



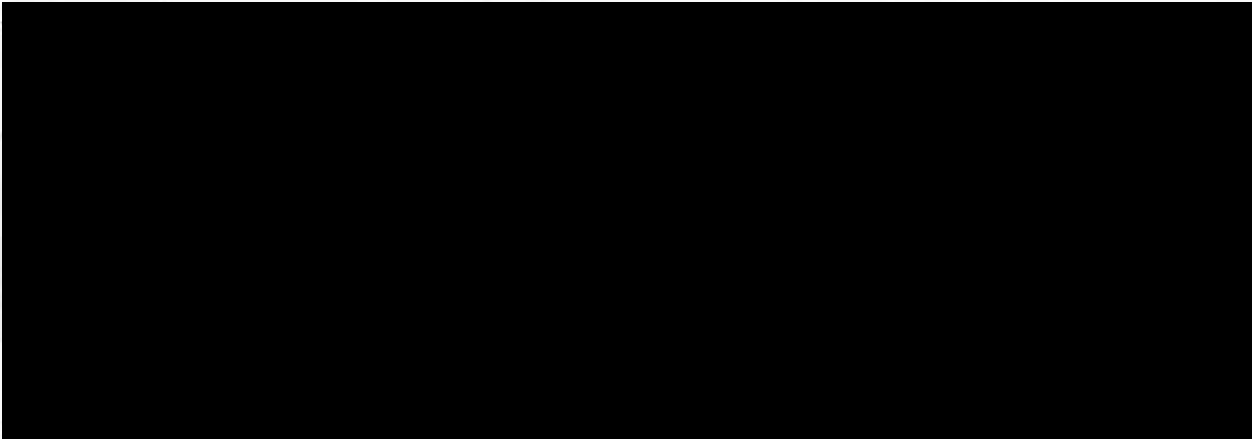
24 December 2021

Lyn Garner
Chief Executive
London Legacy Development Corporation

Dear Lyn,

Following on from the London Assembly Budget & Performance Committee meeting on 8 December, I reaffirm the discussions we have had to date regarding the best possible future for the London Stadium.

So that there can be no misunderstanding:

1. West Ham United is open to a fresh approach to the ownership/operation/control of the London Stadium. As far as we are concerned, no option is off the table.
2. I have sought discussions with you as to the future of the Stadium. You asked us to sign a NDA in this regard and we confirmed that we would. We have not heard further from you, hence our disappointment that we know you shared information we have requested (but has not been received) with PAI, who had no plan to ever be in a position to own or run the stadium or be involved in WHU. We have read into the arrangements you had with PAI. As you know, we did not receive any formal bid from PAI to buy West Ham United. We were approached but determined that PAI was not a serious proposition. Had you involved us in your discussions with PAI, I could have saved the senior team at E20 a great deal of time and resource. The PAI project was conditional upon PAI taking over West Ham United and that was never a viable proposition. I am somewhat surprised that you did not approach me first before you entered into negotiations which I understand went on for some months with PAI.
3. 
4. We are open to a new approach to operating the Stadium so as to grow revenues and save costs for you while improving the London Stadium experience for West Ham United supporters and other visitors. We have offered many times to review the stadiums costs, as we have a track record in running stadiums for 30 years and again this offer has never been taken up.



5. We are willing to consider a fresh approach to the ownership of the Stadium. .
6. I am hopeful that we can reboot the relationship such that sometimes difficult matters are dealt with in a more collaborative way.

All I can do is repeat that West Ham United is committed to the long term future of the London Stadium. We are not going anywhere. As your anchor tenant and your partner in the Stadium for the next 90 years we would welcome the opportunity to hold further talks with you as to the involvement of West Ham in positively shaping the Stadium's future for the benefit of all stakeholders. We remain extremely keen and willing to play our part.

I have been seeking talks along these lines with you for quite some time. I am encouraged that the Budget & Performance Committee meeting signalled that we seem to be aligned so far as a fresh start for the London Stadium is the way ahead. Please confirm when you might be available to take these matters forward.

Yours sincerely,

Baroness Brady
Vice Chair
West Ham United

By copy:

Susan Hall, Chair of Assembly Budget and Performance Committee
susan.hall@london.gov.uk



Sent via email: lyngarner@londonlegacy.co.uk

10 May 2022

Dear Lyn,

Today, we have been approached by journalists in relation to the announcement as to London's long-term strategic partnership with MLB for the period to 2026. Despite assurances that West Ham United will always be informed in advance of any such announcements, we have again not been kept informed and we have had to field requests for comment as best we can.

I see this as a missed opportunity.

[Redacted]
[Redacted]
[Redacted] am also happy to have informal conversations with you on a confidential basis if that is your preference? I am sure you'd agree it is in both our interests to have open and transparent dialogue on such matters, as doing so avoids the need for West Ham to have to seek reassurance as regards the MLB events having any adverse impact on West Ham's rights under the CA, due diligence which I am sure you would expect. We had also been reassured at the recent Event Calendar meetings that I would be advised personally ahead of any announcements/press queries or following anything appearing in the press in relation to events at the Stadium to ensure I had a true picture as to whether such stories are speculation or genuine avenues being pursued/announced.

Can you please assure me that in future you will keep West Ham fully informed on such matters?

I note that I am yet to hear from you in reply to my request made last year, pre-Christmas (followed by subsequent emails seeking a response) with regards to a constructive dialogue as to the future of the London Stadium. The landscape has changed in several respects – capacity is increasing, UKA's position has changed and the MLB partnership.

Please can I ask when I can expect to hear from you?

Yours sincerely,

Baroness Brady
Vice Chair

[Redaction on this page relates to information out of the scope of the request - relates to internal communications]



13 December 2022

Lyn Garner
Chief Executive, London Legacy Development Corporation

Sent by email to: LynGarner@londonlegacy.co.uk

Dear Lyn,

Forgive me, but this going to be a long letter.

I wrote to you last December following the London Assembly Budget & Performance Committee meeting on 8 December 2021. I have not received a reply from you, and indeed I chased a reply in January, March and most recently in May this year. A copy of that letter is attached as well as my most recent request for a reply.

In October, the London Assembly Plenary Committee convened to discuss the Olympic and Paralympic Games Legacy and I was surprised at how West Ham was positioned at such meeting and was disappointed that the proposals I have put to you previously were not shared with the committee.

[REDACTED]

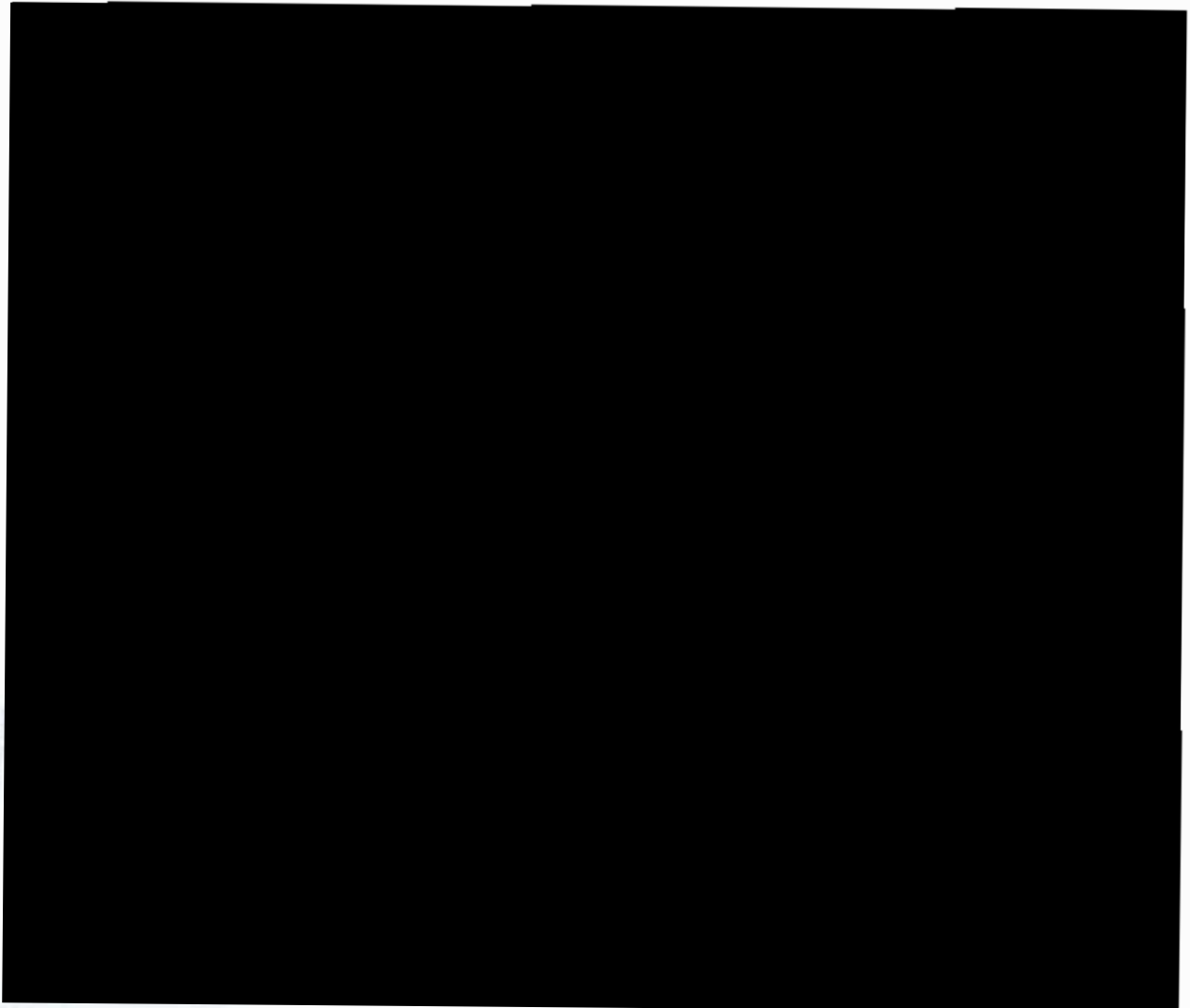
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1. West Ham United is open to a fresh approach to the ownership/operation/control of the London Stadium. As far as we are concerned, no option is off the table.
2. I had previously sought discussions with you as to the future operation of the Stadium. You asked us to sign a NDA in this regard and we confirmed that we would. We have not heard from you since?

3. [REDACTED]

4. We are open to a new approach to operating the Stadium so as to grow revenues and reduce costs for you while improving the London Stadium experience for West Ham United supporters and other visitors.
5. We are willing to consider a fresh approach to the ownership of the Stadium. West Ham is interested in learning more as to the plans for the Stadium in the future given the Mayor's long-term plans for LLDC.
6. West Ham United is committed to the long-term future of the London Stadium. We are not going anywhere. As your anchor tenant and your partner in the Stadium for the next 90 years we would welcome the opportunity to hold further talks with you as to the involvement of West Ham in shaping the Stadium's future for the benefit of all stakeholders. We want to reboot the relationship such that matters are dealt with in a more collaborative way, following the very unfortunate and unpleasant issues around Graham Gilmore.

I have been seeking talks with you in these respects for some time, and have now been waiting almost a year for any acknowledgement.



1. *Journal of the American Medical Association*, 2000; 284: 1039-1044.

1. *Journal of the American Medical Association*, 2000; 284: 2689-2694.

1. *Journal of the American Medical Association*, 2000; 284: 1039-1044.

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1. *Journal of the American Medical Association*, 2000; 284: 2689-2694.

1. *Journal of the American Medical Association*, 2000; 284: 2689-2694.

1. *Journal of the American Medical Association*, 2000; 284: 2689-2695.

1. *Journal of the American Medical Association*, 2000; 284: 2689-2695.

1. *Journal of the American Medical Association*, 2000; 284: 2689-2695.

1. *Journal of the American Medical Association*, 2000; 283: 2686-2692.

1. *Journal of the American Medical Association*, 2000; 284: 2689-2695.

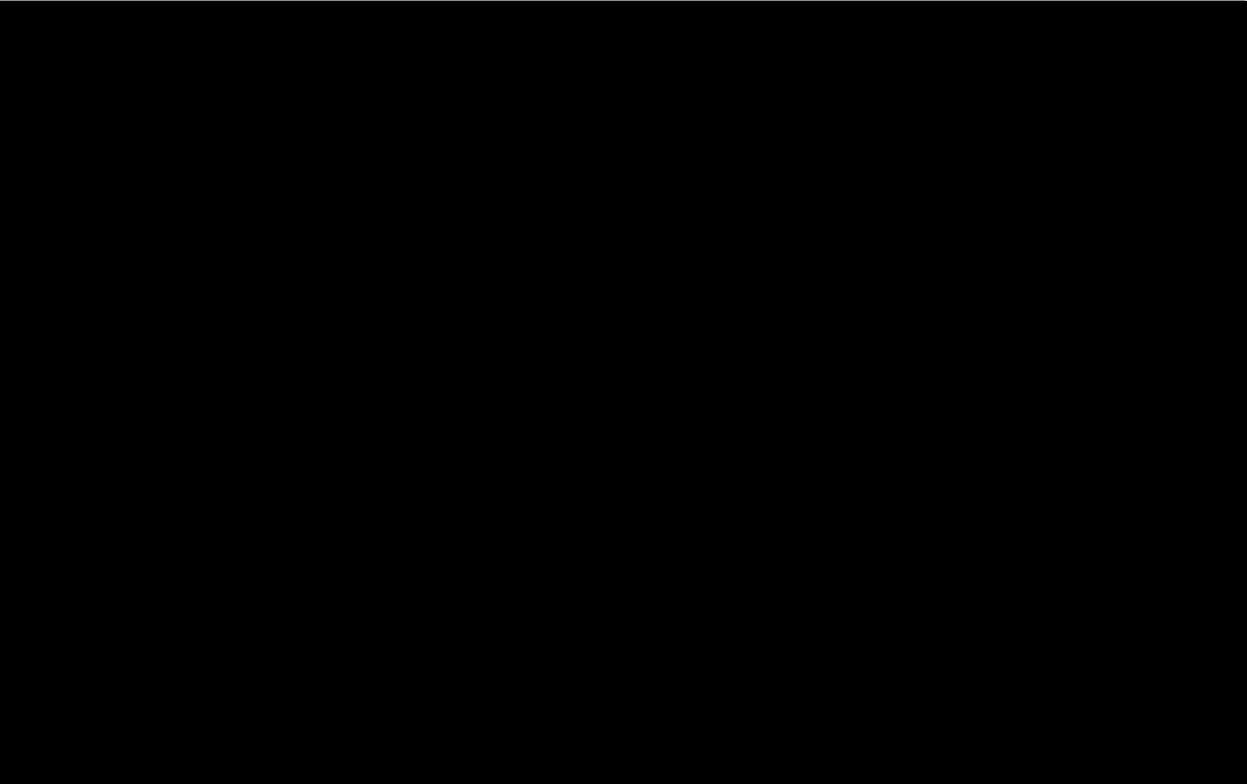
1. *Journal of the American Medical Association*, 2000; 283: 2689-2693.

1. *Journal of the American Medical Association*, 2000; 283: 2689-2693.


1. *Journal of the American Medical Association*, 2000; 284: 2689-2695.

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

1. *Journal of the American Medical Association*, 2000; 283: 2689-2693.



It has been 10 years since the 2012 London Olympic and Paralympic Games. There have been significant changes since 2012. The Stadium has weathered the impact of Covid and West Ham has brought European football to the Stadium. There is much to be proud of. There is also scope to consider how best to secure the future for the Stadium and improve the return on investment for the taxpayer. West Ham United is at the heart of its community, we take our ability to benefit our community through the power of the West Ham brand extremely seriously and we welcome the opportunity to structure our concession rights to benefit London and the local community.



West Ham United is a major stakeholder in the London Stadium. It is our home and we are honoured to play our matches at such an iconic venue. There have been differences which needed to be worked through, of course. However, the capacity at the Stadium has been expanded significantly and the London Stadium is well and truly on the map, recognised as a major sporting and entertainment venue. Now is the time to build on this success and make more progress. West Ham United is ready and willing to contribute to improving the prospects for the Stadium.

As has been discussed, West Ham United would welcome the opportunity to meet with you, the Mayor and his team to consider the future of the London Stadium. I am frustrated that my offers to meet and discuss the future of the Stadium have not, to date, been accepted. I am concerned that the impression left with various oversight committees is that West Ham United may not be interested in engaging with you in this regard. This is not the case, as evidenced by my correspondence with you last year and this.

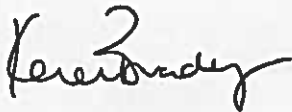
We are aware as to the financial position in relation to operating the Stadium. It has been reported that British Athletics prefers to relocate. There are new board members for LLDC. These developments may be a catalyst for positive change and West Ham United wishes to discuss ideas with Stadium stakeholders. Our sense is that there is now a duty on all stakeholders to move the story of the London Stadium on to the next chapter.

You discussed with PAI a long leasehold arrangement. Without compromising any confidentiality owed to PAI in that discussion, I suggest that it would make a lot of sense to discuss opportunities as to a revised arrangement that might be available to West Ham. This could well be of interest to us.

In my view, nothing is off the agenda for when we meet. That said, there are items which the agenda should include, such as the sale of Stadium Naming Rights, the opportunities for year round use of the Stadium and how the operation of the Stadium might be streamlined to allow efficiencies to benefit the taxpayer. It is not my intention to delve into the detail in this email. We simply repeat our request for a meeting at the earliest opportunity to discuss our thoughts as to the best possible future for London Stadium as the home to West Ham United.

Please advise your availability to progress this discussion.

Yours sincerely,



Baroness Brady
Vice Chair
West Ham United

Copy to:

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susan.hall@london.gov.uk;
marina.ahmad@london.gov.uk;
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Jules.Pipe@london.gov.uk;



14 December 2022

Baroness Brady
Vice Chair
West Ham United

Dear Karren

Thank you for your letter dated 13 December. Compliments of the season to you.

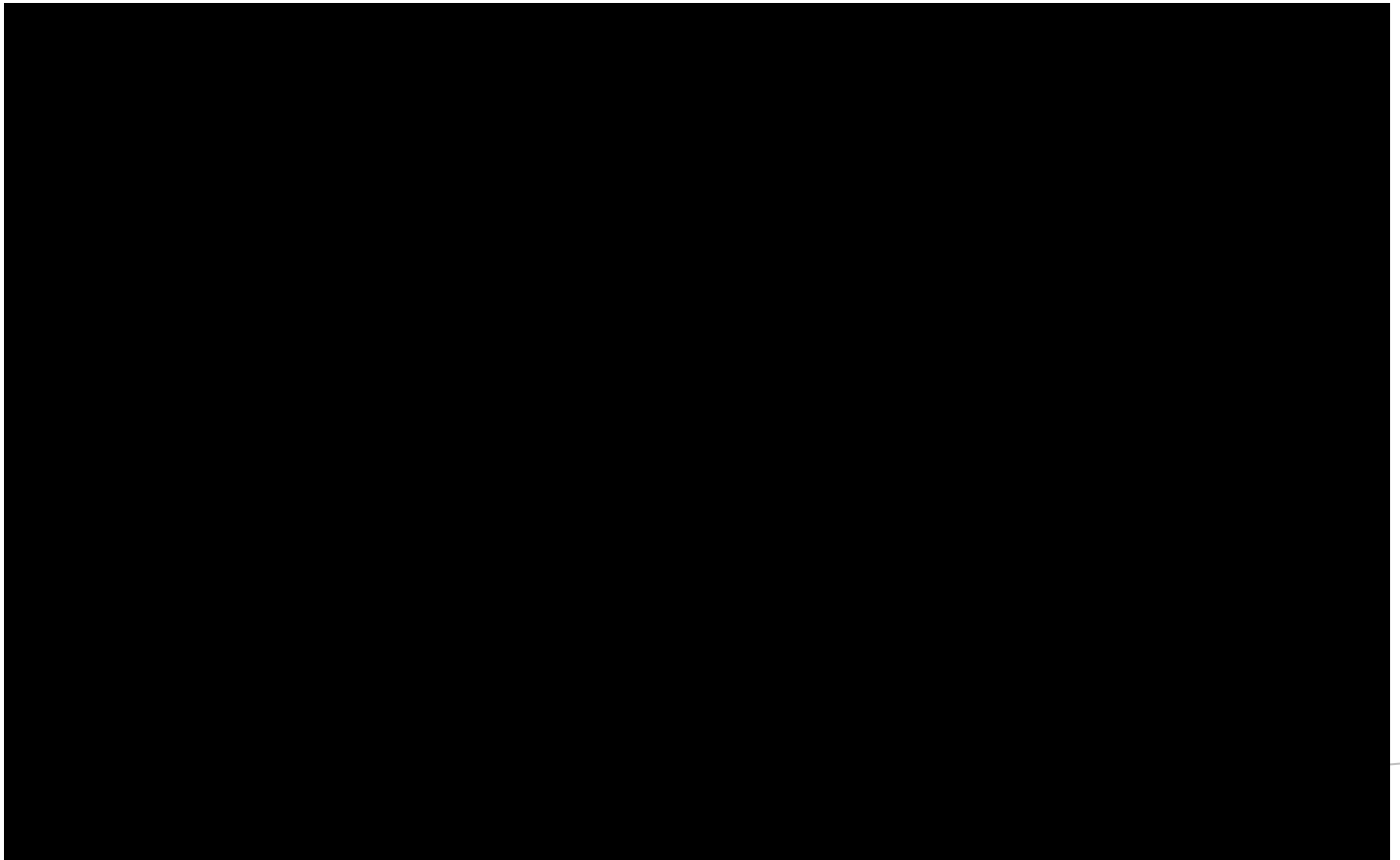
You cover two key areas in your letter which I will deal with in turn – Stadium Naming Rights and options for the future of the stadium itself.

But firstly, I am pleased that we both recognise the success of the London Stadium. The stadium has established itself as a highly successful multi use venue, situated in the heart of the most successful Olympic and Paralympic Legacy that the world has seen. Queen Elizabeth Olympic Park offers superb sporting facilities, will be host to the most significant investment in arts, culture and education that the UK has seen since 1851 and most importantly focusses its efforts on changing the lives of east Londoners through access to world class opportunities.

The stadium itself (post Covid) is going from strength to strength – we now have European football – thanks to the excellent performance of the WHU team and are attracting huge investment to London through our packed summer event schedule (MLB alone brought £40m worth of investment to the UK in 2019 and will return for 3 years from 2023).

Let me turn to some of the detail in your letter.

Regarding Stadium Naming Rights (SNR):



Regarding the future

You mention the transition of LLDC in 2025. As a key stakeholder you will have been kept up to date through my regular communications on this subject. You will also have been invited to a stakeholder event on 31 January next year where this subject will be covered in some detail. With regard to the stadium, E20 will remain as now.

More substantively you have indicated that WHU may be interested in taking more control of the London Stadium. I agree that all options can be on the table and remain of the view that we will consider any proposal from the club when you are ready to make it – this has been our stated position for some time, however despite previous correspondence and at least one verbal conversation between us on the subject, no proposal has ever been received from the club.

With regard to your specific letter of December 2021, as you know, this request for engagement was received when a financial dispute was already at large between E20 and WHU which has continued and remains partly unresolved; I do not believe it appropriate to progress discussions on the future of a significant public asset when other important financial matters are in dispute as this goes to the heart of any effective partnership and our ability to establish trust between the parties.

Finally, in your letter you state that UK Athletics, (who alongside WHU are a concessionaire; in their case holding a 50 year contract with E20) 'prefer to relocate'. I believe this to be completely untrue and am assured that UKA are fully committed to London.

Yours sincerely



Lyn Garner
Chief Executive

Copy to:

Leonie.Cooper@london.gov.uk;
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Marina.Ahmad@london.gov.uk;
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Onkar.Sahota@london.gov.uk;
[REDACTED];
[REDACTED];
Jules.Pipe [REDACTED]
[REDACTED]

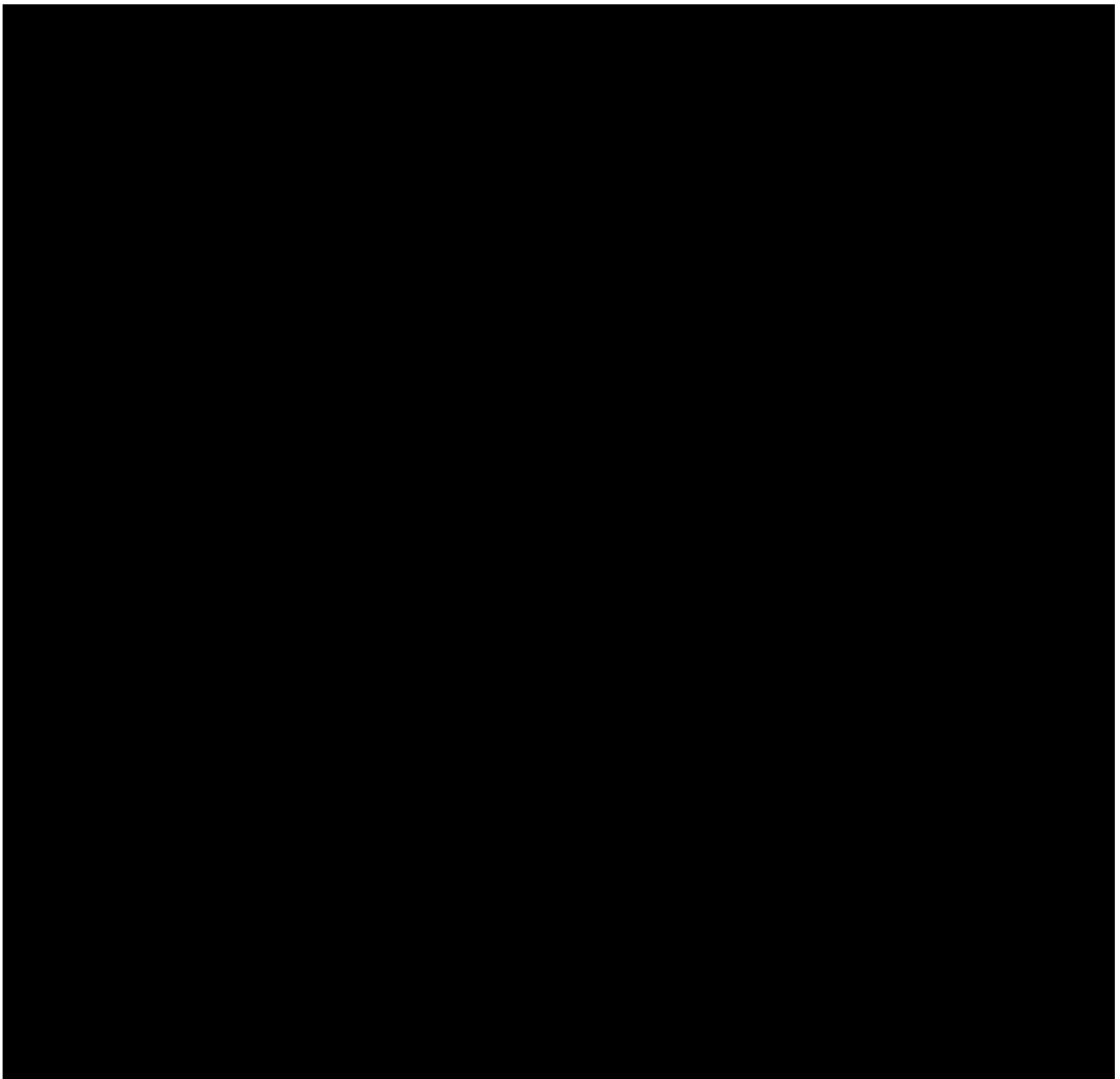
Dear Lyn,

Thank you for your letter of 14 December in reply to mine of 13 December.

I am conscious of the danger that we spend time exchanging correspondence and this, in effect, postpones the opportunity to meet and have a more meaningful face to face discussions. We have now not met face to face for over 3 years.

We do indeed both recognise the success of the London Stadium and the fact that together we have created the post-Games Stadium legacy that many around the world look to. We each have a stake in the success of the Stadium. The London Stadium is already an iconic venue, but I expect we can both agree that it has not yet realised its full potential, and this creates an incredible opportunity for London.

Naming Rights (SNRs)





The future of the Stadium

For my part, I have not been kept up to speed with your plans for the future of the stadium. I appreciate that there are issues of confidentiality that can restrict that which you can tell me, but as the primary tenant and with a 99 year commitment to the London Stadium with a keen interest to be more involved in the operating of the stadium, we would appreciate more information. Round robin communiques and invitations to meetings alongside multiple other attendees doesn't seem fitting and does not facilitate the two of us to exchange ideas, raise concerns and resolve issues. Given the nature of the relationship, we would expect a one-to-one meeting so that we can explore ideas that are not necessarily ready for public debate. Indeed, as you are aware I have suggested these should take place regularly between us to improve progress and communication.

Moreover, the fact that we may from time to time have disputes which are unresolved is not a justification, in our view, for suspending discussions on important matters which impact the wider relationship and more importantly as you rightly point out risks impairing the future of a significant public asset. In our view, the heart of an effective partnership based on mutual trust and respect is that differences on certain matters are not allowed to impair the wider relationship on others.

I am not in receipt of any correspondence where you invite us to make proposals, but please understand that we just do not have the background information to do so. We need to know what we are bidding for and what opportunities exist? E.g. We do not

even know if you are proposing a greater role in the operation of the Stadium or an ownership stake?. We do not understand how E20 can remain as is given that since the departure of LBN from the partnership, E20 and LLDC are effectively one and the same entity? We do not know the basis of the PAI deal (aborted) and what you see as the best way forward for the Stadium. We will need to model any proposals we make and we cannot be expected to incur the time and costs of doing so if we are shooting completely in the dark.

We can't make a proposal without information as to the opportunities, and assets available. We have also made a proposal to sell the Naming Rights for you and have advised you to the information we require from you should you wish to take that forward. We never received that information.

Finally, I do not state in my letter that UKA prefer to relocate to Birmingham. I mentioned that there have been media reports to this effect and seek clarification. Your clarification is noted and is a good example of the type of information that would be required to enable any proposals to be forthcoming.

Can you please let me have a few dates when you are available to meet so we can discuss both these issues and plan a strategy going forward.

Regards, Karren
Baroness Brady CBE