

COMMERCIALLY SENSITIVE AND CONFIDENTIAL

Garden Bridge Trust
Costs at 30 November 2018

Garden Bridge Trust
Analysis of Costs since inception
Summary

	Net (a) £	VAT (b) £	Total (a) + (b) £	Description
1 Tfl Spend prior to GBT takeover				
				Lead Consultant for engineering, cost, commercial and schedule management, design integration, procurement, health and safety management, and management of specialist sub-consultants
Arup	6,399,912	-	6,399,912	
Arup - Thomas Heatherwick	1,586,077	-	1,586,077	Lead design practice for architecture, sub-contracted by Arup
Arup - Dan Pearson	157,021	-	157,021	Lead design practice for landscaping, sub-contracted by Arup
Arup - Other suppliers	224,645	-	224,645	Provision of niche and specialist sub-consultant duties, sub-contracted by Arup
Arup - disbursements and expenses	54,325	-	54,325	Incidental expenses incurred and recharged
Cabe	3,500	-	3,500	Design review fee (Commission for Architecture and Built Environment)
Douglas Edwards QC	10,098	-	10,098	Legal advice
Economics for the Environment Consultancy Ltd	14,000	-	14,000	Professional advice regarding environmental matters
Environment Agency	2,709	-	2,709	Design review fee
Eversheds LLP	34,825	-	34,825	Advice on Property law
Falcon Chamber -Oliver Radley Gardner	840	-	840	Legal advice
Heatherwick Studios	52,425	-	52,425	Lead design practice for architecture, appointed directly
Hogan Lovells	2,716	-	2,716	Legal advice
HR Wallingford	36,750	-	36,750	Specialist civil engineering and environmental hydraulic advice
John McGhee QC	11,520	-	11,520	Legal advice
Landmark Chambers - Tom Weeks	8,100	-	8,100	Legal advice
London Borough of Lambeth	35,500	-	35,500	Pre-Application Planning advice
London Underground	63,331	-	63,331	Consideration of implications of scheme upon LU temple station
Marine Management Organisation	2,366	-	2,366	Pre-application marine licencing charges
Monument Consultancy	112,890	-	112,890	Project & Programme management framework service
Nigel Griffin QC	5,940	-	5,940	Legal advice
Peter Neal Consulting Ltd	10,725	-	10,725	Professional advice on public realm
Stephanie Hall	4,098	-	4,098	Legal advice
TFL Surface Transport	50,165	-	50,165	Consideration of implications of scheme upon Tfl assets around Temple station
TFL/Marketing	151,784	-	151,784	Consultation, marketing and consents
Wallingford Environmental Surveys	3,735	-	3,735	Specialist civil engineering and environmental hydraulic advice
				Consideration of project; implications arising and subsequent legal advice pertaining to Property matters, Third Party consents and protective measures, Planning process, Consents, licenses and approvals necessary to establish viable legal framework
Bircham Dyson Bell	626,477	-	626,477	
Wragge Lawrence Graham	21,444	-	21,444	Legal advice
VAT Adjustment	-	-	3,410	Legal advice
As agreed in Deed of Grant dated 2/07/2015	9,684,508	-	9,684,508	
				Legal advice to Tfl on property, consents and asset protection arising from GBT proposals
Wragge Lawrence Graham/Gowling WLG	507,287	-	507,287	
London Underground - additional TFL	227,019	-	227,019	Design and consideration of mitigations for LU Temple station, as a result of GBT proposals
TFL Property - additional TFL	225,956	-	225,956	Specialist advice to Tfl on property and consents matters, as a result of GBT proposals
AECOM - additional TFL	29,838	-	29,838	Professional support in identifying all parties affected by Temple station works
Stephanie Hall fees adjustment	-	-	438	As advised by TFL
VAT Adjustment	-	-	990	As advised by TFL
TFL Surface Transport - additional TFL	451	-	451	Consideration of implications of scheme upon Tfl assets around Temple station
Further retrospective draw on grant, TFL letter dated 28/02/2016	989,123	-	989,123	
Gross amount expended by TFL	10,673,631	-	10,673,631	
2 Headoffice				
Exec Salaries	1,657,129	97,332	1,754,461	Exec team, including Exec Director, Finance director, Finance Team, Communications Team, administrative support
<u>Trust Management Resources</u>				
- Ernst & Young	70,025	14,005	84,031	Planning £41k and VAT advice £29k
- Crowe Clark Whitehill	180,494	36,098	216,592	Auditors - includes 4 audits
- Jobson and James - Insurance	60,369	-	60,369	Directors and Officers Liability, Contents and Employers liability insurance and Run off insurance
- Pincet Mason	10,500	2,100	12,600	Professional advice on the windup of the Trust
- PriceWaterhouseCoopers	34,857	6,951	41,808	Professional advice on the windup of the Trust
- Watson Farley & Williams	4,000	800	4,800	Professional employment advice
Fundraising costs - Materials	70,192	14,803	84,994	Design and printing of fundraising material, brochures, patrons leaflets to explain the project and help secure new funders

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				Initial Cultivation Event in March 2015 - first event held to announce the capital campaign to potential prospects and to engage contacts to help reach their networks to secure support. It directly helped secure one sponsor at £3m and really engaged that sponsor which resulted in them securing a new individual donor at £2m. Guests attended a dinner, hosted by Lord Mervyn Davies, with a presentation from Thomas Heatherwick which included 16 potential donors. Harrods Event held in Summer 2015 - hosted by Harrods in aid of the Garden Bridge Trust. It was a dinner for c95 guests with tickets priced at £1k each. Harrods covered the venue and food and drink costs. GBT's contribution to the cost of the event was for an entertainer. A high profile singer at the cost of £45k was secured which ensured tickets were able to be sold at such a significant price. Additional funds were raised on the night from a silent and main auction. Patrons Event Launch in Spring 2015 - Patrons launch was a drinks reception held at Sky Garden with the purpose of announcing the new patrons scheme to over 100 prospects. The Trust asked potential donors to sign up to a three year patronage scheme at £5k per year in support of the project. As a result of the event and individual follow up, £92.5k was secured. Four smaller networking events were held, mainly at Heatherwick Studios. These were short drinks receptions for about 30/40 people with the focus of the evening being a presentation by Thomas Heatherwick about the project and GB Trustees and staff in attendance to explain the opportunities to support and to ask for support in a variety of ways - eg direct financial support, introductions to potential individual donors or companies that they might be connected to. These events resulted in the following outcomes - secured £75k from a single donor; secured one donor who covered the costs for an event at Spring Restaurant which resulted in £40k of new income; secured the chair of the "balustrade board" which as a group secured £390k of income.
Fundraising costs - Events	108,658	20,064	128,722	
Fundraising costs - Inaugural Gala Event	352,173	65,776	417,949	This event was a major fundraising event held in Battersea which raised £791k of direct income but also served the purpose of introducing new donors to the charity who would be able to support in additional ways following the event.
Fundraising - Balustrade Programme	17,377	-	17,377	The Trust created an ask of £10k and £15k for donors to have their name or that of a family member engraved onto the balustrade of the Garden Bridge. A part time fundraiser was recruited to manage this income stream, leading a board of senior volunteers who introduced their networks to this opportunity. They achieved £390k. One major event was held which was hosted and costs covered by a donor. A small amount of c£4k was spent on design and print of materials to support the marketing of the campaign.
Fundraising costs - Consultancy	120,713	24,143	144,856	The Fundraising team included only 4 full time staff so with a target of £150m plus, it was essential to bring on additional consultancy/freelance support to focus on specific activity at key points throughout the capital campaign.
Fundraising costs - Database	31,838	6,368	38,206	Database system installed to ensure all donor and supporters records were securely stored
Fundraising costs - Donor Stewardship	34,619	1,762	36,382	Development design and delivery of scaled versions of the bridge for practical fundraising activity
Fundraising costs - Visualisations	122,995	24,599	147,594	It was critical to have detailed CGI images of the individual gardens as GBT were using these images as a way to persuade donors to come on board with direct support of a garden. The trust negotiated a reduced price for these with the supplier. All the "garden" donors were brought over the line because they were able to see a specific image of the Garden they would be naming. The total secured by Summer 2016 with the aid of the visualisation was £39.5m. The Trust would have continued to use the visualisations to secure the remaining £65m, so it was funds well invested.
Fundraising costs - Other	8,231	543	8,774	Includes training and Conference expenditure which was specific training for the less senior fundraisers in the team on capital campaign planning, securing major sponsors and database management. Also includes costs relating to online donation fees.
Fundraising salaries	301,236	621	301,857	The costs of the staff in the fundraising team to enable GBT to reach the capital campaign targets.
Accommodation - Rent	210,915	40,091	251,006	Incl Rent, meeting rooms, rates
Accommodation - IT and Telephone	215,651	45,336	260,987	Relates to in-house Somerset House charges for IT connectivity and telephones. Includes All IT equipment and support of 15 staff.
Accommodation - Running costs	52,486	8,614	61,100	All office running costs eg travel, courier, stationery, meeting costs
Accommodation - South Bank Employment Group	55,081	11,016	66,098	South Bank Employment Group membership (annual)
Public Consultation	95,332	19,066	114,398	Public consultation agency services and materials, eg newsletters
Comms and Media - Events	12,298	1,067	13,364	Photography and Marketing for comms and stakeholder events
Comms and Media - Routine Press	10,831	1,795	12,626	Subscriptions, press cuttings
Comms and Media - Website	135,387	26,026	161,413	Building and hosting website. This included: developing and building a website and incorporating regular updates and structural changes to the site to reflect project's progress; defining and developing a clear website content strategy; producing new interactive user friendly content eg videos; building a contact database to collect supporters details and deliver updates; providing on-going back-end technical support; developing a brand and logo to be used throughout the website, stationary, other promotional material.
Comms and Media - Agency	32,348	6,469	38,817	Social media management, campaign support, design leaflets/newsletters, communication strategy and support and copy writing
Comms and Media - Video	47,781	9,556	57,337	Videos for marketing to potential donors and for events
Operations and Maintenance Business Plan Consultancy	25,983	5,196	31,179	Consultancy services for the GBT Maintenance & Operations Business plan
	4,079,502	490,196	4,569,698	
3 Consultants				
Monument Consulting Limited	526,625	105,325	631,950	Project & Programme management services, client representation and stewardship of GBT capital programme
JTRB Communications Ltd	276,228	55,246	331,473	Third party and Stakeholder liaison/communications outreach specialist, advising GBT
PRD Limited	232,267	46,454	278,721	Lead property consultants, advising GBT on all property matters
Foamhand Limited	199,643	39,929	239,571	Operations Consultants advising GBT on visitor, event, security and waste management and subsequent development of operational plans
Adam Down Ltd	156,978	31,396	188,374	Operations resource, liaising with affected third parties to mitigate and enhance impact of GBT proposals
Cabot Management Ltd	123,962	24,792	148,755	Project management support
Monarda Solutions Ltd	76,636	15,327	91,963	Security consultant, liaising with statutory agencies and affected third parties to ensure a robust security and safety regime was developed
Project Assistant	77,783	9,647	87,430	Team organiser supporting project team
JBD Integrated Ltd	72,227	14,445	86,672	Communications advisor to GBT
MGB Signalling Ltd	64,616	12,923	77,539	Design and risk management specialist, overseeing contractor's development of design
	1,806,965	355,484	2,162,448	
4 Planning Consultant - Adams Hendry Consulting Ltd	772,427	154,485	926,912	Planning Consultant to GBT, stewarding the planning applications through the consents cycles, supporting stakeholder management and liaison with respective planning authorities, discharging planning conditions. There were 46 pre-commencement conditions to be discharged on the South side, 34 on the North side, excluding additional Section 106 commitments. There was a myriad of stakeholders to consult with throughout this process.
5 Arup				

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Arup - Management of Pre-Construction Services Agreement period (April 2015 to Sept 2015) includes Project, Cost, Design, health and safety service management	4,887,660	977,532	5,865,192	Lead Consultant for engineering, cost, commercial and schedule management, design integration, procurement, health and safety management and management of specialist sub-consultants. Appointed as Engineer for GBT with contract administration duties and delegated authority.
Arup - Thomas Heatherwick	938,472	187,694	1,126,166	Lead design practice for architecture, sub-contracted by Arup
Arup - Dan Pearson	121,533	24,307	145,840	Lead design practice for landscaping, sub-contracted by Arup
Arup - Other suppliers	218,960	43,792	262,752	Provision of niche and specialist sub-consultant duties, sub-contracted by Arup
Arup - disbursements and expenses	18,905	3,781	22,686	Incidental expenses incurred and recharged
	6,185,530	1,237,106	7,422,636	
6 Legal costs				
Bircham Dyson Bell				
Judicial Review	175,902	35,180	211,082	Legal advice, including QCs counsel, relating to GBT being an Interested Party to the Judicial reviews
Planning	552,814	110,562	663,377	Strategic and tactical legal advice to GBT on matters related to Planning and other consents related to construction. E.g. Statutory consents and protective measures, licenses and approvals necessary to discharge planning conditions and legal liaison with consenting stakeholders
Property	595,940	119,188	715,128	Strategic and tactical legal advice to GBT on matters related to Property arrangements and third party requirements necessary to enable construction. GBT had to enter into 36 Third Party legal agreements with myriad stakeholders, all with unique technical, property, commercial and operational constraints. This required significant legal consideration, negotiation, advice and drafting
<u>Charity Advice</u>				
- Funding agreements	143,127	28,625	171,752	Drafting and reviewing funding agreements (including Deeds of Grants, Letters of Agreement and Sponsorship Agreements) and providing advice across all fundraising activities.
- Governance	250,868	50,377	301,245	Setting up, registering and incorporating the charity and Ltd company, setting up sub Committees and supporting documents eg Terms of Reference, attending Board meetings, advice regarding trustee decisions, preparing key governance documents and manuals, reviewing letters and documents. Assisting with Margaret Hodge enquiry, NAO audit, Charity Commission review
- Training	2,250	450	2,700	Trustee/Exec team duties training
- employment advice	3,708	742	4,450	Legal advice relating to consultant and employee contracts
- S501©	1,900	380	2,280	Legal advice on setting up a Section 501(c) company in US
- FOI and Environmental Agency	1,930	386	2,316	Legal advice on Freedom of Information Act requests
- Other (IP advice)	12,141	2,428	14,569	Intellectual property advice, attending meetings re VAT
- Disbursements	697	21	718	Companies House annual return fees and other searches
Company Secretarial	2,603	521	3,124	Company Secretarial duties
MacFarlane's - legal fees relating to the Construction contract	175,468	32,934	208,401	Specialist construction legal advice, pertaining to Design and Build contract
Eversheds	978	196	1,174	Intellectual Property advice, trademark advice and renewal of gardenbridge.london domain licence
	1,920,325	381,990	2,302,315	
7 Third Party Costs				
<u>London Borough of Lambeth</u>				
- Planning	202,034	28,907	230,941	Fees recharged by Lambeth, related to their receipt, consideration and progression of planning application and subsequent condition discharge submissions. Fees were agreed in a Planning Performance Agreement (PPA) and cover such things as the process for the determination of planning conditions and pre-commencement Section 106 obligations associated with the planning permission ref: 14/02792/FUL for the Garden Bridge. The PPA was a framework and timetable within which to progress applications to discharge all conditions and to satisfy the requirement of pre-commencement obligations under the S106. It required GBT to meet numerous costs arising from Director, officer and specialist review and feedback on planning matters and management of the process through appointment of resources at LBL
- Property	73,038	14,608	87,646	Fees recharged by Lambeth, related to their consideration, management and implementation of proposed changes to property arrangements in light of GBT proposals. Lambeth are freeholder of the land the bridge was due to land on, with an existing sublease to Coin Street Community Builders.
- Other consents	17,730	3,546	21,276	Fees recharged by Lambeth, related to their appointment of specialists to review GBT submissions
<u>Westminster City Council</u>				
-Planning	83,274	10,200	93,474	Fees recharged by Westminster, related to their consideration, management and implementation of proposed changes to property arrangements in light of GBT proposals. The bridge was due to land on top of Temple Station which Westminster had an interest in.
- Property	190,400	38,080	228,480	Fees recharged by Westminster, related to their consideration, management and implementation of proposed changes to property arrangements in light of GBT proposals
- Other consents	49,528	5,410	54,937	Fees recharged by Westminster, related to their appointment of specialists to review GBT submissions
ITV	354,572	70,914	425,487	Fees recharged by ITV, related to their appointment of specialists to review GBT planning, property, operations and construction submissions. ITV and GBT entered a 146page Agreement, which required GBT to meet ITV's costs related to Legal advisors, Property Surveyors', Project Management, Planning Consultants', Rights to Light Surveyor's, logistical, environmental, acoustician and vibration specialists fees, cost and expenses of measures to minimise impact upon ITV, ITV's costs and expenses related to ITV's involvement with Planning application and conditions submissions.
IBM	160,840	32,168	193,009	Fees recharged by IBM and their freeholder, related to their appointment of specialists to review GBT planning, property, operations and construction submissions. These arise from Property Consultants, Surveyors, legal fees, Party Wall surveyors and management fees related to the consideration, negotiation, and drafting of agreements.
Coin Street Community Builders	203,129	31,552	234,681	Fees recharged by Coin Street Community Builders related to their appointment of specialists to review GBT design, property, planning, operations and construction submissions. These fees relate to Legal advice from the lease negotiations, Heads of Terms drafting, design reviews of the southern landing building by Coin Street Community Builders using their specialists, consideration of operational matters by their team and the review of construction proposals by their appointed advisors.
Port of London Authority	9,480	-	9,480	Fees recharged by PLA, related to their review of GBT navigational licence application and property, planning and construction submissions
Wellington	17,698	3,540	21,237	Fees recharged by owners of Wellington, related to their appointment of specialists to review GBT design, planning, property and construction submissions

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London Underground	349,414	69,879	419,294	Fees recharged by LU related to their consideration of GBT design, planning, property and construction submissions, their appointment of a specialist contractor to design mitigations and their asset protection requirements
CMSF (Cabmans Shelter Fund)	3,340	-	3,340	Fees recharged by CMSF, related to their review of GBT property, planning and construction submissions
TfL/GLA	12,749	2,550	15,299	Fees recharged by TfL/GLA, related to their review of GBT design, property, planning, operations and construction submissions
Other	40,228	-	40,228	Costs incurred from third parties, related to their review of GBT design, property, planning, operations or construction submissions
	1,767,455	311,354	2,078,809	
8 Other Preconstruction costs				
Willis - OCIP Insurance	145,684	-	145,684	Premium associated with the insurance of the contracted works, site and materials during the Joint Venture appointment
Wessex Archeology - diver survey	31,864	6,373	38,237	Riverine archaeological surveys required to determine the nature of the foreshore
Concept - Geotech survey	10,456	2,091	12,547	Geotechnical survey of land and underground structures in and around Temple Station
Environmental agency - Stat review of proposed construction methodology	4,221	861	5,082	Fees associated with Environment Agency's reviews of GBT's construction proposals
Willerby	2,901	580	3,482	Landscaping Contractor, minor works
BT - removal of telephone box	1,975	395	2,370	Removal of BT telephone box near Temple Station
Environmental Impact Assessment Advert	5,708	-	5,708	Environmental Impact Assessment advert
Butler Young - building regulations review	1,000	200	1,200	Independent review of designs for South landing Building to ensure compliance with Building Regulations
	203,809	10,500	214,310	
9 Fugro - Marine/Ground Investigation works	1,095,235	219,040	1,314,275	Marine geotechnical surveys and analysis of results to determine and manage the ground risk associated with GBT proposals. This involved the sinking of dozens of boreholes in the River Thames and the careful search for unexploded ordnance
10 Bouygues Travaux Publics and Cimolai SpA - Joint Venture (JV)				
Preconstruction Services Agreement (PCSA)	4,250,000	850,000	5,100,000	The JV were appointed to progress the design as submitted at tender. This Pre-Construction design development period enabled them to progress the design using contractor/market led solutions, plan construction methodology and logistics management, develop a robust and reliable programme, secure consents, carry out surveys and investigations, engage in community and stakeholder relations, develop prototypes, ensuring buildability and assisting discussions with the Planning Authorities regarding the appearance of the completed works. The period also enabled the JV and GBT to agree a fixed costs lump sum price and programme for the works
Main Contract Works	11,278,865	2,184,124	13,462,989	Following the conclusion of the PCSA period above, the JV were appointed to effect the Main Contract Works. This involved mobilising significant resources, systems, labour, supply chain and support networks to further refine the designs, create prototypes and samples, submit designs for approval by GBT's engineer (Arup), liaison with third parties to secure rights and consents over areas to erect the bridge and submit details to discharge the planning conditions. It also involved the selection of tree and landscaping species within Europe and transportation of these for acclimatisation to the UK
<u>Demobilisation and Suspension</u>				
Demobilisation/Termination	1,696,128	410,874	2,107,002	This was the costs suffered by the JV and charged to GBT for the demobilisation of staff, offices and repatriation of plant and labour upon GBT suspending the contract
Hibernation tasks	117,583	23,517	141,100	As part of the suspension, GBT instructed the JV to establish a Hibernation report as a repository of all the acquired information and knowledge at the point of suspension, such that the project could be remobilised quickly
London Underground Stage 2 works	141,930	28,386	170,316	This sum relates to additional costs incurred by the JV undertaking the design and assurance of some works that had been anticipated to be carried out by LU
Marine Management Organisation	71,350	-	71,350	The JV paid this fee to the MMO for their review, comment, consultation and consent to the scheme
River Wall Asset Protection Report	54,000	10,800	64,800	This sum relates to Westminster's requirement that a condition survey of the riverine wall be carried out
Supplemental Navigational Risk Assessment	77,420	15,484	92,904	As part of the dialogue with PLA, regarding the transportation of bridge elements up the Thames, PLA required a supplemental Navigational Risk Assessment that captured background, foreseeable growth, Tideway overlay and GBT river traffic to be developed. This is the cost to GBT for that model
Realignment of South Landing Building	35,867	7,173	43,040	The alignment of the Southern landing building was modified to attend to issues that emerged during dialogue with CSCB
SLB Internal Layout	22,007	4,401	26,408	This is the cost of the interior design changes necessary to meet CSCB's expressed requirements
The Oasis Farm and FF Studio Garden	17,209	3,442	20,651	GBT paid the JV to lay a garden at oasis farm, as part of the community involvement
Supervision duties of the Planting Contract	16,979	3,396	20,374	The JV were paid to manage the Landscaping contract, following novation form GBT
Flood Wall Planning Drawing Changes	15,000	3,000	18,000	As part of the Planning condition discharge, the JV were required to change some drawings and proposals to attend to issues raised
Crown River Cruises	10,289	2,058	12,347	The contract involved displacement of moorings and these costs relate to arrangement of their replacement
Hoarding Mockups	8,644	1,729	10,373	These costs were incurred as a result of requirement for the JV to prepare actual size hoardings to demonstrate no impact upon the ITV queue area
HR Wallingford 3 Supplementary Models	5,084	1,017	6,101	Revisions to the scour and accretion models were necessary during the development of the designs
	17,818,355	3,549,400	21,367,755	
Total costs since inception to 30 November 2018	46,323,235	6,709,555	53,032,789	
Estimate costs to closure				
Support costs	25,000		25,000	
Document Retention	12,000		12,000	
Legal fees - BDB/Pinsent Masons	7,300		7,300	
Legal fees - Macfarlanes	3,000		3,000	
PWC	48,000		48,000	
Escrow	5,000		5,000	
Audit	1,400		1,400	
Contingency	336,100		336,100	
	46,761,035	6,709,555	53,470,589	

Not all invoices attract VAT, therefore VAT isn't always 20% of the NET value