

LLDC
Group.

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15 APR 15



Mr Boris Johnson
Mayor of London
Greater London Authority
City Hall, The Queen's Walk
London
SE1 2AA

14 April 2015

Dear Boris,

I have some very exciting news I want to share with you in confidence. West Ham United will soon be making an announcement concerning the Club's move to the magnificent former Olympic Stadium for the start of the 2016/17 football season.

Everyone at West Ham United is very conscious and proud of the responsibility we have as the Stadium's main tenant and will do all we can to help deliver the Olympic Legacy. As part of this we want to ensure that sport at the Stadium is made accessible to everyone, especially young people.

We have always been committed to making football affordable for everyday supporters – we are the only Club offering six Kids for a Quid games in the Premier League this season despite having the highest stadium occupancy in the top-flight - and are determined to get more young people involved in football when we move to Queen Elizabeth Olympic Park in August 2016.

To that end, on 22 April, we will be announcing the prices for Season Tickets at the new Stadium, and I believe the decisions we have taken will be warmly welcomed right across the political and media spectrum, by the public at large, and of course by our loyal supporters.

In making this announcement, West Ham will also become the first Barclays Premier League Club to set its ticket prices for the 2016/17 season, when the new deal for television rights agreed in February will come into effect. We want to lead the way by sharing the benefits of that broadcast deal with our supporters.

While you will understand that – for commercial reasons – I cannot set out the full details of our pricing decisions in advance, I believe the announcement will create headlines in the following key areas:

- We aim to revolutionise football ticket pricing in this country by setting a new trend in the Premier League
- We will bring football back to the people by offering opportunities to buy affordable tickets for world-class sport in a world-class venue
- There will be generous concessions for the young, old and less able supporters

I believe these decisions will be all the more notable for being made by a London-based Premier League Club, given the high Season Ticket prices charged by some other top-flight clubs based in the capital.

I hope it will also be recognised that – for all the fears that West Ham would use the move to the former Olympic Stadium to increase ticket prices – we are doing the exact opposite, and making Premier League football more affordable for all, not less.

WEST HAM UNITED FOOTBALL CLUB LIMITED



For the British public, it is a guarantee that when the former Olympic Stadium is back in action its stands will be full of cheering families as they were in 2012, with young children once again able to witness golden sporting moments in person.

And for West Ham fans, these decisions will ensure that an historic season that none of them will want to miss is one that they will all be better able to afford.

I am sure you will welcome these decisions when they are announced on 22 April, and to that end, it would be greatly appreciated if you were able to offer a supportive quote in advance for us to include in our embargoed press release and on our website.

Please ask your press office to contact our media manager [REDACTED] if that is possible, on 0208 [REDACTED] [\[REDACTED\]@westhamunited.co.uk](mailto:[REDACTED]@westhamunited.co.uk).

Should you wish to discuss this announcement with me or one of my team further or simply require more information then please do get in touch.

Finally, with the construction programme on time and on budget, I look forward to welcoming you to a West Ham match at the new Stadium, so you can once again enjoy the atmosphere of a packed house at the iconic venue, and see for yourself our commitment to the Olympic Legacy.

Yours sincerely,

Baroness Brady
Vice-Chairman, West Ham United FC

17 April 2015

Baroness Karren Brady
Vice-Chairman
West Ham United FC
Boleyn Ground
Green Street
Upton Park
London E13 9A

By email


Dear Karren

Thank you for your letter regarding your announcement on the new season ticket prices for the 2016/17 season.

I appreciate your offer of the opportunity to be part of the announcement but, as I am sure you can appreciate, the current general election campaign and the 'purdah rules' governing public bodies mean that we are not allowed to comment publicly at this time.

Good luck with the launch.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'David Goldstone', with a horizontal line underneath.

David Goldstone CBE
Chief Executive
London Legacy Development Corporation

Revel in Plu

Key Notes

29/1/13

Our ref: KB/BJ

25th January 2013



Private & Confidential

Boris Johnson
Mayor of London/LLDC Chair
C/O [REDACTED]
City Hall
Queen's Walk
London
SE1 2AA

Dear Mayor,

Please see attached correspondence for your information.

The Club is engaged in positive dialogue with LLDC to finalise our relocation to the Stadium. The outstanding issues have narrowed and we are apart, it seems, on only two matters now. Both of these were introduced by LLDC after the Club had submitted its best and final offer, which was unanimously accepted by LLDC's board in December. For completeness, we have written to LLDC in this regard questioning the legality of introducing new requirements at this stage, but we have not attached that letter as it is long and detailed.

Notwithstanding our genuine concerns as to the legality of LLDC's approach, we are trying to accommodate your latest demands and we hope that if a realistic mind-set is adopted, LLDC will secure terms which match your desired outcome. The Club is completely confident that the bid we submitted in the competitive tender, and accepted by LLDC's board, represents outstanding value for the taxpayers of London, even before these latest demands are factored in. If we can find reasonable and fair ways to bottom out LLDC's recent demands, we will. If LLDC asks for too much, then we may not.

We are concerned as to the time it is taking to conclude these discussions and, from experience, we are worried that as each issue is resolved, LLDC makes another new or recycled demand. Your support in bringing these discussions to a mutually acceptable conclusion would be much appreciated; frankly, we now want to focus on relocation rather than renegotiation of the terms on which our bid was successful.

Yours sincerely,

Karren Brady

WEST HAM UNITED FOOTBALL CLUB LIMITED



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Monday 12th March 2018

By email, for the attention of Sadiq Khan, Mayor of London

Dear Mayor,

I read with interest your spokesman's statement with regard to last Saturday's match versus Burnley. Your spokesperson is reported to have said:

"Stewarding and the safety of supporters remain the responsibility of both the club and the stadium operators, LS185. This is clearly laid out in the terms of the contract negotiated by the club under the previous Mayor."

The Concession Agreement between West Ham United and E20 Stadium LLP (to which the operator is not a party) provides that the responsibility for stewarding and policing rests with E20 Stadium LLP. I am concerned that your spokesperson may have been briefed inaccurately as to the terms of the CA.

Further, and more worryingly, I would point out that at an Emergency Safety Meeting today, the Head of Safety and Security at LS185 reported that, for the past 6 months, E20 represented by Alan Fort (on your behalf) had pushed LS185 to cut the security budget by over 15%, and this was the key contributing factor for the inadequate stadium response on Saturday. He stated that LS185 secured the stadium as best they could "with the limited resources available".

We have requested an urgent enquiry into this as we have over 10,000 children and 25,000 families attending our football matches and the safety and security of everyone in the stadium is our primary concern, so to hear budgets have been cut which compromise that safety is alarming indeed.

Your spokesman also is reported to have stated:

"Following the publication of the Moore Stephens report, Sadiq has publicly expressed his commitment to meeting with Baroness Brady to discuss the future of the stadium and its financial situation and hopes to set up a meeting in this regard in due course."

I have been seeking a meeting with you for many months. Indeed, I am reminded that such a meeting has been requested by me and my office on six previous occasions.

I hope that your diary will permit a meeting sooner rather than later. I will endeavour to make myself available for a meeting with you as soon as your diary permits.

Yours sincerely,

Baroness Brady of Knightsbridge CBE
Vice-Chairman, West Ham United FC



For the attention of Sadiq Khan, Mayor of London

Tuesday 13th March 2018

Dear Mayor,

Further to my previous letter regarding your recent statement concerning the events last Saturday, I have been asked by almost every media outlet to respond but have resisted as I don't think it helps either of us to engage in mudslinging via the press. The facts are plain to see.

I have, for the last two years, been trying to seek constructive dialogue. I have been flagging issues, many of which may on the surface seem insignificant but, as I have made clear to your representatives and outlined in correspondence, when we meet our supporters it is clear to me that the culmination of these seemingly small matters has ultimately combined into much greater discontent.

We have had operational issues in the Stadium since the day we moved in, many of which were the catalyst that began the negative perception among sections of our supporters as regards their matchday experience here – frankly we have never really recovered. I have tried everything, from appealing to every individual I can from LLDC, LBN to E20 to your own advisors to seek a collaborative and collegiate solutions to these matters.

The legal disputes are way down the agenda at the moment.

My primary focus (as has always been the case) is the safety of our supporters in the Stadium going forward and addressing the issues that have led to this situation which I am sure you will agree has now come to a head.

We simply cannot and indeed have a real responsibility not to continue in this vein. It is detrimental to us both and to the Stadium.

This is the eighth time I have now written seeking a meeting. You may even find, given that we have yet to meet, that a frank discussion could bring new perspective and a new route for partnership working that could be of benefit to us both.

If you are not willing to meet I must ask that you empower one of your advisors to do so, so we can sort this situation out once for all. We have a collective very real responsibility on behalf of those attending matches at London Stadium to do so immediately.

With best wishes,

Baroness Brady of Knightsbridge CBE
Vice-Chairman, West Ham United FC

MAYOR OF LONDON

Baroness Brady of Knightsbridge CBE

Vice-Chairman
West Ham United Football Club Limited
London Stadium
Queen Elizabeth Olympic Park
London E20 2ST

Our ref: MGLA140318-6474

Date: 15 MAR 2018

Dear Baroness Brady,

Thank you for your letters of 12 and 13 March 2018.

I would like to emphasise that the safety and security of staff and spectators at the London Stadium is our number one priority. As a result, I take any suggestion to the contrary very seriously indeed. Further, I am conscious that the safety of people inside the Stadium on match days is dependent on a combination of two significant factors: the effectiveness of the security regime and the behaviour of your supporters (and those of the visiting team). Whilst your correspondence focuses on one issue, I think it is remiss to ignore the other, which may prove to be a more pressing challenge.

Consequently, I have looked into your accusation of a reported 15% cut in safety and security expenditure and the related suggestion that the resources available to the venue safety team at the Burnley match were inadequate.

Having received reports from senior officials, I am advised that:

- There has been no requirement to reduce stewarding and security expenditure during the season. Each match budget is set by LS185 taking into account the Police categorisation of the game and the requirements collectively agreed at the Safety Advisory Group (SAG), which the club attends.
- The cost of the stewarding and security for the Burnley game was in line with the agreed standard for category A games and was similar to the Chelsea game which was a higher risk fixture.
- Stewarding and security costs during the current season vary between £90k and £110k per game depending on the categorisation allocated by the police and other fixture specific issues; forecast expenditure for that Burnley game is c£95k which is consistent with most Category A games.

I should also point out that the Chief Executive Officer of LS185, who was at the meeting, has confirmed to my officials that neither he nor any of his staff who were present used the words your letter attributes to them. This has been confirmed by other attendees and by a representative from the London Borough of Newham, who chaired the discussion. Further, all parties also confirm that there was no conversation about any budgetary issues at all.

MAYOR OF LONDON

The accusation you have made is a very serious one which I hope you will now formally withdraw. In future I suggest you seek to validate such comments before airing them widely.

Whilst E20 are the owners of the Stadium, under Clause 26.1 of the Concession Agreement with West Ham United, they can appoint an agent to perform its obligations, which in this case is LS185. Therefore, decisions on the safety requirement are for the operating company, LS185, who are legally responsible for the safety of everyone in the stadium; E20 does not interfere in those matters. Indeed, LLDC's CEO has made clear to LS185 that they have our full support to deploy whatever resources are required to ensure the safety of spectators and staff.

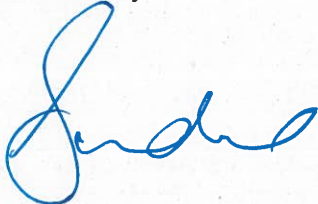
However, as per my point above, it is equally important that it is understood that there was a significant and possibly planned set of disruptive, illegal and violent actions undertaken by a number of your club's supporters at that match. As well as ensuring that the safety regime is as robust as possible, I think it is imperative that West Ham United acknowledge the scale of the problem and initiate decisive action against all fans involved in Saturday's unacceptable incidents, including those who did not go onto the pitch or throw missiles (the groups singled out in your press statement yesterday). I understand from my officials who have seen CCTV footage that the evidence is clear and I fully expect the club to act accordingly, permanently exclude those who are prepared to injure fellow supporters or stewards and take all necessary steps to prevent a culture of threats and violence taking hold amongst your supporters.

While the apparent breakdown in relations between the club and large numbers of its supporters in no way excuses the behaviour of some fans, clearly you have a significant piece of work to repair relations with your supporters, and your club's public reputation. Success in this regard will doubtless be a crucial consideration for the SAG and stadium operators as they consider arrangements for future matches, including the ongoing discrepancy between predicted and actual attendances.

Our offices have now confirmed a date for us to meet.

The long-term success of the London Stadium and all its stakeholders is important to me and I hope we will be able to use our meeting to have a constructive discussion towards this goal. We, through LLDC, have a structured approach to developing a long-term strategy for the stadium and it would be helpful if, in advance of the meeting, you could detail any specific proposals West Ham United may have.

Yours sincerely,



Sadiq Khan
Mayor of London



15th March 2018

For the attention of Sadiq Khan, Mayor of London

Dear Mayor,

Your clarification is most welcome. We accept your response that there may have been a misunderstanding as to what was said last Monday, although you will appreciate that we did not invent the statement that the safety budget had been cut. Although I was not present, I have checked the notes taken of such meeting. Whatever was said, thank you for clarifying the position which is a relief. I understand there is going to be a full independent enquiry into the issues, and the level of stewarding and police at all games this season is to be analysed, and I hope you are right that we will discover there have been no cuts in this respect as the season has gone on.

I believe that we are in complete agreement that there cannot be any compromise with regard to safety. You may have seen the Club's statement with regard to our response to last Saturday's disturbance.

In light of this, I trust you have no concerns as to West Ham United playing a full and responsible role in identifying the perpetrators and preventing any repetition. Like you, we take these matters seriously and approach the safety of our supporters and the away fans with all due diligence.

We accept full responsibility for the relationship with our supporters. I hope you in turn will accept that many of their frustrations (albeit we by no means claim all) arise from issues we have been flagging to your representatives for many, many months now. For this reason I am grateful you have agreed to meet. I hope at this meeting we will be able to address some of these concerns.

As I have made clear in all correspondence I have no interest whatsoever in a blame game. We have a collective responsibility to ensure everyone attending matches at London Stadium can do so safely. This is my Board's primary focus.

I look forward to meeting with you, when we can discuss the position in the round. Thank you for agreeing to diarise this meeting, which I sense we both feel is overdue. I expect that this meeting will be on a confidential and 'without prejudice' basis so we can speak freely and frankly about all the issues and hopefully work together to resolve them.

Yours sincerely,

Karren



For the attention of Sadiq Khan, Mayor of London

21st March 2018

Dear Mayor,

I expect that you are aware of the report in The Times of today's date regarding issues West Ham United and LLDC have taken to Expert Determination.

Yesterday, WHU received the attached email titled 'LLDC ISSUES' from The Times on which we were asked to comment. From the level of detail in the email it is clear that this journalist was briefed from an inside source.

I want to make clear that this was not the result of any briefing on the part of West Ham United. Yesterday afternoon, we were informed that this story was going to be run by The Times and we were asked to comment, which we did, albeit reluctantly.

I do not expect that you know who briefed The Times, but I hope that you agree with me that briefings regarding matters which are being resolved under a legal process is wholly inappropriate. Therefore, I ask you to reassure me that you will exercise your influence to stop all future briefings. I will reciprocate.

For the avoidance of doubt, I am not pointing a finger at anyone. I know that we did not leak this story to The Times, but somebody did and I would like your assurance that you will direct LLDC and E20 so that there is no reoccurrence. I will do the same to my team.

Yours sincerely,

Baroness Brady of Knightsbridge CBE
Vice-Chairman, West Ham United FC