAG meeting with LS185, the SGSA , WHUFC and Newham . The aim of this is to attempt to document what should happen. There remains a gap between what the deal different parties believe has been agreed and what actually happens. Banning orders and the withdrawal of season tickets being a case in point.

I am trying to get Westfield to meet with Ls185 and the Football Supporters Federation next week.

The hidden agenda that WHUFC have is no longer hidden though and I am concerned that this is affecting practical solutions to some of the issues.

One of the main issues is that there is no direct contractual relationship between LS185 and WHUFC.

This was never going to be easy.

What is the current LLDC view?

See you tomorrow.

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]

Mobile: [REDACTED]

On 29 Aug 2016, at 01:59, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

Sheila,

I have been away but keeping an eye on emerging issues. Hopefully, there is work going on behind the scenes that I am unsighted on, as I am concerned that we will have everyone (including me) fighting their own corner on Tuesday and no agreed plan as a result. Is there a plan for brokering a solution?

Mark

Mark Camley

LLDC

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From: [Alan Skewis](mailto:Alan.Skewis@newham.gov.uk)
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED]@newham.gov.uk; Colin Naish; [REDACTED]@newham.gov.uk
Subject: RE: Note to provide clarity on Stadium roles
Date: 05 September 2016 16:22:19

Ok.

So what do you suggest needs strengthening in the text

ALAN

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 05 September 2016 16:03
To: Alan Skewis
Cc: [REDACTED]@newham.gov.uk; Colin Naish; [REDACTED]@newham.gov.uk
Subject: Re: Note to provide clarity on Stadium roles

Hi Alan,

I am with [REDACTED] now and we have discussed this issue at some length.

In our view the note requires some strengthening before we will be content that it goes far enough to be unequivocal.

In law the situation is that LS185 are the holders of all the licensing and certification permissions that must be in place prior to spectators viewing sport from the stadium.

That comes with the statutory responsibilities to achieve full compliance with all of those permissions.

LS185 need to be able to do so in a way that is unimpeded by other parties.

In the case of London Stadium decision making is conflicted by the other driving influences of the three parties involved.

As we see it, LS185 are the responsible person to achieve compliance.

WHUFC have no direct contractual with LS185 and their primary aim is to maximise income.

E20 have a contractual relationship and the main driver appears to be to minimise expenditure.

Whilst we appreciate that the decisions made with regard to safety should fall within the scope of LS185 only, in practice this appears not to be the case.

The segregation area is one example of this where , in our discussion of Friday, it was said that they needed to show to E20 that it was necessary . Thus putting another tier into the decision making.

Similarly the ticket sales are not in the control of LS185, therefore for the Bournemouth game and the Astra game these were both influencing factors in safety decisions being made by LS185. The lack of pre sales consultation by WHUFC meant that the loss of seats in the segregation area could not be achieved by scrimming off three seat per row as had been previously discussed.

Our view is that LS185 need the support of E20 when dealing with WHUFC and the clear message should be given to all parties that all safety decisions are in the gift of LS185 regardless of ticket sales.

This should be clear as should the acknowledgement of E20 that they fully understand the obligation placed on the licence etc holders (LS185) to meet the requirements of the Football Spectators Act, the Safety at Sports Grounds Act and the Licensing Act.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 2 Sep 2016, at 16:02, Alan Skewis <AlanSkewis@e20stadium.com> wrote:

DOES THIS DO THE JOB IN BEING UNAMBIGUOUS/

To assist in clarifying the operational matters discussed at the SAG and Safety at Sports grounds Group I am emailing to confirm that LS185, and not E20, are responsible for operation of the London stadium.

This includes the ingress and egress of spectators; segregation; and liaison with event owners on event days. LS185 also report to the Safety Advisory Group and Safety at Sports Grounds representatives.

E20 recognise that a number of matters seem to have blurred understanding. For clarity:

- E20 employ LS185 as its operator under a contract
- Some elements of the stadium have yet to be handed over formally to LS185. On Match days LS185 are responsibility for these systems, with Balfour Beatty and their supply chain providing support. Full handover is expected to occur by the end of September
- The movement of the lower tier retractable seating system is still the responsibility of E20. This has been completed for the football season with no moves anticipated between now and May 2017. The completed system is in LS185 control to operate.
- LS185 move segregation barriers where required between matches. They may consult with E20 on tis, but LS185 have the final say in the system to be implemented

Alan Skewis
E20 Director
E20 Stadium LLP
Queen Elizabeth Olympic Park

Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 [REDACTED]
Mobile: [REDACTED]
Email: alanskewis@e20stadium.com
Website: www.queenelizabetholympicpark.co.uk/the-park/venues/the-stadium

<image002.jpg>

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From: [REDACTED] [E20](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [Alan Skewis](#)
Subject: RE: Stadium SAG
Date: 14 September 2016 09:03:59

Morning Sheila,

Alan will be attending.

Kind regards,
[REDACTED]

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 13 September 2016 21:28
To: [REDACTED] E20
Cc: Alan Skewis
Subject: Re: Stadium SAG

Hi,

It will be held this Thursday and in East Ham Town Hall Annexe, from noon till 14.00.

I think I have sent an invitation to Alan but am not sure.

It is invitees only.

I will forward on that note I sent out.

Could you please let me know who will attend from E20?

Thanks

Sheila

Sheila Roberts

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 13 Sep 2016, at 15:06, [REDACTED] E20 <[REDACTED]@e20stadium.com> wrote:

Afternoon Sheila,

Hope you are well.

Can you just confirm when the next Stadium SAG is for me please?

Thank you.

Kind regards,

[REDACTED]

[REDACTED]

PA to Alan Skewis, Director of E20 Stadium LLP

E20 Stadium LLP

Queen Elizabeth Olympic Park

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

DDI: 0203 288 [REDACTED]

Mobile: [REDACTED]

Email: [REDACTED]@e20stadium.com

Website: www.QueenElizabethOlympicPark.co.uk

<image001.jpg>

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From: Sheila.Roberts@newham.gov.uk
To: [Alan Skewis](#)
Subject: FW: Draft agenda for SAG
Date: 14 September 2016 09:09:08

FYI

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

From: Sheila Roberts
Sent: 13 September 2016 21:12
To: [REDACTED] [REDACTED] [REDACTED] [REDACTED] londonstadium185.com
Subject: Draft agenda for SAG

Hi,

Suggested agenda for Thursday.

For comment, including the order of play and who should lead the discussion.

ASAP as I want to get this out Wednesday morning.

Please copy all in on any response.

Thanks

Sorry [REDACTED], I know I did not mention it but it may be wise to minute the airwaves issue. Have you written a time line for Linda?

If not we can just have a verbal update if possible.

1. Introductions
2. Apologies
3. Debrief from Watford game
4. Segregation line
5. Stewarding
6. Update on airwaves
7. Presence of police in the stadium
8. Banning orders
9. Ticketing issues
10. Migration of season ticket holders
11. Next fixtures
12. AOB
13. Date of next meeting

PS following my chat with [REDACTED] earlier I have decisive to invite E20.

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

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From: [Alan Skewis](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED] [newham.gov.uk](#); [Mark Camley](#)
Subject: [REDACTED]
Date: 15 September 2016 09:43:22

Sheila

I have texted and tried to call.

I am going to bring [REDACTED] to the SAG meeting, as I need him to hear the discussion, and help E20 get the confidence of all parties that prevents anyone suggesting radical and damaging action at the meeting or afterwards (e.g. a reduction in capacity etc).

I have attached the current draft of [REDACTED] scope, so you are aware of what E20 are asking him to do.

ALAN

Draft Scope for [REDACTED] Study

We suggest that the work would be undertaken in two stages:

- 1) An immediate exercise to consider operational delivery in the London Stadium and its surroundings (Stadium Island) that would specifically focus on the ingress, match operation and egress arrangements
- 2) A subsequent assessment of the operational delivery on match day that would revisit stadium operations but additionally consider the wider ingress and egress arrangements around the transport hubs and the 'last mile'; we would anticipate that Westfield PLC and possibly TfL would also be invited to participate in this work

We would be seeking your involvement in a number of ways:

- 1) Attendance at key meetings involving all or some stadium partners – such as the Stadium Advisory Group and related Gold Group sessions
- 2) Holding 1-2-1 meetings with the Security and Operational teams and other relevant stadium partners
- 3) Attending the E20 led Stadium Executive Team meetings (potentially by telephone) to provide a brief weekly update on progress and findings
- 4) Providing advice to the E20 Director and other relevant colleagues ahead of meetings
- 5) Supporting stakeholder engagement with organisations such as the MPS
- 6) Undertaking operational observations at the Stadium and environs on matchdays
- 7) Reviewing written policies, manuals and documents as required
- 8) Compiling written end of project reports at the conclusion of stages 1 and 2 as outlined above – the anticipation is that these would contain and summary of observations, a detailed list of conclusions with an associated risk rating and a set of recommended actions set out in priority order, supported by verbal briefing to partner organisations and the E20 Chair

The demand for this work is urgent and immediate and accordingly the deadlines are:

- 1) Submit written report to E20 on phase 1 by close on Wednesday 5th October, allowing for observations to have taken place at 1 league cup match and 2 premier league matches and to permit initial recommendations to be implemented speedily
- 2) Submit written report to E20 on phase 2 by close on Friday 18th November, allowing for further observations to have taken place and to permit recommendations to be implemented ahead of the Arsenal FC match on the 3rd December

Alan Skewis
E20 Director
E20 Stadium LLP
Queen Elizabeth Olympic Park

Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 [REDACTED]

Mobile: [REDACTED]

Email: alanskewis@e20stadium.com

Website: www.queenelizabetholympicpark.co.uk/the-park/venues/the-stadium



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From: Sheila.Roberts@newham.gov.uk
To: londonstadium185.com; met.police.uk; lond-amb.nhs.uk; westfield-uk.com; Mark Camley; newham.gov.uk; london-fire.gov.uk; met.pnn.police.uk; tfl.gov.uk
Cc: linda.lennon@londonstadium185.com; btinternet.com; graham.gilmore@londonstadium185.com; westhamunited.co.uk
Subject: RE: Fixture Change Request - West Ham United v Manchester United - 2nd January 2017
Date: 26 September 2016 09:11:25

Hi,

As Chair of the SAG and from the Licensing and Certifying Authority I object to this change in the kick off time.

My concerns relate to the behaviour of spectators at the last home fixture with Manchester United at the Boleyn Ground; and to the potential impact that the consumption of alcohol may have on behaviour due to the late kick off on a Bank Holiday.

I have significant concerns that public safety may be adversely impacted by each of these issues.

It is my recommendation that the game is shifted to an earlier lunchtime kick off.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
DDI [02083112000](tel:02083112000) | Int. [02083112000](tel:02083112000) | Mobile [07946096000](tel:07946096000)
www.newham.gov.uk

From: londonstadium185.com [mailto:londonstadium185.com]
Sent: 25 September 2016 10:16
To: london-fire.gov.uk; Sheila Roberts; Mark Camley; met.pnn.police.uk; (Events and Closures)
Cc: LENNON Linda; GILMORE Graham;
Subject: Fixture Change Request - West Ham United v Manchester United - 2nd January 2017

Good morning all,

There has been a request to change the kick off time for the home fixture against

Manchester United on Monday 2nd January 2017 to 17:15. The fixture has been provisionally selected for broadcast on Sky Sport.

Can you please advise as soon as possible if you have any objections to this change in respect of your organisation.

I am working on the principle that there will need to be some discussions over this one, hence I will need to have written responses from all stakeholder by noon on Wednesday 28th September. If at that point there is need for face to face discussions we can then agree a date and time to meet and discuss.

Kind regards.

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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](#)
Cc: [Peter Tudor](#); [Alan Skewis](#); linda.lennon@londonstadium185.com
Subject: RE: SAG tomorrow
Date: 03 October 2016 16:22:24
Attachments: [image001.png](#)

Hi Mark,

Thanks for letting me know.

I think there are a couple of stadium issues but yes, mainly egress.

Although there seems to be a new issue on a game by game basis.

I am sure that the ability of LS185 to have a visible police presence within the ground will help all round.

Hope it is nothing serious ([REDACTED])

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 03 October 2016 14:58
To: Sheila Roberts
Cc: Peter Tudor; Alan Skewis; LENNON Linda
Subject: SAG tomorrow

Sheila,

I [REDACTED] therefore can't attend SAG – Peter will deputise in my place; as he was LLDC Gold on Saturday he saw things outside of stadium first hand. I met Alan and Linda this morning to go through issues from the weekend. The bigger safety issues seemed to be away from the Stadium – fans fighting on the Park and station over-crowding. I am sure that each of these will be considered at the meeting. Not on the agenda, but I understand that airwaves test are planned for later this week and this will be a welcome step forward, as we plan for upcoming games.

Best wishes,

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: [REDACTED]
To: Sheila.Roberts@newham.gov.uk
Subject: RE: SAG attendance
Date: 27 October 2016 10:40:30

Ok that's fine Sheila and thanks for explaining. I will ask Mark if I or someone from Engie can attend.

Hope you are well.

Good night at stadium yesterday!!

regards

[REDACTED]

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 27 October 2016 10:37
To: [REDACTED]
Subject: Re: SAG attendance

Hi [REDACTED]

I understand but we do not directly invite any contractors. The decision to invite is left to the employer. LS185 do prefer that Expedient attend and Westfield do not with Mackenzie Arnold. Again this would be an LLDC decision.

Not trying to be difficult but that is the protocol that we have adopted.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 27 Oct 2016, at 10:31, [REDACTED] <[REDACTED]londonlegacy.co.uk> wrote:

Thanks Sheila

I was looking at it from an ENGIE point of view which is the company I work for. We employ the largest workforce on the Park. So not as part of the LLDC representation.

It would be primarily around football so we can take action to look after our staff and ensure we are fully informed.

I would not need to contribute as such but as a spectator.

Regards

■

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 27 October 2016 09:58
To: ■
Subject: RE: SAG attendance

Hi ■

There is an issue with numbers attending the SAG and we do try to manage that. BAU there are 30 people at the SAG and it is difficult to have meaningful discussions at times.

At the moment there is only one representative from the LLDC who attends, that is usually Mark Camley.

Perhaps you could discuss this with Tony and if there is a feeling that more representation is necessary then Mark can make that request?

Regards

Sheila

From: ■ [mailto:■@londonlegacy.co.uk]
Sent: 26 October 2016 10:33
To: Sheila Roberts
Subject: SAG attendance

Hello Sheila

I hope you are well.

Is it possible for me to be invited to the SAG please. I find I am unsighted on events around football especially and would like to be in a better informed position for my role in park safety of contracted staff.

kind regards

■

■
Security Operations Manager

Queen Elizabeth Olympic Park

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

DDI: 020 [REDACTED]
MOB: [REDACTED]
Website: www.QueenElizabethOlympicPark.co.uk
<image001.jpg>

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

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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: [Alan Skewis](#)
To: [REDACTED] [LENNON Linda](#); ["Sheila.Roberts@newham.gov.uk"](#)
Subject: FW: Mass egress plan
Date: 09 December 2016 09:16:38

[REDACTED]

We did not go into the detail, but feedback at SAG yesterday was that the work you are doing was highly valued. The ideas seem to have lots of traction. There was general agreement that we should get the measures right before implementing, but push to do asap

[REDACTED] of the Met mentioned that they had not seen it. I assume you are discussing with [REDACTED] and it is for him to decide how he cascades.

ALAN

From: [REDACTED] [mailto:[REDACTED]@westfield-uk.com]
Sent: 08 December 2016 18:08
To: [REDACTED] [mailto:[REDACTED]@tube.tfl.gov.uk]
Cc: David Goldstone; Mark Camley; Alan Skewis; [REDACTED]; [REDACTED]; [Sheila.Roberts@newham.gov.uk](#); 'LENNON Linda'; 'GILMORE Graham'; [REDACTED]; [REDACTED]
Subject: RE: Mass egress plan

[REDACTED]

Please see our comments below in red.

In addition to your points below please also note we will continue to review the level of crowds using Station Passage during egress and should this become unsafe would look to put measures in place to mitigate this risk.

We would be available for a meeting on Tuesday or Thursday next week and dependant on number of attendees would be happy to host if required.

Kind regards

From: [REDACTED] [mailto:[REDACTED]@outlook.com]
Sent: 07 December 2016 12:16
To: [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@tube.tfl.gov.uk>
Cc: 'David Goldstone' <DavidGoldstone@londonlegacy.co.uk>; 'Mark Camley' <MarkCamley@londonlegacy.co.uk>; 'Alan Skewis' <AlanSkewis@e20stadium.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@scentregroup.onmicrosoft.com>; [Sheila.Roberts@newham.gov.uk](#); 'LENNON Linda' <linda.lennon@londonstadium185.com>; 'GILMORE Graham' <graham.gilmore@londonstadium185.com>
Subject: Mass egress plan

People,

Following on from the walk around during the match on Saturday with a number of you, I have since spoken to [REDACTED] at LS185 and had a very fruitful meeting with [REDACTED] from TFL.

I think the summary is as follows:-

- All parties appear to agree that the current arrangement which sees the use of the Town Centre Link Bridge for mass egress events is not sustainable in its current format.
- I believe all parties have agreed that there are three fundamental principles that should underpin the mass egress plan:
 - Ensuring public safety must be at the core.
 - Measures that are put in place to ensure public safety need to be proportionate.
 - The egress plan should be consistent for every mass egress event. **Westfield define mass egress as crowds over 20,000**

A new mass egress plan could be developed as follows:-

- As is currently done, Westfield would put in place closures at the Cow and at Jamie's passage from about 2 to 2.5 hours before the kick off until the mass egress has concluded. They are looking to change the current temporary structures at these locations into a permanent built-in solution that can be operated when required. The barrier and stewarding operation currently seen on the Town Centre Link Bridge during mass egress would no longer be put in place.
- All mass egress into Stratford Regional Station would now be by way of the Northern Ticket Hall entrance.
- The Northern Ticket Hall would become one way (entrance only) for a period of time that covers the mass egress. During this period, all Westfield customers wanting to enter to centre would exit Stratford Regional station on the south side and make their way into the centre over the Town Centre Link Bridge.
- Spectators coming down both sides of Montfichet Road would be merged at, or before, the Car Park entrance placing them all into the east-bound lane.
- There would be no entry for spectators into Westfield on the ground floor during mass egress. A barrier line would be put in place to guide the fans into the station and manned by stewards to prevent spectators attempting to jump the barrier line to either enter Westfield or go over the Town Centre Link Bridge. The usual stop and hold would be in place on Montfichet Road just before spectators turn left to enter the concourse outside the station. Under this configuration, the stewarding operation to manage the mass egress of the spectators from the stadium to the station would all be managed by LS185. **We will need to test this as it is likely to cause unnecessary congestion through the NTH and back up over the TCL bridge and would be subject to TFL approval.**
- Westfield would encourage their customers to leave via the first floor and the Town Centre Link Bridge during the mass egress period. The first few set of doors closest to the Northern Ticket Hall on the ground floor would be manned by stewards to prevent exit. Those insisting on leaving from the ground floor would be directed to the last set (or possibly last two sets) of doors and lightly stewarded to the Forever 21 steps and onto the Town Centre Link Bridge. This part of the operation would be managed by Westfield. The above set up would

see a slightly greater volume of spectators being able to enter the station at the same time but it is accepted that it would increase the total time of the mass egress at present. This may need to be modelled. **We agree to trial this subject to any challenges from our retailers in particular Marks and Spencer and subject to agreement on a barrier plan in the NTH for emergency evacuation for both Westfield and the Station.**

- o There is also the issue of those spectators who have in the past used the Town Centre Link Bridge to access Stratford Bus Station or other areas on the south side of the bridge. These spectators who come down Montfichet Road with this intention would all enter Stratford Regional Station and a technical solution may be required to ensure they are not charged if they exit the station on the south side without using the public transport system.
- o In the medium term, an entrance into the Northern Ticket Hall directly off Montfichet Road could be created which would feed the spectators in-between the two escalators. This would reduce the stewarding requirement outside the Northern Ticket Hall entrance and potentially reduce tension.
- o There is a clear need to find an alternative entrance to Stratford Regional Station that reduces pressure on both the Northern Ticket Hall and the Westfield Shopping Centre and so helps to reduce overall mass egress times. TfL already have plans to create an entrance near the Jubilee Line at Platform 13 but I am unaware of the current timescales. Current estimates are that 32,000 of the 57,000 wish to use Stratford Regional Station with an estimate of 12,000 wanting to use the Jubilee Line. It is unlikely that all 12,000 could be encouraged to use a Platform 13 entrance but if 8,000 could be encouraged to do so through education and effective signage, this would significantly reduce the pressure on the Northern Ticket Hall.
- o There may also be value in re-creating a bridge over the High Street on the Greenway to ease the route for spectators wanting to get to West Ham underground station and so also reducing the burden on Stratford Regional Station.
- In discussions with [REDACTED] and witnessed by myself and Westfield colleagues on Saturday, there is on occasion an issue during ingress when large numbers of Westfield customers are trying to enter the Northern Ticket Hall as the mass ingress occurs. The criss-crossing of the various 'people flows' both inside and outside the station contributes to the creation of a back-up into the tunnels with public safety concerns. There may also be a need to consider a contingency that the Northern Ticket Hall becomes exit only for about 75 minutes before kick off on certain match days with Westfield customers wanting to enter the station being directed over the Town Centre Link Bridge. **We may consider for future matches however note that Saturdays scheduled later kick off caused peak football ingress and peak Westfield trading to clash. Normally kick off on a Saturday would be earlier and therefore this clash would not occur.**
- There will also be the need to develop joint contingency plans to cope with a permanent station closure during mass egress.

From discussions with LLDC, E20, LS185, Westfield and TfL, I think that all parties see the merit in looking at this as an option going forward. I think there is a need for each organisation to develop an outline plan and outline costings for their constituent part and then for everyone to come together to share those plans and walk through the proposal so that there is common

understanding of the pressures. There may also be the need for some crowd modelling and there will be the need for joint contingency planning.

I fully accept that I may have missed something and so would welcome any comments if I have, copied in to all please.

In terms of plan owners, I am aware that there are a large number of stakeholders who will need to be kept informed. However, I believe the key players in developing the above plan are initially LS185, Westfield and TfL. The medium / longer term options about station entrances are, I believe, discussions that are required between LLDC and TfL at CEO level. In terms of the bridge, I believe that this is a LLDC / Newham discussion

In terms of timeframes, is it possible for outline plans / costings for the basic proposal above to be looked at and a meeting held on Tuesday or Thursday (I know Wednesday is a match day and so is probably not sensible) next week? Again, I would be grateful for responses on this suggestion to be copied into all. I accept that this may be too quick but I think all parties want to resolve this as soon as possible which I think gives this some urgency.

Any issues, please let me know.

██████

██████████ CBE
Director
C&JA Associates

Mobile - ██████████
Email - ██████████@outlook.com

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From: Sheila.Roberts@newham.gov.uk
To: [redacted] newham.gov.uk; [Alan Skewis](mailto:Alan.Skewis@newham.gov.uk); benfletcher@londonlegacy.co.uk; [redacted] newham.gov.uk; [redacted] newham.gov.uk
Cc: [redacted] newham.gov.uk
Subject: RE: Tweet from Karren Brady re capacity and SAG
Date: 05 January 2017 09:36:06

Hi,

I have seen it and I will discuss with Alan and Linda today the potential SAG discussion for Monday.

Part of the safety management plan put to the SAG by LS185 was the remedy to be operated to better manage the disorder and persistent standing in block 114 . It is for LS185 to explain what has now changed to allow for this decision...but they do not hold the seating manifest, nor do they control ticket sales.

I will also speak to the SGSA who issue the licence for the spectators.

Regards

Sheila

From: [redacted]
Sent: 05 January 2017 08:51
To: AlanSkewis@e20stadium.com; Sheila Roberts; Ben Fletcher; [redacted]
Subject: Fwd: Tweet from Karren Brady re capacity and SAG

Morning all. Sure you are all already aware of this – but just in case.
Gary

[Lady Brady¹@karren_brady_ 20h20 hours ago](#)

Lady Brady Retweeted Tom Smith

we are applying for the 60k capacity at the next SAG & those supporters on the waiting list will be contacted and given first option to buy

and

will apply Monday at the SAG If successful our first act will be to invite the supporters moved to block 127 the chance to move back to 114

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From: Sheila.Roberts@newham.gov.uk
To: linda.lennon@londonstadium185.com; [Alan Skewis](#)
Subject: Fwd: Tweet from Karren Brady re capacity and SAG
Date: 07 January 2017 12:41:07

FYI

I have responded.

See you on Monday.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

Begin forwarded message:

From: [REDACTED] <[REDACTED]westhamunited.co.uk>
Date: 6 January 2017 at 15:11:23 GMT
To: "Sheila.Roberts@newham.gov.uk" <Sheila.Roberts@newham.gov.uk>
Subject: RE: Tweet from Karren Brady re capacity and SAG

Hi Sheila,

Just to confirm we have not asked, nor expect, LS185 to apply for a capacity extension. Our understanding is that all key stakeholders want at least two more incident free fixtures to establish 'business as usual' before it is deemed appropriate to review the capacity, we are fully aligned to this position.

With regard to Block 114 there will be no movement of these fans without the full consultation of LS185 and your team. We fully understand that this will require a formal plan.

The original initiative to move this block was taken directly by West Ham United (not at the request of the Stadium Safety team, although they were subsequently supportive) and was in the face of significant fan opposition. Hopefully this demonstrates our commitment to taking all necessary measures to ensure the stadium is safe.

As you are probably aware the banning protocol has advanced significantly over the last two months and the refined version (including an independent appeals process) is much improved. I will get [REDACTED] and [REDACTED] to ensure the latest document is accurate and then get it across to you. Apologies you have not received this before it has been continually evolving.

Best Regards

[REDACTED]

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 06 January 2017 11:15
To: [REDACTED] <[REDACTED]westhamunited.co.uk>
Subject: Tweet from Karren Brady re capacity and SAG

Good morning [REDACTED]

No doubt you are aware that the tweets below have now been widely read by partners, raising some concerns.

It has also prompted a West Ham season ticket holder to write directly to me expressing fear at the prospect of returning poorly behaved ticket holders back to block 114 and the resultant effect that this may have on the size the segregation area.

I am surprised that this undertaking has been given via a public forum as it appears to contradict assurances given by both WHUFC and the stadium operator, regarding the migration of spectators who breached the ground's rules in terms of their behaviour .

I would appreciate your comments on how West Ham proposes to fulfil this undertaking within the existing safety management plan and how it will liaise with the operator in doing so; what criteria will be put into place to facilitate the movement back to this area?

Block 114 was decanted following the Chelsea match as the supporters in this block, from the gangway to the tunnel persistently stood for the whole match, as they had done so on numerous matches before this, and, for the Chelsea match constantly directed abuse towards the visiting supporters. The Stadium Safety Team, consequently felt that this block was "unmanageable". Please can you therefore advise what has changed to demonstrate that if this block is re-used for supporters, that the area will now be "manageable"?

If there is indeed to be a planned re introduction of the previous ticket holders into the area, please can we see the proposals as a matter of urgency?

As a minimum I would expect to see the following:

1. A plan to show how the area is to be reused. This should show which seats are to be used on matches, initially with a reduced number starting from the gangway. This could be the first four/five seats in, top to bottom. If all goes well, then introduce the next four seats in the row, then the next and so on until they are again all in use.
2. Copy of the proposed information to be given to supporters before they are introduced back into the seats setting out the "rules" for reintroduction. i.e. no standing, no verbal abuse of the visitors, etc.
3. If the supporters do not behave then there must be provision (and an assurance) that they will be removed back to the other block or other appropriate sanction (to be agreed).

Clearly it would have been far better to discuss this matter prior to the undertaking being made public in this way and I hope that going forward such undertakings, especially those that impact upon safety, can be discussed in a more appropriate forum beforehand.

On another matter I have still not had sight of the final procedures for the banning protocol as requested in September 2016. Could you please forward a copy of the final document as soon as you are able?

Just to confirm that Newham has not yet received an application to increase the capacity of the stadium from the current capacity of 57K but will consult and consider this as and when it is submitted by LS185.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Specialist Operations
Enforcement and Safety

Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
DDI [REDACTED] | Int. [REDACTED] | Mobile [REDACTED]
www.newham.gov.uk

[Lady Brady](#) [@karren_brady](#) 20h20 hours ago

Lady Brady Retweeted Tom Smith

we are applying for the 60k capacity at the next SAG & those supporters on the waiting list will be contacted and given first option to buy

and

will apply Monday at the SAG If successful our first act will be to invite the supporters moved to block 127 the chance to move back to 114

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[REDACTED]
Managing Director
West Ham United Football Club Limited
London Stadium, Queen Elizabeth Olympic Park, Stratford, London E20 2ST



<117010615112603459.jpg>

[<117010615112603159.png>](#) [<117010615112700159.png>](#) [<117010615112602959.png>](#)

From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](#)
Subject: RE: Mass egress plan
Date: 09 January 2017 10:45:42

Ok.

Sent from [Outlook Mail](#) for Windows 10 phone

From: Mark Camley
Sent: 09 January 2017 10:38
To: Sheila Roberts
Subject: RE: Mass egress plan

Sheila,

I think it would be helpful to have a quick restatement of ingress and egress plans at SAG. I think I know what is happening but what I believe to be the case now wasn't what I thought last week.

Mark

From: [REDACTED] [mailto:[REDACTED]@outlook.com]
Sent: 08 January 2017 10:28
To: [REDACTED]
Cc: Area Manager Stratford ([REDACTED]@met.pnn.police.uk); [REDACTED]@newham.gov.uk; [REDACTED]@momentum-transport.com; Alan Skewis; [REDACTED] Sheila.Roberts@newham.gov.uk; David Goldstone; Ben Fletcher; [REDACTED] 'LENNON Linda'; [REDACTED] Mark Camley
Subject: RE: Mass egress plan

[REDACTED]

Thanks for your email and apologies for the delay in my reply.

As I said in my email below, I fully accepted that there may have been lots of work going on that I was unaware of and it is clear that that work has been ongoing. I sent the email because all parties at the meeting on the 13th December appeared keen to put the new plan in place for the Crystal Palace match but I had received no reply from Westfield to my email of the 14th December that set out the agreed actions from the meeting of the 13th.

I am very pleased that Westfield remain committed to the new egress plan but I was surprised to see mention of the requirement of a legal agreement as this had never been mentioned to me. However, I assume from your comments below that you have been in regular dialogue with LS185 about this document since the meeting on the 13th December so that they were aware of, and could prepare, the documentation that you required.

My primary concern about the ingress plan was that it comprises the main elements of the egress plan and I was worried that it may have meant you were stepping back from the new egress plan. You have clearly set out that the new egress plan remains relevant which is good news and I thank you for that.

From [REDACTED] email to me, it appears that he has still got some public safety concerns about ingress. I felt that the emergency meeting that we had before Christmas was valuable in that it allowed a discussion between all parties and resulted in an agreement for the two matches during the busy Christmas period. My suggestion is that we meet again to discuss the issues from all sides to see if we can collectively come up

with a resolution for any ongoing problems. I don't know about your or his availability but I sent him an email on Friday suggesting an 11am meeting on Tuesday. I have yet to hear back from him but I think a meeting between all of us would be preferable and so I will follow up tomorrow to find suitable dates and times.

The date of implementation of the new egress plan is clearly a matter for the partners who deliver it and all need to be happy that their new plans are ready to go. That said, all parties have agreed that the current plans are un-necessarily complicated, overly expensive and have a degree of risk built in. I trust from the comments below that you are working closely with LS185 to get the new plan put in place ASAP.

More than willing to discuss.

█

█ CBE
Director
C&JA Associates

Mobile - █
Email - █ [outlook.com](mailto:█@outlook.com)

From: █ [\[mailto:█@westfield-uk.com\]](mailto:█@westfield-uk.com)
Sent: 06 January 2017 21:01
To: █ <█@outlook.com>; █ <█@londonstadium185.com>
Cc: Area Manager Stratford █ <█@tube.tfl.gov.uk>; █ <█@westfield-uk.com>; █ <█@met.pnn.police.uk>; █ <█@newham.gov.uk>; █ <█@momentum-transport.com>; █ <█@westfield-uk.com>; Alan Skewis <AlanSkewis@e20stadium.com>; █ <█@scentregroup.onmicrosoft.com>; Sheila.Roberts@newham.gov.uk; David Goldstone <DavidGoldstone@londonlegacy.co.uk>; Ben Fletcher <BenFletcher@londonlegacy.co.uk>; █ <█@westfield-uk.com>; LENNON Linda <linda.lennon@londonstadium185.com>; █ <█@westfield-uk.com>; Mark Camley (MarkCamley@londonlegacy.co.uk) <MarkCamley@londonlegacy.co.uk>
Subject: RE: Mass egress plan

█

I responded to your e mail on 8th December with comments from Westfield. Following the last stakeholder meeting we have been developing a new egress plan that eliminates the TCL bridge, modelling this plan and producing a draft agreement.

As an update I have earlier tonight e- mailed Linda with a draft Licence agreement, which you will appreciate has taken some time to write over the Christmas period, for her review which will grant LS185 permission to use our land (Northern ticket hall) to deliver the full egress operation. In order for the licence to be agreed and signed by us both LS185 will need to submit their management plan for the use of this area for Westfield approval. As this is a legal document it will take some time for review and signature so if the new egress plan start date of the 14th is to be achieved we will require the management plan early next week.

To be clear Westfield are still supportive of the one way system **for egress** at the station. We have, at the request of the station, implemented a one way system **for ingress** for the last two matches, but after review we are unable to implement this permanently going forward due to the congestion this causes within the centre. At the meeting held with █ which you also attended, we agreed that we would only implement this one way ingress plan for two matches so I am confused as to your comments ref

Westfield stepping back from the proposal.

We have experienced several operational issues as a result of the one way systems for both ingress and egress and I am happy to attend a meeting to explain these in more detail should this be required.

I hope this answers your questions but I am happy to jump on a call should anything need further explanation.

Kind regards

██████████

From: ██████████ [mailto:██████████@outlook.com]
Sent: 06 January 2017 19:32
To: ██████████ <██████████@londonstadium185.com>
Cc: Area Manager Stratford ██████████ <██████████@tube.tfl.gov.uk>; ██████████ <██████████@westfield-uk.com>; ██████████@met.pnn.police.uk; ██████████@newham.gov.uk; ██████████@momentum-transport.com; ██████████ <██████████@westfield-uk.com>; Alan Skewis <AlanSkewis@e20stadium.com>; ██████████ <██████████@scentregroup.onmicrosoft.com>; ██████████ <██████████@westfield-uk.com>; Sheila.Roberts@newham.gov.uk; David Goldstone <DavidGoldstone@londonlegacy.co.uk>; Ben Fletcher <BenFletcher@londonlegacy.co.uk>; ██████████ <██████████@westfield-uk.com>; LENNON Linda <linda.lennon@londonstadium185.com>
Subject: Re: Mass egress plan

People,

I fully accept that things may have moved in in my absence and there may have been a number of discussions between the partners.

That said, the Crystal Palace match is fast approaching and we had hoped to have the new egress plan in place for that match as a trial. I know from the email below that ██████████ is on the case from a LS185 point of view but I have heard nothing back from Westfield colleagues. It would be good to know where they are.

██████████ has indicated to me that Westfield are no longer supporting the northern ticket hall exit only approach during the two hours during ingress. When I came out and observed this before Christmas, it appeared to work very well and so I am curious about what has happened to make this now not possible. Given that the concept of exit only from the NTH is at the heart of the new egress plan, does this mean that Westfield have now stepped back from the new proposal that we want to pilot at the Palace match?

It would also be good to have confirmation from the other partners that they have picked up the actions set out below.

Once again, apologies if this is already being progressed in other forum, but having not seen anything on the email, I want to ensure that we don't waste the opportunity that the Palace match presents us.

Any issues, please let me know.

██████████

██████████ CBE
Director

C&JA Associates

Mobile - [REDACTED]

Email - [REDACTED]@outlook.com

On 19 Dec 2016, at 18:43, [REDACTED] <[REDACTED]@londonstadium185.com> wrote:

Dear all

Firstly, thank you [REDACTED] for pulling this together. I'm keen to move things forward from an LS185 perspective and have a look at our plans which will then link into the contingency plan arrangements.

In terms of costing the revised plans from an LS185 perspective I don't see significant changes being required to the plan as it more around moving resources to other positions rather than requiring additional staff and barriers.

For the matches thus far this season we have by agreement of all parties been running a process so far that has implemented road closures 3 hours before kickoff and remaining in place for up to 2 hour after the game has finished.

Our experience at the stadium over numerous matches is that ingress is becoming later and later and that the bulk numbers are arriving on site at the stadium within the last 30 minutes. On Saturday, we had under 20,000 spectators in the stadium with 30 minutes to go to kick off and topped out at 43,000.

I am very conscious of the issues the extended closure period causes to all and would be minded to try to reduce this down to a 2 hour pre event closure window if at all possible. An hour saved across the ingress / egress staffing operation with a significant number of events each year is a potentially significant saving.

My question - what will the impact of this be on the operation for others??

Best wishes.

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@outlook.com]

Sent: 14 December 2016 12:46

To: 'Area Manager Stratford' [REDACTED] <[REDACTED]@tube.tfl.gov.uk>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED] <[REDACTED]@met.pnn.police.uk>; [REDACTED] <[REDACTED]@newham.gov.uk>; [REDACTED] <[REDACTED]@momentum-transport.com>; [REDACTED] <[REDACTED]@westfield-uk.com>

Cc: 'Alan Skewis' <AlanSkewis@e20stadium.com>; [REDACTED] <[REDACTED]@Scentregroup.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; Sheila.Roberts@newham.gov.uk; 'David Goldstone' <DavidGoldstone@londonlegacy.co.uk>; 'Ben Fletcher' <BenFletcher@londonlegacy.co.uk>; [REDACTED] <[REDACTED]@westfield-uk.com>

Subject: RE: Mass egress plan

People,

Can I thank you all for attending what I felt was a very productive meeting yesterday. It was good to see that there was a clear desire to collectively sort out the egress plan.

At the outset, we all agreed the three principles that need to underpin the egress plan. These are:-

- Ensuring public safety must be at the core.
- Measures that are put in place to ensure public safety need to be proportionate.
- The egress plan should be consistent for every mass egress event, this being defined as an event with over 20,000 people leaving at the same time.

After discussing it through, I believe that there was a collective agreement on the following.

- Westfield will put in place closures at the Cow and at Jamie's passage before the kick off until the mass egress has concluded. The current temporary structures that are put in place at these locations will be changed into a permanent built-in solution that can be operated when required. The barrier and stewarding operation currently seen on the Town Centre Link Bridge during mass egress will no longer be put in place.
- All mass egress into Stratford Regional Station will now be by way of the Northern Ticket Hall (NTH) entrance.
- As is currently done, the TfL will increase the number of gates in the NTH used for those making their way into the station. There will be a few left open to allow people to exit the station and enter Westfield.
- Westfield will ensure that the doors closest to the NTH are open but are one way, only allowing customers into their premises. Customers leaving Westfield would be encouraged to use the internal escalators and then over the Town Centre Link Bridge (TCLB). Those who insist on leaving on the ground floor would exit nearest to 'Eat' and they would be sent up the Forever 21 steps. There will be no access for Westfield customers into the NTH during mass egress and those wishing to enter Stratford Regional Station need to use the TCLB to access the mezzanine entrance. The current plan sees some West Ham spectators turning back on themselves once they enter the NTH and entering Westfield. This will continue but will be monitored to ensure that it doesn't create too much pressure on Westfield. It was felt that once spectators had entered the NTH, it would be unlikely that large numbers of them would then try to access the TCLB to enter Stratford Regional Station as it would be slower. Westfield will take responsibility for a stewarding operation for their customers.
- Spectators coming down both sides of Montfichet Road will be merged at the Car Park entrance placing them all into the east-bound lane.
- As is currently done, a barrier line will be put in place to guide the spectators into the NTH and it will be manned by stewards to prevent spectators attempting to jump the barrier line to go over the TCLB. The usual stop and hold would be in place on Montfichet Road just before spectators turn left to enter the concourse outside the NTH. Under this configuration, the stewarding operation to manage the mass egress of the spectators from the stadium all the way into the NTH will be managed by LS185, hopefully from the new control room in the Stadium.
- It was accepted that this plan would increase the overall time taken for the mass egress, possibly extending what is currently about 45 minutes after final whistle by about 20 minutes. All agreed that this was manageable, especially if the pulsing arrangements that have been so successful at recent matches are continued.
- Westfield have a concern that any increase in the queue time may result in more spectators choosing to use Station Passage and then re-entering Westfield to access Stratford Regional Station. The numbers who currently do this are just manageable but Westfield will be very concerned if this number increases. It was accepted by all at the meeting that it was not possible for stewards to in effect filter out those who intended to use Westfield as a short cut and so physical measures were a key to making this route less attractive. It was accepted that the

change in the location of the stitch next year would assist in making the Station Passage route less attractive for those wanting Stratford Regional station as it would take longer than just waiting to enter the NTH via Montfichet Road

A discussion took place about when the new operation would start. It was agreed that the current plan is not sustainable for the rest of the season but there is a need for the partners to develop and costs their individual plans. It was agreed that, subject to any partner identifying a 'show-stopper', the new plan would be put in place for the Crystal Palace match on the 14th January 2017 which is likely to be a Cat A / low Cat B match.

Actions

The following actions were agreed at the meeting:-

- **Westfield** would examine their CCTV to understand the numbers of spectators who re-enter Westfield on the TCLB in an effort to understand the numbers who may try to do a 'turn around' in the NTH.
- **Westfield** to devise and cost their operation on the basis of the plan above.
- **LS185** to devise and cost their operation on the basis of the plan above.
- **LS185** agreed to look to see if the barrier line at the stitch leading to Station Passage could be safely narrowed any more and also agreed to put in place a double line of Met Police crowd barriers extending back into the stitch in an effort to help deter those from trying to use Westfield as a short cut. Steve was asked to consider doing this as soon as possible.
- **Newham** will increase the level of CCTV coverage around the NTH and this will be discussed with LS185.
- There is an ongoing difficulty with the provision of Westfield CCTV into the new control room at the London Stadium. [REDACTED] and [REDACTED] will jointly investigate where the problem lies as they are both being told different things.
- **Alan Skewis** – There was agreement by all at the meeting that the provision of better signage was a vital part of any plan. As I understand it from those at the meeting, this sits with LLDC/E20. If I am right, can you identify who will pick this up?
- **Sheila Roberts** – Is there anything we need to do from a SAG point of view before we put this new plan into place?

Long term

Alan Skewis - In earlier discussions, there has been talk about creating a new entry into the NTH via Montfichet Road. This still remains an option but would need to be formally scoped and costed. Will you / LLDC take forward this work?

There has also been a proposal to open an additional entrance near to Platform 13. Interestingly, there was some concern at the meeting about this proposal as it was felt that it may cause more problems than it solves. Given that this is a longer term option, I would suggest that a separate group is created to look specifically at this proposal in far more detail and it will be able to incorporate the learning that will no doubt be available after the new egress plan has been operating for a while. **I would welcome views on which organisation should take the lead on this.**

I would be grateful if each organisation could let me know that they are content with what I have set out in this email, copying their reply to all please. Equally, if I have missed something or got something wrong, please let me know, again copying the email to all.

Thanks

[REDACTED]

██████████ CBE
Director
C&JA Associates

Mobile - ██████████
Email - ██████████@outlook.com

From: ██████████ - work [mailto:██████████@outlook.com]
Sent: 09 December 2016 18:26
To: 'Area Manager Stratford' ██████████ <██████████@tube.tfl.gov.uk>; ██████████ <██████████@westfield-uk.com>; ██████████ <██████████@westfield-uk.com>; ██████████ <██████████@londonstadium185.com>; ██████████@met.pnn.police.uk; ██████████@newham.gov.uk; ██████████@momentum-transport.com
Cc: 'Alan Skewis' <AlanSkewis@e20stadium.com>; ██████████ <██████████@Scentregroup.com>
Subject: RE: Mass egress plan

██████████

Thanks for your response. As you can see, I have forwarded it to others who will be attending the meeting on Tuesday so that everyone has seen your comments in advance of the meeting. I am aware that the current plan already sees a number of spectators entering the NTH on egress and then cutting back into Westfield as I have watched it happen. I am not sure if Momentum have any figures on the numbers that just want to cross the TCLB to go to the wider Stratford area but that may assist in understanding the volume.

People - All for discussion on Tuesday rather than sending comments now. Just wanted all to be aware of all parties concerns before the meeting.

██████████

██████████ CBE
Director
C&JA Associates

Mobile - ██████████
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From: Area Manager Stratford ██████████ [mailto:██████████@tube.tfl.gov.uk]
Sent: 09 December 2016 16:48
To: ██████████ <██████████@outlook.com>
Cc: ██████████ <██████████@tube.tfl.gov.uk>; ██████████ (Events and Closures) <██████████@tfl.gov.uk>; ██████████ <██████████@tube.tfl.gov.uk>; ██████████ (Perf Mgr Jubilee Line) <██████████@tube.tfl.gov.uk>; ██████████ <██████████@newham.gov.uk>
Subject: RE: Mass egress plan

Good afternoon ██████████

It was good to meet with you and walk through the proposals at the station earlier this week.

The principles outlined below for the station are absolutely fine from my perspective however after giving it a lot of consideration I have a couple of small changes that I would like to run

past you.

Whilst I am confident that the forward traffic to an event in the stadium could be managed through the Northern Ticket Hall including customers being allowed to turn left out of the station to access Westfield shopping centre I do see some challenges for the return traffic coming into Stratford station. I have outlined my revised proposals in bold:

- We discussed that for the return traffic that the Northern Ticket Hall remains way in only and this is only for returning fans from the stadium. All shoppers leaving Westfield shopping centre would be directed up the Forever 21 steps and then over the Town Centre Link Bridge and through the Mezzanine entrance into Stratford regional. We discussed that with the Northern Ticket hall being entrance only all customers requiring Westfield during the return traffic would need to exit via the Southern Gate Line and be routed over the Town Centre Link Bridge. Since our meeting I have walked round the station to look at the complexities of operating this model and it would require staff being positioned at the top of each set of stairs at platform level to direct the customers to subway level and then staff positioned at subway level directing customers towards the Southern Gate line and away from the Northern Ticket hall. To ensure this operating model was effective this would require many staff and this would be a challenge for both Network Rail and London Underground as we just don't have these resources. **I think we could maintain a flow out of the station through the Northern Ticket hall and into Westfield.**
- We discussed returning fans requiring the old Stratford Town centre to be allowed to access through the Northern Ticket Hall area and then pass through the Central Subway and then be let out of the Southern gate line. **Again this would require additional resource at the Southern Gate Line and after thinking it through I am not happy for the already congested central Subway to be used as a thoroughfare for fans to pass from one side of the station to the other.** My suggestion would be for the small number that arrive at the Northern Ticket hall who require the other side of the station that they are permitted to either enter into Westfield with the continued way out flow into the shopping centre via a break in the barrier line or if Westfield do not want them to enter the shopping centre then they are able to join the lane which would route the customers leaving Westfield and walk over the Town Centre Link Bridge.

To simplify this I will outline this below for both forward and return traffic to and from the stadium on event days.

Forward Traffic – going to the stadium.

- **Maintain Way Out through the Northern Ticket Hall allowing customers to turn Right to access Westfield shopping centre and fans to turn right onto Montfitchet Road for the stadium. All customers leaving Westfield shopping centre would do so and be routed up the Forever 21 steps and over the Town Centre Link Bridge.** This would ensure that there was no cross over between fans leaving the station through the Northern Ticket Hall and customers entering the Northern Ticket hall from Westfield.

For Return Traffic – returning back from the stadium after event.

- **Northern Ticket Hall to have reduced Way Out from station into Westfield for customers requiring the shopping centre. All returning fans are routed through the Northern Ticket hall and the straight ahead to the Western subway for the Jubilee and DLR services and all other customers routed left and down escalators 5 & 6 for central line services and NR services.** Returning fans who arrived at the Northern Ticket

hall from Montfitchet Road but required Stratford Old Town centre area would need to be able to gain access to the Town Centre Link Bridge as allowing them to walk through the station and be allowed to exit via the Southern gate Line would not protect London Underground revenue and could potentially add to congestion in the already highest congestion area of the station, the Central Subway.

I do not envisage this being a big problem because the majority of customers who arrive at the Northern Ticket Hall either wish to enter Westfield shopping centre or gain access to the car parking facilities within the centre.

I do believe that we are making good progress with the routing plans however my priority remains the safety of all customers, both shoppers and returning fans passage through the station and onto the train services that they require. I do not want to add to congestion by using the central Subway as a thoroughfare for fans requiring Stratford Old Town centre.

I am happy to discuss this further and open to any further suggestions as I am fully aware of the complexities and reputations involved but with customer safety being paramount I want to ensure that we all get this right.

I am back in on Monday morning first thing so if you would like to meet for a coffee to discuss further in advance of Tuesday's meeting with Westfield and LS185 I am more than happy to do so.

Kind regards

█

█

**Area Manager Stratford
Jubilee line**
1st Floor, Side Line Building
Stratford E15 1DE
Auto: █
Mobile: █

<image002.jpg>

From: █ [mailto:█@outlook.com]
Sent: 09 December 2016 13:25
To: █ Area Manager Stratford (█@met.pnn.police.uk; █@met.pnn.police.uk; █@met.police.uk; █@momentum-transport.com)
Cc: 'Alan Skewis'; SheilaRoberts; █
Subject: RE: Mass egress plan

People,

I have spoken to most of you either personally or via email. Everyone appears to be in agreement that the proposals set out below are worth serious consideration. I think all are keen that we drive this forward and so given that the key deliverers have said that they are available, I plan to hold a meeting between 1pm and 3pm next Tuesday in one of the large meeting rooms at LLDC. I would be grateful if the key players (LS185, Westfield and TfL) could come with maps / diagrams of their respective areas so that we can talk through how each organisation would deliver their part of the plan and how we would collectively make this work. Given where we will be located, we could also walk the plot if it were required.

In addition to this email, I will send out a meeting invite.....if I can work out how to do it!!!!

Police colleagues – I had a long chat with [REDACTED] this morning and he said that he would be speaking to you. Although we are not designing a police presence into the plan and you should not be involved in delivering it, I am sure you will want to be aware of it and any (hopefully none!!!) implications for you.

[REDACTED] – Hopefully you or a colleague are available as some of the work you have done may assist but there may be a need for some more modelling which Alan Skewis has said E20 will fund.

Any issues, please let me know.

[REDACTED]

[REDACTED] CBE
Director
C&JA Associates

Mobile - [REDACTED]
Email - [REDACTED]@outlook.com

From: [REDACTED] [mailto:[REDACTED]@westfield-uk.com]
Sent: 08 December 2016 18:08
To: [REDACTED] <[REDACTED]@outlook.com>; [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED]@tube.tfl.gov.uk
Cc: 'David Goldstone' <DavidGoldstone@londonlegacy.co.uk>; 'Mark Camley' <MarkCamley@londonlegacy.co.uk>; 'Alan Skewis' <AlanSkewis@e20stadium.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@scenregroup.onmicrosoft.com>; Sheila.Roberts@newham.gov.uk; 'LENNON Linda' <linda.lennon@londonstadium185.com>; 'GILMORE Graham' <graham.gilmore@londonstadium185.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@westfield-uk.com>
Subject: RE: Mass egress plan

[REDACTED]

Please see our comments below in red.
In addition to your points below please also note we will continue to review the level of crowds using Station Passage during egress and should this become un safe would look to put measures in place to mitigate this risk.
We would be available for a meeting on Tuesday or Thursday next week and dependant on number of attendees would be happy to host if required.

Kind regards

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@outlook.com]
Sent: 07 December 2016 12:16
To: [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED]@tube.tfl.gov.uk

Cc: 'David Goldstone' <DavidGoldstone@londonlegacy.co.uk>; 'Mark Camley' <MarkCamley@londonlegacy.co.uk>; 'Alan Skewis' <AlanSkewis@e20stadium.com>; [REDACTED] <[REDACTED]@westfield-uk.com>; [REDACTED] <[REDACTED]@scentregroup.onmicrosoft.com>; Sheila.Roberts@newham.gov.uk; 'LENNON Linda' <linda.lennon@londonstadium185.com>; 'GILMORE Graham' <graham.gilmore@londonstadium185.com>

Subject: Mass egress plan

People,

Following on from the walk around during the match on Saturday with a number of you, I have since spoken to [REDACTED] at LS185 and had a very fruitful meeting with [REDACTED] from TfL.

I think the summary is as follows:-

- All parties appear to agree that the current arrangement which sees the use of the Town Centre Link Bridge for mass egress events is not sustainable in its current format.
- I believe all parties have agreed that there are three fundamental principles that should underpin the mass egress plan:
 - Ensuring public safety must be at the core.
 - Measures that are put in place to ensure public safety need to be proportionate.
 - The egress plan should be consistent for every mass egress event. **Westfield define mass egress as crowds over 20,000**

A new mass egress plan could be developed as follows:-

- As is currently done, Westfield would put in place closures at the Cow and at Jamie's passage from about 2 to 2.5 hours before the kick off until the mass egress has concluded. They are looking to change the current temporary structures at these locations into a permanent built-in solution that can be operated when required. The barrier and stewarding operation currently seen on the Town Centre Link Bridge during mass egress would no longer be put in place.
- All mass egress into Stratford Regional Station would now be by way of the Northern Ticket Hall entrance.
- The Northern Ticket Hall would become one way (entrance only) for a period of time that covers the mass egress. During this period, all Westfield customers wanting to enter to centre would exit Stratford Regional station on the south side and make their way into the centre over the Town Centre Link Bridge.
- Spectators coming down both sides of Montfichet Road would be merged at, or before, the Car Park entrance placing them all into the east-bound lane.
- There would be no entry for spectators into Westfield on the ground floor during mass egress. A barrier line would be put in place to guide the fans into the station and manned by stewards to prevent spectators attempting to jump the barrier line to either enter Westfield or go over the Town Centre Link Bridge. The usual stop and hold would be in place on Montfichet Road just before spectators turn left to enter the concourse outside the station. Under this configuration, the stewarding operation to manage the mass egress of the spectators from the stadium to the station would all be managed by LS185. **We will need to test this as it is likely to cause unnecessary congestion through the NTH and back up over the TCL bridge and would be subject to TFL approval.**
- Westfield would encourage their customers to leave via the first floor and the Town Centre Link Bridge during the mass egress period. The first few set of doors closest to the Northern Ticket Hall on the ground floor would be manned by stewards to prevent exit. Those insisting on leaving from the ground floor would be directed to the last set (or possibly last two sets) of doors and lightly stewarded to the Forever 21 steps and onto the Town Centre

Link Bridge. This part of the operation would be managed by Westfield. The above set up would see a slightly greater volume of spectators being able to enter the station at the same time but it is accepted that it would increase the total time of the mass egress at present. This may need to be modelled. **We agree to trial this subject to any challenges from our retailers in particular Marks and Spencer and subject to agreement on a barrier plan in the NTH for emergency evacuation for both Westfield and the Station.**

- o There is also the issue of those spectators who have in the past used the Town Centre Link Bridge to access Stratford Bus Station or other areas on the south side of the bridge. These spectators who come down Montfichet Road with this intention would all enter Stratford Regional Station and a technical solution may be required to ensure they are not charged if they exit the station on the south side without using the public transport system.
 - o In the medium term, an entrance into the Northern Ticket Hall directly off Montfichet Road could be created which would feed the spectators in-between the two escalators. This would reduce the stewarding requirement outside the Northern Ticket Hall entrance and potentially reduce tension.
 - o There is a clear need to find an alternative entrance to Stratford Regional Station that reduces pressure on both the Northern Ticket Hall and the Westfield Shopping Centre and so helps to reduce overall mass egress times. TfL already have plans to create an entrance near the Jubilee Line at Platform 13 but I am unaware of the current timescales. Current estimates are that 32,000 of the 57,000 wish to use Stratford Regional Station with an estimate of 12,000 wanting to use the Jubilee Line. It is unlikely that all 12,000 could be encouraged to use a Platform 13 entrance but if 8,000 could be encouraged to do so through education and effective signage, this would significantly reduce the pressure on the Northern Ticket Hall.
 - o There may also be value in re-creating a bridge over the High Street on the Greenway to ease the route for spectators wanting to get to West Ham underground station and so also reducing the burden on Stratford Regional Station.
- In discussions with [REDACTED] and witnessed by myself and Westfield colleagues on Saturday, there is on occasion an issue during ingress when large numbers of Westfield customers are trying to enter the Northern Ticket Hall as the mass ingress occurs. The criss-crossing of the various 'people flows' both inside and outside the station contributes to the creation of a back-up into the tunnels with public safety concerns. There may also be a need to consider a contingency that the Northern Ticket Hall becomes exit only for about 75 minutes before kick off on certain match days with Westfield customers wanting to enter the station being directed over the Town Centre Link Bridge. **We may consider for future matches however note that Saturdays scheduled later kick off caused peak football ingress and peak Westfield trading to clash. Normally kick off on a Saturday would be earlier and therefore this clash would not occur.**
 - There will also be the need to develop joint contingency plans to cope with a permanent station closure during mass egress.

From discussions with LLDC, E20, LS185, Westfield and TfL, I think that all parties see the merit in looking at this as an option going forward. I think there is a need for each organisation to develop an outline plan and outline costings for their constituent part and then for everyone to come together to share those plans and walk through the proposal so that there is common understanding of the pressures. There may also be the need for some crowd modelling and there will be the need for joint contingency planning.

I fully accept that I may have missed something and so would welcome any comments if I have,

copied in to all please.

In terms of plan owners, I am aware that there are a large number of stakeholders who will need to be kept informed. However, I believe the key players in developing the above plan are initially LS185, Westfield and TfL. The medium / longer term options about station entrances are, I believe, discussions that are required between LLDC and TfL at CEO level. In terms of the bridge, I believe that this is a LLDC / Newham discussion

In terms of timeframes, is it possible for outline plans / costings for the basic proposal above to be looked at and a meeting held on Tuesday or Thursday (I know Wednesday is a match day and so is probably not sensible) next week? Again, I would be grateful for responses on this suggestion to be copied into all. I accept that this may be too quick but I think all parties want to resolve this as soon as possible which I think gives this some urgency.

Any issues, please let me know.

[Redacted]

[Redacted] CBE
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Email - [Redacted]@outlook.com

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From: Sheila.Roberts@newham.gov.uk
To: [REDACTED]; [REDACTED]@newham.gov.uk; [REDACTED]@newham.gov.uk;
[REDACTED]@newham.gov.uk; [REDACTED]@momentum-transport.com
Cc: [REDACTED]@newham.gov.uk; [REDACTED]@newham.gov.uk; [REDACTED]
Subject: RE: Stratford Station Workshop
Date: 24 January 2017 16:40:01
Attachments: [image001.png](#)

Hi [REDACTED]

We organise the TAG and the SAG.

Regards

Sheila

From: [REDACTED] [mailto:[REDACTED]@londonlegacy.co.uk]
Sent: 24 January 2017 16:21
To: Sheila Roberts; [REDACTED]; [REDACTED]; [REDACTED];
[REDACTED]@momentum-transport.com
Cc: [REDACTED]; [REDACTED]; [REDACTED]
Subject: RE: Stratford Station Workshop

Hi Sheila

Am copying [REDACTED] as I am not sure who organises SAG and TAG

Regards

[REDACTED]

[REDACTED]
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



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From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 21 January 2017 13:22
To: [redacted]@newham.gov.uk; [redacted]@newham.gov.uk; [redacted]@newham.gov.uk;
[redacted]@newham.gov.uk; [redacted]@momentum-transport.com
Cc: [redacted]@newham.gov.uk; [redacted]@newham.gov.uk
Subject: RE: Stratford Station Workshop

Hi

I am content that [redacted] and I do not attend as long as there is some mechanism for keeping us informed from a Safety Advisory and Transport Advisory group perspective. SAG and TAG.
Could we be included in the circulation of papers before and after the meeting?

It may also be useful if [redacted] or [redacted] could attend the next TAG.

Thanks

Sheila

Sent from [Outlook Mail](#) for Windows 10 phone

From: [redacted]
Sent: 21 January 2017 11:28
To: [redacted]; [redacted] Sheila Roberts; [redacted]
[redacted]; [redacted]@momentum-transport.com'
Cc: [redacted]; [redacted]
Subject: RE: Stratford Station Workshop

All,

I've been asked to attend to cover for [redacted] at this workshop - I am assuming [redacted] would certainly have been an appropriate attendee.

Regards,

[redacted]

From: [redacted] [mailto:[redacted]@londonlegacy.co.uk]
Sent: 20 January 2017 16:00
To: [redacted] Sheila Roberts; [redacted]; [redacted];
[redacted]@momentum-transport.com'
Subject: FW: Stratford Station Workshop

Dear All

Hope you are all well.

RE: the Stratford Station Workshop next week, I have all 5 of you attending and I have been asked if you could just nominate 2 to attend please from Newham. Let me know who so I can let register you at reception.

Regards

■
■
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 ■
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From: [Peter Tudor](#)
To: Sheila.Roberts@newham.gov.uk; [Tony Tolley](#)
Subject: RE: SSAG
Date: 14 February 2017 08:06:01

Thank you.

Tony, please can you confirm the date for the planned egress table top exercise?

Sheila, yes please add Tony to the invite list for the SAGs including the concert SAGs.

Re signage, there are three types:

- Road naming: I believe [REDACTED] is progressing this?
- Pedestrian on Park: this is now all installed. No further updates are planned.
- Highways: this is out to tender and I expect to award shortly.

Let me know if any more information is needed.

Peter Tudor
Director of Visitor Services
Park Operations & Venues

Queen Elizabeth Olympic Park
London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

Mobile [REDACTED]

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

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 13 February 2017 18:37
To: Peter Tudor
Subject: Re: SSAG

Hi Peter,

No worries.

It was a quick meeting with the only non business as usual item being introduced by [REDACTED] who wanted to sound out the group on an increase in capacity to 60k.

Two issues for the LLDC .

Clive may be in touch. We wanted an update on the signage .

Also it was suggested that we should hold the table top irrespective of any agreement on a final egress plan . There is a desire to understand the contingency plans of other agencies and the impact that the operation of them will have, particularly if the stitch is taken out of use . Would you please speak to Tony on this?

The next meeting will be held on 11 April, as the was felt no need to hold them as frequently .

There will be an extraordinary SAG if an application is submitted to increase capacity.

We can add Tony to the list of invitees if you wish, so that it appears if he is covering for you or for Mark?

See you soon.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

> On 13 Feb 2017, at 18:20, Peter Tudor <PeterTudor@londonlegacy.co.uk> wrote:

>

> Sheila

>

> I'm sorry LLDC was not represented today. I had to attend our Exec meeting in Mark Camley's absence, and Tony did not have the invite in his calendar.

>

> Was there anything which required our input or comment?

>

> Thanks.

>

>

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From: Sheila.Roberts@newham.gov.uk
To: [Tony Tolley](#); [Peter Tudor](#)
Subject: RE: SSAG
Date: 14 February 2017 10:08:15

Thank you

From: Tony Tolley [<mailto:TonyTolley@londonlegacy.co.uk>]
Sent: 14 February 2017 09:49
To: Sheila Roberts; Peter Tudor
Subject: RE: SSAG

Let me see what we can do.

Kind regards

Tony

DDI: 020 3288 [REDACTED]
Mob: [REDACTED]

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 14 February 2017 09:23
To: Tony Tolley; Peter Tudor
Subject: RE: SSAG

Hi Tony,

If there is a choice could I vote for 31st.

I will be at the Emergency Planning College in York on 28th and we have a LOPSG on 29th.

Thanks

Sheila

From: Tony Tolley [<mailto:TonyTolley@londonlegacy.co.uk>]
Sent: 14 February 2017 09:17
To: Peter Tudor
Cc: Sheila Roberts
Subject: Re: SSAG

Peter

This is going to be on one of the following dates;
29/30/31 March.

I have a meeting Thursday to finalise.

Kind Regards

Tony Tolley

Queen Elizabeth Olympic Park

London Legacy Development Corporation

Level 10

[1 Stratford Place, Montfichet Road](#)

[London](#)

[E20 1EJ](#)



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DDI: [020 3288](tel:0203288) [REDACTED]

Mob: [REDACTED]

Email: tonytolley@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk

On 14 Feb 2017, at 08:06, Peter Tudor <PeterTudor@londonlegacy.co.uk> wrote:

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Peter Tudor
Director of Visitor Services
Park Operations & Venues

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E20 1EJ

Mobile [REDACTED]

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

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]

Sent: 13 February 2017 18:37

To: Peter Tudor

Subject: Re: SSAG

Hi Peter,

No worries.

It was a quick meeting with the only non business as usual item being introduced by Angus who wanted to sound out the group on an increase in capacity to 60k.

Two issues for the LLDC .

Clive may be in touch. We wanted an update on the signage .

Also it was suggested that we should hold the table top irrespective of any agreement on a final egress plan . There is a desire to understand the contingency plans of other agencies and the impact that the operation of them will have, particularly if the stitch is taken out of use . Would you please speak to Tony on this?

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We can add Tony to the list of invitees if you wish, so that it appears if he is covering for you or for Mark?

See you soon.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

> On 13 Feb 2017, at 18:20, Peter Tudor <PeterTudor@londonlegacy.co.uk> wrote:

>

> Sheila

>

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>

From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED]
Subject: FW: *URGENT RESPONSE REQUIRED* - Freedom of Information request - Safety Advisory Group Minutes for London Stadium - 09.01.2017
Date: 20 February 2017 14:00:42
Attachments: [2017.01.09 SSAG Mins.doc](#)
Importance: High

Sheila,

Shouldn't we consider publishing the SAG minutes after a period of months to prevent any security issues – then publishing the timetable and save all this extra work?

Mark

From: [REDACTED]@newham.gov.uk [mailto:[REDACTED]@newham.gov.uk]
Sent: 20 February 2017 13:50
To: Information.Governance@newham.gov.uk
Subject: *URGENT RESPONSE REQUIRED* - Freedom of Information request - Safety Advisory Group Minutes for London Stadium - 09.01.2017
Importance: High

Dear all,

I write to you as we have recently received a Freedom of Information request in relation to the Safety Advisory Group (SAG) meeting regarding the London Stadium. We have received a request for minutes of the recent SAG meeting.

We are currently considering what information can be sent to the requester, but similar requests in the past have resulted in the full minutes being released. At one stage we did redact all the names listed but following a complaint to the Information Commissioners Office, we were instructed to unredact the names of officers representing public bodies.

We are conscious that there may be sensitive information within the minutes, but under FOI legislation, we have to justify why we have exempted information and can only use specific criteria set out in the legislation. However, it would be helpful if you could review the minutes and let me know by end of play **Monday 27th February** whether you are happy for your name to be released and/ or let us know whether there is any information contained in the minutes that you feel should not be released. If this is the case please let me know the reason why you feel this information should not be released and we will consider and determine whether there are grounds for exemption under the legislation. The final decision as to what information will be released will be the Council's but of course we will consult and discuss areas of concern before sending.

As the attendees for each meeting is different, each set of minutes will need to be sent to you separately, so please expect similar emails to this one depending on which meeting you attended.

You may wish to consult your [Legal/](#) [Communication/](#) [Information Governance](#) teams before responding.

Please do not hesitate to contact me should you wish to discuss this on 0203 [REDACTED]

Kind regards,

[REDACTED]
[REDACTED] | Complaints and Member Enquiries Officer (FOI)
Strategic Services
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
DDI: 0203 [REDACTED] | Int: [REDACTED]
www.newham.gov.uk

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From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [Peter Tudor](#); [Tony Tolley](#)
Subject: FW: SAG today
Date: 11 April 2017 14:57:41
Attachments: [image001.png](#)

Sheila,

The Boroughs (██████ at LBN) have been involved at every stage in signing off highway signage – I believe four times to date. I am not intending to engage SAG on highway signage, as this is NOT event or stadium signage. If SAG needs enhanced signage for stadium events then it should take this up with LS185.

I haven't seen detail of the new plan, which is slightly surprising as the landowner. Has the plan been shared with SAG for sign-off?

Mark

From: Tony Tolley
Sent: 11 April 2017 13:45
To: Mark Camley; Peter Tudor
Cc: Sara-Ellen Williams
Subject: SAG today

Both,

SAG today was interesting and short.

Key points below;

- (Mark as discussed) Signage and wayfinding was mentioned – Sheila brought up they didn't know who is LBN had been consulted and that there was a wish to have all SAG members in on the consultation list.
- New egress plan (I don't think we have seen this) is pencilled in currently to be trialled on the Liverpool match 14th May. Legal on this still being worked through.
- Request for the desktop (once plans agreed and confirmed as working) to contain items on egress contingency dispersal plan / closure of NTH, and also to include a section for ingress closure of NTH.
- Spurs on 5th may again confirmed as CAT C(IR) – request will be going out to cease sales of alcohol outside the stadium 1 hour before kick-off for a two mile radius (and I imagine for 1 hour post final whistle) – we will need to raise with AMO and our other venues. Drinking will be advertised as being available inside the stadium until 10mins after half time. This is a sensible solution and will hopefully get more fans (including away) into the stadium before KO. There will be a large amount of police on duty this day – confirmed plan not discussed in-depth.
- Everton and Liverpool are both CAT A games.
- Looking forward police will look to decrease policing in and around the ground for CAT A and B matches; this is in line with other stadiums and going on current decrease in issues within the stadium. (the reduced visibility has started already at Swansea game) Police stated this feels more BAU now similar to the Boleyn.
- End of season debrief being planned in for 11th July at 1100, this will be hosted by LBN at a venue TBC.

- A request for street trading has come in to LBN for carpenters road and Angle lane for food and merch.
- GNLR are requesting to downgrade the seating requirement to only the west stand with NW stand being held in reserve – this is based on previous years data (separate paper on MC desk), with evidence presented no body objected and stadium were supportive.
- Crowd modelling being undertaken by 2017 (I imagine by momentum) to be presented soon.
- HVM for WAC to be presented after Easter by L2017 to SAG group. Apparently L2017 and LS185 are having weekly meetings to discuss security.

Anthony Tolley MSyI
Head of Security & Park Safety Officer

Queen Elizabeth Olympic Park

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

DDI: 020 3288 [REDACTED]
Mob: [REDACTED]
Email: tonytolley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk



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From: [Mark Camley](#)
To: [LENNON Linda](#); Sheila.Roberts@newham.gov.uk
Cc: [Peter Tudor](#); [Tony Tolley](#); [Sara-Ellen Williams](#)
Subject: Concert SAG
Date: 11 April 2017 15:18:30
Attachments: [image001.png](#)

Apologies for not being able to attend the meeting but I'd like to a number of points that have been fed back to me.

Ticket touts

I am concerned that there is no plan for dealing with them. If they are not controlled it could cause issues. In the past, they have before created problems on ingress for events by effectively blocking partially the route. This does not make for a safe or pleasant experience for concert goers or park and venue visitors. LLDC previously provided Newham authority to use the byelaws for touting and trading, and we are happy to do so again.

Waterways/Tow path closure

I believe that there are on-going meetings, but we need an appropriate or proportionate approach to this.

Command and Control

I understand that concert goers will be directed through the south park plaza – boulevard. We should look at handover and handback of the area – as it will be physically constrained with large crowds and ordinary park users. The same principles should also be applied for L2017 events, as this is also their plan.

Toilets

I have concerns about leaving toilets in place for the whole period. In particular, who takes responsibility for them outside event periods, including securing them and damage. I can also foresee regular park users having an expectation that they can use them if they see them there.

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

From: Sheila.Roberts@newham.gov.uk
To: Mark Camley; [REDACTED]@newham.gov.uk
Subject: Fwd: Stadium SAG ToR
Date: 12 May 2017 12:41:47
Attachments: [QEOP STADIUM Terms of Ref V1 ADOPTED 29.07.2015.pdf](#)
[ATT00001.htm](#)
[LOPSG Terms of Reference v.3 \[Issued 30.03.16\].pdf](#)
[ATT00002.htm](#)

FYI

Sheila Roberts

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

Begin forwarded message:

From: "[REDACTED]" <[REDACTED]@newham.gov.uk>
To: "Sheila Roberts" <Sheila.Roberts@newham.gov.uk>
Subject: RE: Stadium SAG ToR

Hi Sheila

I have found these two in the Current ToR folder.

[REDACTED]

From: Sheila Roberts
Sent: 12 May 2017 12:19
To: [REDACTED]
Subject: Fwd: Stadium SAG ToR

Hi,

Can you please look for the Terms of reference for the SAG and for the LOPSG and send to me?

Thanks

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

Begin forwarded message:

From: Mark Camley <MarkCamley@londonlegacy.co.uk>
Date: 12 May 2017 at 11:44:05 BST

To: "Sheila.Roberts@newham.gov.uk" <Sheila.Roberts@newham.gov.uk>
Cc: '[REDACTED]@newham.gov.uk' <[REDACTED]@newham.gov.uk>, '[REDACTED]@newham.gov.uk' <[REDACTED]@newham.gov.uk>
Subject: Stadium SAG ToR

Sheila,
I'm trying to find these for a meeting this afternoon. I think [REDACTED] has briefed you about it. I can find the LOPSG revised ToRs but not the Stadium. You couldn't send me a copy could you pl.
Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

<image001.png>

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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](mailto:Mark.Camley@londonlegacy.co.uk)
Cc: graham.gilmore@londonstadium185.com; [Alan Skewis](mailto:Alan.Skewis@londonlegacy.co.uk); [REDACTED]@londonlegacy.co.uk; Sara-Ellen Williams; [REDACTED]@newham.gov.uk
Subject: Re: London 2017
Date: 18 May 2017 10:08:53
Attachments: [image001.png](#)

Thanks Mark,

We have concerns from a regulatory point of view but [REDACTED] was checking on the documents that have been submitted.

If the SAG are not happy to sign off then it will not happen. Or it can be caveatted. Or the decision can be postponed to an emergency/ special SAG.
Of course the purpose of the SAG is to advise the licensing and certifying authority on how to administer its statutory duties so we can cover concerns with our regulatory hat on.

There are regulatory issues that we will still need to pursue so no sign off there and we have not issued the increased capacity safety certificate.
We have already sent a letter of no objection that was heavily caveatted.

I am not sure what scrutiny that LS185 have given.

Thanks for the heads up.

Regards

Sheila Roberts

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 18 May 2017, at 09:36, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

Graham - Can I check where your team are on checking the docs and what you are likely to be saying at SAG tomorrow. We have a number of outstanding issues with the documentation – which as you know L2017 are looking to get signed off tomorrow. It would be good to know if you will be coming from the same place, or whether you are content.

Alan – I don't know whether E20 will be commenting separately – if so, good to know what you are likely to be saying.

Sheila – I don't know what the authority view on the documentation is – but I thought you might welcome a heads up on where we are likely to be coming from.

[REDACTED] – In spirit of openness - to be aware.

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

<image001.png>

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From: Sheila.Roberts@newham.gov.uk
To: [redacted]@london2017.org.uk; [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; Sara-Ellen.Williams; Tony.Tolley; [redacted]@westfield-uk.com; [redacted]@westfield-uk.com; [redacted]@met.pnn.police.uk; [redacted]@london2017.org.uk; [redacted]@london2017.org.uk; [redacted]@met.pnn.police.uk; [redacted]@tfl.gov.uk; [redacted]@newham.gov.uk; [redacted]@newham.gov.uk; [redacted]@tfl.gov.uk; karen.weir@uksport.gov.uk; [redacted]@googlemail.com; [redacted]@tube.tfl.gov.uk; [redacted]@met.pnn.police.uk; [redacted]@sj.a.org.uk; [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; [redacted]@westfield-uk.com; [redacted]@newham.gov.uk; [redacted]@met.pnn.police.uk; [redacted]@met.pnn.police.uk; [redacted]@lendlease.com; [redacted]@e20stadium.com; [redacted]@lond-amb.nhs.uk; Mark.Camley; Mark.Robinson
Cc: [redacted]@london2017.org.uk
Subject: RE: 1 June - London 2017 Readiness exercise
Date: 30 May 2017 11:56:15

Good morning,

FYI , for members of the Stadium SAG , there will be an emergency SAG that will be held immediately after this exercise. The only planned agenda item will be security for the stadium, including ingress and egress, for concerts.

An invitation will be sent separately.

Regards

Sheila

From: [redacted] [mailto:[redacted]@london2017.org.uk]
Sent: 26 May 2017 11:54
To: [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; Sara-Ellen.Williams@londonlegacy.co.uk; Tony.Tolley@londonlegacy.co.uk; [redacted]@met.pnn.police.uk; [redacted]@met.pnn.police.uk; [redacted]@tfl.gov.uk; Sheila.Roberts; [redacted]@tfl.gov.uk; [redacted]@tube.tfl.gov.uk; [redacted]@met.pnn.police.uk; [redacted]@sj.a.org.uk; [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; [redacted]@londonstadium185.com; [redacted]@westfield-uk.com; [redacted]@met.pnn.police.uk; [redacted]@met.pnn.police.uk; [redacted]@lendlease.com; [redacted]@e20stadium.com; [redacted]@lond-amb.nhs.uk; markcamley@londonlegacy.co.uk; markrobinson@londonlegacy.co.uk
Cc: [redacted]
Subject: 1 June - London 2017 Readiness exercise

Dear All,

Thank you for confirming your attendance at London 2017's readiness exercise next Thursday 1 June.

The session will comprise desktop scenarios and communication responses facilitated by our readiness and C3 consultants from **FOAMHAND**.

As participants, you have been allocated a seat at the various location-based tables e.g. Stadium Island, Central London etc, which you will find detailed on the attached layout (note this is subject to change). Seats have been allocated strategically to reflect Championships-time operations as far as possible.

The outline schedule for the day is as follows:

Venue: Press Conference Room, QEOP. If you require directions or assistance with access, please contact [redacted] on [redacted] [@london2017.org.uk](mailto:[redacted]@london2017.org.uk).

Schedule:

1000-1030hrs	Sign-in, intro and rules of engagement and C3 clarifications
1030-1300hrs	Facilitated 4-5 scenarios
1300-1345hrs	Lunch Break (lunch provided for L2017 partners in Press Conference Room)
1345-1530hrs	Facilitated 3-4 scenarios
1530-1630hrs	Debrief group discussion

Please contact me with any queries otherwise we look forward to seeing you on 1 June.

Kind regards

[redacted]
Operations

M +44(0) [redacted]
W paraathleticschampionships.com
iaafworldchampionships.com

[siglogo2](#)



World Para Athletics Championships
14 – 23 July 2017

IAAF World Championships
04 – 13 August 2017

[Alexander Stadium, Walsall Road, Perry Barr, Birmingham B42 2BE](#)

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From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley; linda.lennon@londonstadium185.com
Subject: Fwd: Stadium Costs/Extra Ticket Sales
Date: 01 June 2017 10:44:22

FYI

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

Begin forwarded message:

From: Sheila Roberts <Sheila.Roberts@newham.gov.uk>
Date: 1 June 2017 at 09:37:32 BST
To: [REDACTED] <[REDACTED]@london2017.org.uk>
Cc: [REDACTED] <[REDACTED]@macegroup.com>"
<[REDACTED]@macegroup.com>; [REDACTED]
<[REDACTED]@newham.gov.uk>
Subject: Re: Stadium Costs/Extra Ticket Sales

Good morning [REDACTED]

You are correct in your assertion that there is nothing significant that would prevent the issuing of the special safety certificate.

We are awaiting the formal application and final versions of documentation as you state.

This did not receive sign off at the SAG intended for that purpose although full comments have now been issued to WAC to facilitate the responses to on going concerns. Another meeting has been arranged for 13 June for sign off by the SAG.

Following that and the receipt of the final documentation the safety certificate for the uplift in capacity will be issued.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 1 Jun 2017, at 08:48, [REDACTED] <[REDACTED]@london2017.org.uk> wrote:

Hi Sheila, as you probably know London 2017 has been in discussion with E20 about securing additional tickets (up to 4,600 per session) for the world championships. I am conscious that you have previously issued a letter of no objection on this.

We are now close to agreeing terms for the releases of additional tickets by E20. Kim has sent us the message below so I wanted to double check that apart from finalising the documentation and LS185 making the application there is nothing additional we need to worry about. We are currently planning on going on sale on or around the 15 June.

Many thanks,

[REDACTED]

From: Kim.Bromley-Derry@newham.gov.uk [<mailto:Kim.Bromley-Derry@newham.gov.uk>]

Sent: 31 May 2017 22:52

To: [REDACTED]@gmail.com

Cc: DavidGoldstone@londonlegacy.co.uk; [REDACTED]
<[REDACTED]@london2017.org.uk>; [REDACTED]@london.gov.uk;
[REDACTED]@thejockeyclub.co.uk;
MarkCamley@londonlegacy.co.uk; BenFletcher@londonlegacy.co.uk;
[REDACTED] <[REDACTED]@london2017.org.uk>

Subject: Re: Stadium Costs/Extra Ticket Sales

[REDACTED]

Good to hear we are moving forward on this issue.

However, I would suggest that colleagues at L2017 confirm urgently with Newham's licensing team that there will be no technical problems with increasing capacity. Remember no application has been received to date. Hopefully colleagues from L2017 and LS185 have undertaken all necessary planning and amended event documents ready for submission and have discussed any necessary work required with health and safety, building control and licensing officers in readiness.

I am not wishing to delay the sale of tickets, but it would be prudent to have these conversations tomorrow, before hitting the 'green button'. If these have already been completed then I apologise for my word of caution.

Best wishes,

From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley@londonlegacy.co.uk
Cc: [REDACTED]@crossrail.co.uk; [REDACTED]@newham.gov.uk; [REDACTED]@westfield-uk.com; Anthony Hollingsworth; [REDACTED]@tube.tfl.gov.uk; [REDACTED]@newham.gov.uk
Subject: RE: Stratford interchange Governance
Date: 14 June 2017 13:30:30
Attachments: [image001.png](#)
[TAG \(999 KB\).msg](#)
[TAG Terms of Reference version 1.1 DRAFT 09.06.2017.docx](#)

Good afternoon all,

Please find attached a copy of the revised terms of reference for the TAG (Transport Advisory Group) that is a sub group of the SAG for the QEOP.

The original TORs date back to 2010 when the group was first established. This version has yet to be formally adopted by the group but they are aware of the changes. I may also add a line about confidentiality at the suggestion of the LLDC. I will send the final version once agreed.

I also attach a sample copy of the agenda, minutes and attendance at the meeting to give a flavour of the discussions that currently take place at the meetings.

If there is anything else you require please let me know.

I will be on leave for the next meeting but [REDACTED] will attend in my place.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
DDI [REDACTED] | Int. [REDACTED] | Mobile [REDACTED]
www.newham.gov.uk

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 12 May 2017 17:03
To: [REDACTED]
Cc: [REDACTED]; [REDACTED]; [REDACTED]@westfield-uk.com; Sheila Roberts; Anthony Hollingsworth; [REDACTED]
Subject: Stratford interchange Governance

[REDACTED]

Please could you set up a meeting in the next two weeks for copy recipients and me to meet. I will issue agenda and short paper before-hand.

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](#)
Subject: RE: Stratford Interchange Governance
Date: 06 July 2017 14:26:14

Hi Mark,

██████████ does generally attend the TAG and the SAG.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 20 June 2017 14:57
To: Sheila Roberts
Subject: FW: Stratford Interchange Governance

Shelia,

Thanks for TAG details. I haven't cross checked with TfL suggestions highlighted.

Mark

From: ██████████ [mailto:██████████@tube.tfl.gov.uk]
Sent: 07 June 2017 09:38
To: Mark Camley
Subject: Stratford Interchange Governance

Mark

██████████ has asked me to supply you with our suggestions for TfL representatives on the four groups. These are as follows:

Overview Board ██████████ and ██████████

Events Egress Group Need to find out who's already involved in SAG/TAG. Could be ██████████ (LU Area Manager for Stratford) and ██████████ (Senior Planner in LU Events & Closures).

Station Interchange Group In addition to me (chairing), suggest ██████████ and possibly ██████████ (the project manager for the Outcome Definition study) from LU, ██████████ (London Rail) and someone representing ██████████ (DLR).

Development Group ██████████ would be the obvious person but it may need to be escalated to ██████████ level depending upon the frequency of the meetings and the seniority of the attendees from the various parties.

David

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From: Peter Tudor
To: [redacted] newham.gov.uk; [redacted] westfield-uk.com; [redacted] met.pnn.police.uk; [redacted] met.police.uk; [redacted] met.police.uk; [redacted] westhamunited.co.uk; [redacted] btp.pnn.police.uk; [redacted] btp.pnn.police.uk; [redacted] newham.gov.uk; [redacted] outlook.com; [redacted] tube.tfl.gov.uk; [redacted] tube.tfl.gov.uk; [redacted] tube.tfl.gov.uk; [redacted] sgsamail.org.uk; [redacted] lendlease.com; [redacted] sjia.org.uk; [redacted] lond-amb.nhs.uk; Alan Skewis; [redacted] lond-amb.nhs.uk; [redacted] lond-amb.nhs.uk; [redacted] sjia.gsi.gov.uk; [redacted] london-fire.gov.uk; Tony Tolley; [redacted] westfield-uk.com; [redacted] lendlease.com; [redacted] westfield-uk.com; [redacted] westfield-uk.com; Sheila.Roberts@newham.gov.uk; [redacted] @newham.gov.uk; graham.gilmore@londonstadium185.com; [redacted] westfield-uk.com; [redacted] expedientsecurity.com; [redacted] londonstadium185.com
Cc: Mark Camley
Subject: RE: SSAG Draft Minutes 11 July 17
Date: 22 July 2017 18:05:29
Attachments: [image002.png](#)
[Low res version of QEOP Highways plans.pdf](#)

Thank you.

Low res versions of the highways signage scheme are attached as requested.

Peter Tudor
Director of Visitor Services
Park Operations & Venues

Queen Elizabeth Olympic Park
London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

Mobile [redacted]



Find out what's coming up at www.QueenElizabethOlympicPark.co.uk

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From: [redacted] newham.gov.uk [mailto:[redacted] newham.gov.uk]
Sent: 22 July 2017 07:31
To: [redacted] westfield-uk.com; [redacted] met.pnn.police.uk; [redacted] met.police.uk; [redacted] westhamunited.co.uk; [redacted] btp.pnn.police.uk; [redacted] btp.pnn.police.uk; [redacted] newham.gov.uk; [redacted] newham.gov.uk; [redacted] newham.gov.uk; [redacted] met.police.uk; [redacted] outlook.com; [redacted] tube.tfl.gov.uk; [redacted] tube.tfl.gov.uk; [redacted] tube.tfl.gov.uk; [redacted] sgsamail.org.uk; Mark Camley; Peter Tudor; [redacted] lendlease.com; [redacted] sjia.org.uk; [redacted] @lond-amb.nhs.uk; Alan Skewis; [redacted] lond-amb.nhs.uk; [redacted] lond-amb.nhs.uk; [redacted] sjia.gsi.gov.uk; [redacted] london-fire.gov.uk; Tony Tolley; [redacted] westfield-uk.com; [redacted] lendlease.com; [redacted] westfield-uk.com;

[REDACTED] westfield-uk.com; Sheila.Roberts@newham.gov.uk;
[REDACTED]@newham.gov.uk; graham.gilmore@londonstadium185.com;
[REDACTED] westfield-uk.com; [REDACTED] expedientsecurity.com; [REDACTED]
[REDACTED] londonstadium185.com

Subject: SSAG Draft Minutes 11 July 17

Dear All

Please find attached the DRAFT Stadium SAG (SSAG) minutes from the meeting held on 11th July 2017.

Kind regards

Toni

[REDACTED]
Events Co-ordinator
Licensing Team

London Borough of Newham

1st Floor, Town Hall Annexe | 330-354 Barking Road | London E6 2RT

DDI: 020 [REDACTED] | Int: [REDACTED] | M: [REDACTED]

<http://www.newham.gov.uk>  @newhamlondon

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From: Sheila.Roberts@newham.gov.uk
To: networkrail.co.uk; momentum-transport.com; londonstadium185.com; london2017.org.uk; londonstadium185.com; Peter.Tudor@londonlegacy.co.uk; tube.tfl.gov.uk; @newham.gov.uk; @newham.gov.uk; londonstadium185.com; westfield-uk.com; london2017.org.uk; londonstadium185.com; @newham.gov.uk; londonstadium185.com; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; london2017.org.uk; markcamery@londonlegacy.co.uk; londonstadium185.com; south-eastern-railway.co.uk; EXIL; westfield-uk.com; mckenzieamold.com; westfield-uk.com; london2017.org.uk; Tony.Tolley@londonlegacy.co.uk; virginmedia.com; westfield-uk.com; mckenzieamold.com; westfield-uk.com; @cloud.com; newham.gov.uk
Cc: london2017.org.uk; Tony.Tolley@londonlegacy.co.uk; virginmedia.com; EXIL; westfield-uk.com; mckenzieamold.com; westfield-uk.com; @cloud.com; newham.gov.uk
Subject: RE: IAAF Crowd Management crossover planning for Saturday 12th August.
Date: 10 August 2017 13:01:17

Hi [redacted]

Thank you for your comments.

As I said in my e mail those who attended the meeting were to discuss the issues around Westfield and the Regional Station - more specifically the NTH.

The purpose of my e mail is to tease out any unintended consequences of this plan - which it has done.

Toni is collating the responses and we will arrange to discuss in due course.

I am sure that everyone appreciates that this will be a challenge and regardless of the plan there will still be a significant mass of people in conflicting directions of travel to move safely.

Regards

Sheila

From: [redacted] [mailto:[redacted]@networkrail.co.uk]
Sent: 10 August 2017 12:55
To: Sheila.Roberts@newham.gov.uk; momentum-transport.com; londonstadium185.com; london2017.org.uk; londonstadium185.com; Peter.Tudor@londonlegacy.co.uk; tube.tfl.gov.uk; @newham.gov.uk; graham.gilmore@londonstadium185.com; expedientsecurity.com; westfield-uk.com; westfield-uk.com; london2017.org.uk; markcamery@londonlegacy.co.uk; londonstadium185.com; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; london2017.org.uk; Cc: london2017.org.uk; Tony.Tolley@londonlegacy.co.uk; virginmedia.com; EXIL; westfield-uk.com; mckenzieamold.com; westfield-uk.com; @cloud.com;
Subject: RE: IAAF Crowd Management crossover planning for Saturday 12th August.

Hi everyone

[redacted] is correct and I want to thank him for making us aware of this. We would need to move people across a road not once but twice. This road has already been brought up at West Ham games for how dangerous it is to get West Ham fans to the DLP.

I would possibly need more staff to complete this operation which I don't have.

I also can't reverse our crowd control system.

Please can you ensure that any operation that involves Stratford International that we are kept in discussions for as I could have raised this at the time.

This is not a viable option from us and it seen as unsafe.

I have ccd my client High Speed 1 in this case this operation does go ahead without our input ac I see this as unsafe.

I do find it very concerning that we are not considered a key partner when these discussions are held - especially as we are taking up to 18% of stadium footfall.

Kind regards

[redacted]
Station Manager (High Speed)
Ebbsfleet and Stratford International
Network Rail (High Speed) Ltd.

T 0207 [redacted] M [redacted]
Ebbsfleet International Station, International Way
Ebbsfleet Valley Swanscombe DA10 1EB



Our Vision - "To deliver the best High Speed rail customer experience"

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 10 August 2017 12:37
To: momentum-transport.com; londonstadium185.com; london2017.org.uk; londonstadium185.com; Peter.Tudor@londonlegacy.co.uk; tube.tfl.gov.uk; @newham.gov.uk; graham.gilmore@londonstadium185.com; expedientsecurity.com; westfield-uk.com; westfield-uk.com; london2017.org.uk; markcamery@londonlegacy.co.uk; londonstadium185.com; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; london2017.org.uk; Cc: london2017.org.uk; Tony.Tolley@londonlegacy.co.uk; virginmedia.com; westfield-uk.com; mckenzieamold.com; westfield-uk.com; @cloud.com; newham.gov.uk
Subject: RE: IAAF Crowd Management crossover planning for Saturday 12th August.

Thanks for this [redacted]

And apologies for not including SIS

All comments received will be collated and considered

Many thanks

Sheila

From: [redacted] [mailto:[redacted]@momentum-transport.com]
Sent: 10 August 2017 12:30
To: Sheila.Roberts@newham.gov.uk; londonstadium185.com; london2017.org.uk; londonstadium185.com; Peter.Tudor@londonlegacy.co.uk; tube.tfl.gov.uk; @newham.gov.uk; graham.gilmore@londonstadium185.com; expedientsecurity.com; westfield-uk.com; westfield-uk.com; london2017.org.uk; markcamery@londonlegacy.co.uk; londonstadium185.com; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; met.pnn.police.uk; london2017.org.uk; Cc: london2017.org.uk; Tony.Tolley@londonlegacy.co.uk; virginmedia.com; westfield-uk.com; mckenzieamold.com; westfield-uk.com; @cloud.com; newham.gov.uk
Subject: RE: IAAF Crowd Management crossover planning for Saturday 12th August.

Hi all,

Needless to say communication is key and we would need confirmation from key partners including SIS (did not see them on the list but I have cc'd [redacted] and [redacted])

[REDACTED]

The main complication I can see with the route proposed is the routing to SIS for the morning stadium egress. To continue north on Montfichet Road, they would need to be routed across the entrance to Stratford City Bus Station as well as background passengers and any queue for the temporary taxi rank.

At present (I believe) there is still a pit lane present on International Way for Manhattan Loft Gardens on the south side which has closed the footway. Consequently if SIS spectators were to be routed this way they would need to be managed across the carriageway of International Way twice – which is also the diversion route for vehicular traffic.

There would be a sharp left u-turn to access the queuing reservoir on The Boardwalk, which would need to be reversed.

- SIS would need to confirm that they can accommodate their passenger queue in the opposite direction.
- Expediant / LS185 would need to confirm they could manage the routing of SIS passengers from NTH to SIS

Considering the unfamiliarity of the above requirements (unpractised), I would not recommend this route for SIS.

As a consideration, SIS spectators may be routed north off the stadium island via Bridge 2 and along Waterden Road – but 100% is obviously unlikely and the remainder would need to 'turnaround' on the TCLB to route through Westfield to SIS.

Happy to discuss

[REDACTED]

[REDACTED]

Principal Consultant



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From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]

Sent: 10 August 2017 11:42

To: [REDACTED]@londonstadium185.com; [REDACTED]@london2017.org.uk; [REDACTED]@londonstadium185.com; Peter.Tudor@londonlegacy.co.uk; [REDACTED]@tube.tf.gov.uk; [REDACTED]@newham.gov.uk; graham_elmore@londonstadium185.com; [REDACTED]@expedientsecurity.com; [REDACTED]@westfield-uk.com; [REDACTED]@london2017.org.uk; [REDACTED]@newham.gov.uk; [REDACTED]@londonstadium185.com; [REDACTED]@met.pnn.police.uk; [REDACTED]@met.pnn.police.uk; [REDACTED]@met.pnn.police.uk; [REDACTED]@london2017.org.uk; [REDACTED]@momentum-transport.com; [REDACTED]@momentum-transport.com; [REDACTED]@londonlegacy.co.uk; [REDACTED]@virginmedia.com; [REDACTED]@westfield-uk.com;

CC: [REDACTED]@london2017.org.uk; [REDACTED]@momentum-transport.com; [REDACTED]@momentum-transport.com; [REDACTED]@londonlegacy.co.uk; [REDACTED]@virginmedia.com; [REDACTED]@westfield-uk.com; [REDACTED]@mckenziearnold.com; [REDACTED]@westfield-uk.com; [REDACTED]@cloud.com; [REDACTED]@newham.gov.uk

Subject: FW: IAAF Crowd Management crossover planning for Saturday 12th August.

Importance: High

Good morning all

This message is for information and urgent comment to members of the Stadium SAG (London 2017).

Discussions have recently been held between the key partners involved in the ingress and egress of spectators across the Westfield estate via Stratford Regional station. This follows on from concerns expressed at the potential for a significant clash of egressing and ingressing crowds; and resultant impact on public safety from the double sessions that will take place from tomorrow and until Sunday.

Representatives from LS185 Expediant Westfield Mckenzie Arnold Stratford Regional and myself met on site yesterday to discuss the revised plan.

In the absence of any reasoned opposition the plan will be put into place for tomorrow and will be monitored as usual by the SOR and by Stratford Regional.

[REDACTED] has summarised the main issues of the new plan and I have included that plan below. (Thank you [REDACTED])

We have agreed that the safest way to manage the cross over period will be to simplify the ingress & egress flows around Stratford Regional & Stratford International Stations by directing the majority of the stadium ingress right out of NTH onto Montfichet Rd. right onto Westfield Av. (with the Cow & Jamies gates closed) then left onto the Stitch. Stratford International Stadium ingress will remain the same via Station Ln onto Westfield Av. & the Stitch. This is pretty much event business as usual for us all but we will need to ensure the bag search lanes are sufficient to manage the flows as we will not have the contingency of diverting crowds back along Westfield Av. as has been done previously. There might be the contingency to divert onto Roundhouse Lane & in via the northern route if necessary but this would potentially conflict with SIS ingress. We will maintain an inbound lane in NTH into the Centre to pick up any stray Westfield customers but this is dependent on robust crowd management within Stratford Regional to ensure the majority of Westfield customers are directed to Meridian Sq./Mezzanine to enter the Centre via the inbound lane of the Town Centre Link Bridge (TCLB) which Gary is reasonably confident his team can do.

The egress route will be via bridge 05 from the Stadium island around Pool St. following the established egress route down the southern carriageway of Montfichet Rd. up the F21 steps & over the TCLB to Stratford station & the bus station. This route has worked well but the use of just the southern carriageway will extend the egress times & is dependent on Expediant being able to direct the whole of egress to bridge 05 & manage the resultant crowd flow with good comms. Pulsing & stop & holds along the whole of the egress route to deliver a safe & steady flow of people up the F21 steps. Andrew & Gary are confident this can be done in the same way as their teams have been doing all week. It was agreed that the stop & holds could be complimented with pre-recorded messaging to reassure the crowds & provide transport & access to Westfield information.

For the egress plan to be effective Westfield will need to ensure the cross over point is moved further along the TCLB to allow a larger queue to form without obstructing the main egress to the station with a contingency to remove the cross-over altogether managing access to the Centre from Meridian Sq. if a risk of obstructing egress is identified by Westfield Silver. We will also use learning from the football & boxing day internal crowd management to ensure the majority of people leaving the Centre from the LG floor are directed up to Stratford Place away from NTH & along the TCLB with a contingency for DDA buggies & people exiting the LG shops between the Starbucks escalators & NTH to be directed to the NTH lifts & F21 steps as we have been trailing this week for the evening egress. Again this requires robust comms & there will be recorded messages in the NTH for the morning ingress to advise people there would be no access to the station or centre in the afternoon. It would be very helpful if this message could be reinforced in the Stadium to advise that access to Westfield is likely to be very difficult at lunchtime & in the afternoon with a recommendation to those returning for the afternoon session to remain in QEOP.

I am conscious that we originally discussed routing all SIS pedestrians through the centre via TCLB but this is likely to put unnecessary strain on the turnaround if we are able to agree an alternative route by filtering them out of the F21 queue by allowing them to continue along Montfichet through the barriers to access SIS via International way which may need some additional barriering/signage but would be much safer than adding to the congestion on TCLB.

There is a reliance on good and timely communication with spectators for both ingress and egress and the application of the pulsing arrangements that are a regular feature on egress. There is a need to revise the operational and comms plans to reflect this new arrangement as soon as possible.

For that reason I request that any comments are e mailed to all persons included on this e mail by 15.00 hours today.

LS185 have agreed that the stadium will be cleared of all spectators following the morning sessions to allow for pre-opening checks for the later sessions on each day and to allow a reasonable ingress time onto the stadium island .

could you please confirm the times that this closure will take place for all the three days?
could you please confirm the current ticket sales for the 6 sessions for the three days of events?

If you have any query regarding the proposed plan please let me know but specific comments must be e mailed to all. It would be useful to receive a 'no comment' response too if possible.

Where comments are received these will be considered by the relevant partners .

Many thanks for giving this your urgent attention.

And a big thanks to the partners who have agreed this as a way forward in such a speedy and supportive way.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Chair of Safety Advisory Group (London Stadium)
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
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From: [Mark Camley](#)
To: [Area Manager Stratford](#); [SheilaRoberts](#); [londonstadium185.com](#); [london2017.org.uk](#); [londonstadium185.com](#); [Peter Tudor](#); [graham.gilmore@londonstadium185.com](#); [expedientsecurity.com](#); [westfield-uk.com](#); [westfield-uk.com](#); [london2017.org.uk](#); [newham.gov.uk](#); [londonstadium185.com](#); [met.pnn.police.uk](#); [met.pnn.police.uk](#); [met.pnn.police.uk](#); [london2017.org.uk](#)
Cc: [london2017.org.uk](#); [momentum-transport.com](#); [Tony Tolley](#); [virginmedia.com](#); [westfield-uk.com](#); [mckenziearnold.com](#); [westfield-uk.com](#); [icloud.com](#); [newham.gov.uk](#)
Subject: RE: IAAF Crowd Management crossover planning for Saturday 12th August.
Date: 10 August 2017 13:33:53

I may have misinterpreted the words – so apologies if I've got this wrong – but it seems to imply that everyone from the early session will be led away from the Park along Monfitchet. I can see that might work at the end of an evening session but what are you going to do with people who want to re-live 2012 and visit the rest of the Park? I note that there may be showers on Saturday – so that might help to some extent. However, it begs the question of how long we think egress will take with this single route and the rain is falling. I know a family crowd – but even those can get angsty. I thought there was a plan and am surprised that two days out we are looking to revise.

Mark

From: [Area Manager Stratford](#) ([\[mailto: \[REDACTED\]@tube.tfl.gov.uk\]](#))
Sent: 10 August 2017 13:11
To: [SheilaRoberts](#); [londonstadium185.com](#); [london2017.org.uk](#); [londonstadium185.com](#); [Peter Tudor](#); [graham.gilmore@londonstadium185.com](#); [expedientsecurity.com](#); [westfield-uk.com](#); [westfield-uk.com](#); [london2017.org.uk](#); [newham.gov.uk](#); [londonstadium185.com](#); [met.pnn.police.uk](#); [met.pnn.police.uk](#); [met.pnn.police.uk](#); [london2017.org.uk](#); [Mark Camley](#)
Cc: [london2017.org.uk](#); [momentum-transport.com](#); [Tony Tolley](#); [virginmedia.com](#); [westfield-uk.com](#); [mckenziearnold.com](#); [westfield-uk.com](#); [icloud.com](#); [newham.gov.uk](#)
Subject: RE: IAAF Crowd Management crossover planning for Saturday 12th August.

Hi Sheila,

As discussed yesterday at the meeting it is crucial that Stratford Regional operates an exit only from the Northern Ticket Hall on the cross over days because of the congestion that we have been experiencing all week in this area.

I fully appreciate this will be challenging however this is the only change to the Northern Ticket Hall plan that is being made. The rest of the station will operate as normal and we will just need to manage the footfall into the station through a series of stop and holds along the route.

Kind regards

[REDACTED]

[REDACTED]
Area Manager Stratford
Jubilee line
1st Floor, Side Line Building
Stratford E15 1DE
Auto: [REDACTED]
Mobile: [REDACTED]



From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 10 August 2017 11:42
To: [redacted] londonstadium185.com; [redacted] london2017.org.uk; [redacted] londonstadium185.com; PeterTudor@londonlegacy.co.uk; Area Manager Stratford ([redacted]); graham.gilmore@londonstadium185.com; [redacted] expedientsecurity.com; [redacted] westfield-uk.com; [redacted] westfield-uk.com; [redacted] london2017.org.uk; [redacted] newham.gov.uk; [redacted] londonstadium185.com; [redacted] met.pnn.police.uk; [redacted] met.pnn.police.uk; [redacted] met.pnn.police.uk; [redacted] london2017.org.uk; markcamley@londonlegacy.co.uk
Cc: [redacted] london2017.org.uk; [redacted] momentum-transport.com; tonytolley@londonlegacy.co.uk; [redacted] virginmedia.com; [redacted] westfield-uk.com; [redacted] mckenziearnold.com; [redacted] westfield-uk.com; [redacted] icloud.com; [redacted] newham.gov.uk
Subject: FW: IAAF Crowd Management crossover planning for Saturday 12th August.
Importance: High

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It would be useful to receive a 'no comment' response too if possible.

Where comments are received these will be considered by the relevant partners .

Many thanks for giving this your urgent attention.

And, a big thanks to the partners who have agreed this as a way forward in such a speedy and supportive way.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Chair of Safety Advisory Group (London Stadium)
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
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From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [Peter Tudor](#)
Subject: RE: Crowd Management Plan
Date: 30 October 2017 20:18:54

Sheila,

I will attend SAG as am trying to get NTH agreed - and we can pick up license then. Peter will lead more generally for us at this SAG.

Mark

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

From: Sheila.Roberts@newham.gov.uk
Date: Mon, October 30, 2017 10:11 a.m. +0000
To: Mark Camley
Subject: RE: Crowd Management Plan

Hi Mark,

Although [REDACTED] and I have been invited we cannot make the time set. I agree it would be helpful for you to attend this though.

Are you going to the SAG on Wednesday?

It would be useful to have a chat about the current application to vary the premises licence for the stadium.

Thanks

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 30 October 2017 10:08
To: [REDACTED] GILMORE Graham
Cc: Alan Skewis; [REDACTED] expedientsecurity.com; [REDACTED] sky.com;
[REDACTED] Sheila Roberts; [REDACTED]
Subject: RE: Crowd Management Plan

Can I be invited to the meeting tomorrow pl – as I would like to attend to help get this over the line.

Mark

From: [REDACTED] [mailto:[\[REDACTED\]@westfield.com](mailto:[REDACTED]@westfield.com)]
Sent: 27 October 2017 13:11
To: [REDACTED] GILMORE Graham
Cc: Alan Skewis; Mark Camley; [REDACTED] expedientsecurity.com;
[REDACTED] sky.com; [REDACTED] Sheila.Roberts@newham.gov.uk;
[REDACTED] [\[REDACTED\]@newham.gov.uk](mailto:[REDACTED]@newham.gov.uk)
Subject: RE: Crowd Management Plan

Your comments do not align with the discussion and agreed actions on 10th eg desktop, contents of plan, meetings with all stakeholders etc

Nonetheless, to avoid separate meetings/discussions, I suggest all stakeholders are represented with decision makers at the meeting. I appreciate though at short notice this may not be possible in which case you may need to reschedule with advance notice.

Regards

From: [redacted] [mailto:[redacted]@londonstadium185.com]
Sent: 27 October 2017 12:42
To: GILMORE Graham <graham.gilmore@londonstadium185.com>
Cc: [redacted] <[redacted]@westfield.com>; Alan Skewis <AlanSkewis@e20stadium.com>; Mark Camley <MarkCamley@londonlegacy.co.uk>; [redacted] <[redacted]@Westfield.com>; [redacted] <[redacted]@expedientsecurity.com>; [redacted] <[redacted]@sky.com>; [redacted] <[redacted]@londonstadium185.com>; Sheila.Roberts@newham.gov.uk; [redacted]@newham.gov.uk
Subject: Re: Crowd Management Plan

Good afternoon

I am currently on holiday and don't have access to all the plans, however I can make the following comments:

Westfield representatives were invited to a meeting with the LS185 Crowd Management Team, have been fully briefed on the operation and had previously seen the comprehensive set of documents they have now been sent.

At this meeting the Westfield representatives agreed the plan for NTH, with the option to review Westfield Egress width adjacent to M&S.

At this meeting the Westfield representatives were fully supportive of the proposals, and were advised SAG would determine the need for a desktop.

Westfield and Stratford Station representativeness have been invited to the stadium again on Tuesday to discuss any new concerns that they have, and LS185 have arranged for our Egress Team Managers and Safety Officer to be present at that meeting.

The SAG will decide on the need for a desktop, as with any fundamental change in operations.

As briefed to Westfield The plan uses the same routes to get to the same place, and we now turn everyone left into the NTH using a wider ingress route than is available when using the F21 steps.

The ultimate contingency is the same, if we totally lose Stratford Station we disperse everyone along the road past the bus station, this has been briefed and

communicated to Westfield, and without having access to the documents my memory believes this is included, if by chance it isn't then it will be.

Our team have put a significant amount of work into making this plan as robust as it is, and they are the ones who will operate it.

We are happy to agree a handover/takeover plan in conjunction with Westfield.

With reference to anything that was discussed before my arrival at London Stadium I am unable to comment.

We look forward to welcoming the Westfield Managers to the meeting on Tuesday and are confident that the best intentions of both teams, and Stratford Station will be agreed again. It is much more effective when we are all in the same room at the same time.

█ and Sheila I will ask █ B to forward the invitation to yourselves as you will likely find the meeting useful if you are available to attend?

Regards

█

Sent from my iPhone

On 27 Oct 2017, at 11:19, GILMORE Graham <graham.gilmore@londonstadium185.com> wrote:

Morning █

Thanks for the enclosed note . █ is leading on this and I have copied him in so he can update all direct.

Kind regards

Graham

From: █ [mailto:█@westfield.com]

Sent: 27 October 2017 10:35

To: GILMORE Graham <graham.gilmore@londonstadium185.com>; Alan Skewis <AlanSkewis@e20stadium.com>; MarkCamley@londonlegacy.co.uk

Cc: █ <█@Westfield.com>; █ <█@westfield.com>

Subject: Crowd Management Plan

Good morning all,

Further to our call on 11th October, a number of actions were discussed and agreed. The plan and therefore the desktop are overdue and putting the implementation of the plan for 4 Nov at risk.

Can you please advise status?

Regards

Summary of the discussion on 11th Oct with LLDC (Mark Camley), E20 (Alan Skewis) and LS185 (Graham Gilmore, [REDACTED]) **Denotes update on actions**

- Alan - Purpose of the meeting was to consolidate and understand where the plan is at, given the various ongoing discussions.
- Alan – acknowledged licence was almost there and a Management Plan was required to be agreed with stakeholders. **MC/AH agreed final details 26/10**
- Graham – LS185 have hired the services of a consultant for Thurs/Fri to complete the first draft of the Management Plan by COB Friday 13th. Graham would then have it for 5 days before releasing to stakeholders for comment so expecting it by the 20th.
- SAG is scheduled for 1st Nov, Graham is aiming to have all stakeholders comment by then to take to SAG a complete plan. [REDACTED] suggested that he will need a meeting before SAG but he hopes it won't be needed.
- First trial will therefore be for the game on the 4th Nov as well as 24th Nov and 9th Dec. Thereafter to agree with stakeholders a continuation of the trial for a further 3 games (as per our licence) before implementing on a permanent basis
- [REDACTED] asked that the plan contain how we hand the area to them, how they will manage it and how they will hand back, as well as detail on Dispersal Plan in the event of an emergency. Graham confirmed all will be included.
- Mark asked would Westfield be satisfied not to desktop if all stakeholders agreed to the plan. [REDACTED] responded that [REDACTED] has asked for this several times as well as [REDACTED] (MPS) and SAG has agreed and minuted it would be done. Further, operations are complex and all stakeholders need to understand how each would react in an incident. Therefore we should be doing a desktop. Graham agreed and said it will be scheduled into the program

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Director - Operations

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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](#)
Subject: RE: NTH trial
Date: 01 November 2017 09:05:49
Attachments: [image001.png](#)

Hi Mark,

Thanks for letting me know.

I am very glad it was agreed and I am sure you made a difference.

I look forward to reading the detail and seeing the impact on the egress time during the trial.

See you later

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 01 November 2017 08:25
To: Sheila Roberts
Subject: NTH trial
Importance: High

Sheila,

Successful meeting last night. Subject to LS185 providing agreed docs in a final form then the pilot will go ahead on Saturday. This will be the agreed position of the parties at SAG today. LS185 to circulate docs by COP tomorrow for sign-off on Thursday. E20 will get license signed off. Key to that is the Management Plan, which will be attached to the licence. LS185 now have Westfield's preferred format for this - otherwise the license is agreed. It was also agreed that there will be instant debriefs post matches, and a full review after 3 matches by the three principal parties. Tony and [REDACTED] will liaise on arranging the desktop (held over from last year).
Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
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E20 1EJ

Direct line: 020 3288 [REDACTED]
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Diary: [REDACTED]
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Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: Sheila.Roberts@newham.gov.uk
To: [Mark.Camley](mailto:Mark.Camley@newham.gov.uk)
Cc: [REDACTED]@newham.gov.uk
Subject: FW: Revised egress plan and NTH
Date: 03 November 2017 13:15:34

Hi Mark,

Please see this e mail for the list of issues with the paperwork, highlighted.

Graham requested our view in writing following the discussions/decision at the SAG.

We have gone into some detail of course which I hope leaves out any possibility of misinterpretation or misrepresentation.

Happy to discuss.

Regards

Sheila

From: Sheila Roberts
Sent: 03 November 2017 13:03
To: GILMORE Graham
Cc: [REDACTED]
Subject: Revised egress plan and NTH

Hi Graham,

Further to our telephone conversation of this morning I have now listened to the recording of the discussion that took place at the SAG held on Wednesday 1 November 2017 with regard to the above.

This confirmed my recollection of the decision of the SAG that was that it was agreed that there was no objection to the implementation of the revised plan in principle, subject to agreement of the detail of the operational plan, to the table top and to the review of the trial of that plan.

At that meeting the detailed plans had not been shared and since that time one of the key partners, Westfield, contacted me to explain that they were not satisfied with the detail of the plan, specifically in terms of the flow rates and contingency arrangements.

I communicated that concern to various stakeholders and explained that this concern seriously impacted upon the willingness of Westfield to sign off the licence that was pivotal to the new plan being put into place.

At that time the documents had not been shared with Newham although a copy was sent over yesterday afternoon.

It is not the case that the decision taken by the SAG has been rescinded. The decision was equivocal and the dependent conditions to that decision have not been met at this time.

█ and I have now had the opportunity to review the documents in detail and there are some concerns, listed below.

These are issues that we can provide support on and they are not issues that cannot be resolved to the extent that they make the plan unworkable. The plan itself is sound but all the various parts (the advance decision brief, the presentation slides and the plan) need to form one consistent operational plan that will give a true reflection of the delivery of the crowd to the transport hub, through to the barriers and not merely to the entrance of the NTH.

Until the plan is complete, consistent and reflects the full discussion that took place at the SAG with regard to the calculations (and the basis of those calculations);the increased risk that the contingency plan will be put into place; and the detail of how this will be addressed I doubt that the licence will be signed off.

In my view this is a matter of presentation and of reviewing the contingency plan in terms of any increase in the likelihood of it being put into place and the impact of this with the much more detailed data that is now available in terms of crowd behaviour.

█ and I have gone through the NTH only proposal paperwork and whilst we are generally supportive of the scheme there are a few points which need further work in order for the revised scheme to receive the required approval.

It has been suggested that a trial of the revised egress plan could retain the availability of the F21/TCLB route should it be required. This would be supported by Newham if agreed with other parties. I would also suggest that urgent work is carried out to ensure that the contingency and evacuation plans of LS185, London Underground and Westfield Stratford City work together.

The 'Draft North Ticket Hall Management Plan' document needs to include the design layout plans contained within the customer journey plan and the detail from the power point presentation, however, all three documents need to be reviewed in order to ensure there are no inconsistencies and that the measurements and calculations contained within are accurate. Once this is completed, version control should be added with a review and approval process before it is sent out to partners for review.

The tone of some elements of the text in the documentation could also be interpreted negatively, which does not help already strained partner relations. It is in everybody's interests that the proposals are not only effective and safe but also supported by partners and personal differences should be left aside. I would suggest that the documents are reviewed and any negative comments removed prior to re-issue. (e.g. 'Westfield Shopping Centre (WSC) **feel the need** to restrict access')

Examples of inconsistencies between the presentation detail and the customer journey detail are:

- Confirmation of the size of the egressing crowd (one document says 57,000, the other says 45,000)
- One document says 68ppm per metre, the other 82 ppm per metre
- The measurements of the Northern Ticket Hall entrance are not accurate and need to be re-taken.
- The calculations should be amended to reflect the true available width of the ticket barrier line (London Underground can confirm available width, numbers of

lanes and peak flow rates) This will enable a much more accurate flow rate calculation to be prepared and therefore more accurate communications to be given to fans.

- There is a recognition within the presentation that further work is required on contingency planning but this remains outstanding
- An accurate barrier layout plan is required which clearly shows the BAU / contingency layout revisions

Contingency Plans:

The main issue is with regards to the contingency plan(s) should the NTH become unavailable for whatever reason and in the short term, the retained availability of the F21/TCLB route alleviates the main concerns around this, however, obviously going forward, this route will not be available and there therefore needs to be some further planning undertaken to deal with such an eventuality as well as additional assurances that your proposals fit in with London Underground's / Westfield's Operational Contingency and evacuation plans. This work was underway but we are still awaiting LS185's documentation (we have LU/WSC's) in order to progress. The main issue is 45,000 people who are unable to enter the station attempting to access the shopping centre / and or walking on live roads and a plan needs to be approved that addresses this (for the new route.)

Momentum did prepare a draft dispersal plan previously and that may be a good place to start, but the plan needs the support of LBN/LU/WSC to proceed.

Flow Rate Calculations:

The provided calculations of 4m + 6m @ 82ppm (giving an estimated egress time of 55 mins) are not, in my opinion, realistic – the key control of the flow rate is the ticket barrier line inside the Northern Ticket Hall and I have asked London Underground to provide the necessary data to enable a more accurate figure to be calculated.

At a first look, the 4m + 6m channels do not reflect the physical layout of the Northern Ticket Hall entrance either, there is not 10m of usable width for egressing crowds, at best there is 7.8m by the time the barrier line is installed for the 3 ticket barrier lines which are to be maintained for shopping centre access from the station.

█ has calculated that this equals 7.8m x 82ppm which would indicate a 70 minute egress time (all other factors being equal.) This is a generous figure considering there are only , I believe , 9 ticket barriers available to use once inside the hall and I expect this calculation to be revised downwards once London Underground have provided their figures. I suspect that the NTH cannot cope with 820ppm, even if they could get through the ticket barriers that quickly. I understand that the barriers will be fixed in the open position and that this will have an impact, but I expect that LUL will have data for how this impacts on flow rates.

If we used the experience we have gained over the last 5 years, we can see that the existing system, which generally sees a 35%/65% split between the F21 route (35%) and the NTH route (65%) – for a 45,000 crowd would give an estimated flow rate of roughly 15,750 using the F21 route and 29,250 using the NTH route.

Although background demand varies enormously depending on the time of day etc. If we averaged the current egress time I suspect we would average around the 60 minute mark (without additional complications) to move roughly 30,000 people through the

NTH. It therefore makes sense to me that this time will increase by roughly the same margin if the entire crowd are routed through the same entrance; 30,000 = 60 mins therefore 45,000 = 90 mins (an increase of 50%). Of course I am content that this estimate is challenged once the data from LUL is available.

These are estimations based on [REDACTED] personal experience and I believe it is imperative that a third party assessment is carried out by qualified persons to show the likely crowd modelling and expected egress times as such a fundamental change needs to be clearly understood by all stakeholders and communicated to the fans accordingly.

I think it is unwise to base any communications on the current estimated times as they stand and would advise such a piece of work is commissioned without delay (as well as the required work on the contingency plans).

Once the documentation has been re-issued the following needs to be in place for a trail to go ahead;

- 1) Agreement of the proposals is confirmed in writing by Westfield and London Underground
- 2) The existing infrastructure and personnel are maintained for the use of the F21/TCLB route should it be required
- 3) A baseline contingency is agreed for dispersal of fans should the station be closed
- 4) The revised plan is monitored and a full review takes place after 4 games.
- 5) LS185 provide their contingency proposals for review by LBN/LU/WSC
- 6) A Table Top is arranged without delay to review contingency arrangements (once available)

I hope that this e mail is helpful and clarifies the position of Newham at this time.

In my view none of the issues referred to are insurmountable in the short term, although the one factor that remains essential is the agreement of Westfield to the licence to permit the full implementation of the new plan..

I am happy to arrange that all parties meet to discuss further the detail of the revised operational plan.

Regards

Sheila

Sheila Roberts | Strategic Enforcement Manager
Chair of Safety Advisory Group (London Stadium)
Specialist Operations
Enforcement and Safety
Strategic Commissioning
London Borough of Newham
Newham Dockside | 1000 Dockside Road | London E16 2QU
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From: [Mark Camley](mailto:Mark.Camley@londonlegacy.co.uk)
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED]@westfield.com; [REDACTED]@westfield.com; Alan Skewis; [REDACTED]@newham.gov.uk
Subject: RE: NTH only trial
Date: 28 November 2017 13:51:52

Sheila - Can we provisionally book a slot then.

[REDACTED] - Can you advise on the outcome of the meeting today pl (as LLDC not at the table).

Mark

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 28 November 2017 13:41
To: Mark Camley
Cc: [REDACTED]@westfield.com; [REDACTED]@westfield.com; Alan Skewis; [REDACTED]@newham.gov.uk; [REDACTED]@newham.gov.uk
Subject: RE: NTH only trial

Hi Mark,

It is. When were you thinking of?

We have an athletics SAG on Monday.

We could attach this discussion and sign off to that after the main agenda has been dealt with?

Regards

Sheila

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]
Sent: 28 November 2017 13:38
To: Sheila Roberts
Cc: [REDACTED]; [REDACTED]; Alan Skewis
Subject: RE: NTH only trial

Sheila,

Assuming LS185 and Westfield agree the evacuation plan – and that LUL are also happy. Is it possible to convene a SAG pl.

Best wishes,

Mark

From: [REDACTED] [[mailto:\[REDACTED\]@westfield.com](mailto:[REDACTED]@westfield.com)]
Sent: 28 November 2017 13:05
To: Mark Camley; Alan Skewis
Cc: [REDACTED]
Subject: RE: NTH only trial

Mark – the teams should be in discussion on that (per previous email) and I'm sure there are several pieces to complete however the point is that we need to get the time in the diary before it's too late and to ensure everyone is aiming for that date.

Regards

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]
Sent: 28 November 2017 12:24
To: [REDACTED] <[REDACTED]@westfield.com>; Alan Skewis <AlanSkewis@e20stadium.com>
Cc: [REDACTED] <[REDACTED]@Westfield.com>

Subject: RE: NTH only trial

Has the evacuation point been dealt with?

Mark

From: [redacted] [mailto:[redacted]@westfield.com]

Sent: 28 November 2017 12:19

To: Mark Camley; Alan Skewis

Cc: [redacted]

Subject: RE: NTH only trial

Mark/Alan – further to my email below, can you advise which match are we aiming to have the first test Chelsea on the 9th or Arsenal on the 13th.

These are the last two opportunities before the 23rd and we must have the bridge dedicated to centre footfall without any barriers. We are expecting well in excess of 220K people on the 23rd (we did 200K last Friday alone) with the day being a Saturday and the last day of Xmas shopping. If the new plan is not in place for these matches, the risk will be that the first trial of the plan will have to be on the 23rd Dec.

To that end, we urgently need to get the next meeting in all stakeholders diaries to give enough time to review, sign off by SAG, execute the agreement and put in place the plan.

Can you please advise on a date for the SAG meeting?

Regards

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]

Sent: 28 November 2017 10:09

To: [redacted] <[redacted]@westfield.com>

Cc: [redacted] <[redacted]@londonlegacy.co.uk>; Alan Fort <alanfort@e20stadium.com>; Alan Skewis <AlanSkewis@e20stadium.com>; [redacted] <[redacted]@Westfield.com>

Subject: RE: NTH only trial

Thanks. Let's see what results from that.

Best wishes,

Mark

From: [redacted] [mailto:[redacted]@westfield.com]

Sent: 28 November 2017 09:19

To: Mark Camley

Cc: [redacted] Alan Fort; Alan Skewis; [redacted]

Subject: RE: NTH only trial

Mark – the WSC team have contacted [redacted] yesterday to discuss the details of an evacuation, how they work, responsibilities etc

Regards

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]

Sent: 27 November 2017 13:21

To: [redacted] <[redacted]@westfield.com>

Cc: [redacted] <[redacted]@londonlegacy.co.uk>; Alan Fort <alanfort@e20stadium.com>; Alan Skewis <AlanSkewis@e20stadium.com>; [redacted] <[redacted]@Westfield.com>

Subject: RE: NTH only trial

[redacted]

Thanks. Agree that we are in a different world now – and as a result panic could set in anywhere. The issue that remains is, who is controlling NTH when evac of zone 7 happens? As you rightly remind us the question of control is the one that the courts will ask. LS185 have set out a plan but as ever the detail is crucial – ie how does the handing over to you happen to allow you to evac happen. I agree that we need to go to the wider group for sign-off but I think it is crucial that we are aligned going in to that meeting. Best wishes,
Mark

From: [redacted] [mailto:[redacted]@westfield.com]

Sent: 27 November 2017 12:36

To: Mark Camley

Cc: [redacted] Alan Fort; Alan Skewis; [redacted]

Subject: Re: NTH only trial

Mark - our evacs are controlled and tested many times annuals with great success.

If you are referring to Dec 11 the fire brigade who have reviewed the incident said there was nothing more we could have done. The learnings are likely to be how quickly any operator can calm and reassure the public and we are exploring how/if that can be improved or achieved.

As you will have noted from the Oxford St incident on Friday, the slightest incident/event has the tendency to alarm the public in the current climate and it could as easily happen amongst football fans egressing or in the park, and whether or not the current or new plan is in place.

In regards to the document received on Wed, the team are proposing to meet with LS to discuss the content. We also await the next meeting to be diarised for all stakeholders to attend and sign it off. We need this to ensure everyone is aiming for the date.

Regards

On 27 Nov 2017, at 11:56, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

[redacted]

[redacted] sent version 3.1 of plan, including contingency, to [redacted] and others on Tuesday of last week for comment. Understanding how Westfield will ensure the basic assumptions (eg steady and controlled evacuation) are correct when current advice is Run, Hide, Tell – and confirming that Westfield are managing their evacuating shoppers away is crucial to getting the docs agreed. If [redacted] and [redacted] are confirming these points then we may not need to meet – but I am conscious that whenever we don't continue to push together on these issues then they go unresolved.

Best wishes,
Mark

From: [redacted] [mailto:[redacted]@westfield.com]

Sent: 27 November 2017 11:05

To: Mark Camley

Cc: [redacted] Alan Fort; Alan Skewis; [redacted]

Subject: Re: NTH only trial

Mark

I am aware of the discuss on the NTH and the team also sent the Zone 7 evac plans to LS185.

I'm not clear of what there is to resolve? From our point view, we are like all stakeholders are waiting for the new dispersal. What are you intending to discuss when we meet?

Regards

On 27 Nov 2017, at 10:00, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

██████████
Good to see you at dinner last week – I hope it was useful. As you will be aware, David and I spoke to ██████████ about the NTH only trial plans, and the concerns from LS185 about evacuation of zone 7. Resolving this is now on the critical path of the NTH only trial. To move this forward, I suggest that you, ██████████ Alan, Alan and I meet to discuss. If you agree, I will ask Troy to arrange.

Best wishes,
Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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Direct line: 020 3288 ██████████
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Diary: ██████████
Direct: 020 3288 ██████████
Email: <mailto:██████████@londonlegacy.co.uk>

<image001.png>

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From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk; [Alan Skewis](#)
Subject: RE: Fwd: Revised management plan for egress - outstanding actions.
Date: 30 November 2017 17:06:52

Sheila – Thanks. Copying in Alan so he can pick up tomorrow.

Alan – We spoke.

Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 30 November 2017 16:46
To: Mark Camley
Subject: RE: Fwd: Revised management plan for egress - outstanding actions.

Hi Mark,

The meeting was moved as LS185 said they would not be ready for the Monday.

As far as I know the Chelsea game will be a cat B. The police have agreed to provide one additional PSU for the Park but no significant concerns or intelligence. In any respect we will need to ask the police if they have issue with the new trial period but still need to get over the plans issue.

Concerns have now been expressed now that were not discussed in the SAG (concerns of LS185 and Westfield). They are, in part, responsible for the delays.

█ and I are going to meet with Alan S in the morning to discuss.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 30 November 2017 16:40
To: Sheila Roberts
Subject: Fwd: Fwd: Revised management plan for egress - outstanding actions.

Sheila,

Can you advise on two points pl. Do you know why the meeting was moved? Secondly, is Chelsea likely to be Cat C, and are police likely to agree to a trial for that match?

Mark

Begin Forwarded Message:

From: "█" <█@westfield.com>
Subject: RE: Fwd: Revised management plan for egress - outstanding actions.
Date: 30 November 2017 16:03
To: "Mark Camley" <MarkCamley@londonlegacy.co.uk>, "█" <█@westfield.com>, "David Goldstone" <DavidGoldstone@londonlegacy.co.uk>
Cc: "Gerry Murphy" <GerryMurphy@londonlegacy.co.uk>, "GILMORE Graham" <graham.gilmore@londonstadium185.com>

Mark – I understand the meeting planned for Monday is now postponed to Thursday 7th however I am not clear why we have had to move it.

This puts at great risk the implementation of the plan for this year.

The new egress plan must be tested on the Chelsea match on Saturday 9th as it will be during a busy period similar to what we will experience on the 23rd Dec. If it is not tested on the 9th, the only game remaining before the 23rd December is the Arsenal game on Wed 13th. Our concern is that the 23rd and 13th are two very different days and what may appear to work on the 13th may not be the case on the 23rd when we and the transport hubs have to contend with 250K shoppers and a football crowd.

I therefore urge your teams to get the outstanding items completed and meet with my team to resolve early next week. We need to advise our crowd marshalling and barrier contractors which plan we are going with by no later than close of play Monday.

My team is awaiting the meeting with LS185.

Regards

From: [REDACTED]
Sent: 29 November 2017 13:26
To: 'Mark Camley' <MarkCamley@londonlegacy.co.uk>; [REDACTED] <[\[REDACTED\]@westfield.com](mailto:[REDACTED]@westfield.com)>; David Goldstone <DavidGoldstone@londonlegacy.co.uk>
Cc: Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; GILMORE Graham <graham.gilmore@londonstadium185.com>
Subject: RE: Fwd: Revised management plan for egress - outstanding actions.

Mark – yes agreed. [REDACTED] mentioned in her email to Graham to get the team to respond to [REDACTED] so they can get together to discuss the outstanding points.

Regards

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]
Sent: 29 November 2017 13:19
To: [REDACTED] <[\[REDACTED\]@westfield.com](mailto:[REDACTED]@westfield.com)>; David Goldstone <DavidGoldstone@londonlegacy.co.uk>
Cc: [REDACTED] <[\[REDACTED\]@westfield.com](mailto:[REDACTED]@westfield.com)>; Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; GILMORE Graham <graham.gilmore@londonstadium185.com>
Subject: Re: Fwd: Revised management plan for egress - outstanding actions.

[REDACTED]
I have had a quick catch up with Graham. We need a facilitated discussion about the detail of Westfield evac from zone 7, as this is still causing concerns. If you agree, I will arrange a meeting

for the two teams to come together along with LBN and involve [REDACTED] so we can work through the fine detail.

Mark

On: 29 November 2017 08:11, "Mark Camley" <MarkCamley@londonlegacy.co.uk> wrote:

[REDACTED]

I know that [REDACTED] has sent Graham a list of items she would like to see, and I have asked him whether he has everything he needs. I will respond in more detail once I hear back from him.

Mark

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

From: [REDACTED]

Date: Tue, November 28, 2017 9:01 p.m. +0000

To: David Goldstone , Mark Camley

CC: [REDACTED]

Subject: Fwd: Revised management plan for egress - outstanding actions.

Hi David/ Mark

Please can we have the appropriate reassurance that everything necessary will be completed in preparation for Monday's meeting?

It seems that there are still significant components of the plan to resolve and we haven't been in any state to run the alternative egress arrangements safely. Hopefully all parties will ensure this is resolve by Monday.

Thanks

[REDACTED]

Begin forwarded message:

From: [REDACTED] <[REDACTED][westfield.com](mailto:[REDACTED]@westfield.com)>

Date: 28 November 2017 at 19:21:14 GMT

To: [REDACTED] <[REDACTED][westfield.com](mailto:[REDACTED]@westfield.com)>

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

Subject: Fwd: Revised management plan for egress - outstanding actions.

See email below from [REDACTED] on the points we see as outstanding. The points are all from the last SAG minutes and need to be this clear so no-

one has any misunderstanding of what is required for Monday.

Regards

Begin forwarded message:

From: [REDACTED]
<[REDACTED]@Westfield.com>
Date: 28 November 2017 at 19:08:29 GMT
To: 'GILMORE Graham'
<graham.gilmore@londonstadium185.com>
Cc: "Mark Camley (MarkCamley@londonlegacy.co.uk)"
<MarkCamley@londonlegacy.co.uk>, Alan Skewis
<AlanSkewis@e20stadium.com>, [REDACTED]
<[REDACTED]@westfield.com>,
"Sheila.Roberts@newham.gov.uk"
<Sheila.Roberts@newham.gov.uk>
**Subject: Revised management plan for egress -
outstanding actions.**

Graham

Following the meeting held on 8th November to discuss and agree the revised management plan for egress, several points were agreed to be delivered by LS185 and captured in the minutes distributed by [REDACTED] - attached for reference. I would draw your attention to Point 2 on the minutes which outlines the actions agreed.

These were as follows and I have highlighted in Green the actions I believe are now completed and highlighted in blue the actions still outstanding or needing further work and discussion. In order to agree the final egress plan at the SAG meeting scheduled for Monday these points must be closed out. Please would you ask your team to respond to [REDACTED] communications to agree a time to meet this week in order that these points can be discussed, agreed and closed out.

2. Latest Version of EMP, Flow Calculations, Dispersal Plan, Comms & Licence Management Plan

- Several scenarios need to be developed analysing various dispersal plans of crowds which needs to be documented and integrated, with all

contingencies forming part of this document.

- Members discussed and assessed in detail the different options in relation to the dispersal of crowds should NTH, WF or any other evacuations that take place within the affected area.
- The plan must also contain revised flow calculations, barrier plan (which shows what happens in a break out event) and need to be integrated. Partners agreed that LS185 are to rework flow calculations based on 45k people as the maximum crowd to be dispersed. 82ppm pm can be used for the available egress width.
- WF raised their concerns around dispersal walking routes to the stations being advisory only and not managed for the dispersal plan. This was deemed unacceptable by them. WF highlighted that Momentum had proposed a specific route that should be used for dispersals but was never tested.
- LLDC advised the group that dependent on where fans were on egress they would be pointed directed to the next station by stewards and this route will not have a full complement of stewards and barriers in place along the dispersal route.
- WF and LBN requested LS185 to show in greater depth the planned routes for dispersal to the other stations giving details of which stewards will be redirecting fans as well as if and where the stop and holds will be deployed. Greater clarity is required in the dispersal plan.
- [REDACTED]
- Discussions continued on how best to manage the dispersal and ensure complete co-ordinated results. Members were all broadly in agreement of how fans are moved down to the NTH from the stadium
- LS185 need to develop and prepare a model for

the dispersal of 45k (maximum) only for football fans and need to submit clear and concise understanding of the flow. Again this must be documented and form part of the linked Plan.

- [REDACTED]

LBN suggested that LS185 instruct a company to draw up detailed plans highlighting various scenarios which include the numbers NTH actually take, numbers at different times in WF as the background crowd numbers are dynamic then form flow calculations based on these.

- LU to also share some of the flow rates for NTH. [REDACTED] drew attention to what may arise in relation to the potential closure of NTH, with their social media communicating the closure and giving alternatives as well as advising fans that although NTH was closed the southern ticket hall would be open. This would mean fans would disperse via other routes which would have an impact on the area [REDACTED]

- BTP also mentioned that if Overground went down then fans cannot be directed to Hackney Wick or West Ham, therefore dispersal needs to be communicated clearly and correctly.

Summary of agreed points to be developed and formulated, with JN to assist:

- Flow calculations to be worked on based on average 45K people using Stratford Regional

- [REDACTED]

- Barrier plan needs to be detailed showing size, spec, measurement, quantity, DDA access etc. and linked into an information plan. A CAD drawing would be suitable.

- Detailed crowd transition from ingress to egress needs to be shown.

[Redacted]

- Once the stitch relocates then the DDA needs to be incorporated.

[Redacted]

- Flow rates through all gate lines required from [Redacted] (8 for egress and 3 for Ingress)

- CCTV evidence and data for information gathering of flow.

- Flow rates from DLR and Stratford Regional is needed

Contingencies

- [Redacted]

Regards

[Redacted]

[Redacted]
General Manager Stratford City

Westfield Europe Ltd

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Stratford
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E: [REDACTED]@Westfield.com
W: www.westfieldcorp.com



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www.queenelizabetholympicpark.co.uk

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From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](#)
Subject: Re: Northern Ticket Hall only
Date: 08 December 2017 09:46:58
Attachments: [image001.png](#)

Thanks Mark,

This is very helpful.

Good luck to us all!

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 8 Dec 2017, at 09:12, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

[REDACTED] and Graham,

From SAG, you now have the lead responsibility in resolving the impasse on NTH only operations, and ensuring that the detailed elements of the management plan are developed and agreed, so that they can be implemented by the Bournemouth match (on 20 January) at the latest. I am happy to engage in any way that might help - as it is in all our interest to get this resolved. In the spirit of trying to help, I have sketched out on the attached the three options for NTH and what that means for evac as I see them. It benefits from being unencumbered by the advice of lawyers and safety officers - but hopefully captures the basic models, which I believe are the starting point to getting an agreement. If it is unhelpful though feel free to ignore.

I contacted [REDACTED] last night about the table top and while keen to help. He said that unless there is a basic plan and agreement of responsibility then it won't work. Therefore there needs to be agreement between you on the basics before we all get round the table. [REDACTED] is back in the UK early next week and I will pick up with him then. In the meantime, it would be good to know your plans for meeting - so we can move this on.

Best wishes and good luck,
Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

<image001.png>

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London Legacy Development Corporation, Level 10, 1 Stratford Place,
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<Northern Ticket Hall zone 7 evac.docx>

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From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED]@newham.gov.uk; [Tony Tolley](#)
Subject: NTH only
Date: 15 December 2017 14:00:59
Attachments: [image001.png](#)

Sheila,

I'm trying to put together a plan to get us through to a trial. It would mean stealing you SAG on 9 Jan to do

a desk top review – we can't get [REDACTED] A, etc together to do it so full table top before 20 Jan. We would aim to

use [REDACTED] or someone similar to lead the desk top review, and get [REDACTED] to do Table Top at a later date.

What do you think?

Requirement	Lead	When
Agree Plan in principle	[REDACTED] (LS185) and [REDACTED] (W'field)	DONE?
Senior sign-off of Plan	Mark Camley, Graham Gilmore, [REDACTED]	20/12
Write up all docs	LS185	Post 20/12
Re-confirm license	Alan Skewis	Post 20/12
Desk top review	Mark Camley, Tony Tolley	?09/01?
SAG sign-off	Sheila Roberts	15/01
Trial	LS185	20/01
Table top	Mark Camley, Tony Tolley	Feb/March

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

From: [Mark Camley](#)
To: [REDACTED] "Sheila.Roberts@newham.gov.uk"; graham.gilmore@londonstadium185.com; [expedientsecurity.com](#); [REDACTED]
Cc: [REDACTED] [outlook.com](#); [REDACTED] [@newham.gov.uk](#); "Area Manager Stratford [REDACTED]"; [REDACTED] tube.tfl.gov.uk"
Subject: RE: NTH only
Date: 21 December 2017 14:45:44

I will add to the matrix when I am back in office. My understanding is that Tony and [REDACTED] are both signed up to docs in principle. As I said yesterday, if Tony is content then LLDC will sign-off.

Mark

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

From: [REDACTED]
Date: Thu, December 21, 2017 2:04 p.m. +0000
To: "'Sheila.Roberts@newham.gov.uk'", Mark Camley, graham.gilmore@londonstadium185.com, [REDACTED] [expedientsecurity.com](#), [REDACTED]
CC: [REDACTED] [outlook.com](#), [REDACTED] [@newham.gov.uk](#), "Area Manager Stratford ([REDACTED])", "[REDACTED] tube.tfl.gov.uk"
Subject: RE: NTH only

Thanks Sheila,

There we were collaborating our hearts out & you start dishing out "Special Thanks"...!?!?©

Following on from yesterday's meeting [REDACTED] & I have just finished meeting with [REDACTED] (ccd) who now has the documentation & we have worked through the key documentation below & has confirmed he is happy to agree them in principle, subject to him working through the dispersal plan with [REDACTED] (ccd) to get his input on the implications to the wider network. He will also provide Mark with the Tfl contact for the Comms. piece.

We also discussed the timeline & agreed it is realistic, provided the expectation on the issuing of documentation for the 5th is that they are working documents to be finalised after the Table top for circulation to the SAG.

Finally, we thought it would be helpful to extend Marks matrix to include LLDC/E20 & LBN as both Tony & [REDACTED] have access to the documentation & should be represented for the sake of completeness.

Hope this is helpful.

Good will to all!

Regards

[REDACTED]

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]

Sent: 21 December 2017 12:03

To: MarkCamley@londonlegacy.co.uk; graham.gilmore@londonstadium185.com;

[REDACTED] [expedientsecurity.com](#); [REDACTED] <[\[REDACTED\]@Westfield.com](mailto:[REDACTED]@Westfield.com)>; [REDACTED]

<[\[REDACTED\]@Westfield.com](mailto:[REDACTED]@Westfield.com)>; [REDACTED] <[\[REDACTED\]@westfield.com](mailto:[REDACTED]@westfield.com)>

Cc: [REDACTED] [outlook.com](#); [REDACTED] [@newham.gov.uk](#)

Subject: RE: NTH only

Importance: High

Good afternoon,

Thanks to all of you in achieving this giant leap forward. Special thanks to Mark for co-ordinating it all.

The new definition of 'emergency' appears to have been a pivotal point in the resolution to this. Great idea.

█ has now issued the invitation for the table top and I hope that this will now be a productive exercise involving wider partners.

This feels like an early Christmas present.

Merry Christmas and see you in the New Year.

Best wishes

Sheila

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]
Sent: 20 December 2017 18:17
To: GILMORE Graham; █ (█expedientsecurity.com); █ █
█ █westfield-uk.com
Cc: Sheila Roberts; █
Subject: NTH only

Gents,

Thanks for a productive meeting earlier. The agreed position is as follows:

	LS185	Westfield	TfL
Egress Plan (v8.2)	Agreed in principle	Agreed in principle	Meeting 21/12
Dispersal plan	Agreed in principle	Agreed in principle	Meeting 21/12
NTH man. plan	Agreed in principle	Agreed in principle	Meeting 21/12
SOPs	To be drafted	To be drafted	To be drafted
Comms	See below	See below	See below
License	See below	See below	
Risk assessment	Drafted	To be reviewed	To be reviewed

I have asked Ben Fletcher to lead on pulling together key parties to agree. It was suggested this would involve █ from LS185 and █ from Westfield in first instance, but to be widened out to West Ham, Police, etc.

I have alerted Alan Skewis that the license will be revised with a new definition "Emergency" to be included and a para setting out change of control (to Westfield) to be specified. Westfield to

lead drafting. This also needs reflecting in SOPs.

Next Steps

- 21/12 Meeting between Westfield, LS185 and TfL
- 23/12 Newcastle match – one or two elements of plan may be used during egress
- 02/01 WBA match – one or two elements of plan may be used during egress
- 04/01 Safety leads – LS185, Westfield, TfL, LBN, LLDC meet to finalise any outstanding points
- 05/01 Issue documentation
- 10/01 Table top (LLDC)
- 15/01 SAG
- 20/01 Bournemouth match – trial NTH only

Have a good Christmas and all best wishes for 2018,
Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: Sheila.Roberts@newham.gov.uk
To: [redacted] Westfield.com; Mark.Camley@londonstadium185.com;
expedientsecurity.com; [redacted] Westfield.com; [redacted] westfield.com
Cc: [redacted] outlook.com; [redacted] @newham.gov.uk; [redacted] tube.tfl.gov.uk;
tube.tfl.gov.uk
Subject: RE: NTH only
Date: 21 December 2017 15:23:49
Attachments: [image001.png](#)

Hi [redacted] and all,

So..... special thanks to you all. Wonderful example of collaboration and partnership in action.

Anything is possible.

This has clearly taken an awful lot of hard work by every one of you.

Glad to hear that the timetable is realistic.

Seasonal happiness to you all.

Sheila

PS Maybe for Christmas someone will buy me some training on how not to cause offence to any one.....not likely though with my Northern family.

From: [redacted] [mailto:[redacted]@Westfield.com]
Sent: 21 December 2017 14:04
To: Sheila Roberts; MarkCamley@londonlegacy.co.uk; graham.gilmore@londonstadium185.com;
[redacted] expedientsecurity.com; [redacted] [redacted]
Cc: [redacted] outlook.com; [redacted]; 'Area Manager Stratford ([redacted]
[redacted] tube.tfl.gov.uk'
Subject: RE: NTH only

Thanks Sheila,

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Sent: 21 December 2017 12:03

To: MarkCamley@londonlegacy.co.uk; graham.gilmore@londonstadium185.com;

expedientsecurity.com; Westfield.com; Westfield.com; westfield.com

Cc: outlook.com; @newham.gov.uk

Subject: RE: NTH only

Importance: High

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Merry Christmas and see you in the New Year.

Best wishes

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]

Sent: 20 December 2017 18:17

To: GILMORE Graham; expedientsecurity.com; westfield-uk.com

Cc: Sheila Roberts;

Subject: NTH only

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Comms	See below	See below	See below
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Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

From: Sheila.Roberts@newham.gov.uk
To: [Alan Fort](#)
Cc: [REDACTED]@newham.gov.uk; [Mark Camley](#)
Subject: RE: Role of [REDACTED] Private and Confidential
Date: 05 January 2018 12:07:51

Thanks Alan,

Your response is appreciated.

Regards

Sheila

From: Alan Fort [<mailto:alanfort@e20stadium.com>]
Sent: 05 January 2018 12:01
To: Sheila Roberts
Cc: [REDACTED]; [Mark Camley](#)
Subject: RE: Role of [REDACTED] Private and Confidential

Sheila

Thanks for the response. [REDACTED] is very clear that we/he will talk through any proposed changes and reasons why. We want safe, efficient solutions and any changes need to be challenged to ensure that that they deliver safe egress.

[REDACTED] doesn't have all the information to be able to present a coherent plan. At this stage all he can do is make observations and use his past experience to give some colour to that.

We accept and understand that this is a consensual process

Alan

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 05 January 2018 10:57
To: Alan Fort <alanfort@e20stadium.com>
Cc: [REDACTED]@newham.gov.uk; [Mark Camley](mailto:MarkCamley@londonlegacy.co.uk) <MarkCamley@londonlegacy.co.uk>
Subject: RE: Role of [REDACTED] Private and Confidential

Hi Alan,

Happy new year to you and thanks for this clarification.

As you are aware [REDACTED] and I met with [REDACTED] very briefly before Christmas. Although the meeting was brief, [REDACTED] and I did not share the views that [REDACTED] expressed at that time.

As the regulator and part of the SAG we have serious concerns at anything that would compromise the learnings that have been gained from the experience of crowd management from the stadium and would impact on the overall safety management, and therefore S value and capacity, of the stadium.

Although I assume that Graham has discussed this with his safety management team if he has reached the conclusion to contract with [REDACTED]

As you said, this is a complex situation and there are many partners involved.

I look forward to hearing the detail and recommendations from [REDACTED] findings.

Regards

Sheila

From: Alan Fort [<mailto:alanfort@e20stadium.com>]
Sent: 05 January 2018 10:24
To: Sheila Roberts; [REDACTED]
Cc: Mark Camley
Subject: Role of [REDACTED] Private and Confidential

Dear Sheila,

Just to explain the role of [REDACTED]

As you are aware E20 has outsourced its business (the management of the London Stadium) to LS185. Therefore anything E20 wishes to achieve it has to achieve through and with the agreement of LS185.

We introduced [REDACTED] to LS185 to provide them with a broader experience of stewarding and security issues and add some better soft skills to the situation.

[REDACTED] met Graham yesterday afternoon to feedback to him opportunities to improve and help LS185 think about stewarding and security in a broader way. I am pretty certain LS185 will contract with [REDACTED] to provide services to them going forward. Any M will issue an initial report to LS185 shortly. [REDACTED] understands this is a complex situation and that for any change LS185 needs buy in from all parties.

I am sure he will be in touch to share ideas and thoughts with you.

Have a great weekend

Alan Fort
Consultant
E20 Stadium LLP
Queen Elizabeth Olympic Park

Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](mailto:Mark.Camley@londonlegacy.co.uk)
Subject: Re: NTH only
Date: 08 January 2018 11:04:26
Attachments: [image001.png](#)

Hi,

Fine with me.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 8 Jan 2018, at 10:55, Mark Camley <MarkCamley@londonlegacy.co.uk> wrote:

Sheila,
Could we discuss at SAG the potential to hold the first trial on Tuesday 16/02 pl.
Crowd likely to be much fewer and reduced conflict with shoppers – so may be ideal time to do an early test.
Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)

<image001.png>

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From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley
Cc: Alan.Skewis; [REDACTED] [@newham.gov.uk](mailto:>@newham.gov.uk)
Subject: RE: NTH only
Date: 08 January 2018 14:20:32
Attachments: [image001.png](#)

Ok,

Apparently there was significant disorder when they met at the weekend.

See you tomorrow.

Sheila

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]
Sent: 08 January 2018 13:29
To: Sheila Roberts
Cc: Alan Skewis; [REDACTED]
Subject: RE: NTH only

Sheila,

Thanks. I didn't expect it to be Cat C – let's discuss tomorrow.

Mark

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 08 January 2018 12:24
To: Mark Camley
Cc: Alan Skewis; [REDACTED] [@newham.gov.uk](mailto:>@newham.gov.uk)
Subject: RE: NTH only

Hi Mark,

I spoke with [REDACTED] this morning and mentioned this, amongst other things.

His view is that this game is likely to be a Cat C game and so the police would not support this being used as a trial for the new egress plan.

Of course we can still discuss at the SAG.

Regards

Sheila

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]
Sent: 08 January 2018 10:55
To: Sheila Roberts
Cc: Alan Skewis; [REDACTED]
Subject: NTH only

Sheila,

Could we discuss at SAG the potential to hold the first trial on Tuesday 16/02 pl. Crowd likely to be much fewer and reduced conflict with shoppers – so may be ideal time to do an early test.

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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Direct line: 020 3288 [REDACTED]
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Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: Sheila.Roberts@newham.gov.uk
To: [Alan Skewis](#)
Cc: [Mark Camley](#)
Subject: RE: Egress sign off
Date: 16 January 2018 15:47:31
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

Ok,
Just to confirm , this does have SAG sign off.

Sheila

Sent from [Outlook Mail](#) for Windows 10 phone

From: Alan Skewis
Sent: 16 January 2018 15:36
To: Sheila Roberts
Cc: Mark Camley
Subject: RE: Egress sign off

I am awaiting the licence from Westfield. Any news Mark?

I have answered a query LS185 had on barriers this afternoon.

Alan

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 16 January 2018 15:29
To: Alan Skewis
Subject: FW: Egress sign off

Hi Alan

Any idea of when the sign off is likely to happen?

Thanks

Sheila

Sent from [Outlook Mail](#) for Windows 10 phone

From: 

Sent: 16 January 2018 15:11

To: TonyTolley@londonlegacy.co.uk

Cc: Sheila Roberts; [REDACTED]; [REDACTED] Graham Gilmore; [REDACTED]

Subject: Egress sign off

Hi Guys,

I spoke with [REDACTED] today and he informed me E20 still haven't signed the plans off. As of this afternoon we have not communicated anything to any fans.

Regards.

[REDACTED]

[REDACTED]

Head of Matchday Operations

West Ham United Football Club Limited
Queen Elizabeth Olympic Park

London E20 2ST

T: [REDACTED] M: [REDACTED]

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From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Subject: RE: NTH only
Date: 18 January 2018 09:28:35
Attachments: [image001.png](#)

Sheila,

Thanks. Westfield have advised that their position is that “the plan will not go ahead for Saturday until we have agreement on costs in advance (as per the licence).” At this point, the license, and costs are not agreed; and the Plan while agreed still needs tweaking to reflect SAG decision on Monday. Therefore, we will look to put in place the plan below for this coming Saturday.

Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 18 January 2018 09:24
To: Mark Camley
Subject: RE: NTH only
Importance: High

Hi Mark,

Thanks for letting me know.

Could you please advise when this new plan will be implemented?

I will arrange an emergency SAG but at this short notice I am not confident that all the interested parties will be able to attend should the decision be to implement the curtailing of the crowd management before the NTH.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 18 January 2018 08:59
To: Sheila Roberts
Subject: NTH only

Dear Sheila,

I am writing to advise that the license between Westfield and LS185 is unsigned and there is a dispute about costs. I will therefore be advising LS185 to implement a plan that brings spectators to the last stop and hold on Monfitchet, and thereafter the responsibility will fall to respective landowners to put in place what they think they require at their cost. I will get them to take a similar approach on Westfield Avenue – again the risk and costs will then fall to respective landowners. You will wish to consider whether as a result we will need a SAG meeting.

Regards,

Mark

Mark Camley

Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Cc: [Tony Tolley](#)
Subject: RE: Saturday
Date: 23 January 2018 12:59:48
Attachments: [image001.png](#)

Sheila,

Happy for you to share. Disappointing that the main parties haven't provided feedback – as it was agreed at SAG that everyone would by COP Monday. I know that [REDACTED] did discuss his with [REDACTED] to ensure no major points of disagreement.

Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 23 January 2018 12:55
To: Mark Camley
Cc: Tony Tolley
Subject: RE: Saturday

Thank again,

I am yet to receive anything from LS185 or from Westfield.

I have asked [REDACTED] and will chase [REDACTED] now.

Can I assume you are OK for me to share all the observations made by E20 and by LLDC?

With regard to the number of stewards, I think that the plan was always to over resource with a view to reducing later.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 23 January 2018 12:41
To: Sheila Roberts
Cc: Tony Tolley
Subject: Saturday

Sheila,

Observations from Alan Fort.

I was in the downstairs control room from 2 to 6pm watching the planning, execution etc

LS185 and Newham regarded it as a success

On ingress the number of stewards we have is excessive, on the roads, bridges and then turnstiles.

The number of stewards walking back to stadium after BAU to sign off was high as well.

Casual water lying on Stitch – LS185 sent out Vinci Facilities

New Stitch had no hoarding Ls185/Expedient sent vans out and staff out to block the new Stitch

It took a reasonable time to deal with unlisted cars arriving at gates . Once car got through to carpark due to language difficulties.

Up Escalator to go from NTH up to bridge closed conveniently by Westfield

NTH – Westfield staff advising customers not to go via NTH, but many still went that way; flow reduced as flow of WHU fans increased

South Ticket Hall – slowed BAU by 6-7 minutes as more people went that way – both WHU fans and Westfield shoppers

Mark

Mark Camley

Executive Director of Park Operations and Venues

Queen Elizabeth Olympic Park

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Level 10

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London

E20 1EJ

Direct line: 020 3288 [REDACTED]

Email: markcamley@londonlegacy.co.uk

Website: www.QueenElizabethOlympicPark.co.uk

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From: Sheila.Roberts@newham.gov.uk
To: [Alan Skewis](#); [Mark Camley](#)
Subject: RE: RE: NTH trial
Date: 24 January 2018 19:08:56

Hi Alan,

Good news on Monfitchet.

We have taken in all the debrief information and will collate these and the action points.

We have concerns at the moment with regard to stadium safety management issues. I am meeting [REDACTED] after the athletics SAG tomorrow to flag up those concerns.

I will keep you informed.

One step forward.....

Regards

Sheila

From: Alan Skewis
Sent: 24 January 2018 18:38
To: Sheila Roberts;Mark Camley
Subject: Fwd: RE: NTH trial

Sheila

FYI.

Good that Saturday went well. Some learning points, and the Momentum work will assist full assessment of effectiveness and changed needed for longer term.

Also note we are making some progress on the Montfichet road access into NTH. Murray at a meeting today where discussed positively.

Alan

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

From: [REDACTED] <[REDACTED]@Westfield.com>

Date: Wed, January 24, 2018 3:36 pm +0000

To: Alan Skewis <AlanSkewis@e20stadium.com>, Mark Camley <MarkCamley@londonlegacy.co.uk>, Alan Fort <alanfort@e20stadium.com>, [REDACTED]

[REDACTED] <[REDACTED]@momentum-transport.com>, [REDACTED]

[REDACTED] <[REDACTED]@momentum-transport.com>

Subject: RE: NTH trial

Hi Alan

Yes this is fine.

Will – please get in touch when you are ready

Thanks

██████████

From: Alan Skewis [mailto:AlanSkewis@e20stadium.com]

Sent: 24 January 2018 15:05

To: ██████████ <██████████@Westfield.com>; Mark Camley <MarkCamley@londonlegacy.co.uk>; Alan Fort <alanfort@e20stadium.com>; ██████████ <██████████@momentum-transport.com>; ██████████ <██████████@momentum-transport.com>

Subject: NTH trial

██████████

E20 are engaging ██████████ of Momentum to do some analysis of the flows into the NTH and surrounding areas as a result of the trial. They are planning to do 3 games in February and March.

We would like Momentum to speak direct with you to agree what they propose.

I trust this is OK with you.

Thanks

Alan Skewis
E20 Director
E20 Stadium LLP
Queen Elizabeth Olympic Park

Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: 020 3288 ██████████

Mobile: ██████████

Email: alanskewis@e20stadium.com

Website: www.queenelizabetholympicpark.co.uk/the-park/venues/the-stadium

From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley
Cc: Tony.Tolley
Subject: RE: ** TFL RESTRICTED ** Stratford Regional Southern and Mezzanine entrances
Date: 07 February 2018 16:09:04

Ok will do,

Thanks

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 07 February 2018 15:57
To: Sheila Roberts
Cc: Tony Tolley
Subject: RE: ** TFL RESTRICTED ** Stratford Regional Southern and Mezzanine entrances

Sheila,
Timing is fine for me. I don't know his availability but can Tony be invited as well pl.
Mark

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 07 February 2018 15:43
To: [REDACTED] Westfield.com; [REDACTED] expedientsecurity.com;
[REDACTED] londonstadium185.com; [REDACTED] Westfield.com;
[REDACTED] londonstadium185.com
Cc: [REDACTED] @newham.gov.uk; [REDACTED] tube.tfl.gov.uk; [REDACTED] Westfield.com;
[REDACTED] tube.tfl.gov.uk; Alan Skewis <AlanSkewis@e20stadium.com>; Mark Camley
<MarkCamley@londonlegacy.co.uk>; [REDACTED] westhamunited.co.uk
Subject: RE: ** TFL RESTRICTED ** Stratford Regional Southern and Mezzanine entrances

Thanks [REDACTED]

All,

As [REDACTED] has offered to host, would 10.00 on Wednesday 14 February be ok?

[REDACTED] Would anyone else from TfL need to attend? I have now copied [REDACTED] in as he may have returned from leave by then?

Also, WHUFC, E20 and LLDC now included.

I will send out an invitation to all now included and copied in unless I hear that this time and date is not possible by close of play today.

Regards

Sheila

From: [REDACTED] [mailto:[REDACTED]@Westfield.com]
Sent: 07 February 2018 12:16
To: Sheila Roberts; [REDACTED] expedientsecurity.com; [REDACTED] londonstadium185.com; [REDACTED]

Hodgson; [redacted] londonstadium185.com
Cc: [redacted]; [redacted] tube.tfl.gov.uk; [redacted]
Subject: RE: ** TFL RESTRICTED ** Stratford Regional Southern and Mezzanine entrances

Hi Sheila

I agree we need to meet as this potentially puts marshals back on the TCLB, which is not what we want to do, and it would be useful to understand if other solutions could be implemented to help the station with these issues.

I can be available on Wednesday next week apart from 2pm – 4pm. Happy to host if needed.

Thanks

[redacted]

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]
Sent: 07 February 2018 11:02
To: [redacted] expedientsecurity.com; [redacted] londonstadium185.com; [redacted]
<[redacted]@Westfield.com>; [redacted] <[redacted]@Westfield.com>;
[redacted] londonstadium185.com
Cc: [redacted] @newham.gov.uk; [redacted] tube.tfl.gov.uk
Subject: Fwd: ** TFL RESTRICTED ** Stratford Regional Southern and Mezzanine entrances

Good morning all,

Please see below. [redacted] did raise this at the SAG yesterday as you know.

Any views?

Not sure about a work shop but a meeting would be useful to consider the potential impact. I am in court this afternoon but could meet tomorrow or next week? Tuesday or Wednesday.

Regards

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [redacted]
Mobile: [redacted]

Begin forwarded message:

From: [redacted] <[redacted]@tube.tfl.gov.uk>

Date: 7 February 2018 at 10:35:33 GMT

To: Sheila Roberts <Sheila.Roberts@newham.gov.uk>, [REDACTED]
<[REDACTED]@newham.gov.uk>

Cc: "Area Manager Stratford [REDACTED] <[REDACTED]@tube.tfl.gov.uk>," "CSM Stratford ([REDACTED] <[REDACTED]@tube.tfl.gov.uk>

Subject: **** Tfl RESTRICTED ** Stratford Regional Southern and Mezzanine entrances**

Sheila,

The new egress (*our return*) arrangements for the Northern Ticket Hall have generally speaking been a success and have alleviated a number of problems. There is however (*as you are aware*), a new issue surrounding the Southern and mezzanine entrances to the station.

Recently, it appears that fans are now finding alternatives to facing the NTH queues and are now going via Carpenters Road, the footbridge, alongside the bus station to gain entrance to either the Southern and Mezzanine entrances to the station in an attempt to shortcut the queues. Although still a substantial problem, this is not too much of an issue for evening games as the numbers in the area are generally considerably lower than on a 1500 or 1330 kick off when the shopping centres are busy. This still leaves Stratford regional station with a number of issues that need to be resolved quickly.

- There are now times during egress (*return*) traffic when the station is completely isolated and surrounded by persons wishing to enter the station. Our ability to evacuate the station is seriously eroded when this occurs and LU are at risk of not being able to meet its statutory requirements surrounding evacuation
- Levels of congestion within the subways rise dramatically at these times leading to overcrowding which in turn requires an increase in interventions and short term cordons/closures whilst the levels subside
- Extra resources (*and therefore cost*) from LU, other train operators and BTP are now required to manage the additional flows through the station. These additional flow are generally in the opposite direction to those who have entered via the NTH adding to the congestion and management required.
- From a customer (*fan, shopper or traveller*) perspective, this is less than a safe, pleasant or ideal environment during these times and detracts from encouraging people to the area

Safety is always our collective priority and clearly we cannot continue to carry on "as is". I raised the subject at the Safety Advisory Group on the 6th February and took an action to explore all the options available including potentially the Southern and Mezzanine exits becoming exit only during egress (*return*). I met with the local management team and staff from the station yesterday after the SAG to review all the options and mitigations that can be deployed to reduce or alleviate the

problems. The outcome of this is as follows:-

Saturday 10th February (WHU v Watford 1500hrs)

Both the Southern and Mezzanine exits will remain open for both entrance and exit (*as will the NTH*). However, the number of ticket gates on “entry” will be reduced in the Southern Ticket Hall. This is to alleviate the congestion in the Central subway which approaches critical levels during this time. As a result of this, more persons will enter the station via the Mezzanine entrance. This won't fully solve the matter but will reduce it enough so that we can manage congestion.

Saturday 10th March (WHU v Burnley 1500hrs)

For this game LU will trial a revised operating system within the station. This will mean that the Southern Ticket Hall will become exit only and any customers in the Meridian Square or bus station areas wishing to enter the station will need to enter via the Mezzanine entrance which will remain available for both entrance and exit. This trial system will be reviewed immediately post game and it would be of immense value to have the feedback from our partners.

Looking at the safety aspect, it goes without saying that there will need to be some form of crowd control for Meridian Square and the Mezzanine areas. These areas are outside of the remit and jurisdiction of London Underground and LU cannot steward or marshall persons outside of either entrance gate and would look to our partners to provide a suitable stewarding provision to promote safety.

Should this provision not be attainable and the Mezzanine entrance becomes congested as a result then it may become necessary to close the Mezzanine exit in addition to the already applied restrictions at the Southern Ticket Hall entrance. This is obviously a position that LU or indeed any of the partner agencies wish to happen but this latest iteration of the stadium crowd dynamic is causing issues on the station leading to safety related incidents which we all must take every opportunity to improve. Communication with those that use these entrances is a priority. We will make appropriate announcements within the station and on social media during ingress (*forward*) traffic and would look to our partners to ensure that their customers are suitably reminded of the trial and change to the way the station operates.

Can I respectfully, but formally, ask that our SAG partners assist us in this trial. [REDACTED] is on leave this week out of the country so may not have opportunity to reply before his return and may wish to make changes. Should this happen, either I or [REDACTED] will be in contact. I am happy to arrange a relatively short workshop with the SAG to discuss/work through the issues and will be guided by your advice on this matter.

Regards

Dip EP MEPS
Network Contingency Planning Manager
Network Operations and Resilience
Phone [REDACTED]
Mobile [REDACTED]
Connect [REDACTED]
Email [REDACTED] [tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)



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From: [Peter Tudor](#)
To: Sheila.Roberts@newham.gov.uk; [REDACTED]
Subject: March 10th
Date: 22 February 2018 13:05:19

Are we going to have a mini SAG re this? In addition to the challenges will be some emergency works on Pool St that means that road will not be accessible. Stadium are aware.

Thanks

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www.queenelizabetholympicpark.co.uk

From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Subject: SAG - December
Date: 05 March 2018 10:48:47
Attachments: [image001.png](#)

Sheila,

We had an (emergency?) SAG in December – have the minutes of that been circulated?

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
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Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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

From: Sheila.Roberts@newham.gov.uk
To: [Mark Camley](#)
Subject: Egress meeting, December 2017
Date: 05 March 2018 13:30:41
Attachments: [2017.12.07 Minutes Egress SAG DRAFT.pdf](#)

Hi Mark,

Please see attached minutes.

 did circulate the minutes for comment. No comments were received .

Regards

Sheila

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From: [Alan Skewis](#)
To: [Mark Camley](#); [REDACTED]; Sheila.Roberts@newham.gov.uk; [Graham GILMORE](#)
Subject: RE: Independent review - match day ops
Date: 20 March 2018 11:36:02
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

[REDACTED]

I am speaking to Graham this afternoon. Will contact you after that.

Alan

From: Mark Camley
Sent: 20 March 2018 11:12
To: [REDACTED] <[REDACTED]@westhamunited.co.uk>; Alan Skewis <AlanSkewis@e20stadium.com>; Sheila.Roberts@newham.gov.uk; Graham GILMORE <graham.gilmore@londonstadium185.com>
Subject: Re: Independent review - match day ops

[REDACTED]

Thanks. I am on leave today. Alan may be able to get a collective LLDC/E20 response together today, otherwise can we get back to you tomorrow morning pl.
Mark

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

From: [REDACTED] <[REDACTED]@westhamunited.co.uk>
Date: Mon, March 19, 2018 4:54 p.m. +0000
To: Alan Skewis <AlanSkewis@e20stadium.com>, Sheila.Roberts@newham.gov.uk, Mark Camley <MarkCamley@londonlegacy.co.uk>, Graham GILMORE <graham.gilmore@londonstadium185.com>
Subject: Independent review - match day ops

Dear All

Firstly, apologies if others from your organisation should be on the email – please let me know if there is a others or different person I should be corresponding with on this issue.

Further to the SAG meeting and various emergency safety meetings last week, West Ham United have committed to working with all stakeholders present at SAG, including the Met Police, to ensure the stadium is safe for supporters, staff and players for the remainder of the season. It goes without saying that the Club take these matters very seriously and the safety of all who attend and work at our matches is absolutely paramount. I wanted to set out the Club's request to jointly commission an independent review ASAP.

At the SAG, we discussed LS185's investigation into the incidents at the WHU vs Burnley match and at the meeting with Premier League last Monday, LS185 committed to initiating a full investigation that would be independently assessed. The Club has also committed to an independent review which is critical to reporting to our regulators and supporters so that we can demonstrate transparency and confirm that the stadium is safe to visit. There are difficulties for the Club to assess this information as we not responsible for running our events nor do we hold the safety certificate. In addition, this is not the first time we have had problems with match day safety.

Aside from ensuring the safety of supporters, players and staff, the Club have a statutory duty to report back to our regulators, the FA and also the Premier League, about events last week. They want to immediately know how we will mitigate further instances of pitch incursions, how we adequately address supporter and player safety plus enhanced security measures going forwards for the remainder of the season. As the Club does not operate its own match days nor hold the safety certificate, we can only work in partnership to provide this detailed information and this work is ongoing.

It would be our preference to jointly commission an independent review of the report into the incidents on 10th March and to do that with E20/LS185 and work closely with Newham Council. It would be in all our best interests to join up, or we may in the position of several independent reviews with potentially varying findings which may not help our ultimate outcome – to ensure the safety of all who attend WHU matches at the London Stadium. A jointly commissioned independent review is one action that can supersede the current tensions between parties and be a positive step to working collectively on the most important issue. It would also be good to know who is currently reviewing what and how this will join up. **As time is critical, could you let me know if this is a course of action you are open to discussing by no later than close of play tomorrow.**

WHU are the one organisation that cannot directly impact change as we have no control over match day operations and do not hold the safety certificate. Therefore, it's essential that our action is holding E20/LS185 to account. A joint review will offer all of us the assurance needed within an agreed set of parameters.

Importantly, the SAG were clear that the Club has a role to play and we fully accept that responsibility. We have committed to issuing banning orders, working with our fan base to engage them in productive dialogue, working with E20/LS185 to help make the stadium look and feel like the home of West ham United and supporting the Police in their efforts to identify perpetrators and future risks. If there is anything you would like to specifically discuss about how the Club can work with our partners to achieve the objectives set out above or understand more about how we are engaging with our fan base, then please let me know and happy to discuss this with you.

Regards,

[REDACTED]

[REDACTED]

Projects & Stadium Director

West Ham United Football Club

Queen Elizabeth Olympic Park

London E20 8ST

T: M: [REDACTED]
www.whufc.com



West Ham United

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From: [Alan Skewis](#)
To: [REDACTED] Sheila.Roberts@newham.gov.uk; [Mark Camley](#); [Graham GILMORE](#)
Subject: RE: Independent review - match day ops
Date: 21 March 2018 10:13:49
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

Hi [REDACTED]

E20 are going to employ [REDACTED] to provide an assurance role.

We are content to look at [REDACTED] providing a wider role with LS185 and WHU if that makes sense.

What is the scope WHU are seeking to cover.

Thanks

Alan

From: [REDACTED] [mailto:[REDACTED]@westhamunited.co.uk]
Sent: 21 March 2018 10:06
To: Alan Skewis <AlanSkewis@e20stadium.com>; Sheila.Roberts@newham.gov.uk; [Mark Camley](#) <MarkCamley@londonlegacy.co.uk>; [Graham GILMORE](#) <graham.gilmore@londonstadium185.com>
Subject: RE: Independent review - match day ops
Importance: High

Just following up from my email below – I know you (E20/LS185/LLDC) were potentially discussing this yesterday, could you let me know the outcome?

[REDACTED]
Projects & Stadium Director

West Ham United Football Club
Queen Elizabeth Olympic Park

London E20 ST

T: M: [REDACTED]
www.whufc.com



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From: [REDACTED]

Sent: 19 March 2018 16:55

To: 'alanskewis@e20stadium.com' <alanskewis@e20stadium.com>;
'Sheila.Roberts@newham.gov.uk' <Sheila.Roberts@newham.gov.uk>;
'markcamley@londonlegacy.co.uk' <markcamley@londonlegacy.co.uk>; 'Graham GILMORE'
<graham.gilmore@londonstadium185.com>

Subject: Independent review - match day ops

Dear All

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Aside from ensuring the safety of supporters, players and staff, the Club have a statutory duty to report back to our regulators, the FA and also the Premier League, about events last week. They want to immediately know how we will mitigate further instances of pitch incursions, how we adequately address supporter and player safety plus enhanced security measures going forwards for the remainder of the season. As the Club does not operate its own match days nor hold the safety certificate, we can only work in partnership to provide this detailed information and this work is ongoing.

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Regards,

██████████

From: [Mark Camley](#)
To: Sheila.Roberts@newham.gov.uk
Subject: RE: SSAG Meeting - Football Specific
Date: 27 March 2018 16:48:22

Sheila,

Your email has arrived but [REDACTED] hasn't (yet) - not even in Junk. Will look at minutes when they come through.
Mark

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

From: Sheila.Roberts@newham.gov.uk [<mailto:Sheila.Roberts@newham.gov.uk>]

Sent: 27 March 2018 16:42

To: [REDACTED]@newham.gov.uk

Cc: [REDACTED]@newham.gov.uk; [REDACTED]@cityoflondon.gov.uk; 'MarkCamley@londonlegacy.co.uk';

[REDACTED]@sgsamail.org.uk; Tony Tolley <TonyTolley@londonlegacy.co.uk>;

[REDACTED]@westhamunited.co.uk; [REDACTED]@westhamunited.co.uk;

'graham.gilmore@londonstadium185.com!'; [REDACTED]@londonstadium185.com;

[REDACTED]@expedientsecurity.com!'; [REDACTED]@londonstadium185.com;

[REDACTED]@met.pnn.police.uk; [REDACTED]@met.police.uk;

[REDACTED]@cityoflondon.pnn.police.uk; [REDACTED]@london-fire.gov.uk';

[REDACTED]Stephens@newham.gov.uk; [REDACTED]@newham.gov.uk; Alan Skewis

<AlanSkewis@e20stadium.com>

Subject: Re: SSAG Meeting - Football Specific

Good afternoon all,

Due to a clash of events in the stadium we need to move this meeting to 11.00 hours on Wednesday 4 April 2018.

The need to hold this meeting will be reviewed immediately after the Southampton game.

Could you please comment on the minutes of the Emergency SAG held on 16 March 2018 using tracked changes ASAP and prior to the SAG? By close of play on Thursday please, otherwise we will publish.

To remind you the parts marked in red will be redacted.

Thanks

Sheila

Strategic Enforcement Manager

Enforcement & Safety

Strategic Commissioning

London Borough of Newham

Work : [REDACTED]

Mobile: [REDACTED]

> On 27 Mar 2018, at 15:16, [REDACTED] <[REDACTED]@newham.gov.uk> wrote:

>

> Dear All

>

> Please note this segment of the SSAG meeting is strictly by invitation only.


>

> Below is a copy of the agenda along with the draft minutes from the Emergency SSAG meeting held on 15th March 2018. You will notice that some sections are highlighted in red, these are only to be shared at the meeting and will be redacted before being published in the public domain.

>

>

>

>
> To save paper I will only be printing a limited number of minutes and the agenda, however please feel free to bring your own set.
>
> See you next week!
>
> 
>
>
>
> <SSAG Agenda 03.04.18 (SSAG Core).pdf> <SSAG Minutes 15 March 2018
> DRAFT.pdf> <meeting.ics>

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From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley@westfield.com; [REDACTED]
Cc: Alan.Skewis@westfield.com; [REDACTED]; [REDACTED]
[\[REDACTED\]@newham.gov.uk](mailto:[REDACTED]@newham.gov.uk)
Subject: RE: NTH - s106
Date: 09 April 2018 16:26:39
Attachments: [image001.png](#)

Hi Mark and [REDACTED]

Thanks for including me in on this.

FYI Mark, at the meeting held on Thursday of last week Westfield agreed to scope the various staffing plans for stewarding and safety management of the areas of Westfield land that had formed part of the 'NTH' only egress plan trial.

The plans will be reviewed given the varying nature of the egress and the potential impact on BAU for Westfield and for Stratford Regional Station.

These variations include:

Egress during peak trading times (generally Saturday and Sunday day time egress)

Egress out of peak trading times (evening kick offs for football and late egress for other sports

Concert egress

Wet weather egress.

Unfortunately LS185 could not be present at the meeting last week and so could not take part in the discussion aimed at finding a solution to this latest development. Nor was the report of Momentum available to form part of those discussions.

[REDACTED] did attend the meeting and expressed his view that the operation of a plan to increase the use of the Southern ticket Hall is more likely to result in closure of the station. BTP reported that for next season there will be a reduced capability to allow for quick response to calls for assistance from LUL which may also impact upon the ability of SRS to manage egress without a need to close access at some point.

The aim of this work is to provide a better understanding of the staffing levels required for each and to provide a basis for discuss in at the meeting tomorrow, following the Muller Anniversary Games SAG.

It is of great concern to the SAG that a plan has been tested and was, mainly, considered by all parties as a success and that now there now appears to be an impasse to progressing the outcome of that trial.

If agreement cannot be reached it will be for LS185 to submit a revised plan for egress for assessment by the SAG and by Newham as the regulator.

It is not the case that the current contingency plan can automatically become the BAU plan as, by definition, it will not be for contingency and the risks to spectators meeting live traffic will be easily and regularly foreseeable.

The imposition of a wider road closure plan will be discussed should that become necessary as

will alternative egress routes.

The impact upon access to Westfield by the emergency services and the impact of the fire strategy was also discussed as was the impact on the Bus Station and on the taxi rank.

It is hoped that an agreement can be reached between E20 and Westfield. However, if that is not the case it is disappointing that the impact upon public safety and public order must again be discussed at the SAG.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 09 April 2018 14:50
To: [REDACTED]
Cc: Alan Skewis; [REDACTED]; Sheila Roberts
Subject: RE: NTH - s106

Dear [REDACTED]

Thank you for your response. I was on leave last week, and understand that there have been various meetings during the period (hence copying in Sheila). It is disappointing that Westfield don't appear to recognise or attribute any value to 1.5m+ (ticket paying) visitors to stadium events, and over 6m visitors to the Park more generally.

We believe that Westfields' retailers and advertisers benefit from these visitors, and that Westfield should recognise this and consequently that we should not be paying anything to Westfield. However, as the license for NTH has now expired and to ensure that there is clarity for the match scheduled for the evening of 16 April, and subject to E20 Board approval and on a without prejudice basis (on a one match basis only) I am prepared to offer to meet £3k of Westfield's costs for this match in return for agreeing to a matchday license for NTH and allowing E20's agent to manage the NTH area and bear the costs of doing so, to prevent this ending up as a discussion on the day of the match. For future matches we expect the cost to reduce to nothing.

As this is an evening match with limited patrons leaving Westfield there should be no need for stop and holds in the centre, but I expect Westfield to provide access and stewarding across the Stratford International Passage to ensure that we do not need to use Roundhouse Lane and close off Westfield's Car Parks.

Best wishes,
Mark

From: [REDACTED] [mailto:[REDACTED]@Westfield.com]
Sent: 04 April 2018 15:51
To: Mark Camley <MarkCamley@londonlegacy.co.uk>
Cc: Alan Skewis <AlanSkewis@e20stadium.com>; [REDACTED]
<[REDACTED]@westfield.com>; [REDACTED] <[REDACTED]@westfield.com>; [REDACTED]

<[REDACTED]@[REDACTED]> <[REDACTED]@[REDACTED]> [Westfield.com](mailto:[REDACTED]@Westfield.com)

Subject: RE: NTH - s106

Dear Mark

Thank you for your e mail and please see my comments below in response to the points covered.

In previous discussions you have said that if LLDC didn't pay all of Westfield's stewarding costs then you would close access to the station entrance from Monfitchet Road.

In previous discussions we have made it clear that we would not accept onto our land, a large crowd in an unsafe and uncontrolled manner as this would pose a significant safety risk. If E20/LLDC decline to pay for the necessary marshals to facilitate the safe egress of this crowd to the transport hubs, whilst maintaining safety and free movement for the general public, then we would be left with no alternative but to take measures to ensure the egress crowd did not access our land in an unsafe manner.

I understand that you now propose not close the access to the station entrance from Monfitchet Road, nor provide a license to E20 - but instead retain control of the NTH and ensure that there is "equal access" to people leaving Westfield and those accessing from Monfitchet Road.

As previously stated we would be very happy to continue to issue a licence that would allow E20/LLDC to use our land at the Northern Ticket Hall provided that E20/LLDC fund the required number of marshals to facilitate the safe egress of the crowd whilst maintaining the safety and free movement of the General Public. It was solely the decision of E20/LLDC to remove the funding of the marshals that allow the agreed egress plan to continue safely, despite this plan being agreed by all stakeholders and members of the SAG in January of this year. It is the responsibility of E20/LLDC to submit the egress plan to members of the SAG, including the London Borough of Newham, for approval now that they have made changes and it is not for us to suggest what the egress plan may now involve. One option we discussed was for Westfield to take control of the last part of the egress plan, which covers the Northern Ticket Hall, which, in our opinion, would significantly lengthen the egress time as we would ensure that both the General Public and the egress crowd would be given equal access to the station.

We also discussed International Passage, which is not covered by the s106 agreement. I recognise that Westfield have provided stewarding in that area to the benefit of both Westfield and LS185/E20 – Westfield benefit from the continued use of car parks A and B, which would not be possible if we had to bring fans via Roundhouse to access the International Station. In recognition of this joint benefit, I am willing to recommend to the E20 Board that E20 will meet half of the stewarding costs for this particular route (c£2k)].

We would not have marshals on Station Passage if there were not an event on at the Stadium and it is at the request of E20/LLDC that we provide these to facilitate the safe egress to Stratford International. In order to bring the crowd round via Roundhouse Lane you would need to request a road closure which would significantly disrupt many businesses and residents in the area and would, I suggest, cost more than providing and funding the marshals on station passage and I think it very unlikely LBN would issue this. There is no benefit to us of the West Ham fans using our car parks, in fact they displace our regular shoppers, so I dispute your point on the joint benefit enjoyed by E20 and Westfield. As discussed in our meeting if E20/LLDC do not wish to continue to fund the marshals (that you requested) on Station Passage we will remove these

and install gates at the entrance as we do for Jamie's passage.

We went on to discuss, concerts and Alan and I agreed to chase LS185 on this. Alan has spoken to [REDACTED] who is going to contact your team next week to confirm these. The six concerts (22, 25 May; 15, 16, 22 and 23 June) end at 10.30-11.00pm, so do not clash with shopping centre opening times in the way that a football match does.

[REDACTED] on behalf of LS185, has contacted me to discuss the various Music events. We have agreed that he will submit a proposal to egress the crowd (circa 70,000) via the Northern Ticket Hall route and the TCLB route. This would be subject to a licence being issued to E20/LLDC from Westfield and the necessary management plan and recovery of our costs being agreed.

We also discussed your invoices and I committed to pay those for the trial once we have had a chance to review the signing in sheets.

Thank you we have now received full payment for these invoices.

As you may know Mark there was a SAG meeting yesterday where I informed Sheila that E20/LLDC had taken the decision to withdraw the funding for the current agreed egress plan. This came as a surprise to Sheila and as a result she has called an emergency SAG tomorrow which is being held at Westfield.

It is hoped that E20/LLDC will outline their proposal for future events and the management of Egress at this meeting.

Kind regards

[REDACTED]

From: Mark Camley [<mailto:MarkCamley@londonlegacy.co.uk>]

Sent: 29 March 2018 17:52

To: [REDACTED] <[REDACTED]@westfield.com>; [REDACTED]
<[REDACTED]@Westfield.com>; [REDACTED] <[REDACTED]@westfield.com>

Cc: Alan Skewis <AlanSkewis@e20stadium.com>

Subject: NTH - s106

Dear [REDACTED]

Thank you for your time on Monday. We discussed the current license and our respective views on the s106 agreement and how it applies in respect of public access – particularly in relation to the northern ticket hall. In previous discussions you have said that if LLDC didn't pay all of Westfield's stewarding costs then you would close access to the station entrance from Monfitchet Road. In those circumstances LS185 (as E20's agent) would implement the dispersal plan from the Stadium, and make clear that Westfield had closed the access. I understand that you now propose not close the access to the station entrance from Monfitchet Road, nor provide a license to E20 - but instead retain control of the NTH and ensure that there is "equal access" to people leaving Westfield and those accessing from Monfitchet Road. LS185 would be

responsible for bringing park and stadium users to the edge of Westfield demise and then Westfield (as Landowner) would become responsible. We also discussed International Passage, which is not covered by the s106 agreement. I recognise that Westfield have provided stewarding in that area to the benefit of both Westfield and LS185/E20 – Westfield benefit from the continued use of car parks A and B, which would not be possible if we had to bring fans via Roundhouse to access the International Station. In recognition of this joint benefit, I am willing to recommend to the E20 Board that E20 will meet half of the stewarding costs for this particular route (c£2k)]. We went on to discuss, concerts and Alan and I agreed to chase LS185 on this. Alan has spoke to [REDACTED] who is going to contact your team next week to confirm these. The six concerts (22, 25 May; 15, 16, 22 and 23 June) end at 10.30-11.00pm, so do not clash with shopping centre opening times in the way that a football match does. We also discussed your invoices and I committed to pay those for the trial once we have had a chance to review the signing in sheets. Alan agreed to resend correspondence from the start of the season. As I said I would, I have reflected your “disappointment” to the LLDC executive management team. Could I ask that you confirm that this reflects the conversation accurately and that in particular Westfield is not intending to close access to NTH. I look forward to hearing from you (or in your absence [REDACTED] or Andrew).

Best wishes,

Mark

Mark Camley
Executive Director of Park Operations and Venues
Queen Elizabeth Olympic Park

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

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: [Mark Camley](#)
To: [redacted] [met.pnn.police.uk](#); [redacted] [newham.gov.uk](#); [Sheila.Roberts@newham.gov.uk](#); [redacted] [@newham.gov.uk](#); [redacted] [@newham.gov.uk](#); [redacted] [newham.gov.uk](#); [redacted] [tube.tfl.gov.uk](#); [redacted] [tube.tfl.gov.uk](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [btp.pnn.police.uk](#); [Alan Skewis](#); [redacted] [londonstadium185.com](#); [Tony Tolley](#); [redacted] [londonstadium185.com](#); [graham.gilmore@londonstadium185.com](#); [redacted] [@tfl.gov.uk](#); [redacted] [sky.com](#)
Cc: [redacted] [@city-of-london.pnn.police.uk](#); [redacted] [@met.pnn.police.uk](#); [redacted] [@met.pnn.police.uk](#); [redacted] [@met.pnn.police.uk](#)
Subject: RE: Egress Review Meeting (2nd)
Date: 11 April 2018 12:21:03

Dear [redacted]
LLDC/E20 and Westfield have not agreed a position on signing the license yet. In the meantime, LS185 are making good progress on their revised plans and contingency plans for the Stoke and future games. Based on Westfield's position at SAG yesterday and previous emails that NTM will not be closed, LS185 will manage the egress as normal through to a final stop and hold between Car Park B and the end of the taxi rank and will pulse people through from there; and if SIP is closed (as Westfield have indicated - although I have offered to pay them to keep it open) LS185 will need to close vehicle access to Roundhouse Lane from half-time on Monday. As discussed, yesterday Westfield are fully aware of the plan that LS185 took on to manage NTH under the licence - so are well placed to be able to replicate these for Monday and future matches.

Best wishes,

Mark

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

From: [redacted] [met.pnn.police.uk](#) [[mailto:\[redacted\]@met.pnn.police.uk](#)]
Sent: 11 April 2018 10:32
To: [redacted] [newham.gov.uk](#); [Sheila.Roberts@newham.gov.uk](#); [redacted] [@newham.gov.uk](#); [redacted] [@newham.gov.uk](#); [redacted] [newham.gov.uk](#); [redacted] [tube.tfl.gov.uk](#); [redacted] [tube.tfl.gov.uk](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [btp.pnn.police.uk](#); [Alan Skewis](#) <[AlanSkewis@e20stadium.com](#)>; [Mark Camley](#) <[MarkCamley@londonlegacy.co.uk](#)>; [redacted] [londonstadium185.com](#); [Tony Tolley](#) <[TonyTolley@londonlegacy.co.uk](#)>; [redacted] [londonstadium185.com](#); [graham.gilmore@londonstadium185.com](#); [redacted] [@tfl.gov.uk](#); [redacted] [sky.com](#)
Cc: [redacted] [@city-of-london.pnn.police.uk](#); [redacted] [@met.pnn.police.uk](#); [redacted] [@met.pnn.police.uk](#); [redacted] [@met.pnn.police.uk](#)
Subject: RE: Egress Review Meeting (2nd)

Hello all,

Could I please have an update as to what the egress is going to look like on Monday. Will the supporters be accessing the Northern ticket hall?

What plans have or are being put in place?

Many thanks

[redacted]

-----Original Appointment-----

From: [redacted] [newham.gov.uk](#) [[mailto:\[redacted\]@newham.gov.uk](#)]
Sent: 03 April 2018 17:56
To: [Sheila.Roberts@newham.gov.uk](#); [redacted] [@newham.gov.uk](#); [redacted] [@newham.gov.uk](#); [redacted] [newham.gov.uk](#); [redacted] [tube.tfl.gov.uk](#); [redacted] [tube.tfl.gov.uk](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [westfield-uk.com](#); [redacted] [btp.pnn.police.uk](#); [redacted] - SCO22 - Public Order; [alanskewis@E20stadium.com](#); [markcamley@londonlegacy.co.uk](#); [redacted] [londonstadium185.com](#); [tonytolley@londonlegacy.co.uk](#); [redacted] [londonstadium185.com](#); [graham.gilmore@londonstadium185.com](#); [redacted] [@tfl.gov.uk](#); [redacted] [sky.com](#); [redacted] [newham.gov.uk](#)
Subject: Egress Review Meeting (2nd)
When: 10 April 2018 11:45-12:45 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: London Stadium, Press Conference Room

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www.queenelizabetholympicpark.co.uk

From: Sheila.Roberts@newham.gov.uk
To: Mark.Camley
Subject: RE: Monday
Date: 12 April 2018 14:46:10
Attachments: [image001.png](#)

Thanks for the update,

The MPS have asked and I will let them know the target time for delivery of the plan.

There is a planning meeting tomorrow at noon.

Regards

Sheila

From: Mark Camley [mailto:MarkCamley@londonlegacy.co.uk]
Sent: 12 April 2018 14:28
To: Sheila Roberts
Subject: FW: Monday

Sheila,

To keep you in the picture. We have escalated here and Lyn will be writing to [REDACTED] this afternoon. I have also contacted [REDACTED] to reach out to [REDACTED] who in turn (I believe) has gone to [REDACTED] Graham and his safety team working on plans as per my email below.
Mark

From: Mark Camley
Sent: 12 April 2018 14:26
To: Lyn Garner <LynGarner@londonlegacy.co.uk>; Gerry Murphy <GerryMurphy@londonlegacy.co.uk>; Alan Skewis <AlanSkewis@e20stadium.com>; Alan Fort <alanfort@e20stadium.com>; Anthony Hollingsworth <AnthonyHollingsworth@londonlegacy.co.uk>; Mark Robinson <MarkRobinson@londonlegacy.co.uk>
Subject: Monday

I just spoke to Graham. Despite Westfield frustrating our understanding of what they plan to do at NTH, his planning is going well and LS185 will draw them up properly and circulate to SAG tomorrow at 2pm – around 78 hours in advance of the match.
Mark

Mark Camley

Executive Director of Park Operations and Venues

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Level 10
1 Stratford Place, Montfichet Road
London

E20 1EJ

Direct line: 020 3288 [REDACTED]
Email: markcamley@londonlegacy.co.uk
Website: www.QueenElizabethOlympicPark.co.uk

Diary: [REDACTED]
Direct: 020 3288 [REDACTED]
Email: [mailto:\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)



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From: Sheila.Roberts@newham.gov.uk
To: [Sara-Ellen.Williams; \[REDACTED\]@newham.gov.uk](mailto:Sara-Ellen.Williams; [REDACTED]@newham.gov.uk)
Cc: Peter.Tudor
Subject: RE: LOPSG Meeting - question?
Date: 29 May 2018 13:48:36

Hi,

We can bring this up as an AOB on each LOPSG and SAG agenda and then we can also send a reminder to LS185.

We could also ask the general question of whether we need to revive the TAG?

Regards

Sheila

From: Sara-Ellen Williams [mailto:Sara-EllenWilliams@londonlegacy.co.uk]
Sent: 29 May 2018 11:48
To: Sheila Roberts; [REDACTED]
Cc: Peter Tudor
Subject: LOPSG Meeting - question?

Dear Sheila and [REDACTED]

Your advice please. To follow up on my comment at the MAG the other week that as there is no TAG then Traffic Management/Transport Plans do need to be presented to SSAG and PWLOPSG (I attached the amended PWLOPSG Terms of Reference and the TAG TOR) to agree plans and this is the mechanism that is used to use PTO.

LLDC still hasn't seen the concert TMPs or other docs and whilst we have now been sent British Athletics documents we haven't had the documentation regarding the athletics TMP. I have asked [REDACTED] for LLDC (MC, PT, TT and myself to be sent the dropbox link or if an issue of capacity send it to me and I will circulate to the team) but we haven't yet been sent this link. Totally appreciate the team were a bit busy.

Not having accurate closure times will become more and more problematic as development works increase. We will be encouraging LS185 to attend the construction group again but lack of advanced information meant that the Bobby Moore Academy and the N/S Highway team did not have accurate info until this week. As you know we work really hard on the other events that close roads to ensure consultation is done at an early stage and that the requirements for road closures are presented to PWLOPSG for final approval at least 28 days before the event and that final notifications of road closures are done in good time.

As you know we all want the best for the park, and not wishing to be perceived as the constant nag, I only am interested in us getting the same info as we do for any other event that creates road closures.

Is this something best communicated by LBN? Or can we use one of the agenda items to remind of process.

[THE REMAINDER OF THE EMAIL CHAIN HAS BEEN EXTRACTED AS IT IS NOT RELEVANT TO THE REQUEST]

From: Sara-ElLEN.Williams
To: Sheila.Roberts@newham.gov.uk
Cc: [REDACTED]; Peter.Tudor
Subject: FW: United Against Knife Crime - #savetheyouth - Friday 29 June 2018 - London Stadium London, E20 2ST
Date: 30 May 2018 14:02:00
Attachments: [image004.png](#)
[image005.png](#)
Importance: High

Dear Sheila

As discussed this morning, if you can help get any further info from LS185 that would be great.

The ethos behind the event is admirable but we do need the details, not least as it aligns with the Shell road closures and build.

As Peter noted the event advertising just says Stadium and not Community Track. Can it be clarified that even though the Community track comes under the Stadium Premises licence what time frame for planning should it adhere to. Please see extract from the PW LOPSG

General Planning Time	The following timelines apply to event planning
Small Event	an attendance of less than 499 - no notification required unless the event involves a road closure in which case a minimum of 3 months notice is required unless otherwise agreed by the SAG/ TAG.
Medium Event	an attendance of more than 499 but less than 5,000 - 90 days/3 months
Large Event	an attendance of more than 5,000 but less than 20,000 - 180 days/6 Months
Major Event	an attendance of more than 20,000 at a single event or events that have a significant Park-wide impact –270 days/9 Months

We appreciate you are writing to Stadium about non attendance at PWL LOPSGs, and other meetings as we are trying to be helpful but we do need info and also we all should be playing to the same rules.

Also appreciate you addressing with LS185 that the TMPs need to be circulated via a SSAG, or PWLOPSG and adhering to at least 28 days notice to implement the PTO. (As you can see I've just chased [REDACTED] for feedback on when we are getting the revised one).

Many thanks

Sara-ElLEN Williams
Head of Events
Queen Elizabeth Olympic Park

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

DDI: 0203 288 [REDACTED]
Mobile: [REDACTED]
Email: sara-ellenwilliams@londonlegacy.co.uk
Website: www.londonlegacy.co.uk



Interested in staging an event on the Park: [Stage an event | Queen Elizabeth Olympic Park](#)

From: Sara-Ellen Williams

Sent: 30 May 2018 13:55

To: [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED]@londonstadium185.com

Cc: [REDACTED] <[REDACTED]@londonlegacy.co.uk>; Peter Tudor <PeterTudor@londonlegacy.co.uk>; [REDACTED] <[REDACTED]@londonstadium185.com> <[REDACTED]@londonstadium185.com>

Subject: RE: United Against Knife Crime - #savetheyouth - Friday 29 June 2018 - London Stadium London, E20 2ST

Importance: High

Dear [REDACTED]

I wanted to wait until after the RS to follow up on this; but as it is now less than a month away can you please share plans for this event. I am assuming as only a month away there is now an Event Management Plan for this with full details of content and in particular access and egress. As you know this is a key date for Shell with the first road closures came in place. We need to understand the access and egress routes for the event and what management plans are being put in place.

The event did come up at the Park LOPSG this morning and about the need for more detail on it especially as it is a capacity of 5,000.

I am away from Friday for a week, but [REDACTED] will follow up as we are sending the GI out for Shell next week and details of this event need to be included.

Kind regards

Sara-Ellen Williams

Head of Events

Queen Elizabeth Olympic Park

London Legacy Development Corporation

Level 10

1 Stratford Place, Montfichet Road

London

E20 1EJ

DDI: 0203 288 [REDACTED]

Mobile: [REDACTED]

Email: sara-ellenwilliams@londonlegacy.co.uk

Website: www.londonlegacy.co.uk



Interested in staging an event on the Park: [Stage an event | Queen Elizabeth Olympic Park](#)

From: Sara-Ellen Williams

Sent: 15 April 2018 15:18

To: [REDACTED] <[REDACTED]@londonstadium185.com>; [REDACTED] <[REDACTED]@londonstadium185.com>

Cc: [REDACTED] <[REDACTED]@londonlegacy.co.uk>; [REDACTED] <[REDACTED]@londonstadium185.com>

Subject: RE: United Against Knife Crime - #savetheyouth - Friday 29 June 2018 - London Stadium London, E20 2ST

Assuming Community Track.

██████ can follow up in regards what needs to happen because of final stage of Shell build.

Ta muchly

From: Sara-Ellen Williams
Sent: 15 April 2018 15:12
To: ██████ <██████@londonstadium185.com>; ██████ <██████@londonstadium185.com>
Cc: ██████ <██████@londonlegacy.co.uk>; ██████ <██████@londonstadium185.com>
Subject: FW: United Against Knife Crime - #savetheyouth - Friday 29 June 2018 - London Stadium London, E20 2ST
Importance: High

Dear ██████ and ██████

Do you have any more detail on this – where is it in London Stadium, capacity and timings please.

Just as you know we are in the final stages of Shell build and road closures have started to go in around Pool Street, Carpenters and Loop (? Will double check) as well as near LAC.

Thanks very much.

Chiara can you add to EBS pending detail and also do we know exactly what is closed on Loop.

From: HWFI Cultural Interest Group [mailto:info@hackneywick.org]
Sent: 14 April 2018 20:17
Subject: United Against Knife Crime - #savetheyouth - Friday 29 June 2018 - London Stadium London, E20 2ST

Please see this from ██████ at Hackney Wick FC:

=====

The knife crime rate in London spiralling out of control . The youths need to be inspired by their ROLE MODELS.

Enough is enough and we want to raise this issue that's destroying our communities. London has surpassed New York's murder rate and this is an outrageous statistic. Hackney Wick Football Club is standing up to this and we have invited the top UK rap and grime stars to come together to give hope to the youths through football, community and music.

London's top community football club and sister arm The Wickers Charity will put a team up against an all star celebrity line up including Yxnx Bane, Dave, Kojo Funds, Not3s, Don E, Headie One, Dappy, 23 Unofficial, Mr Silva, Youngs Teflon, J2K, Tricky, Omz, J2K, Joe Black, Margs, Mercston, Don Strapzy, Ambush and more special guest to be confirmed.

With entertainment, music, challenges and lots of family fun come and #savetheyouth

<https://www.eventbrite.co.uk/e/anti-knife-crime-match-tickets-43361756180?aff=eac2>

The event will be followed by an after party at a secret location

Proceeds will go back into the Hackney Wick Football Club running costs and the services we run in



UNITED —AGAINST— Knife CRIME

A CHARITY
FOOTBALL
MATCH

— FEATURING —
Stars OF
UK grime

KICK OFF
29th
JUNE 2018
LONDON MARATHON
COMMUNITY TRACK



#SAVe
The Youth

Founder Hackney Wick Football Club
[@gmail.com](#)

www.hackneywickfc.com
[138B Amhurst Road E8 2AG](https://www.google.com/maps/place/138B+Amhurst+Road+E8+2AG)

--

HWFI Cultural Interest Group
Studio 2
Stour Space
7 Roach Road
London E3 2PA

e. info@hackneywick.org
w. hackneywick.org

NB The CIG always meets at 9.30am on the second Friday of the month at a different venue in HWFI - all welcome. Don't forget to register your details at hackneywick.org

HWFI Cultural Interest Group and CIG are trading names of Hackney Wick and Fish Island CIC

Please reply asking to be removed from the mailing list if you no longer wish to receive CIG correspondence

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From: Sheila.Roberts@newham.gov.uk
To: Alan.Skewis@newham.gov.uk; [REDACTED]@newham.gov.uk
Cc: Mark.Camley@londonstadium185.com
Subject: Re: Stadium figures
Date: 22 June 2018 13:15:09

Hi Alan,

Will do but we still need [REDACTED] to work with WHUFC to provide the data we requested, stadium bans, season tickets sold, steward numbers.

[REDACTED] anything else you recall?

[REDACTED] did [REDACTED] send his presentation over?

Thanks

Sheila

Strategic Enforcement Manager
Enforcement & Safety
Strategic Commissioning
London Borough of Newham
Work : [REDACTED]
Mobile: [REDACTED]

On 22 Jun 2018, at 12:41, Alan Skewis <AlanSkewis@e20stadium.com> wrote:

Sheila

I am conscious there were lots of figures used at Stadium Football SAG on Monday. Also that a number of figures were promised to be sent after the meeting.

To avoid a situation where people have different figures, could your team co-ordinating a set of confirmed figures for the 2017/18 season.

We would like these asap (end June?) so we can be clear in reporting and agreeing plans for the 2018/19 season.

Thanks

Alan Skewis
E20 Director
E20 Stadium LLP
Queen Elizabeth Olympic Park

Level 10
1 Stratford Place, Montfichet Road
London

E20 1EJ

DDI: 020 3288 [REDACTED]

Mobile: [REDACTED]

Email: alanskewis@e20stadium.com

Website: www.queenelizabetholympicpark.co.uk/the-park/venues/the-stadium

<image003.jpg>

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<https://www.newham.gov.uk/Pages/Services/Processing-personal-data.aspx> , which outlines your rights and how we collect, use, store, delete and protect your personal data.

From: Sheila.Roberts@newham.gov.uk
To: Sara-Ellen.Williams@newham.gov.uk; [REDACTED]@londonstadium185.com; Tony.Tolley@londonstadium185.com
Cc: Mark.Camley@newham.gov.uk; Peter.Tudor@newham.gov.uk; [REDACTED]@newham.gov.uk
Subject: RE: Clock - Ticking:
Date: 07 July 2018 18:48:50

Hi,

Your wording is correct but this would be a low enforcement priority and would not pass through the test of the regulator's code to intervene to stop this (public interest or proportionality) so not essential.

Sent from [Outlook Mail](#) for Windows 10 phone

From: Sara-Ellen Williams
Sent: 07 July 2018 18:33
To: Sheila Roberts [REDACTED]@londonstadium185.com; Tony Tolley [REDACTED]
Cc: Mark Camley; Peter Tudor [REDACTED]
Subject: RE: Clock - Ticking:

Thanks Sheila

When someone from the GLA replies to my stalking I am going to go back to them with the follow. Sheila please advise re SoS wording.

1. A decision is needed tonight for Imagination to be able to de-rig in time and for a build to happen for Sunday 15th July. I don't think even now doing the 3rd/4th is possible.
2. As a technical breach of our licence conditions the Secretary of State will need to intervene and approve? Is that the correct form of words.
3. Agree the Emergency SAG needs to be at 9am and then if it overruns it can go over the time allowed for Concert Debrief (which can then be rescheduled).
4. EMP... so given we haven't got a confirmed contractor yet – is a little tight. Darren do you have Athletics' final EMP and TMP which once the event is approved we can also share with the proposed contractor?

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 07 July 2018 18:15
To: Sara-Ellen Williams <Sara-EllenWilliams@londonlegacy.co.uk>; [REDACTED]@londonstadium185.com; Tony Tolley <TonyTolley@londonlegacy.co.uk>; [REDACTED]@newham.gov.uk

Cc: Mark Camley <MarkCamley@londonlegacy.co.uk>; Peter Tudor <PeterTudor@londonlegacy.co.uk>; [REDACTED]@newham.gov.uk
Subject: RE: Clock - Ticking:

Hi,

England games I get.
Technical breach of licence conditions notwithstanding.

I would prefer an Emergency SAG prior to the concert one so at 09.00 on Tuesday.

Any chance of an EMP by then?

Darren, what are the latest athletics ticket sales?

Thanks

Sheila

Sent from [Outlook Mail](#) for Windows 10 phone

From: Sara-Ellen Williams
Sent: 07 July 2018 17:32
To: [REDACTED] Tony Tolley; Sheila Roberts; [REDACTED]
Cc: Mark Camley; Peter Tudor
Subject: Clock - Ticking:

Darren, Tony and Sheila

Just to let you know we have chased the GLA post the result and asked when an ETA is on a decision. Imagination have said it has to be today and I have asked them what is the drop dead time as it impacts on how they approach their de-rig.

Secondly. We have Tuesday from 10 – 12 for the Concert Debrief – Sheila, I'm think we need to extend this if we are going to do an Emergency SAG either before or after. What's your advice. Imagination will need to retain/extend some of the road closures to facilitate the de-rig and therefore we might even need a pre-meet just to align TM as to what Athletics are doing as on their short TMP plan that [REDACTED] H sent, there would need to be some quick re-thinking.

Thirdly – The Curve Ball. Earlier in the week I asked GLA if they also wanted us to screen the 3rd/4th Place game on the 14th. They said no it would be just the final. As something in my back pocket I have asked Imagination to tell me if it is possible as I am not sure it is. But I want to have an answer ready should the question be asked.

Fourthly – I'm not missing going to see the muppets whatever happens!

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From: [Sara-Ellen Williams](#)
To: Sheila.Roberts@newham.gov.uk; [REDACTED] londonstadium185.com
Cc: [Tony Tolley](#); [REDACTED] @newham.gov.uk; [Mark Camley](#); [Peter Tudor](#)
Subject: RE: Just chased GLA - still waiting
Date: 08 July 2018 10:01:58

As soon as I hear I will let you know.

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 08 July 2018 09:43
To: Sara-Ellen Williams <Sara-EllenWilliams@londonlegacy.co.uk>;
[REDACTED] londonstadium185.com
Cc: Tony Tolley <TonyTolley@londonlegacy.co.uk>; [REDACTED] @newham.gov.uk; Mark
Camley <MarkCamley@londonlegacy.co.uk>; Peter Tudor <PeterTudor@londonlegacy.co.uk>
Subject: RE: Just chased GLA - still waiting

Ok,

Pause on the Emergency SAG invitations then....

Sent from [Outlook Mail](#) for Windows 10 phone

From: Sara-Ellen Williams
Sent: 08 July 2018 08:49
To: Sheila Roberts; [REDACTED] londonstadium185.com
Cc: Tony Tolley; [REDACTED]; Mark Camley; Peter Tudor
Subject: Just chased GLA - still waiting

Morning all

Just as we have told GLA we need to know this morning. I've just chased them for a 'go' or 'no go' and if a go who is doing production. Also to find out if we do 'go' the cancellation charges are 100% whether if England don't go through to final what they want to do. (I know to suggest its not coming home is almost a crime at this point – but....)

Standing by.....

From: Sheila.Roberts@newham.gov.uk [mailto:Sheila.Roberts@newham.gov.uk]
Sent: 08 July 2018 08:30
To: [REDACTED] londonstadium185.com
Cc: Sara-Ellen Williams <Sara-EllenWilliams@londonlegacy.co.uk>; Tony Tolley <TonyTolley@londonlegacy.co.uk>; [REDACTED] <[\[REDACTED\]@newham.gov.uk](mailto:[REDACTED]@newham.gov.uk)>; Mark Camley <MarkCamley@londonlegacy.co.uk>; Peter Tudor <PeterTudor@londonlegacy.co.uk>
Subject: RE: Clock - Ticking:

Thanks

Sent from [Outlook Mail](#) for Windows 10 phone

From: [REDACTED]
Sent: 08 July 2018 07:35
To: Sheila Roberts
Cc: Sara-EllenWilliams@londonlegacy.co.uk; TonyTolley@londonlegacy.co.uk; [REDACTED] <[\[REDACTED\]@londonlegacy.co.uk](mailto:[REDACTED]@londonlegacy.co.uk)>; MarkCamley@londonlegacy.co.uk; PeterTudor@londonlegacy.co.uk
Subject: Re: Clock - Ticking:

Hi Sheila

As of a Friday actual sales 19k with an estimated 25k but I think this is hopeful. I will have a further update tomorrow morning.

Darren

Sent from my iPhone

On 7 Jul 2018, at 6:15 pm, "Sheila.Roberts@newham.gov.uk" <Sheila.Roberts@newham.gov.uk> wrote:

Hi,

England games I get.

Technical breach of licence conditions notwithstanding.

I would prefer an Emergency SAG prior to the concert one so at 09.00 on Tuesday.

Any chance of an EMP by then?

██████████, what are the latest athletics ticket sales?

Thanks

Sheila

Sent from [Outlook Mail](#) for Windows 10 phone

From: Sara-Ellen Williams

Sent: 07 July 2018 17:32

To: ██████████ Tony Tolley; Sheila Roberts; ██████████

Cc: Mark Camley; Peter Tudor

Subject: Clock - Ticking:

██████████ Tony and Sheila

Just to let you know we have chased the GLA post the result and asked when an ETA is on a decision. Imagination have said it has to be today and I have asked them what is the drop dead time as it impacts on how they approach their de-rig.

Secondly. We have Tuesday from 10 – 12 for the Concert Debrief – Sheila, I'm think we need to extend this if we are going to do an Emergency SAG either before or after. What's your advice. Imagination will need to retain/extend some of the road closures to facilitate the de-rig and therefore we might even need a pre-meet just to align TM as to what Athletics are doing as on their short TMP plan that ██████████ H sent, there would need to be some quick re-thinking.

Thirdly – The Curve Ball. Earlier in the week I asked GLA if they also wanted us to
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screen the 3 /4 Place game on the 14th. They said no it would be just the final. As something in my back pocket I have asked Imagination to tell me if it is possible as I am not sure it is. But I want to have an answer ready should the question be asked.

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From: [Sara-Ellen Williams](#)
To: Sheila.Roberts@newham.gov.uk; [REDACTED] [\[REDACTED\]@newham.gov.uk](mailto: [REDACTED]@newham.gov.uk)
Cc: [Tony Tolley](#)
Subject: attendance at Emergency Sag
Date: 10 July 2018 06:41:01

Sheila and Toni

Do we have a confirmed a confirmed attendance from MPS at SAG as well as key agsencjes