

[REDACTED]

From: [REDACTED]
Sent: 22 September 2016 07:15
To: Media Overview
Subject: NEWS: Times (p62) Baseball next for Olympic Stadium

THE TIMES

Baseball next for Olympic Stadium

Martyn Ziegler

Baseball matches are on course to be staged at London's former Olympic Stadium after the city's mayor, Sadiq Khan, claimed the head of the sport was "very keen" to hold games in the capital.

The mayor held talks with the Major League Baseball commissioner in the US this week about the prospect of London hosting games in the summer — which would fit in with the close season for the stadium's anchor tenants, West Ham. Khan said: "Major League Baseball are very excited."

Khan also held talks with the NFL and the owner of the Jacksonville Jaguars about setting up a permanent American football franchise in London.

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From: Jules Pipe
Sent: 03 October 2016 15:08
To: David Goldstone
Subject: West Ham games and security

Hi David

Could you let me have a briefing on LLDC's position regarding the policing and security situation within and surrounding the stadium?

Some of it was rehearsed at the board meeting the other day, such as the Airwave status, Westfield etc but you'll appreciate I wasn't taking notes.

Basically I need to understand the overall situation, any particular issues, and where there may be disagreements between LLDC, Newham, and the police. Any understanding you can give me on the likely Newham position (if it's at odds with that of LLDC) would also be of use.

Many thanks in advance

Jules

[REDACTED]

From: David Edmonds [REDACTED]
Sent: 24 October 2016 15:03
To: Jeff Jacobs; David Goldstone
Cc: Jules Pipe; Rachel Massey; Ray Smith; Martin Clarke; Lisa Price
Subject: RE: Board "away day"

Tant pis.
D

David Edmonds CBE
Chairman

London Legacy Development Corporation
Level 10
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E20 1EJ

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From: Jeff Jacobs [mailto:[REDACTED]]
Sent: 24 October 2016 14:20
To: David Goldstone
Cc: Jules Pipe; David Edmonds; Rachel Massey; Ray Smith; Martin Clarke; Lisa Price
Subject: RE: Board "away day"

David

I'm afraid I can't do this at this notice . Sorry . Ray can attend from 10-12 so that we are represented for at least part of the time : he has a meeting back here with me and others at 1pm which he needs to attend

Jeff

From: David Goldstone [mailto: [REDACTED]]
Sent: 24 October 2016 13:15
To: Jeff Jacobs
Cc: Jules Pipe; David Edmonds; Rachel Massey
Subject: Board "away day"

Jeff

We have an informal , extended, Board briefing meeting from 10-2 tomorrow morning [the agenda says Board away day, but its only half a day, and its in the office...]. The agenda includes an update on our strategy, an overview of budget submission, and updates on major strategic issues – stadium; cultural & education project issues with the v&A issue and fundraising risk; housing strategy

Jules can't attend; Nick Bowes is joining for the first part, to talk about Mayoral policies and priorities, but *isn't* staying for the whole meeting

As far as we are aware , there isn't anyone attending in Jules' place

Whilst, since Jules was appointed to the Board, there isn't a GLA Observer position per se any more, it would seem sensible for GLA to be represented at such a meeting

I am sorry for the late notice, as I have only just become aware the above is the position, but if it is possible for you or someone else on your behalf to attend, I am sure that would be really helpful . we can obviously send the papers – an updated strategy and a slide pack – to anyone you suggest

With thanks

All best

David Goldstone CBE
Chief Executive

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From: Jonathan Edwards
Sent: 01 November 2016 22:51
To: Patrick Hennessy; Jack Stenner; David Bellamy; Leah Kreitzman; Nick Bowes; Jeff Jacobs; Sarah Brown; Jules Pipe
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Samantha Hart; Ellie Robinson; [REDACTED]
Subject: Robin Wales reaction on London Stadium

Robin Wales reaction as below.

Thanks

Jon

Sir Robin Wales, Mayor of Newham said: "I fully support the Mayor of London's call for an independent review into the cost overruns of the London Stadium's transformation works. It is clear the transformation costs are considerably higher than previously reported and we have a duty to taxpayers to scrutinise this. As co-owners of the stadium, the review will report back to Newham Council and the GLA.

"We invested in the Stadium to ensure it delivered a lasting legacy from the 2012 Games and deliver significant benefits for Newham residents, London and the nation. The stadium has hosted a extensive programme of high profile events including Rugby World Cup 2015 and the Muller Anniversary Games, attracting thousands of visitors. We are committed to safeguarding the stadium's future success as a world-class venue for sport and culture."

Additional note:

Newham Council's contribution to transformation was capped at the outset to a £40million loan.

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office
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From: [REDACTED]
Sent: 03 November 2016 07:13
To: Media Overview
Subject: NEWS: Daily Mail: Planning gaffe led to stadium crisis

Daily**Mail**.com

PLANNING GAFFE LED TO STADIUM CRISIS

Charles Sale

LONDON mayor Sadiq Khan's inquiry into the rocketing costs of converting the London Stadium for West Ham will expose the full retractable-seating fiasco at the centre of the financial crisis.

Contractors Alto Seating, who went into administration last year, somehow convinced the London Legacy Development Company that the annual cost of moving their temporary seats in and out would be just £300,000, compared to the £8million now estimated by companies pitching for the work.

The massive increase is the result of a chronic lack of planning when the stadium was built.

No provision was made for storing the machinery or structure that provides the base for the retractable seats — unlike at Paris's Stade de France, where temporary seats slide in effortlessly on wheels and airbeds.

Decontaminating the Stratford site at vast expense before building could start was not done to a sufficient depth to house any seating infrastructure underground. And the price of digging up the foundations to provide a newly decontaminated space is prohibitive.

As a result, erecting and then dismantling the seating has to be done manually, requiring huge manpower and resulting in the estimated cost rising by a staggering £7.7m.

The LLDC executive, left this mess by previous administrations, are hoping competition for the tender will lower the cost.

Three separate workforces doing eight-hour shifts over 24 hours for 10 days were needed to build the retractable seating for West Ham's first season in the London Stadium.

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From: Jonathan Edwards
Sent: 03 November 2016 14:46
To: Patrick Hennessy; [REDACTED] Jack Stenner; David Bellamy; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: RE: Guardian on London Stadium

Thanks Paddy – Newham are not planning to respond by the sound of things.

LS185 have given him the lines below on their current safety team but haven't gone into detail about former employees.

- Stadium Operators London Stadium 185 employ established safety and security professionals to manage the safety and security operation at London Stadium.
- Head of Safety and Security Steve Riley is a former Metropolitan Police officer who served as the matchday commander at Chelsea. He also served as safety officer at Fulham Football Club.
- Safety officer Peter Smith is a former Metropolitan Police Officer who continues to provide security consultancy to the British Grand Prix having served throughout the European Games, Commonwealth Games and the Rugby World Cup.
- Deputy Safety Officer Graham Harris has extensive experience of managing safety and security operations in international football having spent three years at Wembley Stadium. He has also served as a member of the safety and security teams at Twickenham Stadium and Glastonbury Festival.
- On matchdays, London Stadium 185 employ additional staff qualified to Safety Officer level and deploy them to manage safety and security inside and outside London Stadium on egress routes to transport hubs.

Jonathan Edwards
Deputy Head of Media
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From: Patrick Hennessy
Sent: 03 November 2016 14:08
To: Jonathan Edwards; [REDACTED] Jack Stenner; David Bellamy; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: RE: Guardian on London Stadium

My feeling is we don't want to get involved in crowd trouble.
Our line and guidance is fine.

From: Jonathan Edwards
Sent: 03 November 2016 13:46
To: [REDACTED] Patrick Hennessy; Jack Stenner; David Bellamy; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: Guardian on London Stadium

Just a note to flag that David Conn from the Guardian has been in touch. He's writing another London stadium story for tomorrow.

But his story is going to focus more around the issues west ham have had with disorder – his angle being that he has found out that a safety officer and his deputy at the stadium resigned in the summer over their safety concerns.

I've sent him our previous line and guidance points re the investigation.

But David has asked if we would go back to him if we have a concern about this too - and whether it could form part of the inquiry.

He told me he's spoken to Newham but not had a response yet.

Presume it is one we do not want to wade into? And that we would not provide additional comment? But shout if you disagree.

I'll also ask Newham/LLDC if they have heard from David and if so what they might be saying.

Thanks

Jon

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office



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From: Jonathan Edwards
Sent: 04 November 2016 07:22
To: Media Overview
Subject: NEWS - Telegraph - London Stadium is a grotesque tax-payer funded moneypit – p7

Telegraph - London Stadium is a grotesque tax-payer funded moneypit – p7

By Oliver Brown, Chief Sports Feature Writer

Increasingly, it seems as if the brains trust budgeting for the London Stadium's fraught transformation are the same folk calculating the cost of Donald Trump's beloved wall. Four billion dollars: that is the figure Trump first quoted to build his monument to xenophobia along the United States' southern border. Then six, eight, 10 and most recently 12. The balance sheet for West Ham's unloved new home is dictated by similar multiples.

While the club committed, in signing their 99-year leasehold deal in 2013, to a post-Olympic conversion costing £160 million, the financial damage has since more than doubled to £323 million. For just £67 million more, Arsenal managed not only to build their gleaming Emirates citadel but to relocate many of the businesses that had occupied this north London land.

West Ham's reputation has been damaged: BilicPlay!00:19What has transpired a few miles to the east is a fiasco. The cost overruns for turning the centrepiece of the capital's Olympics into a viable Premier League venue are so colossal that they have triggered an investigation by Sadiq Khan, the Mayor of London, and forced the resignation of David Edmonds, chairman of the bedevilled London Legacy Development Corporation.

This is to account without the upsurge in fan violence, too. When the Games slogan "inspire a generation" was introduced, few envisaged the image of a sombre little girl wondering why she had just been struck by flying coins.

Chelsea supporter Steve Cutting with an injury to his head at the EFL Cup match between West Ham United and Chelsea Credit: PA WIRE A catalogue of political bickering and botched decision-making has brought us here. The blur of competing interests – whether it be Boris Johnson craving a flagship football project, Lord Coe demanding to preserve an athletics track for the long-term good of his sport, or West Ham wanting a sparkling headquarters at minimal expense – has bequeathed a shambles that nobody seems capable of resolving.

Statistics and pledges drift through the ether like leaves in the autumn breeze. Remember all those banks of retractable seating, by which West Ham set such store? The original cost estimate was £300,000, roughly the same as for David Gold's personalised Rolls-Royce. This has since been revised to £8 million, given the belated discovery that the seats will have to be removed one by one, by hand, in time for next summer's Depeche Mode concert. One hopes the group will start with Policy of Truth, if only for the irony value.

Boris: West Ham top bidder for Olympic StadiumPlay!01:03More than ever, it sticks in the craw that it is the taxpayer who, by and large, must pay for all this. Effectively, we have been asked to pay for an Olympic Stadium twice over. Amid all the summer-of-love joie de vivre that prevailed in 2012, it was an asset that most appeared happy to bankroll. Four years on, with a string of promises broken and the stadium itself about as amenable to top-flight football as the mezzanine level at the adjacent Westfield, it is distinctly less palatable.

The higher the costs rise, the greater the impression that the public are being taken for fools. Perhaps we should all have listened to Barry Hearn, then the Leyton Orient owner, when he classed West Ham as the beneficiaries of state aid. "Something doesn't smell right," he said.

How the clashes with West Ham and Chelsea fans unfolded - MI remains a malodorous arrangement. West Ham, whose twin sugar-daddies Gold and David Sullivan are worth almost £1.5 billion between them, have reaped a

£100 million windfall from the record television rights deal and yet pay rent of only £2.5 million per year. A great deal for taxpayers, says Sullivan, who is fond of suggesting that the stadium would have fallen into ruin without West Ham's saintly intervention. With derisive reference to next summer's world athletics there, he once asked: "Come on, how many people are going to watch the world championship hop, skip and jump?"

Johnson, during his time as mayor, was wedded to the same logic, rounding on pre-Games strategists for planning to leave the Olympic Park with a "much smaller, mouldering and tumbleweed-ridden arena". He is one who apparently believes that a large and successful stadium must, by extension, be an untold economic boon for the surrounding area

David Gold and David Sullivan are worth £1.5bn between them and yet pay £2.5m a year to rent the former Olympic StadiumCredit: PA WIRE But studies of the billion-dollar enormo-domes that have sprung up all across the US have repeatedly shown this not to be the case. As one economist put it: "Rather than spend a billion dollars on a stadium, you are actually better off flying a plane over a city and dumping a billion dollars on the populace, and just letting them pick up the money and spend it."

It should, one would think, be a prerequisite of the deal brokered by Karren Brady, the Tory peer, that there is full transparency about how vast public funds are being spentEven allowing for the post-Brexit havoc in currency exchange, the Olympic Stadium is fast approaching the billion-dollar mark. It is a hulking imposition on the public purse, which by any standard is becoming impossible to justify. At least Manchester City, who inherited their stadium after the 2002 Commonwealth Games, pay for all their overheads on top of the £4 million annual rent. By contrast, it is one unhappy miracle among many in the West Ham contract that the club pay nothing towards their running costs.

It should, one would think, be a prerequisite of the deal brokered by Karren Brady, the Tory peer, that there is full transparency about how vast public funds are being spent. Alas, the spiralling costs are now such an embarrassment that even this essential accountability is no longer forthcoming. Even though West Ham insisted they had nothing to hide, it took two years of pressure from the Olympic Stadium Coalition supporters' group for the full rental contract to be disclosed. And while the LLDC's meetings are made public, there was a report of how the one planned last month was hastily replaced by an 'away' day for its members, where proceedings were kept confidential.

What an absurd scenario it is. Little wonder, really, that Edmonds, the LLDC chairman who quit on Thursday, found his position impossible to sustain.


On every front, from security to value for money, the London Stadium is sinking further into the mire. We were assured of Elysian fields in Stratford, and what we are left with is a taxpayer-funded money-pit that looks more grotesque by the day. The London 2012 legacy is officially an unholy mess.

Poppy row is confected, gesture politics nonsenseSlaps on the back all round for Theresa May this week, after the Prime Minister described the Fifa plot to stop England's footballers wearing poppies on the shirt as "utterly outrageous". But what exactly is everybody so pleased about?

There is, admittedly, added significance in the fact that England are playing Scotland on Armistice Day itself this year. But take a look at the last time one of their matches fell on November 11, in 1987, when they secured a 4-1 win over Yugoslavia. Irrespective of the fact that many First World War veterans were still alive, or that men such as Terry Butcher all but overflowed with patriotism, not a single player donned the poppy.

Nothing sums up the confected nonsense of this latest row quite like the conspicuously poppy-less team photo that evening. For this was the pre-gesture politics age, when there was nothing like the same coercion to signal one's good conscience. Viewed in this context, the defiance of Fifa by May and the Football Association is nothing like so courageous as commonly portrayed.

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office



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From: Jonathan Edwards
Sent: 04 November 2016 07:26
To: Media Overview
Subject: NEWS - Guardian - London Stadium chairman David Edmonds quits amid costs investigation – p2

Guardian - London Stadium chairman David Edmonds quits amid costs investigation – p2

- Sadiq Khan ordered inquiry into soaring costs to taxpayer of running venue
- Further departures from Olympic legacy company are likely

Owen Gibson

The chairman of the London Legacy Development Corporation, responsible for the former Olympic Stadium that is now home to West Ham United, has resigned after an inquiry was announced into soaring costs at the venue.

David Edmonds had been chairman of the LLDC, which operates the Queen Elizabeth Olympic Park and co-owns the London Stadium with Newham Council, since September 2015 but has been heavily involved in the legacy project since 2009.

His departure is expected to be the first of several from the LLDC board after the mayor of London, Sadiq Khan, announced an inquiry into the cost of converting the stadium into a dual-use athletics and football venue. Originally slated at £160m, the bill is now estimated to stand at £323m.

Ongoing operational costs have also risen, chiefly because the amount it costs to move the seats in and out over the summer has soared from £300,000 to £8m per year.

Edmonds, a former chairman of NHS Direct and telecoms regulator Oftel, previously held senior roles at the LLDC's predecessor, the Olympic Park Legacy Company, and E20 LLP, the joint venture that houses the stadium.

The situation, which Khan has blamed on his predecessor Boris Johnson, has been described by a spokesperson for the mayor as "a total and utter mess".

On Thursday the mayor's spokesperson said: "Sadiq will now be looking to secure the very best possible candidate for this important role. He believes the stadium will continue to be a world-class sports and entertainment facility hosting major events."

Some of the LLDC board members were due to leave in any case as their terms were up but the impending review is likely to make uncomfortable reading.

With West Ham negotiating hard for their £2.5m-a-year tenancy deal, soaring conversion costs and the liquidation of their original seating contractor have led to a cashflow crisis that makes it unlikely the stadium will break even for many years. Other members of the board include the Sport England chairman, Nick Bitel, and the former Arsenal managing director Keith Edelman.

On Thursday another former chair of the LLDC said it may be necessary to forgo the athletics track, the retention of which has been a priority throughout, in order to make the stadium sustainable.

"The additional costs have come from the removal and storage of the seats and the time taken to do that," Daniel Moylan, a former adviser to Johnson who chaired the LLDC in 2012, told LBC. "The hard question has to be asked about whether you can continue to use the stadium without dismantling them the whole time."

"That means you wouldn't have an athletics track but is that the bullet that eventually has to be [bitten]?"

Such an outcome is highly unlikely however, given that the stadium is hosting the world athletics championships next summer and UK Athletics has a 50-year, legally binding contract for priority use of the stadium throughout July.

Jonathan Edwards
Deputy Head of Media
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[REDACTED]

From: Jonathan Edwards
Sent: 04 November 2016 07:27
To: Media Overview
Subject: NEWS - FT - London Olympic stadium chairman quits in £50m costs row – P4

FT - London Olympic stadium chairman quits in £50m costs row – P4

Search for successor begins after mayor orders inquiry into bill for West Ham retrofit

London mayor orders inquiry into West Ham stadium renovation

The chairman of the company that owns London's Olympic stadium has stepped down amid concern at the spiralling cost of renovating the venue for football matches.

On Thursday, the London Legacy Development Corporation said David Edmonds had resigned his post. The move came two days after Sadiq Khan, the mayor of London, ordered an inquiry into the bill for retrofitting the stadium for West Ham United games, which has increased by more than £50m in the past year.

Mr Khan, the former Labour MP who succeeded Boris Johnson in May, said finances for the venue, renamed the London Stadium, had been left in a "total and utter mess by the previous administration".

Last year, Mr Johnson, a Conservative, said renovation costs had settled at £272m, but a range of new expenditure has emerged, some involving retractable seats to improve views for football fans. This had increased the cost to £323m.

Mr Edmonds, appointed LLDC chairman in September last year, had previously been a board member of the company since 2011 and led its investment committee.

He was at the organisation when it agreed a much-criticised deal with West Ham in 2013, in which the Premier League club was awarded a 99-year tenancy agreement for the stadium.

West Ham pays a basic £2.5m annual rent while agreeing to host concerts and other sporting events. The club contributed about £15m towards the stadium's conversion for football, but the rest of building costs have fallen on the taxpayer.

At the time the tenancy agreement was signed, the cost of renovating the stadium was estimated at £154m, but continuing issues have seen costs more than double. Overall, the arena has cost more than £700m to build.

David Goldstone, chief executive of the LLDC, said: "[Mr Edmonds] has made an enormous contribution to the legacy of the London 2012 Games and he has helped to steer the organisation through some extremely challenging issues. We thank him for all his hard work and wish him well in the future."

The mayor's spokesman said: "Sadiq will now be looking to secure the very best possible candidate for this important role. He believes the stadium will continue to be a world-class sports and entertainment facility hosting major events."

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office
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From: [REDACTED]
Sent: 06 November 2016 09:13
To: Media Overview
Subject: NEWS - OBSERVER (SPORT) (p11): The London Stadium: an unloved venue resulting from expensive mistakes

The London Stadium: an unloved venue resulting from expensive mistakes

Owen Gibson

Trying to build a venue suitable for both football and athletics in east London has proved far more costly than planned and West Ham's new home is still serving up controversy

Never mind The Play That Goes Wrong, the longest running farce in London is playing in the east rather than the West End. The Olympic Stadium Mystery took another twist this past week when it emerged that not only had the overall cost of converting the venue to (supposedly) make it suitable for football as well as athletics risen further to £323m but that it was unlikely to make an operational profit for many years to come – if ever.

The Observer understands West Ham United's new home, now renamed the London Stadium until a long delayed and increasingly elusive naming rights deal can be struck, was originally projected to be making a seven-figure operational surplus by the time it reached a "steady state" in 2018-19. It was on those projections that the case for the £752m stadium was made – that even at the favourable terms awarded to West Ham, the plan was the best way of ensuring the venue did not have to be subsidised by the taxpayer in perpetuity.

But at the point at which the bill for moving the so-called retractable seats to host athletics and concerts in the summer rose from £300,000 to a staggering £8m per year, all those sums went out of the window. And at no point did those in charge give any indication to the wider world of the scale of the problem – or, indeed, that the "retractable" seating solution chosen was not a state-of-the-art arrangement of rollers and air beds but literally rested on scaffolding and breeze blocks.

Under the deal, signed in 2013 but revealed in full only this year following a dogged freedom of information campaign by a coalition of fan groups, West Ham agreed to pay £15m towards the overall conversions costs plus £2.5m in rent a year. The costs of the conversion have rocketed as the scale of the architectural challenge has become clear.

Initially the cost of installing a new roof to replace the temporary canopy in place for the Games and putting in those 21,000 "retractable" seats was slated at £95m. It then rose to £160m, before shooting up to £272m and now £323m. Those huge increases, largely requiring the stadium to be essentially rebuilt from the inside out on a site and foundations that were not designed for the purpose, will form part of the inquiry announced last week by Sadiq Khan, Boris Johnson's successor as London mayor.

It is worth noting that when the £272m figure was published, in the final months of the Conservative Johnson's tenure, there would have been a desire to keep the figure as low as possible, while the motivation of Labour's Khan may have been to ensure it was as high as possible.

One overlooked factor is the extent to which that original stadium, which eventually cost £429m, was to all intents and purposes entirely temporary, storing up trouble for the future. Even the white struts that appear to have remained from the old design had to be taken out and replaced, because they were not strong enough to support the new design.

The only bit that remained was the part that was supposed to be temporary – the so called “demountable” upper tier that under the original plans was due to be removed to leave behind an athletics stadium with a capacity of 25,000.

Year zero for any serious analysis of what went wrong is the decision in 2007 not to consider a football future for the stadium, though it is possible to pull the lens back further and return to earlier schemes to make a joint-use stadium in the east end a centrepiece of any Olympic bid. Once the decision was made to press ahead with a stadium that could be converted into a smaller athletics venue but would be hugely challenging as a football arena, partly because of distaste at the idea of Premier League clubs getting their hands on a public asset for nothing but also the promises made to the International Olympic Committee to win the bid, the die was cast.

Andrew Boff, the Tory London Assembly member who has been a critic of the handling of the stadium saga throughout, says: “At the end of the day this all boils down to one political objective – and that was to keep the running track at the Olympic Stadium. If we’d said we weren’t going to keep the running track, this could all have been avoided. Instead we have hundreds of millions of pounds of taxpayers’ money being burned in front of Londoners’ eyes.

“We ended up with something that was neither fish nor fowl and suited to neither, desperately throwing taxpayers’ money at it to cover the arse of some bad political decisions.”

Aside from the consequences that flowed from that original decision, hamstringing the revolving cast of executives who would be charged with making a success of a flawed concept, there is plenty else for Khan’s review to chew over. At regular intervals the goalposts have shifted at the behest of the politicians directing traffic – most obviously when Johnson became mayor in 2008, resolving to make the stadium work at a larger capacity and signalling a shift in strategy for the wider project.

The entire history of the stadium is studded with disharmony, taking in sackings, resignations, industrial espionage and mud throwing. But it is impossible to overstate the levels of discord that still exist among the various bodies involved.

It is hard to blame West Ham for behaving exactly as you would expect a modern Premier League club to. But it is also impossible not to wonder whether West Ham’s vice-chair, Karren Brady, in her sharp-elbowed drive to get the best possible deal for the club, did not also sow the seeds for the dysfunctional state of their marriage of convenience.

Yet there are pressing questions for all those others, too, who have slipped seamlessly from one senior position to another at the alphabet soup of bodies responsible, since 2005, for delivering the Olympics and their legacy. And for those politicians at national and local level driven by often competing priorities to the detriment of the whole. For those left to make sense of operating the stadium, the huge cost of moving the retractable seats in and out – and the fortnight it takes to do so – makes an already headache inducing game of 3D chess immeasurably harder. It is hard to see how either the West Ham tenancy or the 50-year agreement with British Athletics can be unpicked.

As for what happens now, some have begun to wonder whether there might be a Millennium Dome style exit strategy – finding a private operator to take it off their hands and find a way to make sense of it. But the only likely buyer would be West Ham themselves – which would reignite criticism at an even greater ferocity.

All parties are locked in their awkward embrace and must try to make it work – unless, that is, David Gold and David Sullivan do eventually sell up, as they have repeatedly insisted they will not.

In her incomplete but often instructive account of being a fly on the wall, the anthropologist Dr Gillian Evans observes how the shifting political tides led to a constant turnover of senior staff and shifting sands. “Rather than watching people pushing a boulder up the mountain, studying the Olympic legacy is suddenly beginning to feel a bit like watching a surreal game, in which serious-minded people are trying desperately to construct a new piece of city on top of a merry-go-round that turns violently with each change in the political landscape,” she notes in her recently published book *London’s Olympic Legacy: The Inside Track*.

It is probably a forlorn hope, given the desire to heap blame on Johnson's regime, but it would be a pleasant surprise if Khan's review also shed light on how political interference in major projects such as this warps priorities and how a combination of lack of transparency and overweening bureaucracy bends even the best intentions out of shape in the often opaque world of local government, quangos and development zones.

On the one hand the London Legacy Development Corporation (which co-owns the stadium 65/35 with Newham council) is presented as eminently accountable – its website is full of varnished minutes of official meetings. Yet it battled for two years at huge cost to keep its contract with West Ham secret and any search will be in vain for mention of the problems that have sent costs to the taxpayer soaring.

The LLDC occasionally, and largely in vain, tries to shift the focus to those areas of the Olympic Park where it believes praise is due for progress made. But when such chaos envelops its centrepiece it is little wonder that the stadium, more money pit than white elephant, continues to grab all the attention – for all the wrong reasons.

[REDACTED]

From: Jules Pipe
Sent: 07 November 2016 10:01
To: David Goldstone
Cc: Jeff Jacobs
Subject: Gantt chart for Satdium

David

Is there a Gantt chart for the next three or four years, clearly showing the different possible activities that people are attempting to put into the stadium and the seating configurations required and the lead in and out times for changes?

I'm aware of the baseball proposal, for example, but have no idea how this fits in around rugby, athletics, concerts etc and whether it is remotely feasible or we're just stacking up more promises to sporting bodies that can't be delivered.

If such a thing exists, could it be sent over and brought along this afternoon.

Thanks

Jules

[REDACTED]

From: Patrick Hennessy
Sent: 07 November 2016 12:44
To: David Bellamy; Jonathan Edwards; Jack Stenner; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: Re: Guardian on London Stadium

Fine thanks

Sent from my BlackBerry 10 smartphone on the O2 network.

From: David Bellamy
Sent: Monday, 7 November 2016 12:40
To: Jonathan Edwards; Patrick Hennessy; Jack Stenner; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: RE: Guardian on London Stadium

Thanks Jon. I'm happy with your approach.

David.

From: Jonathan Edwards
Sent: 07 November 2016 12:34
To: Patrick Hennessy; Jack Stenner; David Bellamy; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: Guardian on London Stadium

David Conn from the Guardian has just been back in touch. He's sent me the link to his piece on the safety issues that ran last week (copied below).

And he's asked if I can let him know if this and other safety issues will form part of the inquiry announced by the mayor?

Simply propose to brief as below. But please let me know whether content or if any amends.

Thanks

Jon

BRIEFING POINT FOR DAVID CONN

- We are still finalising the terms of reference and further information will be released in due course, but we know the investigation will focus on the finances of the stadium including its operating costs and the efficiency of a relocatable seating solution.

If pressed when TOR will be finalised:

- We will be commissioning a thorough piece of work and hope to confirm the Terms of Reference as swiftly as possible.

Guardian: Olympic Stadium safety officer Chris Baker quit over retractable seating fears

- Baker resigned in May after expressing concerns over impact on structure
- Deputy officer Ravi Sharma also left amid unhappiness over management

David Conn

Thursday 3 November 2016 19.33 GMT Last modified on Friday 4 November 2016 01.00 GMT

The designated safety officer of the Olympic Stadium resigned in May after becoming deeply concerned about the retractable seating and its impact on the structure of the ground's lower tier, the Guardian has learned.

Chris Baker, an experienced, career stadium safety officer, is understood to have resigned shortly before the concert by the rock band AC/DC, which was held on 4 June, only two months before West Ham United's first match at the renamed London Stadium.

One of Baker's deputy safety officers, Ravi Sharma, who worked at the AC/DC concert, is understood to have raised serious concerns afterwards about the management, policing and stewarding of the crowd at the event and also decided not to work at the stadium again.

Baker is understood to have become concerned about the potential conflict of interest of Newham council, which is the authority legally responsible for certifying the stadium is safe, while it also owns a 35% share and, having loaned £40m towards the stadium's conversion costs, makes money back from the events it hosts.

Baker, who formerly worked at Brighton & Hove Albion when the club moved into their new Amex Stadium in 2011, and Sharma, whose full-time role is head of safety and security for Stoke City, declined to talk to the Guardian. However, sources with knowledge of their situation said both men voiced their safety concerns internally but believed they were not being taken seriously enough and so took the decision no longer to work at the stadium.

West Ham's opening matches at the stadium have been overshadowed by complaints that its layout and some of its policing and stewarding arrangements have been inadequate, culminating in ugly scenes and many supporters feeling in danger at the EFL Cup game with Chelsea last week. Initial problems included police not having adequate radio signal around the stadium, and there are worries the stewarding operation is not experienced enough, as many of the 300 stewards who formerly worked for West Ham at the Boleyn Ground have not moved across to Stratford.

On Tuesday the mayor of London, Sadiq Khan, announced an inquiry into the financing of the stadium, which has now cost £752m and been handed over to West Ham for a £15m one-off payment and £2.5m annually, which covers the whole operation and maintenance, including stewarding and policing. Khan's investigation is particularly focusing on the escalating cost of the retractable seating, constructed over the retained athletics track, which has risen from a projected £300,000 each time to as much as a projected £8m.

Baker, who became the official safety officer in November 2014, was in his post for Rugby World Cup and rugby league matches held last year, and for the Race of Champions motor racing event for which the seats over the track were retracted. The system now installed involves the seats being moved manually rather than hydraulically, and Baker is thought to have been concerned the track itself and parts of the lower tier had been damaged in the process. When the issue was not dealt with to his satisfaction, his concerns are said to have grown over Newham council's oversight role, and he resigned.

Sharma, who was one of several deputy safety officers and worked at the London Stadium on a contract when fixtures and duties at Stoke City's bet365 Stadium permitted, took the role of safety officer at the AC/DC concert, the Guardian understands. He is said to have been unhappy about the levels of policing in the Olympic Park itself, the approach to the stadium and around it, and the management of the crowd when entering and leaving.

Since 96 people died at Hillsborough in 1989 and the subsequent report by Lord Justice Taylor on safety, all major stadiums must be certified as safe according to strict statutory standards applied by the relevant local authority, and must have a full-time, qualified, designated safety officer. Newham council's position is not unique in being the legal safety licensing authority for a stadium in which it has an ownership, and such potential conflicts of interest have to be managed to ensure there is no compromise with safety.

A Newham council spokeswoman said its co-ownership of the stadium "in no way impacts on [our] role in monitoring safety which we take very seriously". The council's safety role, she said, is fulfilled by specialist, qualified officers, while its commercial interest in the stadium is managed by the ownership vehicle E20 which, she said, "operates independently".

West Ham and LS185, the contracted stadium operator for whom Baker and Sharma were working, stressed the safety of its arrangements and experience of the officers who replaced them. The stadium's head of safety and security, Steve Riley, is a former match commander at Chelsea and safety officer at Fulham, and he and the safety officer, Peter Smith, are former Metropolitan police officers. Graham Harris, who replaced Sharma as a deputy safety officer, previously worked for three years in safety and security management at Wembley stadium.

The stadium owner E20, owned 35% by Newham council, 65% by the London Legacy Development Company – whose chairman, David Edmonds, resigned on Thursday following Khan's announcement of an inquiry – appointed the former Metropolitan police commissioner Chris Allison in September to oversee safety and security, following the crowd problems at West Ham's first matches.

A club spokesperson said: "West Ham United are satisfied with London Stadium's current safety team and their experience to manage the safety at our matches."

The Sports Grounds Safety Authority, a government agency responsible for overseeing compliance with the law, sits on the London Stadium's safety advisory group, which is chaired by Newham council. A spokeswoman said despite "challenges for West Ham moving into the stadium", the body has "no reason to doubt the local authority's commitment to public safety".

[REDACTED]

From: Jonathan Edwards
Sent: 07 November 2016 12:46
To: Patrick Hennessy; David Bellamy; Jack Stenner; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
Subject: RE: Guardian on London Stadium

Thanks both, will go back to David as below.

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office
[REDACTED]

Follow the Mayor of London's Press Office on Twitter: @LDN_PressOffice

From: Patrick Hennessy
Sent: 07 November 2016 12:44
To: David Bellamy; Jonathan Edwards; Jack Stenner; Nick Bowes; Jules Pipe; Leah Kreitzman
Cc: Samantha Hart; [REDACTED]
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Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office

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[REDACTED]

From: Jules Pipe
Sent: 07 November 2016 15:48
To: Jeff Jacobs
Subject: Re: Stadium meeting

Jeff
Apologies again - got the timings all wrong.
Will be there at 4.30 as arranged, but can be there earlier if desirable.

Jules

From: "Jules Pipe" [REDACTED]
Date: Monday, 7 November 2016 at 15:44:11
To: "Jeff Jacobs" [REDACTED]
Subject: Stadium meeting

Hi Jeff

Apologies - I'm downstairs, couple of planning apps to go.

Should be there before 5pm.

Jules

[REDACTED]

From: Jules Pipe
Sent: 08 November 2016 20:39
To: Nick Bowes; David Bellamy; Jack Stenner; Leah Kreitzman; Patrick Hennessy
Cc: Ellie Robinson
Subject: RE: Updated draft letter to Robin Wales

Fine with me.

Jules

From: Nick Bowes
Sent: 08 November 2016 18:28
To: David Bellamy; Jack Stenner; Leah Kreitzman; Patrick Hennessy; Jules Pipe
Cc: Ellie Robinson
Subject: Re: Updated draft letter to Robin Wales

Happy

Sent via Email+ secured and managed by MobileIron

From: "David Bellamy" [REDACTED]
Date: Tuesday, 8 November 2016 at 17:01:25
To: "Jack Stenner" [REDACTED], "Leah Kreitzman" [REDACTED]
"Nick Bowes" [REDACTED] "Patrick Hennessy" [REDACTED]
"Jules Pipe" [REDACTED]
Cc: "Ellie Robinson" [REDACTED]
Subject: FW: Updated draft letter to Robin Wales

Updated draft... Ellie is happy with this. Please let me know what you think, need to send this tomorrow.

Thanks,
David.

From: David Bellamy
Sent: 08 November 2016 16:54
To: Ellie Robinson
Subject: Updated draft letter to Robin Wales

Ellie, before I circulate more widely, what do you think of this?

D.

==

Dear Sir Robin,

Olympic Stadium Investigation

Further to our discussions with your Assistant Chief Executive and subsequent media announcement, you are aware of the Mayor's decision to launch an investigation into the finances and related challenges facing the London Stadium.

The stadium represents an important partnership between the Mayor (through the LLDC) and the London Borough of Newham. Given this and your comments following the Mayor's announcement, I wanted to write to clarify how we are proceeding and offer a meeting to discuss.

We intend that there will be three aspects to this work:

1. An investigation into all facts relevant to how the present situation was reached, including decision-making around retractable seating and operating costs. This is for the benefit of the Mayor and Londoners more generally, given the impact on taxpayers in the city. The Mayor intends to appoint an independent audit firm who have not previously worked on activities related to the stadium, to avoid any conflicts of interest.
2. Determining and implementing the optimum tactical solution in order that the stadium transformation for the summer's concerts and athletics championships and then back for the 2017-18 football season is carried out successfully, and that this can be improved upon in future years. E20 Stadium LLP has already commenced this work, involving a tender exercise and the engagement of a structural engineer to help assess the responses received.
3. Investigating whether there are more radical options for a different solution to the seating transition that could be trialled and implemented in future years, leading to a quicker and/or cheaper transition between football and athletics modes. We suggest that this work should be commissioned jointly by the LLDC and LB Newham, as the shareholders in E20.

The above work will help the Mayor understand the options for improving the operation of the stadium, addressing the current financial challenges and maximising the opportunities the stadium can offer to Londoners. We need to ensure that the costs incurred, including the annual seating transition (whatever that may be), are in the best interests of the GLA and London taxpayers.

Given the importance of the stadium to both our organisations, I look forward to LB Newham's support and input into the above work and the resulting discussions. If you or your officers would like to meet with myself or GLA colleagues to discuss this, we would be pleased to arrange this.

Yours sincerely,
David Bellamy
Chief of Staff

cc Jules Pipe, Deputy Mayor for Planning, Regeneration & Skills
David Goldstone, Chief Executive, London Legacy Development Corporation

[REDACTED]

From: [REDACTED] on behalf of David Goldstone
Sent: 10 November 2016 10:07
To: Jeff Jacobs; David Bellamy; Jules Pipe
Cc: David Goldstone
Subject: East Stand in 2017
Attachments: Options Analysis on East Stand in 2017.pdf

Dear All

David has asked me to forward on the options analysis on the East Stand for 2017.

Regards

[REDACTED]

David Goldstone CBE
Chief Executive

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

Email: [REDACTED]
Website: www.QueenElizabethOlympicPark.co.uk



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Subject: East Stand in 2017 – Options Analysis
Report of: Martin Gaunt, Business Manager, E20 Stadium LLP
Date: 10 November 2016 (updated version including event calendars)

[REDACTED]

From: David Goldstone [REDACTED]
Sent: 10 November 2016 17:49
To: Jeff Jacobs; Martin Gaunt
Cc: Jules Pipe; Alan Skewis; David Bellamy; Lisa Price
Subject: RE: East Stand in 2017

Thanks Jeff

That's fine, Martin will join us, but I'd rather it was at the end rather than the beginning so that we have the full V&A discussion that it warrants

See you tomorrow
David Goldstone CBE
Chief Executive

London Legacy Development Corporation
Level 10
1 Stratford Place, Montfichet Road
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Direct [REDACTED]

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From: Jeff Jacobs [mailto:[REDACTED]]
Sent: 10 November 2016 14:48
To: Martin Gaunt; David Goldstone
Cc: David Goldstone; Jules Pipe; Alan Skewis; David Bellamy; Lisa Price
Subject: RE: East Stand in 2017

David / Martin

David and I have discussed briefly . We think we need to talk this through with you as soon as practicable given the need to make progress quickly . We'd like to do this tomorrow when you (David) are over here for the meeting on CED starting at 12 . We're happy to start with seating (with Martin present if that is what you'd like) or tack it onto the end of the meeting , extending it as necessary . Let me know your preference

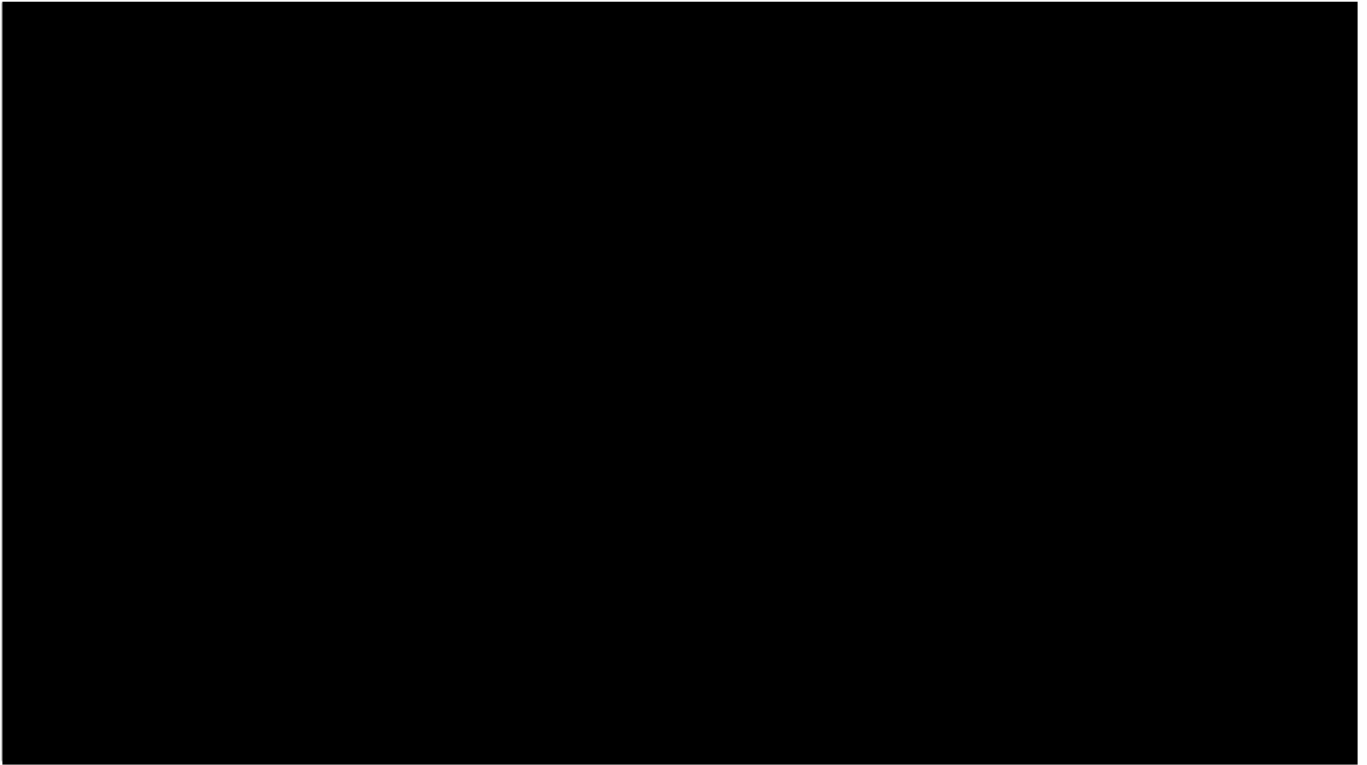
Jeff

From: Martin Gaunt [mailto:[REDACTED]]
Sent: 10 November 2016 11:47
To: David Bellamy

Cc: David Goldstone; Jeff Jacobs; Jules Pipe; Alan Skewis
Subject: RE: East Stand in 2017

David,

David G has asked me to reply direct on this, as the question you pose is something we have been discussing ourselves in the past day or so. There is not an ideal time to move the East stand back it must be said, but there are a few factors that have pushed us towards recommending it is better to move it before rather than after concerts:



For those reasons I have stated in the paper that we believe that, if the decision is to move East Stand, our planning assumption is that this would be done after the concerts. However, given there are knock-on impacts whenever you move the east stand, we will continue to look at which timing option is best (or least bad). This should factor in the views of UKA/London 2017, imminent discussions with West Ham, and ongoing feedback from LS185 on practical considerations and impact on concert promoters.

I hope that helps convey the tricky predicament and basis for the paper. We of course remain open-minded on finding the best solution.

Best regards,

Martin

Martin Gaunt
Business Manager
E20 Stadium LLP
Queen Elizabeth Olympic Park
Level 10
1 Stratford Place, Montfichet Road
London
E20 1EJ

DDI: [REDACTED]

Mobile: [REDACTED]

Email: [REDACTED]
Website: www.QueenElizabethOlympicPark.co.uk

E20
STADIUM LLP

From: David Goldstone
Sent: 10 November 2016 10:52
To: Alan Skewis; Martin Gaunt
Subject: Fwd: East Stand in 2017

Martin

David's question reflects conversation we had earlier

I am happy for you to reply to him direct if that is easier than me being a postbox, if you do please copy me and the others on his email into the reply

Thanks again for all of your help with this

David

From: "David Bellamy" [REDACTED]
Subject: RE: East Stand in 2017
Date: 10 November 2016 10:34
To: "David Goldstone" [REDACTED] "Jeff Jacobs"
[REDACTED] "Jules Pipe" [REDACTED]

Many thanks for this David.

Please could you explain the thinking in options 2 and 3 about the timing of moving the East Stand back. I understand [REDACTED] however there is 16 days (potentially more if West Ham do not have a home game on 16/17 May), but moving it after concerts only allows 15 days before the start of the IPC event and presumably requires the cancellation of the Diamond games, which I assume is an important test event ahead of the games, and also may put the Great Newham Run at risk.

Regards,
David.

From: [REDACTED] **On Behalf Of** David Goldstone
Sent: 10 November 2016 10:07
To: Jeff Jacobs; David Bellamy; Jules Pipe
Cc: David Goldstone
Subject: East Stand in 2017

Dear All

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Regards

Jo

David Goldstone CBE
Chief Executive

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[REDACTED]

From: David Bellamy

Sent: 16 November 2016 19:57

To: 'David Goldstone'; [REDACTED] Jules Pipe; Jeff Jacobs

Cc: [REDACTED] Gerry Murphy; Clarke Andrea (Exc); Curry Justine; Morris Jonathan; Graham Sean; Gourley Jennifer

Subject: RE: London Stadium - East Stand Seating - TfL Restricted - Confidential and Legally Privileged

Sensitivity: Confidential

Many thanks Howard/team for the legal advice and David/team for the West Ham meeting.

I agree, we should meet at the start of next week, I think. I'll get Andrea K to arrange.

David.

From: David Goldstone [REDACTED]

Sent: 16 November 2016 14:37

To: [REDACTED] David Bellamy; Jules Pipe; Jeff Jacobs

Cc: [REDACTED] Gerry Murphy; Clarke Andrea (Exc); Curry Justine; Morris Jonathan; Graham Sean; Gourley Jennifer

Subject: Re: London Stadium - East Stand Seating - TfL Restricted - Confidential and Legally Privileged

Sensitivity: Confidential

Many thanks Howard and team

[REDACTED]

[REDACTED]

David

On: 16 November 2016 10:18, "Carter Howard" [REDACTED] wrote:
All

I understand that you have asked the LLDC to obtain legal advice on the contractual implications of different options for the east stand seating configuration at the London Stadium in summer 2017. Specifically, the options being actively considered are [REDACTED]
[REDACTED]

I attach high-level legal advice on this subject as requested. The advice includes an executive summary at section 2.1 on pages 2 to 4.

The advice is confidential and legally privileged. I am sharing the advice with you confidentially in recognition of your common interest with the LLDC in its subject matter. In view of this, and in order to protect the advice from becoming discloseable to others, it should be treated as having restricted circulation and should be marked as above.

We would be happy to talk through the advice if that would be of assistance.

Howard

Howard Carter, General Counsel, Transport for London
Windsor House, 42-50 Victoria Street London SW1H 0TL
e-mail: [REDACTED]
Tel: [REDACTED]
Fax: [REDACTED]

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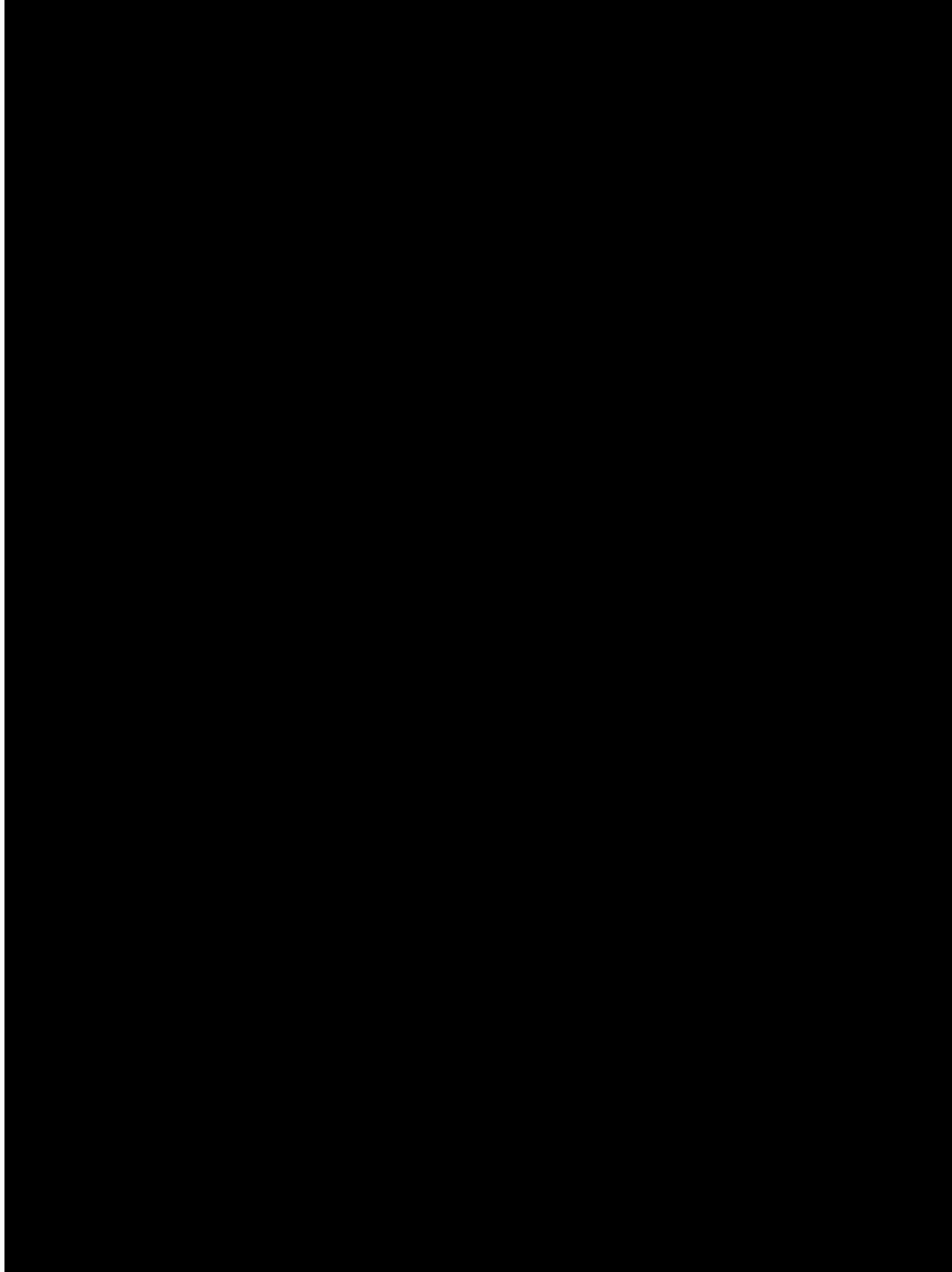
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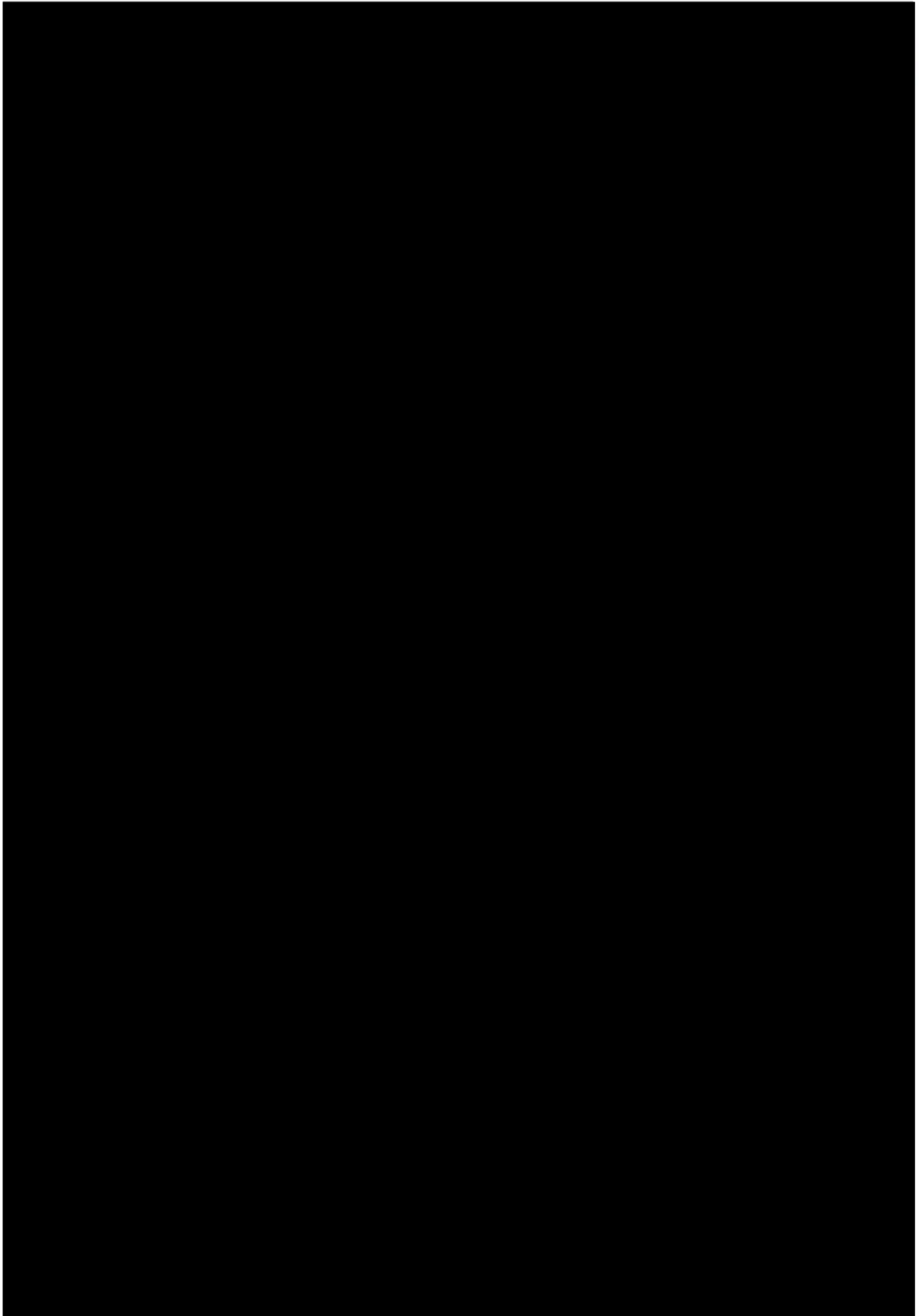
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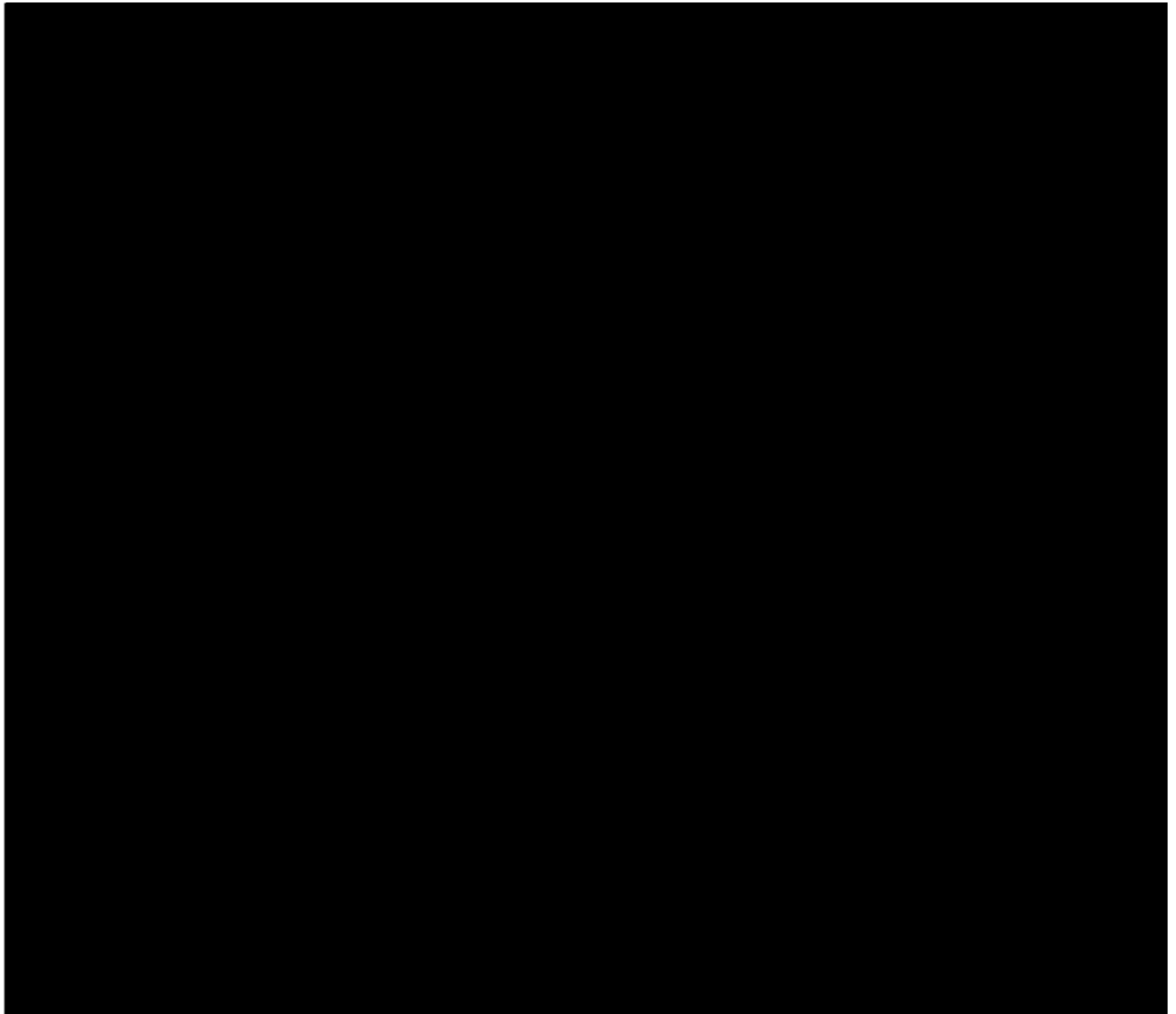
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**Advice prepared for LLDC on the contractual position in
relation to obligations owed to others in respect of the
East Stand Retractable Seating.**



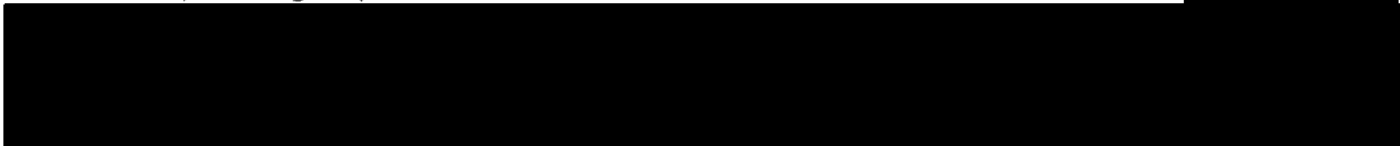




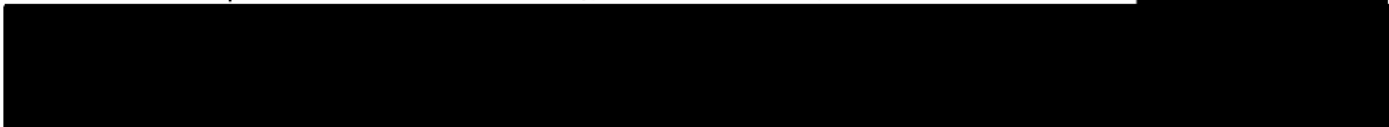
From: David Goldstone
Sent: Tuesday, 11 October 2016 18:34
To: Jules Pipe; David Bellamy
Cc: David Edmonds; Jeff Jacobs
Subject: Stadium seating and 2017

Jules, David

We discussed last Friday, in the context of our budget discussion, the challenges we are facing with the seat moves in the stadium, including the particular concerns around the 2017 World Athletics Championships.



We had a follow up Board discussion on Monday, and I wanted to update you on the position.



In relation to 2017, David Edmonds wrote to the Chairman of 2017 in July, before their tickets went on sale, advising that this was where we were heading, so they have known for a while. They have responded recently setting out a number of practical concerns, all of which we believe we can, working together, manage or mitigate. We have now reconfirmed the position in relation to not moving the east stand.

[REDACTED]

In relation to the wider E20 business, not moving the east stand does not adversely affect concert capacity so other income flows should not be affected

If you need any further information do not hesitate to contact me

David Goldstone CBE
Chief Executive

London Legacy Development Corporation
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Jeff Jacobs

From: David Goldstone [REDACTED]
Sent: 27 October 2016 08:36
To: Jeff Jacobs; David Bellamy
Cc: David Edmonds; Gerry Murphy; Ben Fletcher; Colin Naish; Jules Pipe
Subject: Seating transition costs
Attachments: E20 Board 6 October 2016 - Stadium Relocatable Seating - FINAL DRAFT Rev A 270916.docx; Stadium Relocatable Seating - summary Sept 2016.docx

Jeff, David

Further to our recent discussions, you have both perfectly understandably raised the question as to "how we got here" on the seating, with the costs of transitions being so in excess of what was previously expected.

Hopefully you won't be surprised to know that we had asked ourselves that question already; the attached 2 documents are

- A paper to the 6 October E20 Board meeting on exactly that point. There are a range of appendices to that paper that I can forward on if required but I haven't included as I assume that they would be more detail than you need
- A shorter, 2 page, summary, that tries to capture the headlines in a digestible summary form

As ever, hope helps, and let me know if you need any further information

David Goldstone CBE
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From: Colin Naish
Sent: 27 September 2016 16:47
To: David Goldstone
Cc: Head Of Strategy; Ben Fletcher; Gerry Murphy
Subject: E20 Paper on Seating transition costs

All,

Updated paper attached incorporating DG's comments addressed as below, plus various tweaks following comments and updated PTE figures from Mace. PTE table presentation adjusted to better align with paper.

[REDACTED]

Colin Naish
Executive Director of Stadium
Queen Elizabeth Olympic Park

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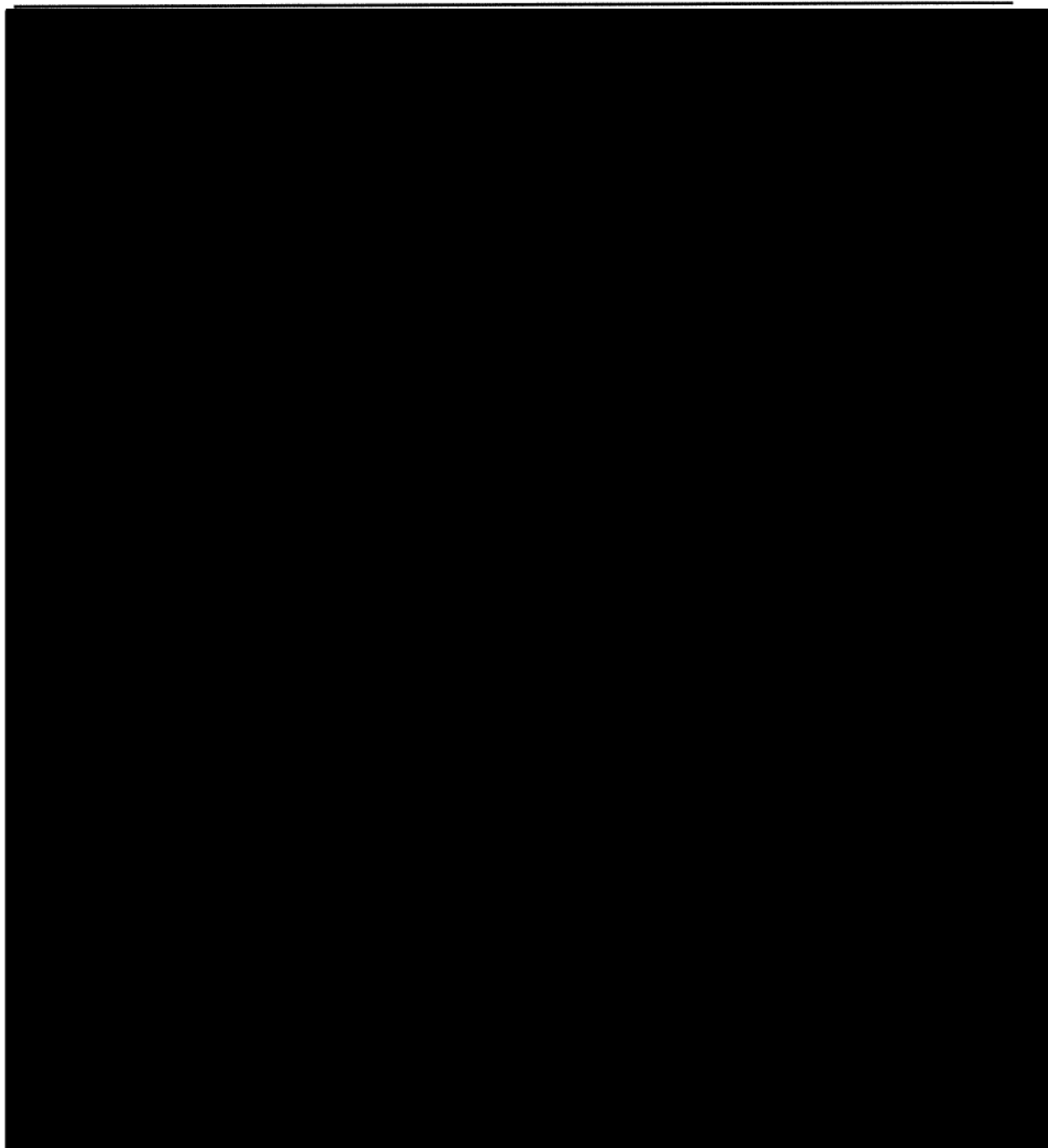
Item:

Subject: Stadium Relocatable Seating

Meeting date: 06 October 2016

Report to: E20 Stadium LLP Board

Report of: Colin Naish, LLDC Executive Director of Stadium



Jeff Jacobs

From: Jeff Jacobs
Sent: 27 October 2016 10:08
To: David Bellamy
Cc: David Edmonds; Gerry Murphy; Ben Fletcher; Colin Naish; Jules Pipe; 'David Goldstone'; Simon Cooper; Kevin Evans; Martin Clarke; Lisa Price
Subject: RE: Seating transition costs

David

Without my commenting on the detail provided by David below, you should be aware that the issue of moving the East Stand seating for London 2017 purposes is on the agenda of the London 2017 and London Championships (ie parathletics) Board meetings tomorrow at which both David and I will be present as Board members (both having declared potential conflicts of interest).

The notes provided by David focus on the potential costs of the seating move. Tomorrow's Board discussion will focus on the actions being considered, in the light of ongoing discussions between the E20 Stadium and London 2017, to meet the stated requirements for the World Athletic and ParaAthletic Championships next year. Suffice to say, and as I've previously indicated, there are major concerns being expressed by London 2017 Board members about this issue which we can expect will spread to the IAAF and IPC if a satisfactory solution isn't found. I do not yet know whether both bodies will be represented tomorrow: they have an open invitation to attend. UK Sport attend as a matter of course on behalf of DCMS. So quite a wide group

We will need to discuss this further in the light of the current discussions

J

From: David Goldstone [REDACTED]
Sent: 27 October 2016 08:36
To: Jeff Jacobs; David Bellamy
Cc: David Edmonds; Gerry Murphy; Ben Fletcher; Colin Naish; Jules Pipe
Subject: Seating transition costs

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As ever, hope helps, and let me know if you need any further information

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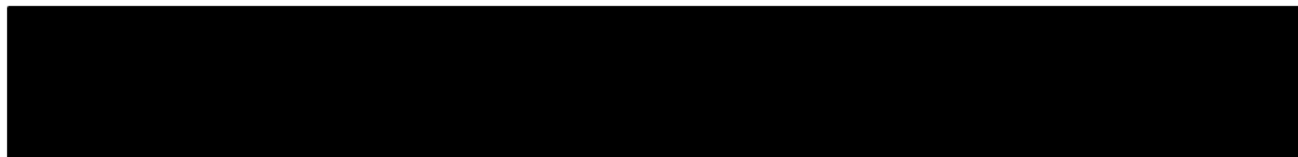


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Executive Director of Stadium
Queen Elizabeth Olympic Park

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Jeff Jacobs

From: Simon Cooper
Sent: 27 October 2016 13:23
To: Jeff Jacobs; David Bellamy
Cc: Jules Pipe
Subject: RE: Seating transition costs

Simon

Head of Sport | Greater London Authority | City Hall | The Queen's Walk | London SE1 2AA

Tel: [REDACTED] | Mobile: [REDACTED]

From: Jeff Jacobs
Sent: 27 October 2016 10:08
To: David Bellamy
Cc: David Edmonds; Gerry Murphy; Ben Fletcher; Colin Naish; Jules Pipe; 'David Goldstone'; Simon Cooper; Kevin Evans; Martin Clarke; Lisa Price
Subject: RE: Seating transition costs

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Jeff Jacobs

From: David Goldstone [REDACTED]
Sent: 31 October 2016 12:26
To: David Bellamy
Cc: Jeff Jacobs; Ben Fletcher; David Edmonds; Jules Pipe
Subject: FW: stadium
Attachments: stadium review terms of ref v2, 31-10-16 clean.docx; Stadium review Terms of Reference 31-10-16.docx

David

We spoke last week about the potential review of stadium issues.
You may have heard from Paddy – to whom Ben has been speaking – that the story is leaking out, so we are going to have to deal with media interest very quickly

Ben will liaise with Paddy on an updated plan about how we deal with this in the media, but in the meantime, the attached is the draft terms of reference [1 pager] and a supporting paper including the terms of ref [an evolution of the draft you saw previously] , that we had been developing

Jules, I know you are seeing David this pm, so you may want to discuss then

All, do feel free to come back to me if you need any further info, or to Ben on the media handling

David Goldstone CBE
Chief Executive

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Jeff Jacobs

From: Jeff Jacobs
Sent: 31 October 2016 19:24
To: David Bellamy; Sarah Brown; Patrick Hennessy; Jack Stenner; Nick Bowes; Leah Kreitzman; Jules Pipe
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards; Lisa Price
Subject: Re: LLDC lines

David

Understood. But you might be able to avoid the seat discussion by saying that LLDC are undertaking a tender exercise which will provide the cost estimate

J

Sent from my BlackBerry 10 smartphone on the O2 network.

From: David Bellamy
Sent: Monday, 31 October 2016 19:17
To: Jeff Jacobs; Sarah Brown; Patrick Hennessy; Jack Stenner; Nick Bowes; Leah Kreitzman; Jules Pipe
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards; Lisa Price
Subject: RE: LLDC lines

Thanks Jeff. I think the challenge is that Sky have figures around the seating move costs, so it's hard to avoid addressing that if we are asked.

One point on the release, I'm not 100% sold on "spiralling" (para 1) – it sounds like the increase in costs is still going on now, rather than being something that has happened. And it leads to the Q that Sarah has identified.

Am keen to be involved in sign-off of the release & Q&A.

D.

From: Jeff Jacobs
Sent: 31 October 2016 18:29
To: Sarah Brown; Patrick Hennessy; Jack Stenner; Nick Bowes; Leah Kreitzman; Jules Pipe; David Bellamy
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards; Lisa Price
Subject: RE: LLDC lines

You will need the LLDC to provide at least first drafts to the various questions being identified for answer . So I think you should ask them first off and then we should review the answers

On a detail , I don't see any point in posing and trying to answer a question about the current estimate for moving the retractable seating : that is the current key concern as between us/ LLDC / 2017 and we are going to have to negotiate our way through this . Figures are due to be provided to us in confidence later this week – but there is still a tender exercise to be completed . My strong advice is to avoid getting into a seating discussion

J

From: Sarah Brown
Sent: 31 October 2016 18:09
To: Patrick Hennessy; Jack Stenner; Jeff Jacobs; Nick Bowes; Leah Kreitzman; Jules Pipe; David Bellamy

Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards
Subject: RE: LLDC lines

Following discussion with Jack and Paddy, line slightly tweaked below.

A spokesperson for the Mayor of London said:

“The Mayor is deeply concerned about the spiralling cost of the Olympic Stadium – the previous administration at City Hall have clearly left a total and utter mess.

“The previous Mayor announced just last year that the total cost for transforming the stadium was £272 million. In reality this has now increased to £323 million – a rise of more than £50 million.

“The major causes are issues arising on the retractable seating contract as well as further costs to enhance the commercial attractiveness of the stadium.

“Sadiq has asked City Hall officials to take a detailed look at the full range of ongoing issues surrounding the stadium.

“The Mayor remains committed to the future of the stadium as a venue for football and other sporting and cultural activities.

“We are confident that London will host a fantastic World Athletics and Para Athletics Championships in 2017.”

Background:

- In 2015 Boris Johnson announced that the Stadium transformation contracts amounted to £272m.
- The final comparable cost is now £309m , excluding a further £14m of further enhancements . So £323m – over £50m more than his predecessor’s figure in 2015.
- The cost of moving the retractable seating is estimated to be £X million.

From: Sarah Brown
Sent: 31 October 2016 17:53
To: Patrick Hennessy; Jack Stenner; Jeff Jacobs; Nick Bowes; Leah Kreitzman; Jules Pipe; David Bellamy
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards
Subject: RE: LLDC lines

Some more potential questions:

If the review shows costs will continue to spiral, will you pull the plug?

Does the Mayor still think the stadium is a suitable football ground, given the violence we have seen there recently?
Do you agree with the source from LLDC who told the Mail on Sunday that the stadium is ‘fundamentally problematic’ and ‘breeds poor behaviour’?

Was the previous administration and LLDC wrong to allow the West Ham agreement?

Was it ill-judged to agree to host the 2017 Athletics and Para Athletics in the stadium? Was the previous administration aware of these issues when they agreed to it?

How many tickets have been sold for the 2017 Athletics and Para Athletics?

Are the stadium’s problems solvable?

Would it not be cheaper to pull the plug?

How much will the review cost, and how long will it last?

From: Patrick Hennessy

Sent: 31 October 2016 17:15

To: Jack Stenner; Jeff Jacobs; Nick Bowes; Leah Kreitzman; Jules Pipe; David Bellamy; Sarah Brown

Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards

Subject: Re: LLDC lines

Cc'ing Sarah B.

We're aiming for a draft note and Q and A for first thing.

Sent from my BlackBerry 10 smartphone on the O2 network.

From: Jack Stenner

Sent: Monday, 31 October 2016 17:03

To: Jeff Jacobs; Nick Bowes; Leah Kreitzman; Patrick Hennessy; Jules Pipe; David Bellamy

Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards

Subject: RE: LLDC lines

How about this with Jeff's suggestions? We'll also need answers for all the questions at the bottom.

A spokesperson for the Mayor of London said:

"The Mayor is deeply concerned about the spiralling cost of the Olympic Stadium – the previous administration at City Hall have clearly left a total and utter mess.

"The previous Mayor announced just last year that the total cost for transforming the stadium was £272 million. In reality this has now increased to £323 million – a rise of more than £50 million.

"The major causes are issues arising on the retractable seating contract as well as further costs to enhance the commercial attractiveness of the stadium.

"Sadiq has asked City Hall officials to take a detailed look at the full range of ongoing issues surrounding the stadium.

"The Mayor remains committed to the future of the stadium as a venue for football and other sporting and cultural activities, including the World Athletics and Para Athletics Championships in 2017."

Background:

- In 2015 Boris Johnson announced that the Stadium transformation contracts amounted to £272m.
- The final comparable cost is now £309m , excluding a further £14m of further enhancements . So £323m – over £50m more than his predecessor's figure in 2015.
- The cost of moving the retractable seating is estimated to be £X million.

Q&A:

Will this impact the 2017 Athletics and Para Athletics?

Will this impact on the proposed Baseball games?

Will this reduce the number of concerts anticipated in the stadium's budget?

Does this make it harder for the Olympic Stadium to break even?

Who is responsible for the issues arising from the retractable seating contract?

Who will run the review?

Why is not being run by LLDC?

Does the Mayor still have faith in LLDC?

Why is those only coming to light now? (when did the Mayor first know?)

From: Jeff Jacobs
Sent: 31 October 2016 16:30
To: Nick Bowes; Jack Stenner; Leah Kreitzman; Patrick Hennessy; Jules Pipe; David Bellamy
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price
Subject: RE: LLDC lines

I'm not sure this is the right thing to say. It puts the current seating issue in the spotlight and draws attention to the moving problem – which, in turn, could knock onto sales for 2017 or at least get people who have bought tickets wondering whether they are affected by the problem of moving them.

Might a better approach be

- to express the Mayor's concern that, following the announcement in June 2015 that the Stadium transformation contracts amounted to £272m, the final comparable cost is now £309m, excluding a further £14m of further enhancements. So £323m – over £50m more than his predecessor's figure in 2015

- say that the change in amount can largely be attributable to the significant impact caused by the problems arising on the retractable seating contract plus further costs to enhance the commercial attractiveness of the stadium

- that the upshot is therefore a financial mess inherited by the Mayor who has therefore asked City Hall officials to look at the full range of ongoing issues surrounding the stadium

- and conclude that the Mayor remains committed to the future of the Stadium as a venue for major sporting and cultural activities, including the World Athletics and ParaAthletics Championships in 2017.

Jeff

From: Nick Bowes
Sent: 31 October 2016 14:57
To: Jack Stenner; Leah Kreitzman; Patrick Hennessy; Jules Pipe; Fiona Fletcher-Smith; Jeff Jacobs; David Bellamy
Subject: RE: LLDC lines

Fine by me

From: Jack Stenner
Sent: 31 October 2016 14:46
To: Nick Bowes; Leah Kreitzman; Patrick Hennessy; Jules Pipe; Fiona Fletcher-Smith; Jeff Jacobs; David Bellamy
Subject: LLDC lines

A spokesperson for the Mayor of London said:

"This previous administration at City Hall have left a total and utter mess around the Olympic Stadium.

"The new Mayor will do everything possible to clear up this mess, but there are no easy solutions.

"Sadiq has ordered City Hall officials to take a detailed look at the full range of ongoing issues surrounding the stadium and seating.

"We need to find a solution that guarantees the future of the Olympic legacy, without costing Londoners millions of pounds every time the seating is moved.

"The Mayor remains committed to the future of the stadium as a venue for major sporting and cultural activities.

-ENDS-

1. The full cost of the Olympic Stadium is £X million.
2. The estimated cost of moving the seating is £X million (broken down by each stand).

Jeff Jacobs

From: Jeff Jacobs
Sent: 31 October 2016 14:40
To: David Bellamy
Cc: Martin Clarke; Lisa Price
Subject: FW: Seating transition costs

D

To note the timing on the seating options work . I'm not clear how far this will include reliable cost estimates , this side of the tender exercise . But I know the intention is to provide figures alongside consideration of practical options plus pros and cons . London 2017 agreed to join constructively in discussion of options at Friday's meeting

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Cc: Lisa Price
Subject: RE: Seating transition costs

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I have asked for the summary of options for you by the end of the week

David Goldstone CBE
Chief Executive

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E20 1EJ
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Website: www.QueenElizabethOlympicPark.co.uk



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Can you remind me about the timing of the work you have in hand on options

Thanks

Jeff

From: David Goldstone [REDACTED]
Sent: 27 October 2016 08:36
To: Jeff Jacobs; David Bellamy
Cc: David Edmonds; Gerry Murphy; Ben Fletcher; Colin Naish; Jules Pipe
Subject: Seating transition costs

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As ever, hope helps, and let me know if you need any further information

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From: Colin Naish
Sent: 27 September 2016 16:47

To: David Goldstone
Cc: Head Of Strategy; Ben Fletcher; Gerry Murphy
Subject: E20 Paper on Seating transition costs

All,

Updated paper attached incorporating DG's comments addressed as below, plus various tweaks following comments and updated PTE figures from Mace. PTE table presentation adjusted to better align with paper.

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Executive Director of Stadium
Queen Elizabeth Olympic Park

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Subject: RE: Seating transition costs

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D

I agree we should see the options before 2017 : that may be a bit difficult, I suppose , as they have to talk to them tomorrow about the technicalities (see David Goldstone's email to me below)in order to establish what works for 2017 purposes. But I'll tell him to give us an inside track following tomorrow's meeting

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Jeff Jacobs

From: Jonathan Edwards
Sent: 31 October 2016 22:17
To: Nick Bowes; Patrick Hennessy; David Bellamy; Jeff Jacobs; Sarah Brown; Jack Stenner; Leah Kreitzman; Jules Pipe
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Samantha Hart
Subject: Re: First draft - Stadium statement/release

Thanks Nick - have also amended a rogue review remaining in top par to read investigation.

Paddy, Jack and others, please let me know if content or whether amends.

Thanks

Jon

DRAFT STATEMENT/RELEASE

Mayor orders investigation into London Stadium concerns

Sadiq Khan has ordered an urgent investigation into increasing concerns around the operation of the London Stadium and a dramatic increase in its costs.

The investigation will focus on the finances of the former Olympic Stadium and will look in detail at a range of ongoing issues including major problems with the installation of retractable seating.

It has become clear that the real cost of transforming the stadium will be far higher than the £272m set out by the previous administration at City Hall. And as a result the Mayor has asked his officials to launch a detailed investigation into uncovering exactly how and why the stadium is now having to deal with an array of serious problems.

The Mayor remains committed to the future of the stadium for football and other sporting or cultural activities. That is why he has also tasked officials working on the review with preparing recommendations that can help protect the long term future of the stadium and address its financial challenges.

A spokesperson for the Mayor of London said: "The Mayor is deeply concerned about the finances of the Olympic Stadium, which have clearly been left in a total and utter mess by the previous administration at City Hall.

"The former Mayor announced just last year that the total cost for transforming the stadium was £272 million. In reality this has now increased to £323 million – a rise of more than £50 million.

"The major causes are issues arising on the retractable seating contract as well as further costs to enhance the commercial attractiveness of the stadium.

"Sadiq has asked City Hall officials to take a detailed look at the full range of ongoing issues surrounding the stadium. He remains committed to the future of the stadium as a venue for football and other sporting and cultural activities; and he is confident that London will host a fantastic World Athletics and Para Athletics Championships in 2017."

ENDS

Information for reporter:

- In 2015 Boris Johnson announced that the Stadium transformation contracts amounted to £272m.
- The final comparable cost is now £309m, excluding a further £14m of further enhancements. That means a total cost of £323m – over £50m more than the figure outlined by his predecessor in 2015.
- The cost of moving the retractable seating is estimated to be £X million.

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office
0207 983 4337
07825 781014

Follow the Mayor of London's Press Office on Twitter: @LDN_PressOffice

From: Nick Bowes

Sent: Monday, 31 October 2016 22:05

To: Jonathan Edwards; Patrick Hennessy; David Bellamy; Jeff Jacobs; Sarah Brown; Jack Stenner; Leah Kreitzman; Jules Pipe

Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Samantha Hart

Subject: Re: First draft - Stadium statement/release

I like investigation

Sent via Email+ secured and managed by MobileIron

From: "Jonathan Edwards" [REDACTED]

Date: Monday, 31 October 2016 at 21:19:03

To: "Patrick Hennessy" [REDACTED] "David Bellamy"

[REDACTED] "Jeff Jacobs" [REDACTED] "Sarah Brown"

[REDACTED] "Jack Stenner" [REDACTED] "Nick Bowes"

[REDACTED] "Leah Kreitzman" [REDACTED] "Jules Pipe"

Cc: "Martin Clarke" [REDACTED] "Fiona Fletcher-Smith" [REDACTED]

[REDACTED] "Lisa Price" [REDACTED] "Samantha Hart"

Subject: Re: First draft - Stadium statement/release

How about investigation?

Amended as below.

Thanks

Jon

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Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Samantha Hart

Subject: Re: First draft - Stadium statement/release

Thanks Jon. Must admit I prefer the quote as it was previously.

Wonder also if there's anything else we could call it other than a 'review'. 'Audit' seems wrong, 'study' a bit weak? Maybe there isn't.

Think there is also a bit too much stress on matters other than financial.

Sent from my BlackBerry 10 smartphone on the O2 network.

From: Jonathan Edwards

Sent: Monday, 31 October 2016 20:26

To: David Bellamy; Jeff Jacobs; Sarah Brown; Patrick Hennessy; Jack Stenner; Nick Bowes; Leah Kreitzman; Jules Pipe

Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Samantha Hart

Subject: First draft - Stadium statement/release

All,

As discussed with Paddy earlier I've pulled together the first draft of a news release/statement for issue at some point tomorrow.

I've added some points re the review making recommendations that I presume might be the case? But please correct if not.

And I made a couple of tweaks to the quote – please let me know whether this should be amended to come from Sadiq if we're issuing in this format – or whether you would prefer it remain as a spokesperson.

As Jeff suggests I think we need information from the team at LLDC to help answer some of the Q and A. I'll flag the draft Q's to them this evening with a view to being able to get drafts responses in the mix from asap tomorrow morning.

But please let me know your thoughts re a first draft release/statement as below.

Thanks

Jon

DRAFT STATEMENT/RELEASE

Mayor orders review into London Stadium concerns

Sadiq Khan has ordered an urgent review into increasing concerns around the operation of the London Stadium and a dramatic increase in its costs.

The review into the former Olympic Stadium will look in detail at a range of ongoing issues including the recent crowd problems within the Stadium, the failure to secure a stadium sponsor and major problems with the installation of retractable seating.

It has become clear that the real cost of transforming the stadium will be far higher than the £272m set out by the previous administration at City Hall. And as a result the Mayor has asked his officials to launch a detailed investigation into uncovering exactly how and why the stadium is now having to deal with an array of very serious issues.

The Mayor remains committed to the future of the stadium for football and other sporting or cultural activities. That is why he has also tasked officials working on the review with preparing recommendations that can help protect the long term future of the stadium and address its financial challenges.

A spokesperson for the Mayor of London said: "The Mayor is deeply concerned about the very serious challenges facing the London Stadium. Since taking office several major issues have come to light and he has tasked his team with untangling the total and utter mess left behind by the previous administration.

"Last year the previous Mayor announced that the total cost for transforming the stadium was £272 million. But in reality this has now increased to £323 million – a rise of more than £50 million. Major concerns have arisen in connection with the contract to provide retractable seating alongside a substantial increase in the costs of improving the commercial attractiveness of the stadium.

"Sadiq has asked City Hall officials to take a detailed look at the full range of ongoing issues surrounding the stadium. He remains fully committed to its future as a venue for football and other sporting and cultural activities. And he is confident that London will host a fantastic World Athletics and Para Athletics Championships in 2017."

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QUESTIONS FOR Q AND A

Q: If the review shows costs will continue to spiral, will you pull the plug?

Q: Does the Mayor still think the stadium is a suitable football ground, given the violence we have seen there recently?

Q: Do you agree with the source from LLDC who told the Mail on Sunday that the stadium is 'fundamentally problematic' and 'breeds poor behaviour'?

Q: Was the previous administration and LLDC wrong to allow the West Ham agreement?

Q: Will you ask West Ham to make a bigger contribution to the increasing costs of operating the Stadium?

Q: Was it ill-judged to agree to host the 2017 Athletics and Para Athletics in the stadium?

Q: Was the previous administration aware of these issues when they agreed to it?

Q: How many tickets have been sold for the 2017 Athletics and Para Athletics?

Q: Are the stadium's problems solvable?

Q: Would it not be cheaper to pull the plug?

Q: How much will the review cost, and how long will it last?

Q: Why is LLDC carrying out a separate review?

Q: Why is all this only just coming to light?

Jonathan Edwards
Deputy Head of Media
Mayor of London's Press Office

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From: David Bellamy
Sent: 31 October 2016 19:18
To: Jeff Jacobs; Sarah Brown; Patrick Hennessy; Jack Stenner; Nick Bowes; Leah Kreitzman; Jules Pipe
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards; Lisa Price
Subject: RE: LLDC lines

Thanks Jeff. I think the challenge is that Sky have figures around the seating move costs, so it's hard to avoid addressing that if we are asked.

One point on the release, I'm not 100% sold on "spiralling" (para 1) – it sounds like the increase in costs is still going on now, rather than being something that has happened. And it leads to the Q that Sarah has identified.

Am keen to be involved in sign-off of the release & Q&A.

D.

From: Jeff Jacobs
Sent: 31 October 2016 18:29
To: Sarah Brown; Patrick Hennessy; Jack Stenner; Nick Bowes; Leah Kreitzman; Jules Pipe; David Bellamy
Cc: Martin Clarke; Fiona Fletcher-Smith; Lisa Price; Jonathan Edwards; Lisa Price
Subject: RE: LLDC lines

Email chain duplicates the emails chain found on page 54 of this bundle