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DAVO BELIAMY HOSEEN

The Mayor of London City Hall The Queen's Walk London SE1 2AA

9 June 2016

Dear Mr Khan

Details of expenditure of public funding

In light of the interest in expenditure of public money on the Garden Bridge. I write to provide details of the areas of activity where TfL and government funding has been spent.

The public money given to the Garden Bridge project was specifically allocated to preconstruction and construction work. It was given because of the clear transport and health benefits of the Bridge and also as a catalyst to unlock the private funding which will make up 77% of its capital cost and it has done just that.

As I'm sure you are aware, the construction phase of any infrastructure project is the culmination of a substantial amount of technical work done over months and years. Unlike construction, there is no visible sign of this effort, however it is equally as important to do – and to do thoroughly – a fact that seems to have been lost in some of the recent public debate about Garden Bridge expenditure.

Since planning approval was granted in 2014 -and less than a year since the Garden Bridge Trust took control of the project from TfL – we have made significant progress towards construction: the majority of our pre-commencement planning requirements have now been met following extensive public consultation; we are in advanced discussions in relation to the land needed on both sides of the River; legal agreements with neighbours are being finalised; and we have a contractor on board, ready to start building.

I would like to take this opportunity to share the breakdown of costs and activities with you as we also release them for publication more widely. They are as follows:

- Pre-planning (up to the point at which the Garden Bridge Trust took control of the project from TfL) – design, preparation of planning application materials by specialist technical consultants, public consultations. £9.7m (27%).
- Pre-construction activities obtaining licenses, permits and planning approvals (including stakeholder and community consultation) for detailed plans, for example the Construction Logistics Plan, Code of Construction Practice, operations and security plans. Other activities include selection and tagging of trees and plants, river survey and ground investigation works, procurement of the construction and landscaping contractors, procuring and placing orders for materials and early works. £22.7m (63%).

3. Professional services -legal, property & planning advice. £3.4m (10%).

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Of the £36.4m received, the total cost of public funding spent so far is just under £36m. This excludes the £1.3m of liability (allocated but unspent) which was included in the

The Garden Bridge Trust running costs are underwritten by private sector funding and are excluded from these figures. More of the £83m of private money raised will be released in tranches when construction begins and when construction milestones are met.

I hope this information is clear, however if you have any questions please do contact Bee who will be more than happy to provide any further explanation required. **5)**,

Yours sincerely

E. Mervyn Javies

Lord Davies of Abersoch Chair Garden Bridge Trust



The Mayor of London City Hall The Queen's Walk London SE1 2AA

7 July 2016

Dear Mr Khan

Garden Bridge amended plans

I write in response to your request for amendments to our plans for operation of the Garden Bridge.

We are very pleased to have your support for the project and share your desire to have the Bridge open to everyone for as long as possible. The Trust is committed to making sure the Bridge will be a relaxing, tranquil space, encouraging people to enjoy the capital on foot while delivering many benefits to millions of Londoners and visitors to the city.

The Trust takes its responsibility for maintaining this unique space to a high standard very seriously indeed. Our draft business plan was developed – and planning conditions approved by the local authorities and guaranteed under Mayoral Direction 1472 – to support these standards.

With your desire for change and our responsibilities in mind, I would like to address the points you made in your press release of 18 May 2016.

Bridge closures

The planning approval for the Garden Bridge allows closure for up to 12 days – or 216 hours (3.3%) of the 6,570 possible opening hours each year. In fundraising terms, these closures translate to over 11% of our income and provide a steady, reliable funding stream.

We have looked closely at your request to reduce closures, balanced against our requirement to raise funds to ensure our maintenance standards are met and can confirm that we intend to use a maximum of 10 days and also commit to keeping the Bridge open between 6am and 2pm (which, importantly for balancing our business plan, aligns with the shift change for our Visitor Hosts) on each of the fundraising days. This would reduce closures due to fundraising to 100 hours each year, allowing Londoners access to the Bridge for over 98% of the time.

It is important that there remains the opportunity, in discussion with yourself, to increase the number of days we use for events, as it is crucial that we protect the Trust's ability to fundraise for the Bridge's upkeep. The success of this project

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relies on its legacy and our ability to ensure a viable and sustainable funding model can be delivered.

Involvement of local schools

The Trust is passionate about what the Garden Bridge could do for London and we are committed to working with others who share our dream of invigorating passion for horticulture – the art, science, technology and business of plant growing - and nature in the city through this captivating space.

With key delivery partners, we plan to offer lifetime horticultural learning opportunities - from inspiring young Londoners through schools programmes to supporting apprenticeships, enabling job-matching and volunteering - to cultivate a transformational change in the supply of skills and enthusiasm for horticulture, a sector with a skills shortage that has the potential to impact on our environment, food security and economy.

The Bridge provides an excellent opportunity for outdoor learning, the benefits of which are well documented. Children's experiences of natural places in London have been in long-term decline and our programmes will aim to inspire an early interest in horticulture by offering the combined benefits of outdoor activity and learning to school students. By providing materials and equipping teachers to run the lessons, sessions can be tailored to fit with their curricula and complement what young people are learning about while preparing them for the opportunities horticulture has to offer. When the Bridge is open, school visits to the Bridge will further understanding of the science of planting and environmental issues and local schools will be the first to benefit.

In fact, our schools programme is already up and running, with a Youth Board of over 40 local students from both Lambeth and Westminster meeting once a term to gain an understanding of career opportunities in, for example, engineering, design and horticulture that projects like this offer. The Youth Board, made up of both primary and secondary students, will also take an active role in the development of our education and schools programme as we move towards operation.

I would like to take this opportunity to offer an open invitation to you to join a Youth Board meeting. The meetings are held once each term and the next one will be after the summer holidays. We would be very pleased for you to join the meeting after the summer or at any point in the future.

During construction, our contractor will work with local schools and other educational establishments to provide students with work-related learning opportunities and help create a positive link with construction of the Bridge. Our plans during construction include:

- School visits;
- Workshops and guidance for educators;
- Careers advice and guidance sessions including mock interviews and CV workshops;

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- Lectures from industry experts;
- Research projects; and
- Work-related learning opportunities.

The aim during construction will be to reach students of all age groups to raise awareness of the breadth of opportunities available in the construction and horticulture industries.

Working with other London parks

We welcome your suggestion of building strong relationships with London parks for seed and plant sharing. We have already established relationships with the Royal Parks and Kew Gardens, and intend to continue discussions about ways to work together. The Royal Horticultural Society is also a supporter and their Executive Vice-President, Jim Gardiner, is a Garden Bridge Trustee.

We are also exploring opportunities to create partnerships with smaller local horticultural organisations such as Grounded Ecotherapy and Putting Down Roots as well as with urban green spaces such as Mudchute City Farm and Walworth Garden Farm. We have a formal partnership in place with Oasis in Lambeth, particularly supporting their Oasis Farm project, where we are very excited to be involved in the design and planting of a garden on their site including design and planting elements from the Garden Bridge. We are also working in partnership with homeless charity, Connection at St Martin-in-the-Fields, to establish a horticulture and gardening programme for their clients.

I hope this gives you the reassurance you need that we are committed to maximising access to the Bridge, playing an active role in communities local to the Bridge, particularly in relation to schools, and working with other green spaces across London to share seeds and plants, but also expertise. If you have any guestions, please do contact Bee Emmott, our Executive Director

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happy to provide any further explanation required.

Yours sincerely

E. Mervyn Davies

Lord Davies of Abersoch Chairman of the Garden Bridge Trust

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Lord Davies of Abersoch Chairman Garden Bridge Trust Somerset House Strand London WC2R 1LA Our ref: MGLA120716-7743

Date:

1 6 AUG 2016

Lard Davies,

Thank you for your letter of 7 July in response to my request for amendments to the plans of operation of the Garden Bridge. I am very pleased that you have made the changes I have requested.

I am also pleased to hear that officers have agreed that the hours on which the Bridge is closed for an individual event will be reviewed based on operational experience, in order to determine whether the hours of each closure can be further reduced.

Thank you also for the invitation to join a Youth Board meeting, I am very grateful for the invitation. As I'm sure you can appreciate, my schedule is extremely busy over the coming months. However, my team and I will consider the invitation in due course.

Thank you again for writing to me. I look forward to working with you.

Yours sincerely.

Sadiq Khan Mayor of London

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The Mayor of London City Hall The Queen's Walk London SE1 2AA

20th October 2016

Dear Mayor

Following our telephone call with David Bellamy on 12 October 2016, I am writing to you on the subject of the provision of the Mayoral Guarantee (Ref MD1472). I understand you have all the relevant documents so am keen to receive your assurance that the guarantee will be provided as it represents a critical cornerstone of moving forward with this project.

By way of background, the trustees were informed earlier this year that your predecessor Boris Johnson had signed off the guarantee, leaving only the authorised delegated officer to sign it. The nature of the Mayoral Direction (Ref MD1472) was that this would be conditional on "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".

The trustees were advised in May 2016 by Transport for London that this condition had been satisfied on the basis of the Trust's business plan provided to the Mayor at this time. The trustees of the Garden Bridge Trust have relied on this commitment in all its plans since that date, expending private and public money on this basis.

In these circumstances there are no further steps to be taken and I would therefore ask you to confirm that the Mayoral Guarantee will be signed by the relevant officer when the Trust requires it on gaining the relevant land interests.

I would be grateful for a response as a matter of urgency. We need to know that this will be forthcoming in advance of our Board meeting on Thursday 27th October 2016, as this is a critical component of delivering this project.

Yours sincerely

F. MervyN Davies

Lord Davies of Abersoch Chair Garden Bridge Trust

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Lord Davies of Abersoch Chair Garden Bridge Trust Somerset House Strand London WC2R 1LA

Our ref: MGLA251016-0629

Date: 2 7 OCT 2016

Thank you for your letter of 20 October 2016 asking for confirmation that the guarantees of the Garden Bridge's operations and maintenance will be signed when the Trust requires it.

The previous Mayor signed Mayoral Decision MD1472 dated 4 June 2015, which approved the provision by the GLA of guarantees to the Port of London Authority, Westminster City Council and London Borough of Lambeth, and delegated to the GLA's Executive Director of Resources the authority to agree the terms and conditions of the guarantees and the related agreements, and to authorise the execution of the guarantees and any related documentation.

The previous Mayor then signed Mayoral Decision MD1647 dated 22 April 2016, which amended the conditions of this approval to require the Trust to demonstrate 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.

Finally, I understand that the previous Mayor confirmed his satisfaction that your draft Operations and Maintenance Business Plan represented a satisfactory funding strategy on 4 May 2016 (the day before the Mayoral Election). His opinion was communicated to the Trust, as noted in your letter; however this ceased to be a relevant consideration once he left office.

The next step in the process of entering into the guarantees would be for the GLA's Executive Director of Resources to exercise the delegated authority. As you know, this can only take place once the Trust has acquired the relevant land interests and entered into the Section 106 agreements with the boroughs, as the terms of these agreements would need to be reflected in the guarantees.

I appreciate that it is important for you and your fellow trustees to have confidence that the GLA will provide these guarantees, given they are a requirement of the planning permission for the bridge and without them the bridge cannot be built. However, I have been clear and consistent in my position that no more of Londoners' taxes that I control will go to the project, and that I will not allow any guarantees to be entered into unless I am satisfied that this will not lead to further public expenditure down the line.

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At the end of last week my team was sent an updated copy of your draft Operations and Maintenance Business Plan. I hope you can appreciate that this plan will need to be reviewed thoroughly before I can commit to being satisfied with your funding strategy, and that this was clearly not achievable before your Board meeting this week. If you can confirm that this is the final pre-construction version of your business plan, I will instruct a review of it that will allow me to make an informed decision.

The GLA's Executive Director of Resources will also need to have confidence in your business plan as well as the detailed terms and conditions of the guarantees, to satisfy his professional duties with regard to the GLA's finances.

I understand that your business plan involves the creation of an endowment fund, enabling an in perpetuity income stream to contribute to the costs of the bridge's operations. Therefore, part of the review will necessarily involve assessing the likelihood of it being funded as proposed. The Trust's success in raising funds for the bridge's construction is clearly a relevant consideration to this assessment, and I wish you well in your fundraising in the weeks ahead.

My expectation is that the review of your business plan will be completed before you have acquired the relevant land interests and are ready for the guarantees to be signed. If the results of that review give me confidence that the guarantees are not likely to be called upon then I would be content to give my support to the GLA's Executive Director of Resources exercising the delegated authority and entering into the guarantees.

As a supporter of the Garden Bridge project, I would like to take this opportunity to thank the Trust for all your hard work to date and wish you well in your ongoing land negotiations and fundraising.

Yours sincenely,

Sadiq Khan Mayor of London

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The Mayor of London City Hall The Queen's Walk London SE1 2AA

31st October 2016

Dear Mayor

Thank you for your letter dated 27th October.

I obviously appreciate the re-statement of your support for the project and your good wishes for the fundraising. You will understand, however, that fundraising is always dependent upon confidence in the project – and, to say the least, it does not help to add uncertainty about specifics of the project to the general economic uncertainty that we all face. You acknowledge in your letter that the provision of the mayoral guarantee has always been critical to taking the scheme forward; and, as stated in my letter dated 20th October, the Trust has relied upon the undertakings made by the previous Mayor in continuing to commit both public and provide funds. We had also assumed that your position that "no more of Londoners' taxes.. will go to the project" referred to new commitments, and did not signal that you would rethink commitments already made by your predecessor.

We did indeed provide an updated version of our business plan to your team last week, but that is obviously an evolving document and it is not so different from the versions previously sent to the Mayor's office. I would not, therefore, expect it to take long to consider those differences, and I would therefore ask how long you expect the exercise to take. You say only that you expect the review to be complete before we have acquired the relevant land interests – but that itself is an expensive exercise that can only be justified if we know that there are no insuperable obstacles down the road.

So more particularly, could I ask what it is that the review is seeking to establish? If you are, as you imply, setting a requirement that the guarantee could never lead to further public expenditure, then, as you must know, that is a requirement that can never be satisfied – as covering that possibility, however remote it might be, is the very purpose of a guarantee and the reason that third parties have insisted upon it.

Irrespective of the details of discussing the business plan, therefore, I would ask for your assurance first that you will accept the commitment already made by your predecessor or at the very least that the end result will not be a conclusion that the guarantee could lead to public expenditure, and will not therefore be forthcoming, notwithstanding the undertakings already given?

Your sincerely

E. Mervyn Javies

Lord Davies of Abersoch Chair Garden Bridge Trust

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The Mayor of London City Hall The Queen's Walk London SE1 2AA

9 December 2016

Dear Mayor,

I refer to my letter dated 31 October 2016. In the absence of a reply, I must once again write to you to seek your assistance and support of the Garden Bridge project as we are now reaching a critical point in the next ten days. In short, without your public support, I cannot see that this project can proceed.

As you have said before, you share our view that the Garden Bridge should be delivered, and so I plead with you to engage with me to find a way forward. I will keep myself available at the shortest notice to meet and discuss how we can proceed from here.

The Trust has made enormous progress over the past three years. We have secured planning permission, discharged the majority of our planning conditions, put in place third party agreements, obtained relevant permissions and licences, completed detailed design work, procured a committed contractor, and developed community and educational partnerships and outreach programmes that will continue throughout the lifetime of the Bridge. The Board of Trustees remain committed to delivering this innovative project for London and the rest of the UK. However, it is also crucial to recognise that the task of doing so cannot be achieved in isolation and requires full participation from our key partners, such as yourself.

We have now reached a critical stage in the life of this project. The following issues are of particular importance:

Coin Street Community Builders (CSCB)

I met with lain Tuckett, Group Director, and Dr Scott Rice, Chairman on the 22 November. We were very clear about the serious risk and implications of not concluding three years of negotiations by December 2016. We tabled a timeline of activities and meetings that we believe could achieve the signed Agreement to Lease by 19 December. CSCB confirmed that its Board of Trustees are committed to this project and clarified their position on a number of principal issues. CSCB accepted the importance of reaching agreement in the timeframe and agreed this was achievable.

We have now secured an all day workshop between both parties on 13 December which will provide an opportunity to conclude any outstanding issues – prior to this we have provided final comments on very detailed Heads of Terms. We are confident that we should secure a deal by the end of the year as long as CSCB follow through on their stated commitment.

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Mayoral Guarantee

As you are aware, a guarantee for future maintenance and operations is required as part of our planning permissions. I have explained that the trustees were advised in May 2016 by Transport for London that conditions linked to the provision of the guarantee had been satisfied on the basis of the Trust's business plan provided to the Mayor at this time. The trustees have relied on this commitment in all our plans since that date, expending private and public money on this basis. I have written to you, seeking your assurances that the guarantee will be provided when the Trust requires it once we have an interest in the land. You have since explained that the previous Mayor's commitment ceases to be relevant and you cannot allow any guarantees to be entered into unless you are satisfied that this will not lead to further public expenditure down the line.

As I have said in my following letter, if you are setting a requirement that the guarantee could never lead to further public expenditure, then, you must know, that is a requirement that can never be satisfied – as covering that possibility, is the very purpose of a guarantee and the reason that third parties have insisted upon it. We are still awaiting a response to my letter dated 31 October.

The signing of the Mayoral Guarantee represents a critical cornerstone of moving forward with the project and is essential to the delivery of the Garden Bridge.

Dame Margaret Hodge Review and Fundraising

On the back of the public-sector investment of £60 million, the Trustees and the team have already raised £70 million of private sector funding. Our pipeline is strong and it is still our judgement that the balance of the funds that we require to build and operate the bridge can be secured.

Of significance is that the review you have commissioned is not being undertaken at the end of the project but whilst it is still ongoing. The mere existence of the review at this stage is providing a degree of uncertainty about the future of the Garden Bridge and is damaging the Trust's ability to raise the balance of the funds required from the private sector. We are also unclear as to what the conclusion of the review will be and whether this will have an impact on further decisions to be made by the public sector, surrounding our activities and therefore poses a risk to the project at this stage.

Unless that cloud is lifted very soon, with a positive outcome to the review and a strong endorsement from you for the Garden Bridge, our judgement about further fundraising will need to be significantly adjusted.

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Current Status

We have previously explained to you that time is not on our side. We have had to suspend many of our activities, and we are fast approaching the critical moment when the trustees will have to reach a decision as to whether the project can continue.

The future of the Garden Bridge is in your hands. As you have said before, it is in the public's interest for the bridge to be built, the benefits be delivered, the loan re-paid and value for money achieved. We share a joint objective to get this bridge built and we need to find a way to overcome these challenges together. You are able to deal with two of our three challenges with no further commitment of public funding, as the guarantee was a commitment made by your predecessor. The consequence of the closure of the project is obvious. London loses a fantastic opportunity to build a remarkable piece of infrastructure at very little cost to the public purse. If we close now, up to £45m of public funding will have been spent without securing the great public benefit it was intended for.

These are not decisions that we as a group of trustees can make alone. The money that we have spent belongs to yourself and to the Government, but following the reduction in the Government underwriting, progress now depends upon private donors agreeing that their donations can be spent on risk. We do not feel able to ask that when there is uncertainty as to the status of a critical guarantee approved by the previous Mayor. We therefore think it only right that the final decision should lie with you as to how you wish to proceed. For this reason, we are sending a copy of this letter to Transport Secretary Rt Hon Chris Grayling MP.

Your sincerely

F. MervyN Davies

Lord Davies of Abersoch Chair Garden Bridge Trust

CC Transport Secretary Rt Hon Chris Grayling MP

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Lord Davies of Abersoch Chair Garden Bridge Trust Somerset House Strand London WC2R 1LA Our ref: MGLA121216-6226

Date: 13 December 2016

- Lard Davies,

Thank you for your letter of 9 December. In reply, I will comment on each area you raise in turn.

Coin Street Community Builders (CSCB)

I wish you well for your all day workshop with CSCB. This seems to me to be the most immediately pressing issue, as without agreement with CSCB clearly the bridge cannot be built.

As you know, my officials have hosted negotiations between the Trust, CSCB and Lambeth Council on a number of occasions, and have ensured that CSCB are clear in my support for the project.

Mayoral Guarantee

I feel that I have made my position on the use of taxpayers' funds under the Mayor's control clear on many occasions, both pre- and post-election and including in my appearances before the London Assembly.

I accept that the project requires guarantees to be issued in order to meet the necessary planning conditions and have no in principle objection to these being given by the Greater London Authority (GLA), even though this does of course leave open the possibility of the GLA being called upon to honour the guarantees in future.

It is for this reason that proper consideration of your Operations and Maintenance Business Plan is so important, in order that I can be satisfied that the GLA providing these guarantees will not lead to further public expenditure down the line.

I understand that Lambeth and Westminster City councils are commissioning a visitor attraction expert to review your plan, and that the Trust expects further changes to the plan to result (consistent with your previous comment that the plan is an evolving document).

Therefore, I intend to ask GLA officers to complete a formal assessment of the plan as soon as this work has been completed, giving the Trust the opportunity to ensure the plan is as strong as possible. This assessment will include an analysis of the Trust's ability to establish an endowment fund of the required size, and any other considerations that officers feel to be relevant based on the nature of the Lambeth/Westminster work.

City Hail, London, SE1 2AA + mayor@london.gov.uk + london.gov.uk + 020 7983 4000

Dame Margaret Hodge Review and Fundraising

You will of course be familiar with the terms of reference set for Dame Margaret's review. This review is designed to ensure the public is aware of all facts surrounding the project, given the significant public funding provided and the public debate over aspects of the project's history.

I believe that the position that I set out in May is clear – given previous expenditure, the taxpayer will be better off if the bridge is built. As the agreements governing the public sector contribution are in the public domain, I do not see that Dame Margaret's review could reach a different conclusion. Whatever may or may not have happened in the past does not change the current financial reality of the project.

You will appreciate that Dame Margaret's review is, for good reason, being managed independently by Dame Margaret. My officials are in the process of arranging a meeting with her to discuss progress and timelines, and will ensure that your team is updated following this.

Current Status

I appreciate that this is a key moment for the project. Fundamentally it seems to me that you need to secure a deal with CSCB; without this clearly the bridge cannot be built. I will move forward with considering your business plan as quickly as possible, however I do not see that this should cause delay to the project, given that construction cannot start without the necessary funds being raised.

Yours sincerely,

Sadiq Khan Mayor of London

City Hall, London, SE1 2AA + mayor@london.gov.uk + london.gov.uk + 020 7983 4000

From: Bee Emmott [mailto Sent: 09 June 2016 08:27 To: David Bellamy Subject: Garden Bridge

Hi David

I tried to reach you yesterday. We have received enquiries about the amount of public monies spent to date on the Garden Bridge project. In the interests of transparency we are keen to provide this.

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We wanted to provide the Mayor's office with the following line, which demonstrates the facts while being aligned with the Mayor's comment of last week, and ensure you're comfortable:

Of the \pounds 36.4m received, the total cost of public funding spent so far is just under \pounds 36m. This excludes a \pounds 1.3m of liability which was included in the Mayor's figures announced in May which has been allocated but unspent.

We are due to release this on Friday and the Trust will write to the Mayor to let him know we plan to release this information beforehand. Please let me know by midday today if you have any concerns.

Many thanks

Bee

Bee Emmott Executive Director Garden Bridge Trust

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GREATER LONDON AUTHORITY

Development, Enterprise and Environment

Bee Emmott Garden Bridge Trust Somerset House London WC2R 1LA

Our ref: emmott1802

Date: 18 February 2015

Dear Bee

As you are aware, in granting planning permission for the Garden Bridge, Westminster City Council imposed a pre-commencement condition requiring completion of a s106 planning obligation to secure various heads of terms, one of which requires that:

"Prior to the commencement of development (and unless otherwise agreed in writing by the Local Planning Authority) there shall be provided to the Local Planning Authority a surety and/or guarantee and/or other legal instrument (the form and terms of which shall be approved by the Local Planning Authority in advance) to secure the on-going maintenance of the proposed bridge."

The Garden Bridge Trust Is a charity that has been established with the key objective of building and maintaining the Garden Bridge. We are aware that you are in the process of raising funds to construct the bridge and to secure the funding for future operations and maintenance and this is going well. A draft Business Plan and a draft Operations and Maintenance Plan was produced in support of the planning application, which sets out your strategy for funding annual operating costs of c£3.5m pa.

The Mayor is fully supportive of the approach that is being adopted by the Garden Bridge Trust and is fully confident that your Business Plan is robust. However, in order to discharge the guarantee requirement imposed by Westminster, the Mayor has agreed in principle to provide such a guarantee. This will of course be subject to agreement on the terms of the guarantee, including defining the obligations to be guaranteed and the circumstances in which the guarantee may be called upon.

I hope this provides the clarity you need to continue progressing with the project to the next stage.

Yours sincerely,

Fiona Fletcher-Smith Executive Director – Development Enterprise & Environment

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