

GREATER LONDON AUTHORITY

[REDACTED]
(By email)

Our Ref: MGLA141116-2925

17 January 2017

Dear [REDACTED]

Thank you for your request for information which the GLA received on 25 October 2016 and later clarifying on 14 November 2016. Your request has been dealt with under the Freedom of Information Act 2000.

Our response to your request is as follows:

1. *Any correspondence from Thomas Heatherwick about the Garden Bridge since January 1 2016.*

The GLA does not hold any information in relation to this part of your request.

2. *Any correspondence between officials about the implementation or timing of mayoral decision MD1647 (ie providing a guarantee for the garden bridge) between December 1 2015 and May 5 2016.*

Please find the relevant information attached. Some of the information you requested is being withheld as it falls under the exception in Regulation (5)(b) of the Environment Information Regulations. In applying this exception we have had to balance the public interest in withholding the information against the public interest in disclosing the information. The attached annex to this letter sets out the exception in full, as well as the factors the GLA considered when deciding where the public interest lay.

3. *Any correspondence between Boris Johnson and anyone at Transport for London that mentions both (A) spending on public transport projects in Lambeth and (B) the Garden Bridge, between the dates September 1 2015 and October 31 2015.*

The GLA does not hold information in relation to this part of your request. Please note that the email accounts of the former Mayoral team have now been deleted as per the GLA's IT Staff Departure procedure.

If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely

Paul Robinson
Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

Exemption provisions
<ul style="list-style-type: none"> Regulation 12(5)(b) - The course of justice, the ability of a person to receive a fair trial or the ability of a public authority to conduct an inquiry of a criminal or disciplinary nature;
How the exemption applies to this information
<p>Regulation 12(5)(b) provides an exception from the disclosure of environmental information which would adversely affect the course of justice. The definition of the course of justice is wide reaching and in relation to this request relates to material covered by legal professional privilege.</p> <p>In order for the exception to apply there must be evidence of identifiable harm or negative impact. In the case of privileged information there would need to be significant factors at play for there not to be an adverse effect. Public access to privileged information when negotiations are still 'live' would provide an indication of the arguments, strengths or weaknesses which the GLA and TfL might have, unbalancing the level playing field under which adversarial proceedings are meant to be carried out.</p>
Public interest test (where applicable)
<p>In relying on these EIR exception provisions under regulations, the GLA is required to balance the public interest in order to decide whether the information should be withheld.</p> <p>Under regulation 12(1)(b), the public authority can only withhold the information if, in all the circumstances of the case, the public interest in maintaining the exception outweighs the public interest in disclosing the information. Furthermore, under regulation 12(2), it must apply a presumption in favour of disclosure.</p> <p>There is a strong public interest in the release of information that would inform and engage public debate on issues pertinent to the Garden Bridge. The release of the information covered by this exception would also therefore help reassure the public that we are considering the most appropriate options and advice regarding the project.</p> <p>There is a general public interest in transparency in relation to planning and development matters, particularly in the decision making behind, and progress of, developments of this size and impact. Disclosure of this information would enable the community affected by the development to understand more fully the decision making process.</p> <p>Furthermore, the public interest is served by the GLA being transparent and open to scrutiny to increase diligence.</p> <p>There is a strong public interest in favour of maintain the exception under 12(5)(b) for information which is legally privileged. The timing of the request in relation to the stage of negotiations surrounding the project and in addition to a review¹ into the Garden Bridge project is a significant factor in deciding to maintain the exception.</p>

¹ <https://www.london.gov.uk/press-releases/mayoral/review-to-be-conducted-into-garden-bridge-project>

Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:11
To: Paul Robinson
Subject: FW: Garden Bridge DD
Attachments: DD v.9.docx

Importance: High

From: Fiona Fletcher-Smith
Sent: 24 March 2016 19:44
To: Pierre Coinde; Tom Middleton; Ed Williams
Subject: FW: Garden Bridge DD
Importance: High

So, I am increasingly paranoid about this but hadn't remembered that this is a DD for Martin rather than a Mayoral Decision.

The original MD outed the issue of the guarantees and delegated the decision on the detail to Martin. Although this has become (or remained!) a controversial issue during the period since, I would argue that Martin making a decision under the originally public MD is simply business as usual during the pre-election period.

Pierre / Tom – are you satisfied that my interpretation of the decision that Martin will be asked to take is correct?

Ed – given the guarantees etc. was all in the public domain before the pre-election period, are you content that this falls into the “business as usual” category?

Rest of email and attachments legal privilege

Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:12
To: Paul Robinson
Subject: FW: Garden Bridge DD

From: Fiona Fletcher-Smith
Sent: 25 March 2016 13:43
To: Ed Williams; Pierre Coinde; Tom Middleton
Subject: RE: Garden Bridge DD

My understanding is the latter but I want Charles in TfL to confirm that.

Sent with Good (www.good.com)

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

From: Ed Williams
Sent: Friday, March 25, 2016 10:33 AM GMT Standard Time
To: Fiona Fletcher-Smith; Pierre Coinde; Tom Middleton
Subject: Re: Garden Bridge DD

Morning

And a Happy Easter to you all

On the question to me - can I just check: whilst the provision for such decisions to be taken is already in the public domain, are there are terms contained in this DD that would, in effect, represent a new announcement(s) on the Bridge?

Or is this genuinely just signing off on technicalities that are all already well-known / published?

Thanks

Ed

From: Fiona Fletcher-Smith
Sent: Thursday, 24 March 2016 19:44
To: Pierre Coinde; Tom Middleton; Ed Williams
Subject: FW: Garden Bridge DD

So, I am increasingly paranoid about this but hadn't remembered that this is a DD for Martin rather than a Mayoral Decision.

Rest of email chain duplicate of P1

Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:15
To: Paul Robinson
Subject: FW: Power of TfL Guarantees

From: Pierre Coinde
Sent: 29 March 2016 11:31
To: Ed Williams; Tom Middleton; Fiona Fletcher-Smith; Martin Clarke
Subject: RE: Power of TfL Guarantees

Have left Charles a message and will try again later.

A possible concern is paras 1.35 and 1.36.

- 1) Given the delegation is subject to “the Trust demonstrating to the Mayor’s satisfaction that it has secured a satisfactory level of funding to operate and maintain the bridge for at least the first five years from its completion”, something like a briefing session with the Mayor would need to take place before the delegation can take effect and something –an email- should record the Mayor’s satisfaction.

- 2) The DD and comments note:

The Garden Bridge Trust has produced an Operation and Maintenance Business Plan (OMBP) that sets out how running costs associated with the Garden Bridge will be funded for five years from opening in 2018 until the end of 2023. This OMBP shows that the Trust is able to fund the costs associated with operating and maintaining the Garden Bridge over the five year business plan period.”

Legal Privilege

[REDACTED]

P

From: Ed Williams
Sent: 29 March 2016 10:58
To: Tom Middleton; Fiona Fletcher-Smith; Martin Clarke; Pierre Coinde
Subject: RE: Power of TfL Guarantees

I do think that would be wise

We do need to be clear that (a) this definitely cannot wait for 4 weeks and (b) that this represents confirmation of technicalities only, and nothing new

And then, if so, we’ll also need to consider whether the DD is published (once signed) – and there are issues both ways on that question

From: Tom Middleton
Sent: 29 March 2016 10:40
To: Fiona Fletcher-Smith; Martin Clarke; Ed Williams; Pierre Coinde
Subject: RE: Power of TfL Guarantees

Fine by me

Do we need to double check with Charles Ritchie in Legal?

From: Fiona Fletcher-Smith
Sent: 29 March 2016 08:23
To: Martin Clarke; Tom Middleton; Ed Williams; Pierre Coinde
Subject: FW: Power of TfL Guarantees

I asked Richard the question about whether it has to happen now (bearing in mind that “now” actually means sometime over the next 2/3 weeks as the legal agreements are not yet finalised).

I am still of the view that this DD simply follows on from the MD and does not include anything new at all, therefore there is no reason not to sign during this period.

Views?

From: Richard de Cani (MD Planning) [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 29 March 2016 08:18
To: Fiona Fletcher-Smith
Cc: Ritchie Charles; Andrew J. Brown
Subject: RE: Power of TfL Guarantees

Fiona

This is one of the remaining issues to be addressed before construction can proceed. It is in a sequence of approvals alongside the final land agreements etc. Construction cannot proceed without it. Whilst the other approvals have slightly extended timescales into June and July, there is a general desire to get as many of these sorted as quickly as possible because it de-risks and gives greater confidence to enable a draw-down of private sector funds.

If it is ready to sign but not signed in the next few weeks then it won't stop the project now – but it will need to be signed in early May to enable other documents to be finalised. The bigger issue with a delay in signing is the extension of risk further ahead, which could impact on their private sector funding.

Richard

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

From: Richard de Cani (MD Planning) [[\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: Thursday, March 24, 2016 09:01 PM GMT Standard Time
To: Fiona Fletcher-Smith
Cc: Ritchie Charles; Andrew J. Brown
Subject: Re: Power of TfL Guarantees

Lambeth said yes

Didn't see much negative today

Sent from my iPhone

On 24 Mar 2016, at 19:38, Fiona Fletcher-Smith <[REDACTED]@london.gov.uk> wrote:

No – the negative press coverage.

What was the Lambeth decision?

From: Richard de Cani (MD Planning) [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]

Sent: 24 March 2016 17:58

To: Fiona Fletcher-Smith; Ritchie Charles

Cc: Andrew J. Brown

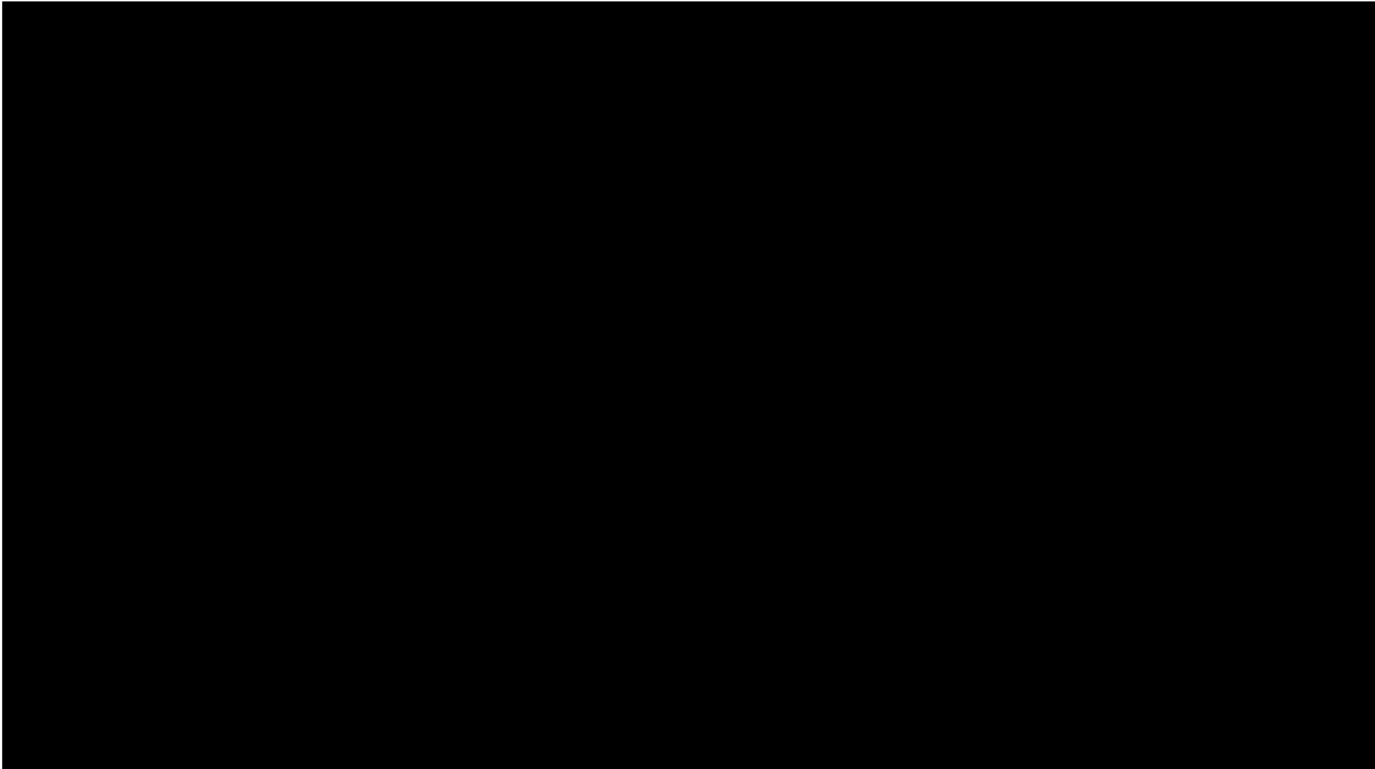
Subject: RE: Power of TfL Guarantees

Fiona

Whats the recent stuff – the Lambeth decision ?

Rest of email chain Legal Privilege

Sent with Good (www.good.com)



[Redacted]

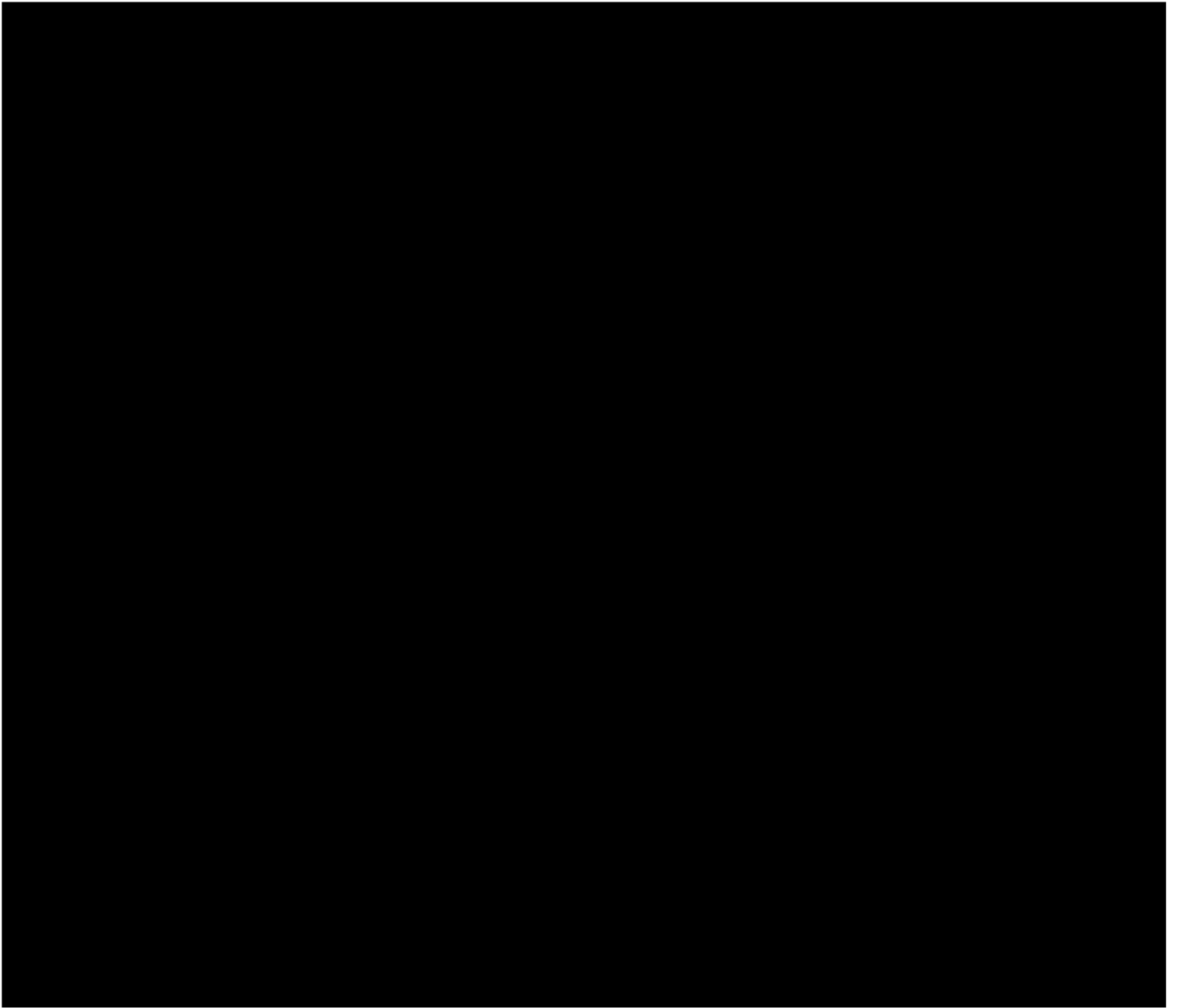
[Redacted]

[Redacted]

Sent with Good (www.good.com)

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

[Redacted]



Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:15
To: Paul Robinson
Subject: FW: Power of TfL Guarantees

From: Pierre Coinde
Sent: 30 March 2016 11:14
To: Fiona Fletcher-Smith; Ed Williams; Tom Middleton; Martin Clarke
Subject: RE: Power of TfL Guarantees

I spoke to Andy Brown yesterday (Charles is off until next week, and Justine Curry recommended Andy who seems to be the lead project manager on this). The salient points as follows:

- 1) The GLA guarantees are linked to the Trust signing the 106 agreements with Westminster and Lambeth. Construction itself is to start in earnest in July. The signing with Westminster is currently planned for the second half of May, the signing with Lambeth for mid-June. Our DD needs to be in place before the Westminster signing, i.e. by mid-May.
- 2) To the question as to **whether the DD only agrees the terms and conditions which were delegated by MD1472, the TfL answer is yes**. It does not commit to anything new but simply puts in place what the Mayor has approved (on a “subject to” basis).
- 3) Justine agreed however that regardless that this is the case, it will look bad in the context of a controversial project, as the calendar makes it appear like GLA is rushing something through pre-election.
- 4) To the question as to **whether the DD could be signed in the first half of May, the TfL answer is also yes**. They would be obviously keen that signature takes place before that, and any slippage to the second half of May would have a definite negative impact on the project. However if the GLA wanted to wait for the new Mayor’s first week to re-affirm buy-in, that is feasible.
- 5) TfL is aiming for the **legal documents (GLA guarantees and others) to be ready 11th April onwards**. So the DD will not be ready for signing before that.
- 6) The Operation and Maintenance Business Plan (OMBP) from the Trust is not ready yet –albeit TfL have seen drafts-. It is expected that this will be ready next week. The Plan deals with the Trust “operating and maintaining the bridge for at least 5-year after completion of the bridge”. There is no suggestion from TfL that a DD should be signed without it being available.
- 7) The **delegation is only valid if the Mayor is satisfied that the Trust has secured a satisfactory level of funding to operate and maintain the bridge to 2023 (5 years after completion)**. In order for the Delegation to be in force, a briefing should take place where the Mayor confirms this (and GLA Finance will obviously need to be content). TfL is preparing a Mayoral briefing note to attach to the OMBP when it is ready.
- 8) It is worth noting that the email trail below talks about different guarantees (or underwriting) that the Trust has approached TfL for (and TfL is, rightly, highly resistant). These are related to financial guarantees over the short-medium term to cover the Trust if the project, for any number of reasons, did not go ahead (as the Trust would then have costs which it cannot cover).
- 9) I don’t see that “being on site then triggers a series of private sector donations that then allows the trust to confirm their business plan” is an issue. Any 2018–2023 business plan is bound to have assumptions and uncertainties at this stage, and GLA can be content as long as the Trust is able to show these financial commitments exist on a contractual “subject to being on site” basis.

I suggest that at this stage the best thing is to wait for the Trust’s OMBP next week before taking a view as to whether the DD should be signed mid-April or early May.

Pierre



From: Fiona Fletcher-Smith
Sent: 30 March 2016 09:55
To: Pierre Coinde; Ed Williams; Tom Middleton; Martin Clarke
Subject: RE: Power of Tfl Guarantees

I think there may be a confusion on this. The guarantees need to be entered into to permit construction. Being on site then triggers a series of private sector donations that then allows the trust to confirm their business plan.

So, holding up this DD doesn't work but the DD needs to be clear about the subsequent sign off process for the business and operational plan.

Martin, Doug and I saw a draft of the plan in the autumn and the gaps in it were related to the lack of final information on private sector donations.

However, very useful that you discuss with Charles.

Txs.

From: Pierre Coinde
Sent: 29 March 2016 11:31
To: Ed Williams; Tom Middleton; Fiona Fletcher-Smith; Martin Clarke
Subject: RE: Power of Tfl Guarantees

Have left Charles a message and will try again later.

Rest of email chain duplicate of page 3

Paul Robinson


From: Pierre Coinde
Sent: 07 November 2016 14:16
To: Paul Robinson
Subject: FW: The Garden Bridge

From: Fiona Fletcher-Smith
Sent: 30 March 2016 11:52
To: Martin Clarke; Tom Middleton; Ed Williams; Pierre Coinde
Cc: Lisa Price
Subject: The Garden Bridge

The DD is due to be ready on 8th April.

I have suggested to Richard De Cani that we need a round table between ourselves and TfL early in the week beginning 11/4 to go through the DD and deal with any outstanding concerns and make a final decision as to whether Martin signs or whether this is held until after the Mayoral election.

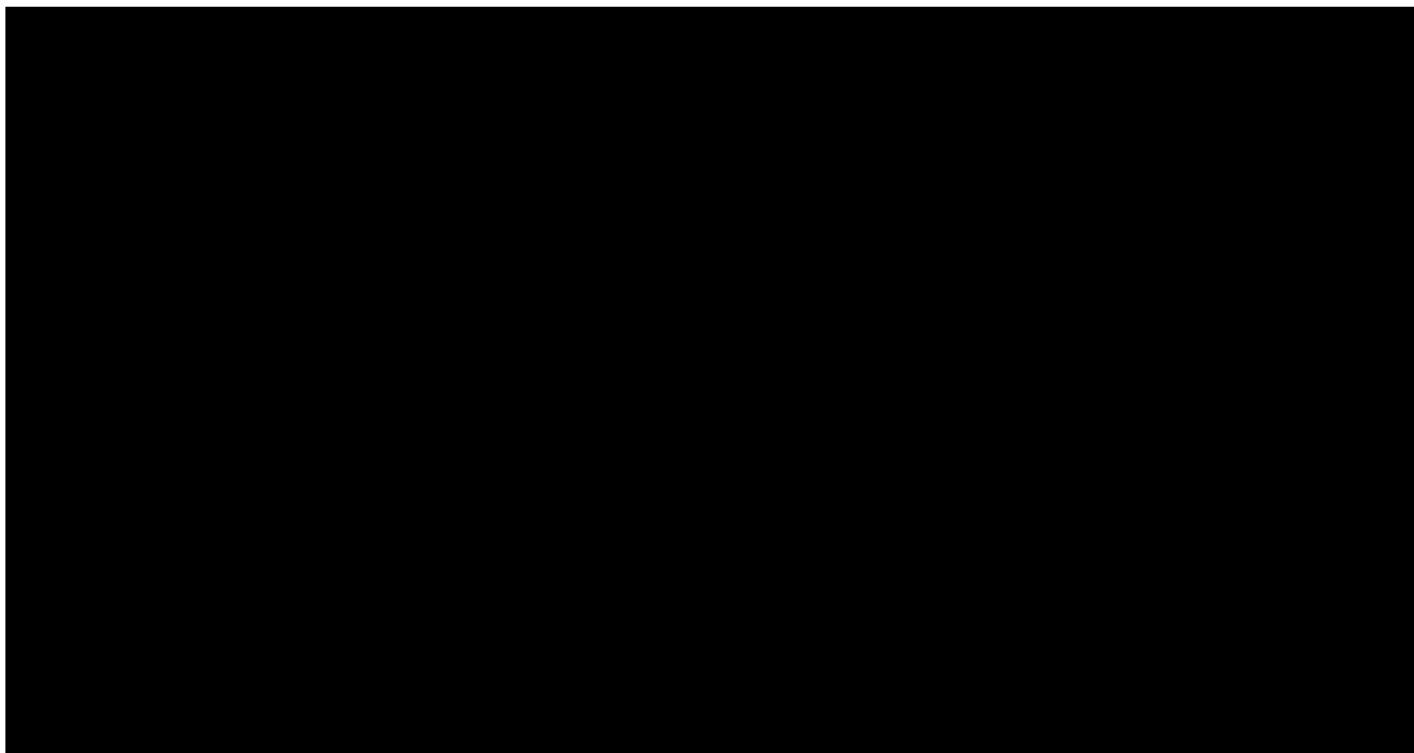
Fiona Fletcher Smith
Executive Director
Development, Enterprise and Environment

Tel: 020 7983 

Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:16
To: Paul Robinson
Subject: FW: Garden Bridge - further MD
Attachments: MD no 4 - v4.docx

Email and attachment legal privilege



Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:09
To: Paul Robinson
Subject: FW: Garden Bridge - satisfaction with OMBP

From: Brown Andy [mailto: [REDACTED]@tfl.gov.uk]
Sent: 21 April 2016 09:21
To: Pierre Coinde
Subject: RE: Garden Bridge - satisfaction with OMBP

Hi Pierre

It's a document that will become public through the discharge of pre-commencement section 106 obligations in the boroughs, so it has been written for a broad audience

But because it is currently only a draft and the Trust do not want it to be spread widely until it is in the final state for formal submission to the boroughs (although they do not expect it to change significantly before then), the Trust consider it to be a commercially confidential document until that point

I hope that makes sense!

Andy

From: Pierre Coinde [mailto: [REDACTED]@london.gov.uk]
Sent: 21 April 2016 09:13
To: Brown Andy
Subject: RE: Garden Bridge - satisfaction with OMBP

Thank you Andy, this is helpful. On the third point, is it for "a broad audience" or is it "commercial in confidence"? Let me know.

Best wishes,

P

From: Brown Andy [mailto: [REDACTED]@tfl.gov.uk]
Sent: 20 April 2016 13:13
To: Pierre Coinde
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Fiona Fletcher-Smith; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP

Thanks Pierre and apologies again for last night's wall of text!

On those two specific points:

- (1) **Naming rights** -- the bridge itself cannot be named as this is prohibited in the planning consent, but elements of the bridge can be named and the Trust is using this as part of its capital fundraising campaign. For instance, the individual gardens on the bridge are being named after major donors. Unfortunately the nature of the 'market' is that these rights have had to be provided in perpetuity:

they are getting £4-10m per garden and you can get your name on a part of e.g. the National Gallery for less than that. They would not be able to raise enough money if the rights were time-limited, so this is unlikely to become a potential operational funding stream in the future.

- (2) **Loan repayments** -- annual repayments of TfL's loan to the project do not begin until five years after the bridge opens, so this will show up in the second operating period. It doesn't seem reasonable to me to expect the Trust to explain how they will handle these costs when they fall outside of the business plan period.

Charles will have a copy of the Overarching Agreement and that will form part of the pack of documents that goes to Martin with the Director Decision Form. Please note this is in agreed form now (after a lot of wrangling!) so I don't think there is any scope to amend it further without real difficulty.

Many thanks

Andy

From: Pierre Coinde [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 20 April 2016 10:05
To: Brown Andy
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Fiona Fletcher-Smith; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP

Thank you Andy, this is very helpful and does clarify many of the points raised. Thank you also for the changes in the Mayor's brief.

You explain that the OMBP is quite high-level on the rationale that it is "produced for quite a broad audience". Yet the document is tagged as "commercial in confidence" so there probably is a tension there. It feels a little bit like the Trust has written a half-way document on the basis that they would have to publish it –and therefore not quite providing the level of detail that a funder or guarantor might reasonably expect (e.g. who else is funding, how many staff will the Trust have, etc.)-. Given the timetable, I expect the Mayor sign-off will need to be on the basis of TfL's assurances, in that it has had access to more detailed information and is content.

My queries on the Gala were more widely linked with cash flow concern for the first months of operation, but I do take your point that there is flexibility in the approach, and that the Trust will gear up its operational fundraising in advance of the bridge's opening.

It occurs to me that two areas are not mentioned in the document: 1) naming rights: could this provide an opportunity for further operational income? 2) TfL 50-year £20m loan. On that basis one would expect circa £400k a year to be showing in the business plan –whether as reimbursement or to build up a reserve for when it is due. Whatever the loan terms, the OMBP should explain how the Trust intends to cater for its repayment –otherwise it risks looking like it is not a loan-. It may be worth addressing these.

If it is helpful, I would be happy to have a quick look at the proposed overarching agreement between the GLA and the Trust as and when it is ready.

Thank you so much Andy for your detailed response and explanations,

Pierre
[REDACTED]

From: Brown Andy [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 19 April 2016 19:56

To: Pierre Coinde
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Fiona Fletcher-Smith; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP

Hi Pierre

Thanks for your email and quick call earlier.

Below are detailed responses (which makes for quite a long email!) but I hope we don't need to go into this much detail in the paper for the Mayor. I have made some tracked changes in the attached version of that paper which hopefully address your specific comments about the Mayor's paper.

As we discussed on the phone, the plan is now for this to go to the Mayor on Wednesday 27 April. To achieve that we really need to agree it in the next few days, I expect.

Thanks,

Andy

In response to three main points you highlighted at the top of your email:

- **Gala** -- Firstly, the Trust is expecting Spring 2019 to be within the 2018/19 financial year. It is also the latest date they would envisage to hold the gala and they would look to hold it earlier if they felt the 'donor market' had recovered sufficiently to support the event.

But additionally, following the success of the gala event earlier this year, the Trust is actively considering whether to hold gala fundraising events annually rather than two years. That would obviously bolster this funding stream. Furthermore, the Trust expects to begin fundraising for 'legacy' activities before the end of construction so it is entirely possible that the first 'legacy' gala will in fact be in Spring 2018. All of this leads the Trust to consider £350k p.a. as a conservative estimate of this income stream.

- **Programme sponsorship** -- I have discussed this with the Trust and they are very clear that agreements with sponsors for these kind of programmes would not expect money to be spent solely on the specific educational, engagement or horticultural programmes; nor would the sponsors expect this.

The running costs for these programmes would largely be personnel costs and these are captured in the different staffing elements of the expenditure in the business plan. The Trust acknowledge that a large part of the £500k p.a. income forecast for programme sponsorship would be direct net income and would effectively represent sponsors paying to buy the branding (and any other corporate benefits) associated with the specific programmes the Trust is running.

- **Detail of expenditure** -- This is a more general point and a result of the OMBP being a document produced for quite a broad audience -- so it doesn't go into huge detail on these breakdowns but does present numbers that have been the result of robust analysis. The reality is that all of the numbers for operational and staffing costs have been produced with input from experts and following detailed consultation with the Trust's Operations Reference Group as well as engagement with TfL and the GLA on how structures and public spaces like the bridge are maintained elsewhere.

We are satisfied that the numbers make sense and can see why the Trust have opted not to go into much greater detail on the breakdown of some of these costs -- especially when the sub-elements may be contracted out to a third party and anything in the OMBP may make it into the public domain and thus prejudice the Trust's ability to negotiate with potential contractors on price.

On renewals and asset maintenance: we would absolutely expect the costs of this to increase over the bridge's life, but not significantly within the first five years. So above-inflation rises might appear in subsequent five-year operating periods; and larger one-off items would be covered by the sinking fund, contributions to which are included in this plan.

You make a general point that the OMBP does not reflect (a) a reasonable decrease in income as the bridge becomes less of a novelty, while (b) the maintenance bills will increase over time. I'm not sure it's fair to say the OMBP doesn't include this -- the latter is explained above, while the OMBP does show a number of activities which might be expected to tail off within a five year period doing exactly that e.g. the amount they can charge for event hire, and the level of contactless donations that can be expected.

Other points about the OMBP worth noting are:

- i. The obligations to large capital donors to give them an event on the bridge have each been individually negotiated but broadly they run out around the five-year mark. Increased income from releasing those days on the bridge would start to appear from the second operating period onwards.
- ii. You raised a concern about whether the proposed corporate membership scheme would be an attractive offer, given the price and the benefits members would get. The Trust has carried out quite extensive benchmarking and market testing of this and are confident that it fits well within the market and they have already received a lot of interest from potential members (they just haven't officially 'launched' it yet so haven't signed anyone up).
- iii. The Trust is considering whether they can do more with the scale of donor you describe as a 'friends scheme', but another aspect of their market testing has shown that there isn't actually much of a pool of potential donors looking to donate in the £51-£1,000 range. So the Trust would expect to get lower level donors to give up to £50 (rarely) through contactless donations on the bridge itself, and then donors within the £50-£1,000 bracket would obviously be welcomed but relatively rare.
- iv. On the point about how they will hold events for patrons when their event time on the bridge is so limited -- I have raised this with the Trust and they were clear with me that patron events would not necessarily be on the bridge. They might be, for example, a drinks event nearby with Thomas Heatherwick or Dan Pearson in attendance. The Trust has held successful events like this before so they have an understanding of what it involves and how much it costs.

And on other points about the paper for the Mayor (I have made edits in the paper in response to some of these):

- It is a draft business plan (and will continue to be until the boroughs have approved it, which won't be until July / August), so if you think it should always be referred to as that then I will make that change.
- I have added a paragraph to the Next Steps section which mirrors the point in the new MD -- that through our agreements with the Trust we will continue to review this plan.

- We have scrutinised specific funding agreements the Trust has entered into with sponsors and donors (and are happy they are robust legal documents) but I do not have copies of them and suspect the Trust would not share them with me -- they are in many cases confidential with the Trust having entered into binding confidentiality agreements. So I don't think we are in a position to provide the Mayor in this paper with a list of private funders.

The Trust is very aware of the risk that they exhaust the private funding pool through the construction and are left with less interest in legacy funding -- but they have raised a phenomenal amount of money already and we are confident they are both on track to raise the necessary funding and savvy about how to do so without jeopardising the longer term operation of the bridge.

- The reference to further capital fundraising going towards reducing the public sector's contribution is there for background (not necessarily specifically relating to funding the operations and maintenance of the bridge) and is important to note -- there is a commitment in the Trust's funding agreement with TfL that they will still seek out further capital fundraising opportunities after they have raised all the money they need, in the interests of reducing the public sector's capital contribution.

In reality we are not expecting the Trust to raise a lot (if any) money in this way, particularly because once they have secured their capital funding their attention will understandably turn to the separate campaign to secure endowment contributions and ongoing income and sponsorship. But it is still important to note what would happen to that additional money, were it to become available.

The situation of a hypothetical cost overrun is quite detailed and I'd rather not get into it in the Mayor's paper if possible. Firstly, there is decent contingency built into the project cost, reducing the chances of an overrun the Trust can't cover. Secondly, the Trust will have insurance in place to cover any big risks that might lead to major costs overrun.

I hope all that makes sense. If you made it this far then sorry for the super-long email!

Andy Brown

Programme Manager, Garden Bridge & Managing Director's Office - TfL Planning

Transport for London

10th Floor, Windsor House, 42-50 Victoria Street, London SW1H 0TL

Direct: +44 (0)20 3054 [REDACTED] | Auto: [REDACTED]

Mobile: +44 (0) [REDACTED] [REDACTED]

From: Pierre Coinde [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]

Sent: 19 April 2016 08:49

To: Brown Andy

Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Fiona Fletcher-Smith; Martin Clarke; Ed Williams

Subject: RE: Garden Bridge - satisfaction with OMBP

Andy,

Thank you for the documents. A few comments below – from a quick read and indeed you may have more background information than set in the reports themselves which might answer these. I feel it may be helpful to address, if we can, in the version which goes for sign-off, so things are as robust as they can.

On the income side my two main issues are 1) the once every two year Chairman garden party (because the first one is in Spring 2019 but income is already included for the year before) 2) the education programme sponsorship which appears on the income side for £500k, but not on the expenditure side –it seems to be spent on general stuff.

On the expenditure side my main issue is the lack of detail. A “one-level below” disaggregation would be useful to be genuinely reassured (at this early stage).

I hope it is helpful,. Many thanks,

Pierre



- The Mayor’s Briefing note should be consistent whether it calls the OMBP a draft (1.4 and 5.1) or whether it is not a draft.
- It should also set out that GLA should continue to be involved in the Business Planning as the document evolves over the coming months/years to 2018. In fact, given that things are likely to change over the next two years, the Mayor’s confirmation should probably be subject to the GLA continuing to be consulted on operations.
- 2.7: we set out the public contribution to the project, which is well known, but can we also set out the major private sector contributors which make up the £85m, as this should be more illustrative of the Trust’s capacity to raise funds for operation and maintenance. Little confidence is provided here with regards to the private sector contributions, and nowhere is it discussed whether the fundraising for the construction itself will make it more difficult for the trust to raise further private sector contributions for the operations side.
- 2.8 “all further money the Trust secures above £175m will go towards reducing the public sector contribution to the project”. This would need clarifying 1) given we are here talking about their funding strategy for the Operation and Maintenance, so presumably not ALL further money they raise goes to paying back the public sector... 2) as to what the construction cost assumptions are, and the plan if costs overrun.
- 3.8 talks about “the agreements entered with donors and sponsorship partners” i.e. for the construction of the bridge. Something would need to set out how such donors and sponsorship arrangements fit with the donors and sponsors for maintenance (i.e. are the Corporate Membership and Endowment assumptions of the OMBP realistic given that private sector will have already largely contributed to the construction). For example we learn that 5 of the 12 events they are allowed per year will be ring-fenced for construction donors. Are there any such other agreements which impact on Operations income raising?

Looking at the OMBP itself. Overall one would expect both fundraising to decrease over the years (when the bridge becomes less of a novelty) whilst one would expect maintenance bills to actually increase (as the bridge ages). The plan does not seem to make any such allowance.

Income

Garden Bridge gala

The OMBP expects £700k receipts from this event which is to take place once every two years. In the plan it splits the income in the two years (so approx. £350k per year).

It shows the first £350k in financial year 2018-19 however, when the first such event is planned to take place in Spring 2019 (i.e. the revenue will only be available for 2019-20 and onwards.)

This means 2018-19 income should be reduced by £350k.

Commercial event hire (6 of the 12 yearly events)

Assumptions seem reasonable

For the other 6 events which“ have been offered to major sponsors of the capital fundraising campaign”, it would be useful to know in how many years the obligation will run for, i.e. from which year onwards will the Trust be able to increase income through additional commercial hires.

Corporate membership

At £25k (for 20 corporate members) this is in the high range of benchmarked organisations. Benefits feel very limited however (because the private hires are all taken up). So the corporate member will get some tickets to the once-every-two-years Chairman’s garden party (probably around 5 ticks max given that capacity for events is 200 people) and “chance for staff to volunteer”.

Compare with the National Portrait Gallery which can offer free hire for receptions, free entry for staff to ticketed exhibitions, free private views etc... none of which are available for the Bridge to give. Given the weakness of the offering compared to competitors, the section feels less robust and the revenue not certain.

Public donations

Assumptions are that 7 million people visit (/cross the bridge), i.e. similar to Tate Modern. 5% are expected to donate (350,000 people giving 2 pounds on average). £2 is the default donation proposed through contactless.

Between £2 and the individual patron scheme priced at £5,000 minimum, there seems a missed opportunity for any donations in-between.

Endowment

This expects a starting position of £15m in the fund from the start, invested at a 4% return.

There are no benchmarks to allow a sense-check of the hypothesis.

Programme sponsorship

Here again it is difficult to know what numbers are based on.

This sponsorship will be focused on the bridge delivering community engagement, education and horticulture. Sponsors would probably assume that such money is spent on such matters, **however the expenditure side of the Trust’s business plan does not show £500k spent on education and programmes**, and the matter is not listed under any of the items. This is a major concern as it looks like the Trust is covering standard running costs with money raised for specific activities.

Individual patrons scheme

This seems realistic whilst on the expensive side.

Not providing a cheaper “friends’ scheme” however may come across as elitist.

The paper talks about “three events per year for patrons”, which given we are talking about 60 patrons, and about a limited number of events allowed on the bridge, feels excessive (unless such events are not closing the bridge, or taking place elsewhere).

Merchandise

The assumptions look low, but it is linked to no physical space having been located (seems a shame this wasn’t incorporated at planning stage).

Expenditure:

Unlike the detailed income section, this is rather high level and, because of this, difficult to assess. Difficult to see how this section would provide any reassurance to the Mayor.

Operation of the bridge

This is the biggest item, which includes a wide range of costs. It would be helpful in that respect to have a bit more disaggregation of the numbers here.

Staffing

Overall it would be useful to have the plan set out somewhere what the staffing assumptions are.

Staff costs are both included in Operations (for on-site employees), and in Trust running cost (for management and fundraising staff). One would expect a business plan to be more upfront about the numbers and set them out separately, to help validate the assumptions.

Renewals / asset maintenance

As the bridge ages, one would assume these costs to increase by more than inflation, however this is not the assumption made here.

From: Brown Andy [[mailto:\[REDACTED\]@tfl.gov.uk](mailto:[REDACTED]@tfl.gov.uk)]
Sent: 15 April 2016 10:37
To: Fiona Fletcher-Smith; Martin Clarke; Pierre Coinde; Ed Williams
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford
Subject: Garden Bridge - satisfaction with OMBP

Dear all

Further to our meeting and Charles' email yesterday about the additional MD, here is a draft of the paper that would go to the Mayor seeking confirmation he is satisfied with the Trust's funding strategy for the operation and maintenance of the Garden Bridge.

Also attached are:

- The Trust's draft Operations and Maintenance Business Plan (OMBP)
- A draft letter that the Mayor could send to Martin, formally notifying him of his decision

Both the paper and the draft letter would need the final details of the new Mayoral Direction to be entered when we have an MD number etc.

Many thanks

Andy

Andy Brown
Programme Manager, Garden Bridge & Managing Director's Office - TfL Planning

Transport for London
10th Floor, Windsor House, 42-50 Victoria Street, London SW1H 0TL
Direct: +44 (0)20 3054 [REDACTED] | Auto: [REDACTED]
Mobile: +44 (0) [REDACTED] [REDACTED]

Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:07
To: Paul Robinson
Subject: FW: Garden Bridge - satisfaction with OMBP
Attachments: Mayors paper - Garden Bridge OMBP v4 tc.doc; Draft Mayor to Martin Clarke re GB OMBP.DOC

From: Brown Andy [mailto:██████████@tfl.gov.uk]
Sent: 22 April 2016 15:07
To: Fiona Fletcher-Smith; Richard de Cani (MD Planning); Martin Clarke
Cc: Ritchie Charles; 'Giles Clifford'; Ed Williams; Pierre Coinde
Subject: RE: Garden Bridge - satisfaction with OMBP

Fiona, Richard and Martin,

I think the intention is still for this paper formally to be taken to the Mayor as part of the TfL meeting on Wednesday -- if we want to do it that way I need to get it into our routing today

Do you have any more comments on it or would you be happy for me to get it into the system (once I've accepted the Tracked Changes)?

Thanks

Andy

From: Fiona Fletcher-Smith [mailto:██████████@london.gov.uk]
Sent: 20 April 2016 15:13
To: Pierre Coinde; Brown Andy
Cc: Ritchie Charles; Richard de Cani (MD Planning); 'Giles Clifford'; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP

Sorry - reading emails in the wrong order.

Ed - we will just need to amend the DD and briefing.

Sent with Good (www.good.com)

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

From: Pierre Coinde
Sent: Wednesday, April 20, 2016 03:01 PM GMT Standard Time
To: Andrew J. Brown; Fiona Fletcher-Smith
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP

It is too late to change the MD as I understand a signed version is to be released imminently.

P

From: Brown Andy [[mailto:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)]
Sent: 20 April 2016 14:56
To: Fiona Fletcher-Smith
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Martin Clarke; Ed Williams; Pierre Coinde
Subject: RE: Garden Bridge - satisfaction with OMBP

Thanks Fiona.

I gather the MD has already gone past Ed Lister so it may be too late to amend that to add something about the urgency?

I've added bits to the DD and Mayor's paper in the attached versions, in tracked changes. They may not be quite right so very happy to take comments.

I've also attached the draft letter from the Mayor to Martin which would follow his satisfaction with the OMBP -- only so that it stays grouped with these documents as they float around.

Thanks

Andy

From: Fiona Fletcher-Smith [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 20 April 2016 13:34
To: Brown Andy; Pierre Coinde
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP
Importance: High

In order to ensure that this also goes smoothly from MD to DD, could we add something into all 3 documents (MD, DD and briefing for the Mayor) to explain why this needs to be done urgently? (to ensure that we discharge planning conditions so that construction can start on time, minimising penalties etc...)

From: Brown Andy [[mailto:\[REDACTED\]@tube.tfl.gov.uk](mailto:[REDACTED]@tube.tfl.gov.uk)]
Sent: 20 April 2016 13:13
To: Pierre Coinde
Cc: Ritchie Charles; Richard de Cani (MD Planning); Giles Clifford; Fiona Fletcher-Smith; Martin Clarke; Ed Williams
Subject: RE: Garden Bridge - satisfaction with OMBP

Thanks Pierre and apologies again for last night's wall of text!

Rest of email chain duplicate of P13

BRIEFING NOTE TO THE MAYOR

GARDEN BRIDGE OPERATION AND MAINTENANCE BUSINESS PLAN

21 April 2016

1 PURPOSE

- 1.1 In June 2015 the Mayor approved Mayoral Decision 1472 and in April 2016 the Mayor approved Mayoral Decision ~~XXXX~~1647, both in relation to the Garden Bridge Guarantees.
- 1.2 Westminster City Council, Lambeth Council and the Port of London Authority all require the operation and maintenance obligations of the Garden Bridge Trust ('the Trust') to be guaranteed by a suitable third party. This is a condition of the Garden Bridge's planning consent granted by the boroughs as well as a response to the resolution of a Judicial Review brought by a local resident.
- 1.3 This Mayoral Decisions approved the provision of the three necessary guarantees (to Westminster, Lambeth and the PLA) and delegated authority to the Executive Director of Resources to agree and execute the guarantees, subject to:
- (a) agreement as to the terms of the guarantees;
 - (b) appropriate arrangements being in place between the GLA and the Trust giving the GLA appropriate rights in the event such guarantees are called upon; and
 - (c) the Trust demonstrating to the Mayor's satisfaction that it has a satisfactory funding strategy in place to operate and maintain the Garden Bridge for at least the first five years from its completion.
- 1.4 The Mayor is asked to **NOTE** the Trust's draft Operations and Maintenance Business Plan and to **CONFIRM** he is satisfied that the Garden Bridge Trust has demonstrated it has a satisfactory funding strategy in place to operate and maintain the Garden Bridge for at least the first five years from its completion.
- 1.5 Once the Mayor has confirmed his satisfaction with the Trust's draft OMBP, the Executive Director of Resources will consider whether to approve the execution of the guarantee documents, as delegated to him in Mayoral Direction 1472. This is expected to take place before the end of April.

2 BACKGROUND

- 2.1 The Garden Bridge Trust is making good progress towards delivery of the project. It secured planning consent from the two boroughs in late 2014 and

has now announced the award of its ~£105m construction contract to a joint venture of Bouygues Travaux Public and Cimolai SpA.

- 2.2 Pre-commencement planning conditions are being discharged through the usual processes in Westminster and Lambeth. All of these conditions have been discharged in Westminster and a further five conditions were approved by Lambeth on 8 March. The Trust is expecting to discharge the remaining pre-commencement conditions in Lambeth on 3 May 2016.
- 2.3 Negotiations are progressing well on all of the necessary licenses, leases and land arrangements, and we expect this work to be concluded by July 2016. This will mark a critical point as the Trust will have secured all the necessary interests in the land on either side of the river. They will then begin site preparation activities in anticipation of implementing the full planning consent.
- 2.4 The Trust cannot finalise and sign the section 106 agreement with the planning authorities until it has an interest in the land, so this will take place once the necessary leases are in place. Once each of the s106 agreements is signed the two councils both require an 11-week period (which includes administrative work and public notice periods) before the s106 obligations can be discharged. This is likely to be completed in early September 2016 and to be the last step before full construction work commences on site, implementing the planning consent.
- 2.5 Construction of the bridge itself is due to be complete in late 2018.
- 2.6 The Trust has raised a total of £145 million, of which £85 million is from the private sector.
- 2.7 The public sector's £60 million contribution to the project is comprised of three parts:
 - £10 million grant from TfL
 - £20 million loan from TfL, to be repaid over fifty years at a rate of interest equal to RPI capped at 2%
 - £30 million grant from the Department for Transport
- 2.8 The Trust is continuing to raise private funds to cover the remainder of its £175 million total project cost, which includes roughly £20 million in tax which will be paid back to the Government. All further money the Trust secures above this level as it carries on fundraising will go towards reducing the public sector contribution to the project.
- 2.9 Over the last six months, the Trust has secured more than £20 million in private sector contributions to the project. This has included a very successful 'Glitter in the Garden' fundraising gala, which raised more than £1 million. Fundraising at this rate is an impressive achievement for a capital project that hasn't even begun construction yet, and every expectation is that it will accelerate further once works commence later this year. The Trust is actively pursuing a range of other opportunities as part of this work, and will be announcing further major funders shortly.

3 THE TRUST'S OPERATIONS AND MAINTENANCE BUSINESS PLAN

3.1 The Garden Bridge Trust has prepared a ~~draft~~ Operations and Maintenance Business Plan (OMBP) which sets out how running costs associated with the Garden Bridge will be funded for five years from opening in December 2018 until December 2023.

3.2 This ~~draft~~ OMBP has been approved by the Garden Bridge Trust's Board of Trustees and is subject to approval by Westminster and Lambeth through obligations in the s106 agreements the Trust will be entering into with the boroughs.

3.3 The ~~draft~~ OMBP has been developed on the general principle that the Trust will be solely responsible for securing funding for the Garden Bridge's running costs, and the Trustees have confirmed that they will not allow construction of the bridge to begin until they regard funding for an initial five year period as sufficiently secure.

3.4 The ~~draft~~ OMBP is constructed on a number of key themes:

- (a) A diverse set of proven income opportunities, whilst maintaining the Trust's community and educational objectives;
- (b) A manageable cost structure, with a contingency fund built into the forecasts;
- (c) A conservative approach, where assumptions have been market tested with existing contractors, potential partners and stakeholders; and
- (d) Low execution risk, with the Trust taking a collaborative approach, working with existing operators in the area and utilising the skills, knowledge and experience of a diverse range of stakeholders and Trustees.

3.5 The Trust's business plan has been benchmarked against comparable organisations and calculates projected income and costs over the five year business plan period as follows:

£thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Income	3,355	3,217	3,171	3,206	3,234
Costs	3,123	2,895	2,943	2,994	3,046
Net income	232	322	228	212	188

3.6 It should be noted that the costs in the ~~draft~~ OMBP include contributions to a contingency fund and that, barring any drawdown on the contingency fund, the size of the fund is expected to increase as follows:

£thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Contingency Fund cumulative total	270	545	824	1,108	1,397

3.7 The ~~draft~~ OMBP also sets out a credible roadmap for activities through to Summer 2018 which will ensure the business plan can be implemented

immediately following opening of the bridge, and a consideration of risks and suitable mitigations.

3.8 TfL has scrutinised this draft OMBP, as well as the Trust's broader financial situation and the agreements it has entered into with donors and sponsorship partners, and is satisfied that the Trust has put in place a credible plan for raising sufficient funds to support the operation and maintenance costs of the bridge for the first five years and on an ongoing basis.

3.9 More detailed breakdowns of the income opportunities and operation and maintenance costs identified in the draft OMBP are presented in the appendix.

4 NEXT STEPS

4.1 TfL and the GLA have been negotiating the necessary guarantees and related documents with representatives from the Garden Bridge Trust, London Borough of Lambeth, Westminster City Council and the Port of London Authority.

4.2 Once the Mayor has confirmed his satisfaction with the Trust's draft OMBP, the Executive Director of Resources will consider whether to approve the execution of the guarantee documents, as delegated to him in Mayoral Direction 1472. This is expected to take place before the end of April and is urgent because-

4.2 the Mayor's satisfaction with the draft OMBP and the subsequent approvals from the Executive Director of Resources must be secured before the guarantee documents can be executed.

4.3 The ~~actual~~ guarantee documents will be executed at the same time as the Trust enters into the documents being guaranteed. These are:

- (a) The River Works Licence from the PLA – expected late April 2016
- (b) The s106 agreement with Westminster – expected early June 2016
- (c) The s106 agreement with Lambeth – expected early July 2016

~~(e)~~4.4 It is important that these dates are maintained as they are prerequisites to the commencement of construction of the bridge, and any delays to commencement will lead to an increase in the overall cost of delivering the bridge. Execution of these documents will also lower the outstanding project risk and demonstrate continued progress.

~~4.4.5~~ The draft OMBP has been developed with input from the boroughs and copies have been shared with them informally. Approval of the draft OMBP is a requirement of the Trust's s106 agreements with the boroughs. Once these agreements have been entered into (in June/July 2016, as above), the draft OMBP will be formally submitted to the two boroughs for approval.

4.6 Approval of the discharge of pre-commencement s106 obligations is typically an eleven-week process and is expected to be concluded by September 2016.

Formatted: Heading 2

4.54.7 The Trust's business plans are expected to develop further as the project progresses. TfL and the GLA will have the opportunity for continued review of the Trust's operational and funding strategies throughout the construction process under the terms of the GLA's and TfL's agreements with the Trust.

5 RECOMMENDATION

- 5.1 The Mayor is asked to **NOTE** the Trust's draft Operations and Maintenance Business Plan and to **CONFIRM** he is satisfied that the Garden Bridge Trust has demonstrated it has a satisfactory funding strategy in place to operate and maintain the Garden Bridge for at least the first five years from its completion.

Appendix A: Detailed breakdown of Garden Bridge income opportunities and operation and maintenance costs

Income opportunities identified in the draft OMBP

Income stream £thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Garden Bridge Gala Major fundraising gala every two years, including a dinner and auction	350	350	344	344	338
Commercial Event Hire Six opportunities per year to hire the bridge for a drinks reception or dinner	360	367	300	306	312
Corporate Membership An exclusive scheme offering 20 corporate partners a unique range of benefits	425	434	442	451	460
Contactless Public Donations Benchmarking suggests 5% of visitors will donate when visiting the bridge	700	525	525	525	525
Endowment An endowment fund offering donors the opportunity to support the bridge's ongoing maintenance	600	620	640	657	675
Programme Sponsorship Allowing partners to support the Garden Bridge's planned community, education and horticultural programmes	500	500	500	500	500
Individual Patrons Scheme Offering the opportunity to become a Founding Patron with invitations to exclusive events	370	370	370	370	370
Merchandise A discreet range of Garden Bridge merchandise will be sold by the Trust	50	51	52	53	54
Total	3,355	3,217	3,173	3,206	3,234

See Figure 6 (page 10 of v.11) in the draft OMBP

Operation and maintenance costs identified in the draft OMBP

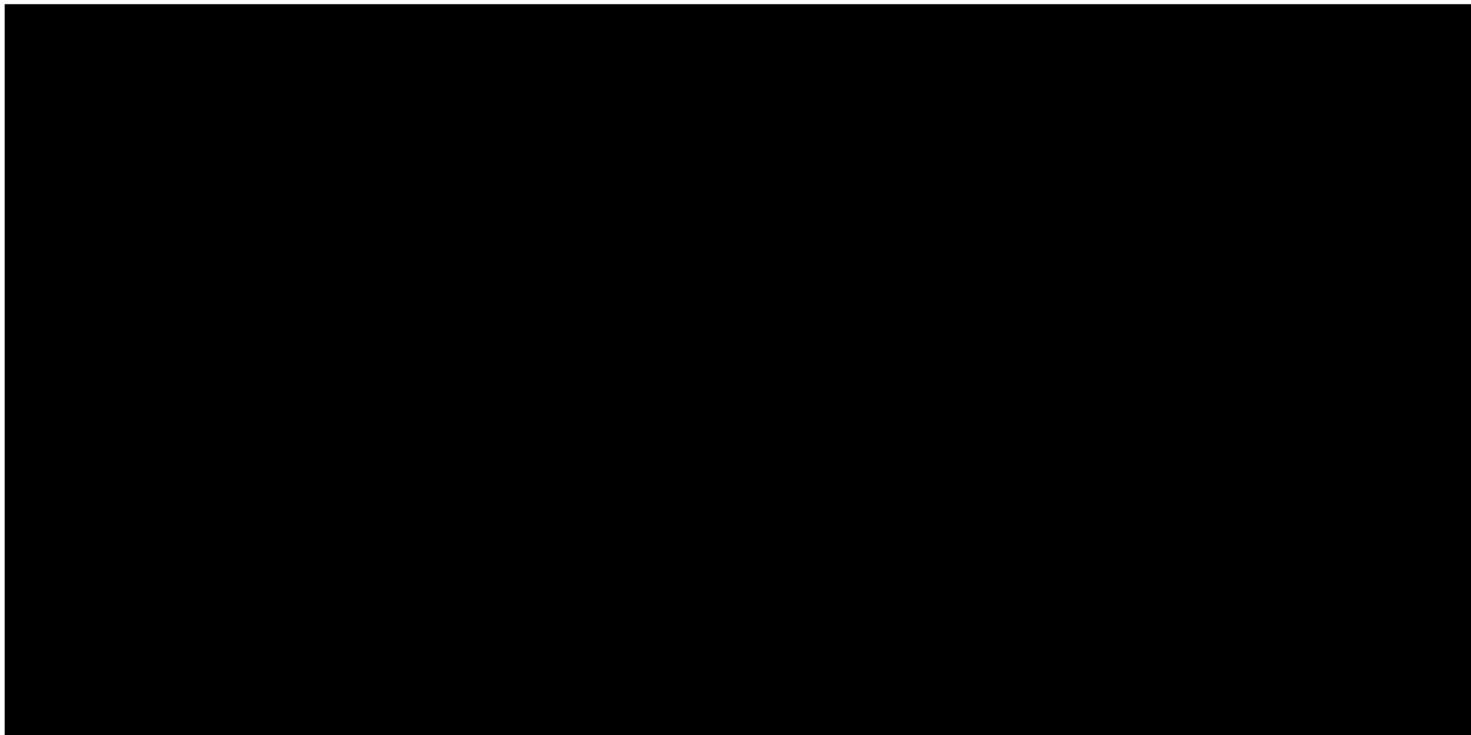
Cost	£thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Operation of the Garden Bridge Management and supervision of visitors and the space itself; litter picking; membership of SBEG; insurance		1,223	965	984	1,004	1,024
Garden Maintenance Horticultural management of the trees and gardens		113	113	113	113	113
Asset Maintenance General and preventative maintenance and inspections; and provision for lower level vandalism and theft		255	260	265	270	275
Renewals Replacement of services, systems and equipment		261	266	271	277	282
Utilities and Services Electricity and water; provisions for IT and related support services; waste disposal		152	155	158	161	165
Trust running costs Costs of running the Garden Bridge Trust including managing the Bridge's income generation		599	611	623	635	648
Impact payment An annual impact mitigation payment to the London Borough of Lambeth		250	250	250	250	250
Contingency Fund Reasonable allowance to cover unidentified costs and to allow for optimism		270	275	279	284	289
Total		3,123	2,895	2,943	2,994	3,046

See Figure 16 (page 22 of v.11) in the draft OMBP

Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:06
To: Paul Robinson
Subject: FW: Garden Bridge - draft DD
Attachments: DD v.12 - CLEAN.docx; DD v.12.docx

Email and 2 x attachments legal privileged



Paul Robinson

From: Pierre Coinde
Sent: 07 November 2016 14:05
To: Paul Robinson
Subject: FW: Garden Bridge - satisfaction with OMBP
Attachments: Mayors paper - Garden Bridge OMBP v4 clean.doc; GBT OMBP 16 03 30 version 11_FINAL DRAFT.DOCX; Draft Mayor to Martin Clarke re GB OMBP.DOC

Attached and email trail below

Attachments P50 onwards

Pierre

From: Brown Andy [mailto: [REDACTED]@tfl.gov.uk]
Sent: 22 April 2016 16:57
To: Fiona Fletcher-Smith
Cc: Ritchie Charles; 'Giles Clifford'; Ed Williams; Pierre Coinde; Richard de Cani (MD Planning); Martin Clarke
Subject: RE: Garden Bridge - satisfaction with OMBP

Thanks Fiona -- I have just sent it for routing through Mike Brown's office.

For reference these are the three files they've received:

- 1) Paper for the Mayor
- 2) The draft OMBP itself
- 3) A draft of a letter the Mayor might send to Martin, if he's happy

Andy

From: Fiona Fletcher-Smith [mailto: [REDACTED]@london.gov.uk]
Sent: 22 April 2016 15:11
To: Brown Andy; Richard de Cani (MD Planning); Martin Clarke
Cc: Ritchie Charles; 'Giles Clifford'; Ed Williams; Pierre Coinde
Subject: RE: Garden Bridge - satisfaction with OMBP

Yes please.

Martin - I have sent you a diary invite to the meeting and you and I can talk about the detail on Monday.

Sent with Good (www.good.com)

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

From: Brown Andy [mailto: [REDACTED]@tfl.gov.uk]
Sent: Friday, April 22, 2016 03:07 PM GMT Standard Time
To: Fiona Fletcher-Smith; Richard de Cani (MD Planning); Martin Clarke
Cc: Ritchie Charles; 'Giles Clifford'; Ed Williams; Pierre Coinde
Subject: RE: Garden Bridge - satisfaction with OMBP

Fiona, Richard and Martin,

Rest of email chain duplicate of P39

Martin Clarke

Executive Director of Resources
Greater London Authority
City Hall
The Queens Walk
SE1 2AA

Date:

Dear Martin

Garden Bridge Guarantees

Further to Mayoral Decision MD1647 dated XX April 2016, I can confirm that I have reviewed the Garden Bridge Trust's draft Operations and Maintenance Business Plan and I am satisfied that it represents a satisfactory funding strategy to operate and maintain the Garden Bridge for at least the first five years from its completion.

I am therefore content for you to exercise the authority delegated under the terms of Mayoral Decision MD1472 dated 4 June 2015 and Mayoral Decision MD1647 dated XX April 2016.

Yours sincerely

Boris Johnson

Mayor of London

ADVICE NOTES

Drafted By: XXXX Or (delete either option as appropriate) Drafted by: XXXX obo XXXX (enter name of team or officer)	
Organisation / Team:	
Cleared by (Line Manager): This includes approval of text used in ' as appropriate ' section - <i>commending their work e.g. relevance/importance/value to community/City/society xxxxx</i>	
*Cleared by (Sarah Gibson - Government Relations Manager): *NB: If correspondence to a Government/Shadow Minister, Council Leader, Council Chief Executive or Borough Mayor it must be cleared by Sarah Gibson (Government Relations Manager) before going up to the Mayor's Office. Email draft to her at sarah.gibson@london.gov.uk and confirm clearance in box opposite	XXXX (enter date draft cleared). Leave blank if not applicable.
Telephone Extension:	
Draft to be cleared by (Policy Advisor/Director):	

Background/Comments:

If correspondence is urgent:

Provide reason(s) for urgency and specify if correspondence needs to be sent out by a certain date (if different to Write On 20-day deadline).

Garden Bridge

COMMERCIAL IN CONFIDENCE

Draft Operations and Maintenance Business Plan

March 2016

Version 11, 30.03.15

Contents

1. Executive summary	1
1.1. Introduction	1
1.2. The Garden Bridge Vision	1
1.3. The Garden Bridge Trust	2
1.4. Operations and Maintenance Business Plan strategy	3
1.5. Partners and stakeholders	4
2. Governance and Management team	6
2.1. Overview	6
2.2. Chairman and Trustees	6
2.3. Management team and structure	7
3. Garden Bridge Income opportunities	9
3.1. Overview	9
3.2. The Trust's approach	10
3.3. Income forecasts	10
3.4. Review of Income opportunities	11
3.4.1. Garden Bridge Gala	11
3.4.2. Commercial Event Hire	12
3.4.3. Corporate Membership	14
3.4.4. Contactless Public Donations	15
3.4.5. Endowment	16
3.4.6. Programme Sponsorship	17
3.4.7. Individual Patrons Scheme	18
3.4.8. Merchandise	20
4. Operating and Maintaining the Garden Bridge	21
4.1. Overview	21
4.2. The Trust's approach	22
4.3. Cost forecasts	22
4.4. Review of cost items	23
4.4.1. Operation of the Garden Bridge	23
4.4.2. Garden Maintenance	24
4.4.3. Asset Maintenance	25
4.4.4. Renewals	26

4.4.5.	Utilities and Services	26
4.4.6.	Trust running costs.....	27
4.4.7.	Impact payment	28
4.4.8.	Contingency fund	28
5.	Delivering the Plan	30
5.1.	Overview	30
5.2.	Roadmap to 2018.....	30
6.	Risks and mitigating actions.....	31
	Annex 1: Financial review	33
	Annex 2: Income opportunities – comparators	34
	Annex 3: External Advisors	36

1. Executive summary

1.1. Introduction

The Garden Bridge project is a simple idea – a beautiful new public garden floating above the River Thames, connecting the North and South banks. The Trust's mission is to turn this idea into a reality.

The Garden Bridge Trust has prepared this Operations and Maintenance Business Plan (the "OMBP") to set out how running costs associated with the Garden Bridge will be funded for five years from opening in December 2018 until December 2023.

The OMBP has been approved by the Garden Bridge Trust's Board of Trustees.

The OMBP is subject to approval by the London Borough of Lambeth (LBL) and Westminster City Council (WCC) through a Section 106 obligation and will be subject to ongoing review by both LBL and WCC.

1.2. The Garden Bridge Vision

The Garden Bridge will be enjoyed by people from London and beyond for generations to come. It will showcase the best of British design, creating a unique experience for the city and on the River Thames, becoming a cherished part of London's landscape.

The 366 metre long footbridge will stretch across the River Thames, from Temple Underground station to the South Bank. The bridge will hold an expansive garden, featuring an abundance of plants, trees and shrubs, chosen for their biodiversity, bringing wildlife and horticulture into the heart of London.

Landscape designer Dan Pearson has carefully designed the planting to ensure it will frame and enhance views of London's iconic skyline. The south end will have a more relaxed aesthetic reflecting the South Bank's history, and will feature willow, birch, and primrose. At the north end, planting will be inspired by Temple Gardens' history of ornamental gardening, including wisteria, alliums and summer snowflakes.

Footpaths will weave through the garden, creating a new pedestrian route, which will be free and open to all. The bridge, like most London parks, will be open from 6am to midnight, providing a calm and contemplative space in the middle of a busy city. There will be opportunities to enjoy the views, explore the gardens, or walk directly across as part of a new route connecting the North and South banks. The Trust will ensure that the bridge is a place for relaxation, recreation and social interaction: encouraging people to enjoy London on foot - promoting wellbeing and physical exercise, and driving interest in horticulture and nature in the city.

The benefits that the Garden Bridge will deliver for London are outlined in Figure 1 below.

Figure 1: The benefits of the Garden Bridge

- ✓ 6000m² of new garden space in the centre of London - free for all to use, improving the wellbeing and quality of life for those who live and work in London, as well as visitors to the city
- ✓ A crossing that will link cultural centres and tourist attractions on the North and South Banks
- ✓ A new attraction for tourists and an addition to London's cultural offering
- ✓ New routes between key attractions that avoid busy roads and enable safer walking journeys, improving pedestrian welfare in the city
- ✓ Reduced pedestrian journey times between Temple Underground Station and the South Bank, encouraging more people to travel on foot
- ✓ Increased opportunities for walking, increasing physical activity, which is linked with improved wellbeing and reduced premature mortality levels
- ✓ Rebalanced demand and reducing crowding at Embankment Underground Station
- ✓ A direct connection between the South Bank and Temple Underground Station, enabling the use of the Circle and District line services without the need to change at Embankment or Westminster, reducing demand at these stations and at Waterloo
- ✓ Construction employment of approximately 200 (full time equivalent, or FTE) jobs, bringing employment and opportunities for British businesses and their workers
- ✓ Long-term operational employment
- ✓ Educational programmes, volunteering and apprenticeships

1.3. The Garden Bridge Trust

The Garden Bridge Trust was incorporated in November 2013 and received charitable status in January 2014. It is responsible for delivering the Garden Bridge vision and, in line with this, has developed a set of objectives:

- To provide and maintain a garden-style footbridge spanning the River Thames (the Garden Bridge);
- To promote, for the benefit of the public at large, and in particular those living and working in Greater London the provision of facilities, on the Garden Bridge and the surrounding area, for recreation, relaxation or other leisure-time occupation in the interests of social welfare and with the object of improving the condition of life of the said individuals;
- To promote for the benefit of the public the environmental protection, conservation and improvement of the physical and natural environment, including the promotion of plant conservation, horticulture, arboriculture and associated sciences on the Garden Bridge and the surrounding area; and

- To advance public education, training and retraining, in particular with regard to horticulture, arboriculture and associated sciences and the history, culture and architecture of London.

The Garden Bridge Trust's Operations and Maintenance Business Plan has been developed with these objectives firmly in mind.

1.4. Operations and Maintenance Business Plan strategy

The Trust's general principles for funding the running costs associated with the Garden Bridge are:

- The Trust will be solely responsible for securing funding for the Garden Bridge's running costs;
- Construction of the Garden Bridge will not begin until the Trustees regard funding for an initial five year period as sufficiently secure; and
- Whilst it is a core objective of the Trust to support and develop a volunteering programme for the Garden Bridge, it will nevertheless need a dedicated team of staff to be responsible for the operation and maintenance of the Garden Bridge and to ensure it meets the objectives of the Trust.

In light of this, the Trust's Operations and Maintenance Business Plan reflects a number of key themes:

- A diverse set of proven income opportunities, whilst maintaining the Trust's community and educational objectives;
- A manageable cost structure, with a contingency fund built into the forecasts;
- A conservative approach, where assumptions have been market tested with existing contractors, potential partners and stakeholders; and
- Low execution risk, with the Trust taking a collaborative approach, working with existing operators in the area and utilising the skills, knowledge and experience of a diverse range of stakeholders and Trustees

Trust running costs and associated income opportunities are also in line with the operating model set out in the Operational Management Plan. As summarised in figure 2 below, this Plan shows that the Trust is able to fund the costs associated with operating and maintaining the Garden Bridge over the five year business plan period.

Figure 2: Overview of Income and Costs, 5 year forecast (£'000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Income	3,355	3,217	3,171	3,206	3,234
Costs (incl. Contingency fund)	3,123	2,895	2,943	2,994	3,046
Net income	232	322	228	212	188
<i>Memo: Annual Contingency fund</i>	270	275	279	284	289

The Garden Bridge Trust believes that the forecasts presented in this plan also reflect the income and cost attributes of the Garden Bridge over the longer term.

The OMBP will be subject to regular review by the Board of Trustees and the Operations and Maintenance Committee. It will also be subject to ongoing review by LBL and WCC.

As set out in this document, significant progress has been made on the OMBP income plan. This includes a £2m pledge to the Endowment Fund by a single donor. To further minimise risk, the Trust is also exploring whether private donors would be prepared to underwrite the costs associated with maintaining and operating the Garden Bridge during the first five years of operation (if necessary). As highlighted above, this guarantee is not required in light of the forecasts presented in this plan.

1.5. Guarantee

The costs associated with operating and maintaining the Garden Bridge for the first five years will be secured as part of the Trust's initial fund raising for the project. This OMBP sets out how the Trust plan to continue to raise revenues to cover these costs. However as part of the conditions imposed by the London Borough of Lambeth (LBL), Port of London Authority (PLA) and Westminster City Council (WCC) the Greater London Authority (GLA) are required to provide a guarantee to continue to maintain the bridge as set out in the Mayor of London decision notice reference MD1472.

If any of the guarantees were called upon, obligations relating to the establishment, upkeep, maintenance and operation of the gardens and public spaces in the Guarantees would be the responsibility of the GLA. To that effect Annex 4 sets out the standards and guidelines to which the Garden Bridge will be operated and maintained.

1.6. Partners and stakeholders

The Garden Bridge Trust is working with a number of partners and stakeholders to realise its vision for the Garden Bridge project. These include:

- Arup, a London-based global engineering group whose projects have included High Speed One, Crossrail and Kings Cross Station, is leading the design;
- A team of UK design, engineering and landscape experts, including internationally-renowned Heatherwick Studio (creator of the London 2012 Olympic Cauldron), Dan Pearson (winner of the 2015 RHS Chelsea Flower Show Best in Show Award) and award-winning British company Willerby Landscapes;

- A joint venture between Waterloo-based Bouygues TP and Cimolai as the preferred construction contractor, working with UK and London-based companies, including one in Southwark and one in the City of London;
- Westminster City Council and the London Borough of Lambeth;
- The Mayor of London, the Greater London Authority and Transport for London; and
- Local business and community organisations (for example, the South Bank Employers Group and the Northbank Business Improvement District), as well as local community members and residents.

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2. Governance and Management team

2.1. Overview

The Garden Bridge Trust comprises Trustees and senior management with significant experience in business, finance, fundraising, project delivery and management, communications and government. The Board of Trustees has established organisation and governance structures (and related reporting lines) to ensure delivery of the plan set out in this document.

2.2. Chairman and Trustees

The Chairman of the Trust is Lord Mervyn Davies. The Board comprises a further ten Trustees, including Joanna Lumley whose idea inspired the Garden Bridge. The Trustees bring a diverse range of complementary skills to the project and the Board will look to maintain this profile with future Trustee appointments. The Board has formed five committees:

- The Finance and Audit Committee oversees financial planning and control and risk management as well as the external audit.
- The Development Committee is responsible for oversight of the fundraising strategy.
- The Communications Committee has been tasked with managing communications with the public and key stakeholders.
- The Project Delivery Committee is responsible for the delivery of the project.
- The Maintenance and Operations Committee is responsible for the ongoing maintenance and operation of the Garden Bridge.

Figure 3: Trustees and Committees

Trustee	Chair	Vice Chair	Board Committees				
			Finance / Audit	Maintenance / Operations	Project Delivery	Development	Communication
Lord Mervyn Davies	✓						
Paul Morrell		✓			✓*		
Julie Carlyle			✓*				
Lucy Dimes			✓	✓*			
Stephen Fitzgerald						✓*	
Claire Foges							✓
Jim Gardiner							
John Heaps				✓	✓		
Joanna Lumley						✓	
Alistair Subba Row							
Roland Rudd							✓*

Note: * denotes Chair of Board Committee

As noted above, the Maintenance and Operations Committee will oversee and control the handover of the Garden Bridge into operation by:

- Considering and representing the operation and maintenance issues of the Garden Bridge post-completion;
- Fully articulating the security, cleaning, safety, operations and maintenance functions;
- Liaising with the Project Delivery Committee on in-life operational and maintenance issues arising during design and construction and on handover activities.

2.3. Management team and structure

The current management structure has been designed to satisfy two key aims:

- *Trust management*, focused on core business functions and the ongoing management of the Garden Bridge after it has been constructed;
- *Delivery management*, the time-limited project division focused on the design, construction and commissioning of the Garden Bridge.

The current senior management and their responsibilities are outlined in the figure below.

Figure 4: Management and Responsibilities

Director	Focus	Responsibilities
Bee Emmott	Executive	Overall Trust and Project Delivery responsibility, including senior stakeholder interaction and partnerships, operational planning, development and readiness.
Jim Campbell	Finance	Financial and budgeting process; establishment and maintenance of policies and management information systems; preparing, developing and analysing key financial information to ensure future stability, growth and project viability
Anthony Marley	Programme	Bridge Project Delivery against objectives related to cost, time, quality and safety; managing issues and risks outside the control of professional services providers; operational planning, development and readiness
Bernadette O'Sullivan	Development	Major fundraising and income-related activities, including event planning and corporate partnerships
Jackie Brock-Doyle	Communications	Marketing, communications and public relations activities, including stakeholder engagement

Following construction of the Garden Bridge, the management structure will be re-aligned to focus solely on *Trust management*, to include core business functions and maintenance and operation of the

Bridge. The Trust has designed a structure which will perform all necessary functions to satisfy this aim. In line with other non-profits, the structure will include the following functions:

- Executive, responsible for overall strategic management;
- Finance, responsible for all financial and budgeting matters;
- Development, responsible for all revenue activities, including corporate partnerships, event management, major fundraising activities and donor relations; and
- Communications/Community, responsible for stakeholder management, educational and volunteering programmes, marketing activities and interaction with local communities on Garden Bridge programmes.

The Trust will seek to finalise its management structure, including recruiting key function heads, in advance of the Bridge opening in 2018. The costs associated with running the Trust after opening are considered in Section 4 of this Plan.

3. Garden Bridge Income opportunities

3.1. Overview

London's newest landmark offers everyone the chance to walk through woodlands spanning one of the greatest rivers in the world. Such an iconic proposition will afford the Trust multiple, predictable income streams using strategies and products that have been tried and tested in major projects and landmarks.

In general, the Garden Bridge Trust's income plan reflects:

- Unprecedented community, corporate and donor interest in the Garden Bridge, including a £2m commitment to the Garden Bridge Endowment Fund by a single donor;
- A diverse and balanced set of income opportunities from multiple sources;
- Conservative estimates, with assumptions benchmarked and market tested with a multitude of potential partners, operators and stakeholders;
- Low execution risk, with Trustees and management having significant experience of designing and delivering these types of income opportunities.

The figure below provides an initial overview of the top 8 Garden Bridge income opportunities.

Figure 5: Overview of the Garden Bridge income proposition

	Opportunity	Garden Bridge Proposition	Income source for comparable projects	Trust experience
1	Garden Bridge Gala	■ Major fundraising gala (including a dinner and auction) every 2 years, celebrating the Bridge with 6,000 square metres of garden in London	✓	✓
2	Commercial Event Hire	■ Only 6 opportunities per year to hire the most unique venue in London for a drinks reception or dinner	✓	✓
3	Corporate Membership Scheme	■ An exclusive scheme, offering 20 corporate partners a unique range of benefits	✓	✓
4	Public Donations contactless	■ Anticipated through benchmarking that 5% of visitors will donate as an acknowledgement of this new free garden	✓	✓
5	Endowment	■ Garden Bridge Endowment fund, offering new or existing major donors (including from the US) the opportunity to support the ongoing maintenance of the Garden Bridge	✓	✓
6	Programme Sponsorship	■ Allowing partners to support the Garden Bridge's diverse array of planned community, education and horticultural programmes	✓	✓
7	Individual Patrons Scheme	■ Become a Founding Patron, with exclusive 'behind the scenes' events, including invites to the Annual Chairman's Garden Party	✓	✓
8	Merchandise	■ Discreet range of Garden Bridge merchandise – for Londoners and tourists alike	✓	✓

**Note: The Trust has planning consent to close the bridge up to 12 times a year to host events. The Trust currently plans to use 6 of the 12 permitted closures of the Garden Bridge for this commercial hiring income opportunity. The remaining 6 opportunities will be used for major donor events and the Annual Chairman's Garden Party.*

3.2. The Trust's approach

To explore and estimate the potential income opportunities for the Garden Bridge, the Trust employed the following approach:

- Completed a systematic review of comparable projects and/or landmarks, both in the UK and internationally;
- Engaged with existing contractors, external advisors and local stakeholders to assess the feasibility of different income strategies and products;
- Conducted workshops with commercial operators and corporate partners to assess demand and determine pricing, where applicable; and
- Analysed and benchmarked key assumptions to public and private data, where possible.

The Trust has made conservative assumptions to forecast the Garden Bridge income opportunities and, in line with other organisations, it will regularly review these in light of upcoming work.

Although the Garden Bridge is permitted to close for a maximum of 12 days per year to hold events, the Trust acknowledges that all events will require a specific event plan to be agreed by the relevant licensing committees and safety advisory panels. This will include details of the event timings, number of guests, temporary infrastructure and a delivery schedule if required, and an emergency management plan (if different from standard operations). Deliveries will be subject to the agreed servicing and delivery arrangements and will consider local impacts to minimise disruption and maintain public safety.

3.3. Income forecasts

The figure below shows the breakdown of projected income for the five years of the business plan.

Figure 6: Income forecasts, by opportunity (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Garden Bridge Major Fundraising Event	350	350	344	344	338
Commercial Event Hire	360	367	300	306	312
Corporate Membership	425	434	442	451	460
Contactless Public Donations	700	525	525	525	525
Endowment	600	620	640	657	675

Programme Sponsorship	500	500	500	500	500
Individual Patrons Scheme	370	370	370	370	370
Merchandise	50	51	52	53	54
Total income	3,355	3,217	3,173	3,206	3,234

The Garden Bridge Trust would highlight the following items:

- Total income is expected to be £3.1 m in 2018/19 and will increase modestly through the forecast period;
- The diversity of income opportunities and sources reduces the risk profile of the Garden Bridge Trust's OMBP;
- Moderate income reductions for selected opportunities post-opening (for example, commercial event hire) are to be expected and in line with benchmarks. The Trust, however, does not expect a continued and/or meaningful deterioration following this forecast period;
- There is potential upside to these forecasts from certain opportunities (for example, merchandise income), as explained below.

In line with its approach to income generation, the Trust continues to explore a number of opportunities which are not reflected in this plan; for example, income from television, music and film production.

3.4. Review of Income opportunities

This plan considers the top 8 income opportunities, key assumptions and forecasts below.

3.4.1. Garden Bridge Gala

Description

In line with other significant non-profits, the Trust will hold a major fundraising event to take advantage of unprecedented donor and corporate interest in the Garden Bridge project.

Opportunity 1: Garden Bridge Gala

- ✓ Major fundraising gala every 2 years
- ✓ A dinner and charity auction

The Trust plans to hold a Gala every two years and this will include a dinner and charity auction.

During the business plan period, the first gala will be held in spring 2019.

Approach and key assumptions

The Trust's plan incorporates a number of likely Gala income sources, which include ticketing, corporate sponsorship and charity auction proceeds. In total, the Garden Bridge expects gross income to be £1m per Gala event (every 2 years). The Trust has benchmarked its forecasts to other major Galas (for example, the Roundhouse and the National Theatre). The Trust has also considered:

- The level of commitment to Capital campaign fundraising by major donors to-date;
- Trustee experience in generating significant income from major fundraising events, including income levels from a successful Garden Bridge event in June 2015.
- £1 million was raised at the Glitter in the Garden Event held on March 1st, clearly demonstrating the team's ability to be able to deliver highly profitable events.

The Trust has also accounted for event costs related to this income opportunity, making conservative assumptions on a number of items. These include venue hire fees, entertainment, catering, lighting and sound, decorations, cleaning, security, first aid and marketing. These costs are removed from the revenue numbers presented below, and net figures are allocated to individual years during the period.

Income forecasts

Figure 7: Garden Bridge Gala forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Garden Bridge Gala	350	350	344	344	338

The Trust believes that the Gala will provide a predictable source of income, with Trustees able to leverage the strong community of supporters the charity has established during the Capital campaign. In addition, fundraising events have already been held in support of the Bridge, which have provided direct evidence that the assumptions made in this plan are appropriate.

For the purpose of the forecast, the net income of each biennial gala event is c£700,000. Shown above is 50% of this figure in each financial year.

3.4.2. Commercial Event Hire

Description

Our technical advisors, which include Arup (engineering and operations experts), FOAMHAND consultants

Opportunity 2: Commercial Event Hire

- ✓ Exclusive opportunity to hire the Garden Bridge; only 6 times per year
- ✓ Unique venue for dinner or drinks reception
- ✓ Income of £360k in 1st year of operation

(international city operations and movement management specialists) and Starlight Productions (event production and event management consultants), have indicated that the South Bank podium could offer space for a drinks reception style event. These types of events would likely to host approximately 150-200 guests. The offering will also include the opportunity for private exploration of the gardens by guests.

The Trust currently plans to use 6 of the 12 permitted closures of the Garden Bridge for this commercial hiring income opportunity (with other closures used for major donor events and the Annual Chairman's Garden Party). With opportunities to hire such a prominent venue limited, this represents a unique proposition in the market.

Approach and key assumptions

The Trust has assumed that the private hire fee will initially be £60k per opportunity, which reflects:

- Unprecedented (and unsolicited) private interest in Garden Bridge hiring opportunities approximately three years prior to completion;
- A comprehensive review of fees charged by other unique, well-known venues throughout London, including, but not limited to, the Roundhouse, the Natural History Museum, the Shard and the National Portrait Gallery (see Annex 2 for further detail); and
- A premium fee rate given the limited number of hiring opportunities available compared to other venues.

The Trust's review shows that *current* hire fees for similarly unique venues are approximately £25k per event. However, recent evidence points to a hiring cost of £40k and above for venues when they first open. In addition, the Trust will only be offering opportunities (please note the other 6 of the original 12 closures have been offered to major sponsors of the bridge who have contributed £5 million and above to the capital fundraising campaign), compared to other venues which can be hired at any time of the year; a premium is therefore applied to the Trust's fee rates.

Additional costs related to setting up and running an event will be borne by the hiring company, in line with market practice.

Income forecasts

Figure 8: Commercial Event Hire forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Commercial Event Hire	360	367	300	306	312

The Trust is confident that the unique attributes of the Garden Bridge as a venue, combined with the limited number of hire opportunities, will support a significant income stream throughout the forecast period. Income is expected to be £360k in 2018/19. In line with our conservative approach, we have assumed that the hire fee is reduced to 50k per event from year 3, even though hiring opportunities will continue to be limited to 6 occasions. Income is £312k by the end of the five year forecast period, with inflationary increases passed onto customers.

Upcoming work

Plans for the commercial hire offering, including the detailed framework for event opportunities noted above, will commence in Q3 2016. The Trust would seek to approach potential customers in early 2017.

3.4.3. Corporate Membership

Description

The Trust envisages an exclusive community of corporate supporters, with a range of unique benefits; for example, this could include tickets to the Annual Chairman's Garden Party and the chance for staff to volunteer on the Bridge.

Membership will be limited to 20 corporate partners, a unique proposition in the market.

Opportunity 3: Corporate Membership

- ✓ Exclusive; limited to 20 corporate partners
- ✓ Compelling offering; unique benefits e.g. tickets to the Annual Chairman's Dinner
- ✓ Income of £425k in 1st year of operation

Approach and key assumptions

The Trust has conservatively assumed that the membership fee will be £25k per corporate partner, which reflects:

- Significant engagement with major UK and international corporate partners to assess demand;
- Benchmarking the likely Garden Bridge offering and pricing to similar membership schemes at major institutions, including the Historic Royal Palaces, the National Portrait Gallery and the Natural History Museum (see Annex 2 for further detail).

The Trust's review of benchmarks shows that corporate membership fees mostly range from £5k to £50k per year, although one exemplar charges £100k for its premier corporate package. The Trust has priced its scheme at £25k per year, reflecting the likely range of benefits it will offer compared to other schemes.

Any significant costs related to the benefits offered would be borne by the corporate partner, in line with market practice.

In addition, the Trust has made allowances for costs relating to the Annual Chairman's Garden Party, and marketing and administration costs for selected income opportunities. While not exclusively for corporate partners, the figures presented below remove these costs.

Income forecasts

Figure 9: Corporate Membership forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Corporate Membership	425	434	442	451	460

The Trust plans to offer a unique range of membership benefits that will support this income stream, with no downward pressure on fees in later years. Income is expected to be £425k in year 1 and will reach £460k by the end of the forecast period; minor increases in marketing and related administration costs are more than offset by membership fees growing in line with inflation.

Upcoming work

The Trust will confirm the scope of the offering in Q2/Q3 2016, and this will be advertised to corporate partners from early 2017.

3.4.4. Contactless Public Donations

Description

Regular donations from the public are received by each major London institution as an acknowledgement of the free access that is provided to that organisation. These include The British Museum, the Tate, The Science Museum and the Natural History Museum. Please see Annex 2 for a breakdown of annual income from these institutions from the public.

Approach and Key Assumptions

The Garden Bridge will be a free attraction for 7 million Londoners and visitors to London annually. This will be in comparison to several high ticket price London attractions.

At many of these attractions, the traditional method of receipt of public donations is via donation boxes positioned at the exit/entrance to the gallery/building. This would not be appropriate on the Garden Bridge, however a new method of 'giving' is being used increasingly and has successfully demonstrated increased income generation of between 10–20% at some sites in comparison to the traditional collection box.

The Trust has been conservative in its estimate of what it can achieve through this method of giving from the public. The Trust anticipates that £700,000 of income will be received in year 1 from its anticipated 7 million visitors. This figure will drop to £525k in subsequent years, taking into consideration the anticipated reduction in visitor figures by 25%. The income will be received via contactless public donation points positioned on the North and South landing of the Garden Bridge,

providing visitors with the opportunity to make a contribution as an acknowledgment of thanks for the garden being offered without any entry charge.

This figure has been calculated on the basis that anticipated visitors will make an average donation of £0.10. Benchmarks from other key London institutions demonstrate that the average donation per person is £0.14 via a traditional donation box. We have not taken into account a potential uplift of 10 - 20% as is demonstrated by the precedents set by other organisations and assets.

Market trends are showing that the public are moving towards the 'digital collection tin'. With the use of cash declining, a digital collection option offers an easy method for a visitor to make a small contribution by way of thanks for their visit.

The trust is in conversation with several providers. The facility that we are proposing will enable visitors to make a £2 contactless donation with any bank card. This will offer an easy, accessible way for visitors to make a contribution to the charity. Clear signage to encourage 'giving' to support the work of the gardeners and the ongoing maintenance of the bridge will be used effectively as it is in many other organisations such as the RHS, Tate, Science Museum.

The trust wish to be at the forefront of any new digital technology options for 'giving' and is in discussion with leaders in this field.

Upcoming Work

The trust will work closely with other organisations who are currently using this technology and undertake a tender process in 2017 to identify the most appropriate provider for the programme.

However for the purpose of the income forecast we have been conservative and based our predictions at a low level using major London institutions as a benchmark.

Income Forecast

Figure 10: Contactless Public Donations forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Contactless Public Donations	700	525	525	525	525

* Based on assumption that an average donation of £0.10 will be made per visitor. Please see Annex 2 for results from other London arts and heritage organisation.

Assumption has been made that visitor numbers will remain steady at 5,250,000 per year from year 2 onwards

3.4.5. Endowment

Description

The Trust has established an Endowment Fund to support the ongoing operational costs associated with the Garden Bridge. This will allow major donors to support the Bridge after construction is complete, and is line with similar projects and non-profits, both in the UK

Opportunity 5: Endowment

- ✓ Establishing a Garden Bridge Endowment Fund, funded by new or existing major donors (including in the US)
- ✓ Income of £600k in 1st year of operation

and internationally.

Approach and key assumptions

The Trust is targeting an initial £15m endowment, with return income assumed at 4% per year. The Trust has benchmarked its targets to other endowments, and considered:

- Over 10 percent of the £15m Endowment target has already been raised from a single donor;
- Existing progress on commitments to the Capital campaign fundraising, evidencing significant support for the Garden Bridge from the major donor community, with £2m already committed to the Endowment Fund;
- Launch of the US Friends of the Garden Bridge, providing tax-efficient giving for US donors;
- Conservative return expectations through the forecast period.

In forecast years, the Trust expects the size of the Endowment Fund to increase as both operating profits from the Garden Bridge and unused contingency allowances are included (see Section 4.4.8).

Income forecasts

Figure 11: Endowment forecasts, 5 years

	2018/19	2019/20	2020/21	2021/22	2022/23
Endowment income (£'000)	600	620	640	657	675
Memo: Endowment fund (£m)	15.0	15.5	16.0	16.4	16.9

Existing progress for the Endowment Fund provides direct evidence that this income opportunity will be achievable, with £2m already committed. Income is expected to be £600k in 2018/19 and will increase to £675k by the end of the forecast period. This reflects a £1.9m increase in the Endowment Fund as historical operating profits and contingency allowances are included.

There is also potential upside to income forecasts if actual return rates are higher than the Trust's assumption of 4% per year.

Upcoming work

The Trust currently expects completion of the Capital campaign by the end of 2016; endowment fundraising will begin officially in early 2017, although the Trust will continue to opportunistically pursue commitments alongside the Capital campaign.

3.4.6. Programme Sponsorship

The Trust plans an ambitious series of programmes in line with its objectives, focusing on community

Opportunity 6: Programme Sponsorship

- ✓ A range of packages for corporate and non-profits to support the Trust's community, education and horticultural programmes
- ✓ Income of £500k in 1st year of operation

engagement, education and horticulture. Based on this, the Trust will create a range of sponsorship packages, providing corporates and non-profits the opportunity to support the Trust's programmes that are aligned with their own objective. This income stream is a standard feature of many non-profit business models.

For corporates, the Trust believes that this offering will be complementary to the Membership Scheme, with the offering tailored to employee participation and financial support provided by Corporate Social Responsibility divisions.

Approach and key assumptions

The Trust has made forecasts for its Programme Sponsorship income by considering:

- Ongoing discussions with corporate and non-profit supporters, including multiple expressions of interest;
- Evidence of successful sponsorship programmes at other major institutions, including, but not limited to, the Royal Opera House, the National Gallery and the Historic Royal Palaces.

Income forecasts

Figure 12: Programme Sponsorship forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Programme Sponsorship	500	500	500	500	500

The Trust believes that the unique features of its educational, community and horticultural programmes will support this income stream throughout the period. Income is expected to be £5000k in 2018/19, with no observable reduction in sponsorship levels in later years; marginal increases through the period reflect fee inflation that is passed onto sponsors.

Upcoming work

The Trust will finalise the range of unique programmes in 2016 and will formally approach supporters in early 2017 (although the Trust is already in dialogue with a number of potential supporters).

3.4.7. Individual Patrons Scheme

Description

The Trust launched a Garden Bridge Patrons Scheme in May 2015, offering smaller donors the opportunity to support the Bridge.

Patrons kindly donate £5,000 per year and receive a

Opportunity 7: Individual Patrons Scheme

- ✓ Become a Founding Patron, with exclusive 'behind the scenes' events, including invites to the Annual Chairman's party
- ✓ Income of £320k in 1st year of operation

range of benefits, with events enabling them to get closer to the 'behind the scenes' workings of the Garden Bridge, including the Annual Chairman's Garden Party, and regular opportunities to hear from the creative team.

This income stream is a standard feature of most venues and institutions that require ongoing voluntary income, both in the UK and internationally.

Approach and key assumptions

The Trust has assumed the retention of 60 patrons during the business plan period, considering:

- Existing progress with the Patrons scheme since launch in May, with 100 Founding Patrons expected by Summer 2017
- Benchmarking the Garden Bridge offering to similar membership schemes at major institutions and a review of related fees and retention rates. Our review included, but was not limited to, the Royal Academy, the Tate, the National Theatre, the National Trust, and the Royal Horticultural Society (see Annex 2 for further detail);
- A higher contribution by 20 of the 60 patrons during the forecast period (at £10k per year).

The Trust's review of benchmarks shows that membership contributions for patron schemes at other institutions range between £1k and £15k per year. The current Garden Bridge Patrons scheme is priced at £5k per year, with the Trust making considerable progress since launch in May.

In addition, the Trust plans to hold three events per year for Patrons, and has made reasonable assumptions on event costings; these costs are removed from the income figures presented below.

Income forecasts

Figure 13: Individual Patrons scheme, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Individual Patrons scheme	370	370	360	360	350

The available evidence on retention rates at other institutions provides the Trust with comfort that this income stream is achievable during the forecast period. Income is expected to be £370k in 2018/19, and minor reductions in later years reflect marginal increases in patron event costings.

Upcoming work

In Autumn 2015, the Trust is hosted three events to sign up additional Founding Patrons to support the overall 200 Patron target prior to opening the Bridge.

3.4.8. Merchandise

Description

With over 7 million visitors per year, the Garden Bridge Trust will create a discreet range of merchandise as souvenirs for visitors. Current options being considered include t-shirts, stationery and bags.

The Garden Bridge currently anticipates an online-only strategy, although is actively exploring whether retail space is available both North and South of the site of the Bridge.

Opportunity 8: Merchandise

- ✓ Discreet range of merchandise, such as t-shirts, stationery and bags
- ✓ Income of £50k in 1st year of operation

Approach and key assumptions

The Trust has made conservative forecasts for merchandise income, reflecting:

- Discussions with external advisors and local operators on the potential market opportunity;
- Proposed sales & distribution channels.

Income forecasts

Figure 14: Merchandise, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Merchandise	50	51	52	53	54

Income is expected to be £50k in 2018/19, with limited increases during the forecast period reflecting the impact of inflation.

The Trust has been advised that merchandise income will be *higher* than forecast if physical retail space can be located. Annual net income could reach £200k or more per year, with this figure benchmarked against other South Bank retailers, such as the Tate and the National Theatre.

Upcoming work

The Trust will continue to explore whether physical retail space can be located, and will actively develop the online strategy.

4. Operating and Maintaining the Garden Bridge

4.1. Overview

In general, the Garden Bridge Trust's cost forecasts reflect:

- A predictable and manageable set of costs in line with similar projects, with experts providing guidance on key assumptions;
- A conservative approach, with a contingency fund designed to minimise the risk of any unforeseen costs;
- A management team, with significant experience of managing and delivering these projects and related costs.

The figure below provides an initial overview of the operating and maintenance costs.

Figure 15: Overview of the Garden Bridge Operating and Maintenance costs

	Cost	Garden Bridge Description	Trust experience
1	Operation of the Garden Bridge	■ Management and supervision of visitors, users and the space itself; litter picking and cleansing; remote CCTV monitoring; SBEG membership; insurance	✓
2	Garden Maintenance	■ Horticultural management of the trees and gardens by award-winning British company Willerby Landscapes	✓
3	Asset Maintenance	■ Preventative maintenance of the lifts, lighting and paving; periodic, formal inspections so that defects/damage can be identified and prioritized; provisions for the cost of lower level vandalism, theft etc	✓
4	Renewals	■ Provisions to allow for the replacement of services, systems and equipment when assets reach the limit of their useful, cost-effective life	✓
5	Utilities and Services	■ Electricity and water requirements; provisions for IT and related support services; waste disposal	✓
6	Trust running Costs	■ Costs and overheads associated with the Trust's operations and the Bridge's income opportunities. Including personnel, administration and office costs, etc.	✓
7	Impact payment	■ An annual impact mitigation payment to the London Borough of Lambeth	✓
8	Contingency Fund	■ Reasonable allowance to cover unidentified costs and to allow for optimism	✓

4.2. The Trust's approach

To forecast the operating cost base for the Garden Bridge, the Trust has:

- Received input from Lambeth and Westminster Councils, TfL, the GLA, the Trust's contractors (for example, Arup and Willerby Landscapes) and the South Bank Employers Group, as well as local community stakeholders;
- Received input from owners and operators of bridges, parks and publicly accessible gardens, within London;
- Engaged in informal dialogue with a range of further potential contractors;
- Benchmarked key assumptions to public and/or private data, where possible.

In line with this approach, in August 2015, the Garden Bridge Trust sought private market feedback for the annual cost of providing the services outlined in its Operational Management Plan (which are incorporated into the OMBP). A number of leading market participants provided cost estimates against a pre-defined schedule of service items relating to the operation of the Garden Bridge (including visitor hosts, security and cleaning), asset maintenance and waste disposal. This comparative assessment showed that the operating provisions assumed at the date of planning approval (December 2014), and peer reviewed by TfL and the GLA, remained reasonable and appropriate.

As highlighted in the Income Opportunities section, the majority of incremental costs associated with planned events will be borne by corporate and commercial partners, in line with market practice. This will also include additional visitor hosts, security, clean teams, insurance costs and utilities usage, which will be charged to partners. These incremental costs, unless otherwise stated, are not reflected below.

Costs forecasts will be refined further between now and the Bridge opening at the end of 2018 as the Trust engages with contractors and organisations that will assist in managing the Garden Bridge.

4.3. Cost forecasts

The table below shows the breakdown of projected costs for the five years of the business plan period.

Figure: 16: Overview of cost forecasts, by category (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Operation of the Garden Bridge	1223	965	984	1004	1024
Garden Maintenance	113	113	113	113	113
Asset Maintenance	255	260	265	270	275
Renewals	261	266	271	277	282
Utilities and Services	152	155	158	161	165
Trust running costs	599	611	623	635	648

Impact payment	250	250	250	250	250
Total costs (excl. contingency)	2,853	2,620	2,664	2,710	2,757
Contingency Fund	270	275	279	284	289
Total costs	3,123	2,895	2,943	2,994	3,046
<i>Memo: Cumulative Contingency</i>	<i>270</i>	<i>545</i>	<i>824</i>	<i>1,108</i>	<i>1,397</i>

The Garden Bridge Trust would highlight the following items:

- Total costs are expected to be £3.0m in 2018/19 and will reach £3.2m by the end of the five year forecast period, with most increases due to the impact of inflation;
- The annual contingency fund reduces the risk profile of the Trust OMBP; the cumulative contingency fund will be £1.4m by the end of the plan (if no usage occurs).
- The costs are expected to be higher in year 1 to provide additional staff to appropriately manage the year 1 spike (25%)

4.4. Review of cost items

This plan reviews the cost categories, key assumptions and cost forecasts below.

4.4.1. Operation of the Garden Bridge

Description

Operations covers a number of key items: managers with overall responsibility for the space, garden, safety and security; hosts with responsibility for managing and supervising visitors, the users and the space itself; litter picking and cleansing operatives that ensure the demise is pleasant, safe and comparable to the adjacent spaces; and the securing of the demise out of hours, key-holding and out of hours attendance in the event of an emergency. The Trust has also made allowances for a number of other items (for example, insurance, South Bank Employers Group membership).

Approach and key assumptions

Costs are primarily driven by the number of employees required to manage Bridge operations, with the Trust considering the following items:

- The overall visitor experience;
- Safety and security;
- Operational commitment to public opening hours of 6am to midnight all year around;
- Estimated visitor numbers, including required staffing levels during three operational states (Off-Peak, Peak and Summer Peak);

- Likely behaviour characteristics of a visitor with respect to e.g. waste;
- Scoping of services and related costs with potential contractors, where applicable; and
- Anticipated wage rates with local stakeholders, where applicable.

Although the Trust anticipates that, for example, corporate partners would cover incremental costs associated with their events (in line with market practice), we have made a separate allowance for host, security and cleaning costs related to major donor events and the Annual Chairman's Garden Party which are held by the Trust itself.

The Trust has also refined its operations costs based on discussions with the GLA Facilities & Open Spaces team and operators of assets of a similar nature, as well as regular dialogue with stakeholders North and South of the River through a monthly Operations Reference Group, and through consultation with the local community.

As noted above, in August 2015, the Garden Bridge Trust sought market feedback from a number of leading providers for service costings, which included operations estimates. This comparative assessment provided further evidence that estimates are appropriate and in line with the market.

Cost forecasts

Figure 17: Operations forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Operation of the Garden Bridge	1223	965	984	1004	1024

Operations costs are expected to be £1.2m in 2018/19, reflecting the additional resources required to manage the estimated spike in demand. Increases within the period reflect estimated inflation at approximately 2%

Upcoming work

The Trust plans to launch a formal tender for the majority of operations services in the second half of 2017.

4.4.2. Garden Maintenance

Description and forecasts

Award-winning British company Willerby Landscapes joined the Garden Bridge team in May 2015 and will be the contractor responsible for the horticultural management of the Garden Bridge for the first 5 years of the Bridge's life.

The Trust ran a competitive tender process for the contract, comprising a number of well-known

landscaping companies.

The contract is performance-based and Willerby will be required to provide necessary staff for the garden appearance to meet DEFRA A1 standards. The total value of the contract is £563k over 5 years, which the Trust has allocated over the plan period.

Figure 18: Garden Maintenance forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Garden Maintenance	113	113	113	113	113

4.4.3. Asset Maintenance

Description

Asset maintenance costs include the stewardship of the assets, surfaces and gardens so that the ambience is maintained, they are safe, secure and fit for purpose. This will typically involve the planned and preventative maintenance of the lifts, lighting, paving, and retention of a facilities maintenance provider to attend to faults and defects. Abuse allowances are included to meet the cost of addressing lower level vandalism, theft etc. which would be below the insurance excess levels. Inspections will also ensure the condition of the bridge and its services are periodically formally ascertained and any defects or damage identified and prioritised.

Approach and key assumptions

The Trust has relied on expert advice from our technical team, led by Arup, and other contractors to assess both the scope of items to include and the related costings. This has been refined with input from TFL's Highways and Tunnels team (including actual Bridge costing data, where available). In addition, the comparative assessment exercise completed by the Trust in August 2015 included services relating to asset maintenance, with returns from leading providers providing further evidence that the assumptions included in this plan are appropriate and in line with the market.

Cost forecasts

Figure 19: Asset Maintenance forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Asset Maintenance	255	260	265	270	275

Asset maintenance costs are expected to be £255k in 2018/19, reaching £275k by the end of the five year forecast period. Increases within the period reflect estimated inflation.

Upcoming work

The Trust plans to launch a formal tender for selected asset maintenance services in the second half of 2017.

4.4.4. Renewals

Description

The Trust recognises that there is a limit to the useful, cost-effective life for each of the assets installed. The annual renewals provision affords for the replacement of services, systems and equipment on a planned basis and will ensure the Trust is funded to meet the whole life costs, be it in 5, 10, 15 or more than 20 years.

This provision covers a number of items from lighting, lifts, CCTV, Digital Video Recorders (DVRs), electrical and fire systems to balustrades and planting refresh costs.

Approach and key assumptions

The Trust's annual provisioning reflects our conservative approach to budgeting. In this regard, the Trust has made market-based assumptions on the replacement value of each asset and their respective useful lives, considering:

- Expert advice from our technical team, led by Arup, and other contractors;
- External guidance where applicable, e.g. CIBSE;
- Input from the GLA Facilities & Open Spaces team, and TFL's Highways and Tunnels team (including Bridge costing data, where available);
- Input from other bridge owners and operators, within London.

Cost forecasts

Figure 20: Renewals forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Renewals	261	266	271	277	282

Renewals costs are expected to be £261k in 2018/19, reaching £282k by the end of the five year forecast period. Increases within the period reflect estimated inflation.

Upcoming work

The Trust will continue to refine the replacement value assumptions with actual capital costing data provided by suppliers prior to Bridge construction.

4.4.5. Utilities and Services

Description, key assumptions and forecasts

The Trust will consume building services in the form of electricity, water, and also require provision for IT and support services, and waste disposal.

The Trust has estimated these costs based on the following approach:

- Primary operational commitment to Bridge opening hours of 18 hours per day, 365 years a year;
- Likely usage rates, assuming maximum levels (where applicable);
- Anticipated service costings, based on market pricing.

The August 2015 comparative assessment exercise also market-tested assumptions on waste disposal, and found the Trust's assumptions to be in line and appropriate.

Figure 21: Utilities and services forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Utilities and services	152	155	158	161	165

Utilities and services costs are expected to be £152k in 2018/19, reaching £165k by the end of the five year forecast period. Increases within the period reflect estimated inflation.

Upcoming work

Utility costs will be refined following further assessment by the Trust's technical advisors.

4.4.6. Trust running costs

Description

Trust running costs include overheads associated with the Trust's operations and the Bridge's income opportunities; for example, these include management, development and event personnel, and office and administration costs.

Approach and key assumptions

As noted in Section 2, the Trust's proposed management structure in the forecast period will be aligned to Bridge operations (versus the current structure which also includes Project delivery related to Bridge construction). The Trust has approached these costings by:

- Estimating the employees necessary to fulfil the Trust's proposed functions during the business plan period. This includes appropriate support and expertise to maximise income from the opportunities highlighted in this document;
- Benchmarking structure and salary/benefit levels to other major, London-based non-profits.

Cost forecasts

Figure 22: Trust running costs forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Trust running costs	599	611	623	635	648

Trust running costs are expected to be £599k in 2018/19, reaching £648k by the end of the five year forecast period. Increases within the period reflect estimates of wage inflation.

Upcoming work

The Trust will continue to refine its proposed management structure between now and the Bridge opening in Summer 2018. This will include consulting with other non-profits on their approach (e.g. functional allocation), with a view to confirming functional heads and other personnel in Q1/Q2 2018.

4.4.7. Impact payment

Description and forecasts

The Trust has made an allowance for impact mitigation in the form of an annual Section 106 payment to the London Borough of Lambeth. This covers incremental costs borne by Lambeth, which include waste collection, security and cleaning in the local area. This is a £250k payment per annum, reviewed on an annual basis subject to open book assessments of the actual costs. The Trust has assumed that this is fixed throughout the forecast period.

Figure 23: Impact payment forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Impact payment	250	250	250	250	250

4.4.8. Contingency fund

Description and forecasts

The Contingency fund is a reasonable, annual allowance made by the Trust to cover any unforeseen costs. This fund is equivalent to 10% of annual costs and underlines our conservative approach to forecasting in this plan, whilst reducing the overall risk profile of the Garden Bridge project.

Figure 24: Contingency fund forecasts, 5 years (£ '000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Contingency fund	270	275	279	284	289

The annual contingency fund is expected to be £270k in 2018/19, reaching £289k by the end of the five year forecast period. Assuming no usage, the Trust will have a cumulative contingency fund of £1.4m by 2022/23.

As noted above, unused contingency allowances will be added to the Garden Bridge Endowment Fund.

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5. Delivering the Plan

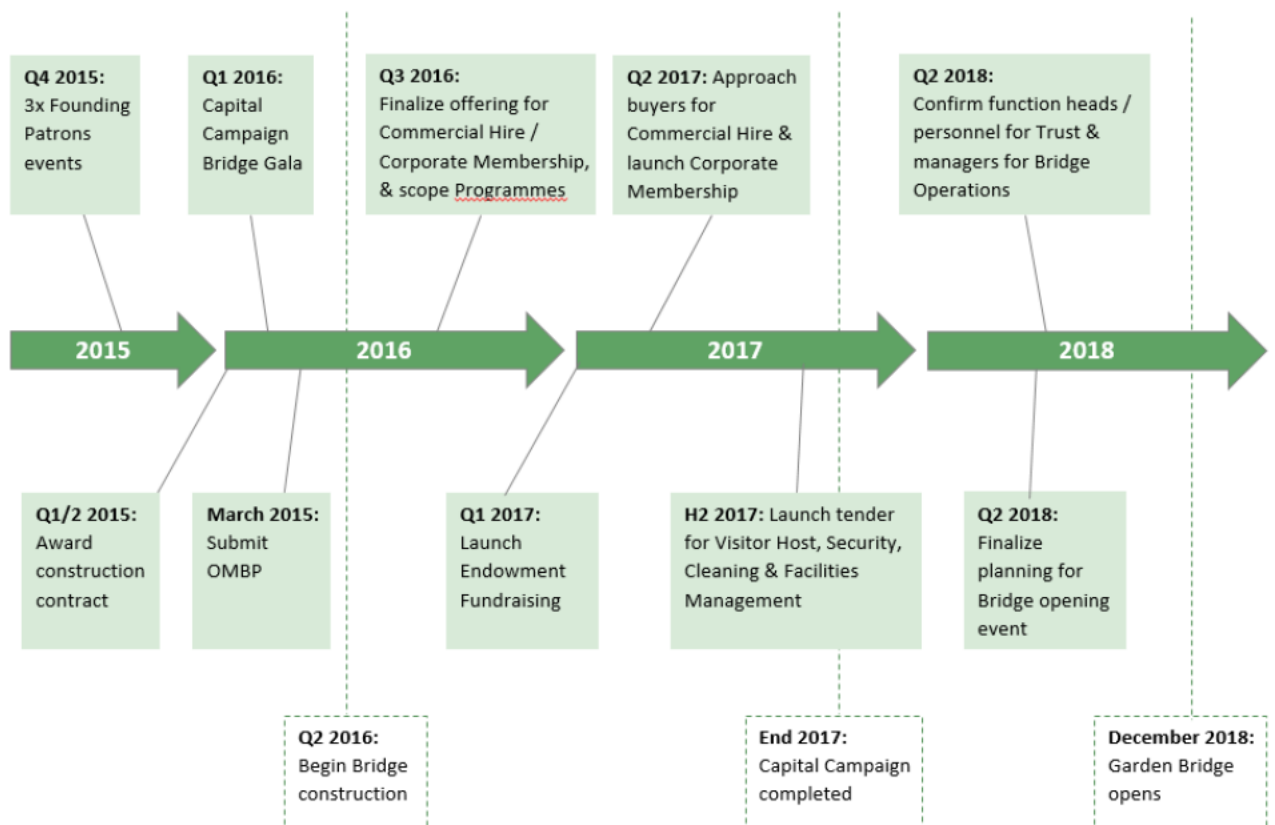
5.1. Overview

In conjunction with its advisors and key contracting partners, the Trust has developed detailed work plans in advance of the Garden Bridge opening at the end of 2018. These will also support the delivery of the Operations and Maintenance Business Plan and the related forecasts presented in this document.

5.2. Roadmap to 2018

The figure below provides an overview of selected activities that the Trust will undertake until Summer 2018, in support of the OMBP.

Figure 25: Upcoming activities in support of the OMBP



6. Risks and mitigating actions

Senior management and the Trustees have identified the major risks that could affect the Trust's work and put in place controls to manage these risks. Identifying and managing risks is an integral part of the roles of both the Executive Director and the Trust's Project Team and forms part of their daily work. Key controls include:

- A formal agenda and minutes for meetings of the Trustees and the Board committees.
- A formal risk assessment updated on a regular basis.
- Established organisational and governance structure and reporting lines.

The Finance and Audit Committee regularly reviews the Trust's risk register and reports back to the Board of Trustees. In addition, policies and procedures have been developed across operations, monitored by the Finance and Audit Committee.

The Trustees recognise that systems can only provide reasonable, and not absolute, assurance that major risks are being adequately managed. The Trustees confirm that the major risks to which the Trust is exposed, as identified by the Trustees, have been reviewed and they are satisfied that systems or procedures have been established to manage those risks.

The major risks to the Operations and Maintenance Business Plan are set out below.

One of the key risks is that Bridge opportunities yield lower incomes than forecast, or alternatively costs are higher. To mitigate this, the Trust has employed a conservative approach to forecasting, where income is derived from a diverse and balanced set of sources and a significant annual contingency fund is built into the cost projections. Both elements reduce the risk profile of the forecasts and business plan.

There is already and interest from funders to contribute to the ongoing operations of the bridge. The Trust has already secured a £2m commitment to the Trusts Endowment Fund by a single donor and the Trust is confident that other funders will consider this approach and that a reasonable endowment fund will be raised prior to opening. The Endowment Fund could be used if the annual contingency fund proved insufficient. To further minimise risk, the Trust is also in dialogue with potential donors to consider underwriting the costs associated with maintaining and operating the Garden Bridge during the first five years of operation.

In addition, there is a high certainty of cost based on the process in which GBT obtained these. In August 2015 the Garden Bridge Trust sought preliminary market feedback for the annual cost of providing the following services in accordance with the operating model outlined in the OMBP. The prices returned against a pre-defined schedule indicated that operating provision assumed previously at Planning Approval (December 2014), and peer reviewed by TfL and the GLA, remained reasonable and appropriate.

Closer to project completion the GBT intends to run various tendering opportunities for contracted services it may require, including but not limited to: facilities management, security, and cleaning. The indicative market rates will help to validate operating assumptions, support our business planning, and shape our future procurement strategy in order to secure best value.

In advance of opening, the Trust will continue to regularly review its projections at the Executive and Board level so that mitigating actions can be deployed.

Another potential risk is that visitor numbers are lower than expected, which would have both reputational and financial impacts. To mitigate this, the Trust has put in place a marketing, public relations and communications strategy, which is designed to promote interest in the Garden Bridge until opening in 2018. In addition, the Trust is planning a major event to coincide with opening in 2018, to include political and community leaders.

The Trustees have considered and will continue to review, update, amend and consider risks that the Garden Bridge Project may face.

Annex 1: Financial review

The figure below sets out the consolidated income and cost projections over the five year forecast period. The Garden Bridge Trust forecasts that income will fund running costs in every year.

Figure 26: Consolidated Overview of Income and Costs, 5 year forecast (£'000)

	2018/19	2019/20	2020/21	2021/22	2022/23
Income					
Garden Bridge Fundraising Event	350	350	344	344	338
Commercial Event Hire	360	367	300	306	312
Corporate Membership	425	434	442	451	460
Contactless Public Donations	700	700	700	700	700
Endowment	600	620	640	657	675
Programme Sponsorship	350	350	350	350	350
Individual Patrons Scheme	320	319	319	318	318
Merchandise	50	51	52	53	54
Total income	3,155	3,191	3,147	3,179	3,207
Costs					
Operation of the Garden Bridge	1223	965	984	1004	1024
Garden Maintenance	113	113	113	113	113
Asset Maintenance	255	260	265	270	275
Renewals	261	266	271	277	282
Utilities and services	152	155	158	161	165
Trust running costs	599	611	623	635	648
Impact payment	250	250	250	250	250
Total costs (excl. contingency)	2,853	2,620	2,664	2,710	2,757
Contingency fund	270	275	279	284	289
Total costs	3,123	2,895	2,943	2,994	3,046
Net income	33	296	204	185	161
<i>Memo: Cumulative Contingency</i>	<i>270</i>	<i>545</i>	<i>824</i>	<i>1,108</i>	<i>1,397</i>

Annex 2: Income opportunities – comparators

The figures below set out comparators for selected Garden Bridge income opportunities.

Commercial Event Hire

Venue	Hire fee (£)	Availability
<i>Garden Bridge</i>	<i>50,000 - 60,000</i>	<i>6 times per year</i>
National Portrait Gallery ¹	22,000	All year
Natural History Museum ²	20,000 - 25,000	All year
Roundhouse ³	24,500	All year
The Shard ⁴	15,000 - 20,000	All year

Notes: Prices exclude VAT

¹ Whole Gallery. Non-members

² North Hall & Hintze Hall. Weekday / weekend pricing

³ Main Space

⁴ View from the Shard. Peak & off-peak pricing

Corporate Membership

Venue	Annual membership fee (£)
<i>Garden Bridge</i>	<i>25,000</i>
Historic Royal Palaces	10,000 - 100,000
National Portrait Gallery	9,000 - 17,000
National Theatre	10,000 - 50,000
Natural History Museum	5,000 - 35,000
Roundhouse	5,000 - 20,000

Notes: Prices exclude VAT. Ranges reflect different levels of membership

Individual Patrons Scheme

Venue	Annual patron fee (£)
<i>Garden Bridge</i>	<i>5,000 - 10,000</i>
Historic Royal Palaces	250 - 5,000
National Portrait Gallery	1,525 - 15,000+
National Theatre	1,500 - 12,000+
Natural History Museum	1,000 - 10,000
Royal Academy	1,750 - 10,000+
Royal Horticultural Society	5,000
The Tate	1,000 - 10,000

Note: Ranges reflect different levels of membership

Public Donations

Venue	Total visitors per year	Average donation per visit
Tate	7.9 million ¹	£0.06 ²
National Gallery ³	6.3 million	£0.08 ⁴
Science Museum ⁵	5.3 million	£0.37
British Museum	6.7 million	£0.13
V&A ⁶	2.3 million	£0.15
Natural History Museum ⁷	5 million	£0.05

Note: The new contactless donations scheme that has been trialled indicates an increase of 10–20% in public donations due to the ease of the giving platform. The figures above show income via traditional donation boxes on site.

¹ Total for all Tate locations. The Board of Trustees of the Tate Gallery Annual Accounts 2014–2015.

² Combined Tate Modern and Tate Britain. Note the average donation at Tate Britain is £0.10. Interview with Andrew Barnett, Cashier and Finance Assistant, Tate.

³ The National Gallery Annual Report and Accounts for the year ended 31 March 2015.

⁴ Interview with Aimee Hooper, Visitor Giving and Campaigns, National Gallery.

⁵ Science Museum Group Annual Report and Accounts 2014–2015.

⁶ 2010 actuals from the V&A Strategic Plan 2010–2015.

⁷ The Natural History Museum Trustees' Audit & Risk Committee 60th Meeting on Wednesday 8th May 2013.

Annex 3: External Advisors

The external advisors to the Garden Bridge Trust are set out below:

Design, Engineering and Landscape

Arup

13 Fitzroy Street

London W1T 4BQ

Heatherwick Studio

356-364 Gray's Inn Road

London WC1X 8BH

Dan Pearson Studio

73 Cornhill

London EC3V 3QQ

Willerby Landscapes

Bridge Nurseries

Four Elms, Edenbridge

Kent TN8 6RN

Auditors

Crowe Clark Whitehill LLP

St Bride's House

10 Salisbury Square

London EC4Y 8EH

Legal Advisors

Bircham Dyson Bell

50 Broadway

London SW1H 0BL

Bankers

Citi Bank

Citigroup Centre

Canada Square

Canary Wharf

London E14 5LB

Metro Bank

One Southampton Row

London WC1B 5HA

Annex 4: Operations & Maintenance Standards

The following list of standards and guidelines set out the minimum levels to which the Garden Bridge will be operated and maintained. These standards will be updated as required and will reflect any updates should the guidance or standards change in the future:

Waste Management & Cleaning

- Waste must be stored and collected in line with the both Planning Authority guidance documents. Waste stores must be deep cleaned at regular intervals.

London Borough of Lambeth –

<https://www.lambeth.gov.uk/sites/default/files/rr-Lambeth-Architects-Code-of-Practice.pdf>

Westminster City Council –

http://transact.westminster.gov.uk/docstores/publications_store/planning/waste_storage_booklet_7-01-15.pdf

- Gardens and planting areas to be kept to Grade A standard, all other publicly accessible spaces to be kept to Grade B standard as minimum level at all times.

DEFRA Code of Practice on Litter and Refuse: Part 1

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/221087/pb11577b-cop-litter.pdf

- Pedestrian Bins - Emptied a minimum of 5 times per day including an end of day empty.
- Deep Clean - Bridge must undergo a deep clean once a year – Pathways, stairs, lifts, ramp, podium transitional areas, promontories, benches, bins, toilets, welfare areas, stores, pump rooms, plant rooms, etc.
- Public Toilets - Toilets to be maintained to high standard of cleanliness and staffed with an attendant to facilitate cleaning with a visible cleaning schedule and monitoring system.

Deliveries & Vehicle Movements

- All Visitor Hosts to be trained “Banksman” to ensures GBT meets all legal requirements and reduces the risk of costly accidents when carrying out common, but potentially dangerous, reversing manoeuvres in publicly accessible areas.

RoSPA – Banksman Reversing Guidance.

<http://www.rospa.com/safety-training/on-road/driver-training/banksman/1-day/>

Security

- All Visitor Hosts to be SIA trained, licensed and accredited to CSAS to enforce GBT conditions of entry, and appropriately and safely manage visitors during peak periods.

CSAS – Community Safety Accreditation Scheme certification

<http://content.met.police.uk/Site/csas>

SIA – Security Industry Authority licensed

<http://www.sia.homeoffice.gov.uk/Pages/home.aspx>

- Bridge must be staffed 06:00 – 00:00 every day (unless closed to the public) and secured overnight by patrols and CCTV monitoring as set out in the Security plans of the OMP.
- Lighting – Bridge lighting must cleaned and maintained to meet the minimum standards (LUX

Levels) set out in Lighting Strategy, Security plans within the OMP and meet guidelines set by the Design Out Crime Officer.

Environment

- Environment Agency - Bathymetric surveys undertaken to ensure that the permanent structure does not unduly influence scouring over greater periods of time at intervals agreed with the Environment Agency (EA).

Maintenance

- All products and services to be maintained inline with Service Level Agreements as specified in the maintenance schedule upon hand over of the asset from construction to operations and annexed in the OMP. e.g. lift repairs, broken windows, etc.

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BRIEFING NOTE TO THE MAYOR

GARDEN BRIDGE OPERATION AND MAINTENANCE BUSINESS PLAN

21 April 2016

1 PURPOSE

- 1.1 In June 2015 the Mayor approved Mayoral Decision 1472 and in April 2016 the Mayor approved Mayoral Decision 1647, both in relation to the Garden Bridge Guarantees.
- 1.2 Westminster City Council, Lambeth Council and the Port of London Authority all require the operation and maintenance obligations of the Garden Bridge Trust ('the Trust') to be guaranteed by a suitable third party. This is a condition of the Garden Bridge's planning consent granted by the boroughs as well as a response to the resolution of a Judicial Review brought by a local resident.
- 1.3 This Mayoral Decisions approved the provision of the three necessary guarantees (to Westminster, Lambeth and the PLA) and delegated authority to the Executive Director of Resources to agree and execute the guarantees, subject to:
 - (a) agreement as to the terms of the guarantees;
 - (b) appropriate arrangements being in place between the GLA and the Trust giving the GLA appropriate rights in the event such guarantees are called upon; and
 - (c) the Trust demonstrating to the Mayor's satisfaction that it has a satisfactory funding strategy in place to operate and maintain the Garden Bridge for at least the first five years from its completion.
- 1.4 The Mayor is asked to **NOTE** the Trust's draft Operations and Maintenance Business Plan and to **CONFIRM** he is satisfied that the Garden Bridge Trust has demonstrated it has a satisfactory funding strategy in place to operate and maintain the Garden Bridge for at least the first five years from its completion.
- 1.5 Once the Mayor has confirmed his satisfaction with the Trust's draft OMBP, the Executive Director of Resources will consider whether to approve the execution of the guarantee documents, as delegated to him in Mayoral Direction 1472. This is expected to take place before the end of April.

2 BACKGROUND

- 2.1 The Garden Bridge Trust is making good progress towards delivery of the project. It secured planning consent from the two boroughs in late 2014 and

has now announced the award of its ~£105m construction contract to a joint venture of Bouygues Travaux Public and Cimolai SpA.

- 2.2 Pre-commencement planning conditions are being discharged through the usual processes in Westminster and Lambeth. All of these conditions have been discharged in Westminster and a further five conditions were approved by Lambeth on 8 March. The Trust is expecting to discharge the remaining pre-commencement conditions in Lambeth on 3 May 2016.
- 2.3 Negotiations are progressing well on all of the necessary licenses, leases and land arrangements, and we expect this work to be concluded by July 2016. This will mark a critical point as the Trust will have secured all the necessary interests in the land on either side of the river. They will then begin site preparation activities in anticipation of implementing the full planning consent.
- 2.4 The Trust cannot finalise and sign the section 106 agreement with the planning authorities until it has an interest in the land, so this will take place once the necessary leases are in place. Once each of the s106 agreements is signed the two councils both require an 11-week period (which includes administrative work and public notice periods) before the s106 obligations can be discharged. This is likely to be completed in early September 2016 and to be the last step before full construction work commences on site, implementing the planning consent.
- 2.5 Construction of the bridge itself is due to be complete in late 2018.
- 2.6 The Trust has raised a total of £145 million, of which £85 million is from the private sector.
- 2.7 The public sector's £60 million contribution to the project is comprised of three parts:
 - £10 million grant from TfL
 - £20 million loan from TfL, to be repaid over fifty years at a rate of interest equal to RPI capped at 2%
 - £30 million grant from the Department for Transport
- 2.8 The Trust is continuing to raise private funds to cover the remainder of its £175 million total project cost, which includes roughly £20 million in tax which will be paid back to the Government. All further money the Trust secures above this level as it carries on fundraising will go towards reducing the public sector contribution to the project.
- 2.9 Over the last six months, the Trust has secured more than £20 million in private sector contributions to the project. This has included a very successful 'Glitter in the Garden' fundraising gala, which raised more than £1 million. Fundraising at this rate is an impressive achievement for a capital project that hasn't even begun construction yet, and every expectation is that it will accelerate further once works commence later this year. The Trust is actively pursuing a range of other opportunities as part of this work, and will be announcing further major funders shortly.

3 THE TRUST'S OPERATIONS AND MAINTENANCE BUSINESS PLAN

- 3.1 The Garden Bridge Trust has prepared a draft Operations and Maintenance Business Plan (OMBP) which sets out how running costs associated with the Garden Bridge will be funded for five years from opening in December 2018 until December 2023.
- 3.2 This draft OMBP has been approved by the Garden Bridge Trust's Board of Trustees and is subject to approval by Westminster and Lambeth through obligations in the s106 agreements the Trust will be entering into with the boroughs.
- 3.3 The draft OMBP has been developed on the general principle that the Trust will be solely responsible for securing funding for the Garden Bridge's running costs, and the Trustees have confirmed that they will not allow construction of the bridge to begin until they regard funding for an initial five year period as sufficiently secure.
- 3.4 The draft OMBP is constructed on a number of key themes:
- (a) A diverse set of proven income opportunities, whilst maintaining the Trust's community and educational objectives;
 - (b) A manageable cost structure, with a contingency fund built into the forecasts;
 - (c) A conservative approach, where assumptions have been market tested with existing contractors, potential partners and stakeholders; and
 - (d) Low execution risk, with the Trust taking a collaborative approach, working with existing operators in the area and utilising the skills, knowledge and experience of a diverse range of stakeholders and Trustees.
- 3.5 The Trust's business plan has been benchmarked against comparable organisations and calculates projected income and costs over the five year business plan period as follows:

£thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Income	3,355	3,217	3,171	3,206	3,234
Costs	3,123	2,895	2,943	2,994	3,046
Net income	232	322	228	212	188

- 3.6 It should be noted that the costs in the draft OMBP include contributions to a contingency fund and that, barring any drawdown on the contingency fund, the size of the fund is expected to increase as follows:

£thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Contingency Fund cumulative total	270	545	824	1,108	1,397

- 3.7 The draft OMBP also sets out a credible roadmap for activities through to Summer 2018 which will ensure the business plan can be implemented

immediately following opening of the bridge, and a consideration of risks and suitable mitigations.

- 3.8 TfL has scrutinised this draft OMBP, as well as the Trust's broader financial situation and the agreements it has entered into with donors and sponsorship partners, and is satisfied that the Trust has put in place a credible plan for raising sufficient funds to support the operation and maintenance costs of the bridge for the first five years and on an ongoing basis.
- 3.9 More detailed breakdowns of the income opportunities and operation and maintenance costs identified in the draft OMBP are presented in the appendix.

4 NEXT STEPS

- 4.1 TfL and the GLA have been negotiating the necessary guarantees and related documents with representatives from the Garden Bridge Trust, London Borough of Lambeth, Westminster City Council and the Port of London Authority.
- 4.2 Once the Mayor has confirmed his satisfaction with the Trust's draft OMBP, the Executive Director of Resources will consider whether to approve the execution of the guarantee documents, as delegated to him in Mayoral Direction 1472. This is expected to take place before the end of April and is urgent because the Mayor's satisfaction with the draft OMBP and the subsequent approvals from the Executive Director of Resources must be secured before the guarantee documents can be executed.
- 4.3 The guarantee documents will be executed at the same time as the Trust enters into the documents being guaranteed. These are:
- (a) The River Works Licence from the PLA – expected late April 2016
 - (b) The s106 agreement with Westminster – expected early June 2016
 - (c) The s106 agreement with Lambeth – expected early July 2016
- 4.4 It is important that these dates are maintained as they are prerequisites to the commencement of construction of the bridge, and any delays to commencement will lead to an increase in the overall cost of delivering the bridge. Execution of these documents will also lower the outstanding project risk and demonstrate continued progress.
- 4.5 The draft OMBP has been developed with input from the boroughs and copies have been shared with them informally. Approval of the draft OMBP is a requirement of the Trust's s106 agreements with the boroughs. Once these agreements have been entered into (in June/July 2016, as above), the draft OMBP will be formally submitted to the two boroughs for approval.
- 4.6 Approval of the discharge of pre-commencement s106 obligations is typically an eleven-week process and is expected to be concluded by September 2016.
- 4.7 The Trust's business plans are expected to develop further as the project progresses. TfL and the GLA will have the opportunity for continued review

of the Trust's operational and funding strategies throughout the construction process under the terms of the GLA's and TfL's agreements with the Trust.

5 RECOMMENDATION

- 5.1 The Mayor is asked to **NOTE** the Trust's draft Operations and Maintenance Business Plan and to **CONFIRM** he is satisfied that the Garden Bridge Trust has demonstrated it has a satisfactory funding strategy in place to operate and maintain the Garden Bridge for at least the first five years from its completion.

Appendix A: Detailed breakdown of Garden Bridge income opportunities and operation and maintenance costs

Income opportunities identified in the draft OMBP

Income stream £thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Garden Bridge Gala Major fundraising gala every two years, including a dinner and auction	350	350	344	344	338
Commercial Event Hire Six opportunities per year to hire the bridge for a drinks reception or dinner	360	367	300	306	312
Corporate Membership An exclusive scheme offering 20 corporate partners a unique range of benefits	425	434	442	451	460
Contactless Public Donations Benchmarking suggests 5% of visitors will donate when visiting the bridge	700	525	525	525	525
Endowment An endowment fund offering donors the opportunity to support the bridge's ongoing maintenance	600	620	640	657	675
Programme Sponsorship Allowing partners to support the Garden Bridge's planned community, education and horticultural programmes	500	500	500	500	500
Individual Patrons Scheme Offering the opportunity to become a Founding Patron with invitations to exclusive events	370	370	370	370	370
Merchandise A discreet range of Garden Bridge merchandise will be sold by the Trust	50	51	52	53	54
Total	3,355	3,217	3,173	3,206	3,234

See Figure 6 (page 10 of v.11) in the draft OMBP

Operation and maintenance costs identified in the draft OMBP

Cost	£thousands	2018/19	2019/20	2020/21	2021/22	2022/23
Operation of the Garden Bridge Management and supervision of visitors and the space itself; litter picking; membership of SBEG; insurance		1,223	965	984	1,004	1,024
Garden Maintenance Horticultural management of the trees and gardens		113	113	113	113	113
Asset Maintenance General and preventative maintenance and inspections; and provision for lower level vandalism and theft		255	260	265	270	275
Renewals Replacement of services, systems and equipment		261	266	271	277	282
Utilities and Services Electricity and water; provisions for IT and related support services; waste disposal		152	155	158	161	165
Trust running costs Costs of running the Garden Bridge Trust including managing the Bridge's income generation		599	611	623	635	648
Impact payment An annual impact mitigation payment to the London Borough of Lambeth		250	250	250	250	250
Contingency Fund Reasonable allowance to cover unidentified costs and to allow for optimism		270	275	279	284	289
Total		3,123	2,895	2,943	2,994	3,046

See Figure 16 (page 22 of v.11) in the draft OMBP